



City of Novato

CALIFORNIA

ERIC LUCAN
Mayor

JEANNE MACLEAMY
Mayor Pro Tem

DENISE ATHAS
PAT EKLUND
MADELINE KELLNER
Councilmembers

Investing in Novato



PRESENTED BY MICHAEL S. FRANK
CITY MANAGER



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 every two to three years 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 131.

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

A. A summary of City revenues begins on Page 53. This summary explains each of the different revenue sources and its outlook for the future. On Page 78 is a listing of general fund revenues by category, followed by a chart that graphically summarizes this information. Then, on Page 100 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 82, followed by a chart that graphically summarizes this information. A summary of expenditures for the general fund by function is on Page 85. A summary of expenditures for all funds by department is on Page 103. Beginning on Page 123 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 324. CIP project funds are listed beginning on Page 305. Current CIP projects are shown beginning on page 328.

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 299.

**California Society of
Municipal Finance Officers**

Certificate of Award

**Operating Budget Excellence Award
Fiscal Year 2014**


Presented to the

City of Novato

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

February 11, 2014




Pauline Marx
CSMFO President


Ken Brown, 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, 2013.

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, 2013

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, 2013.

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 2014/15

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June 10, 2014

Honorable Mayor and City Council Members
Novato, California

Subject: FY 2014/15 Proposed Budget for the City of Novato

Honorable Mayor and Members of the City Council:

I write this budget message with abundant hope and optimism for investing in Novato's future! Just a short time ago, we were reeling from an unrelenting, prolonged recession that has permanently changed the way cities — especially those in California -- do business. Now, after years of budget cuts, belt tightening, layoffs, furloughs, and economic malaise, the City Council adopted a Fiscal Sustainability Plan in February 2014 to chart a sustainable path for Novato's future. This is the first City Council to conduct such a comprehensive and analytical review of the City's expenditures and revenues to find long term solutions. The approved Fiscal Sustainability Plan reflects the following essential assumptions that were developed after two years of study, analysis, and research into this City's financial and organizational health:

- We want a long term fiscal and organizational sustainability plan;
- We want, at a minimum, to maintain existing service levels;
- We want, at a minimum, to maintain and improve the safety of our existing infrastructure; and,
- We want employee compensation, at a minimum, to keep pace with the cost of living (inflation) in the long run.

Probably the most critical realization contained in the Fiscal Sustainability Plan is that the above goals cannot be achieved without a significant new source of ongoing revenue for Novato, and the approved strategy also states that it would be preferable to secure that revenue by November 2015. This deadline coincides with the existing sunset date of the Measure F 0.50% sales tax and would ensure an uninterrupted source of funding with which to balance expenditures.

Looking ahead, the budget for 2014/15 is focused on implementing the initiatives, goals, and choices made in the Fiscal Sustainability Plan, many of which will be detailed in this transmittal and throughout the departmental sections of this budget document.

FISCAL SUSTAINABILITY THEMES

As part of our outreach efforts to educate the community about our fiscal sustainability planning and solicit their feedback, I developed an informational presentation and delivered it to over 30 community

groups and more than 650 total residents. The goal was to find “the simplicity on the other side of complexity”, and focus on the most critical, key policy issues that came out of the past two years’ work and analysis. As a result, taking into account Council and community feedback, as well as staff’s perspective on the most important decisions facing City leadership, the presentation focused on three significant themes.

1. **Novato’s revenue structure is not sustainable.** 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.

- Extremely Low Property Tax Resulting in Lower Property Taxes for Base Services – Novato’s property tax was lowered by 20% prior to the approval of Proposition 13 in 1978. Novato receives 40% less revenue per resident than the average for other Marin cities and towns. Specifically, Novato receives only 6.8% of the property tax versus 14% for the Novato Fire Protection District. This frozen lower tax rate translates into lower revenues for services in Novato.
- 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. Novato is one of the only cities in the State that doesn’t receive significant franchise fees.
- 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.

2. **High quality services mandates talented and high caliber staff.** Maintaining quality services and service levels requires having the right quantity of staff, in the correct positions, and having a compensation system that allows us to attract them and retain them. As the City Council is well aware, the recession required that the City make many hard choices, including decisions to eliminate approximately 50 positions citywide and negotiate significant concessions from our employees. These were the right decisions at the time given the multi-million dollar annual

revenue loss that we sustained during the downturn. With that said, after a significant organizational realignment and a detailed look at virtually every aspect of our operations, it has become apparent to me that there are a few areas of the City that require selected additions to staffing levels. I am not recommending a return to staffing levels anywhere near where we were in 2006 – 2008, but a few key positions will significantly improve our ability to continue providing quality levels of service. These “core staffing” positions are detailed later in this memorandum.

Another key component of the Fiscal Sustainability Plan is ensuring that, over the long run, our employees’ compensation keeps pace with inflation and is sensitive to the broader labor market. The Fiscal Sustainability Plan recognizes that having high employee turnover and/or an inability to recruit quality staff has not only cost and time impacts, but also impacts to our institutional knowledge and overall service delivery.

- 3. We must be responsible stewards of the City’s infrastructure investments.** Between our City buildings, streets, storm drains, bridges, park facilities, pathways, retaining walls, streetlights, and more, we have a \$300 million investment in City infrastructure. Other than streets, for which the Novato voters have passed two infrastructure bond measures over the past 30 years, we have not historically put aside an appropriate amount of money for capital re-investment. As part of the fiscal sustainability research, staff conducted a number of detailed studies to calculate the annual maintenance requirements for our City infrastructure. We currently estimate that it takes a little over \$1 million of General Fund investment each year to maintain all of the great assets that we have throughout Novato.

FY 2014/15 OPERATING BUDGET & MEASURE F

The 2014/15 General Fund budget comprises \$29.8 million of the total \$56.5 million overall City budget. In addition to the budgeted General Fund appropriations, transfers out to other funds totaling \$3.7 million are planned for 2014/15.

This year, the City prepared its FY 14/15 budget just as the City Council was adopting its long term fiscal sustainability strategy in February 2014. As part of our annual process, departments presented flat budgets with requested increases for individual items that required augmentation such as contracts or utility costs that would be more than in the prior fiscal year. These basic O&M increases totaled \$191,000 which is about \$50,000 less than was planned in the 5-year Forecast.

Core Staffing & Other Staffing Recommendations

The recommended changes in staffing for FY14/15 represent a core group of additional positions that I feel are essential for Novato to maintain its quality services. It’s important to note that we should not be expecting significant upgrades in service based on these additional positions. Rather, after years of staffing reductions, these are the positions that the City needs to add or restore to prevent any further degradation in services. These positions address virtually every area of the City: economic development and redevelopment; emergency services and police services; parks, recreation, and maintenance; and administrative and internal support services. Additionally, as shown in Table A below (FY 14/15 Staffing

Summary), I am recommending several limited term positions to support various functions for key projects and initiatives that will not be ongoing in nature.

TABLE A -- FY 14/15 STAFFING SUMMARY					
		\$627,970	\$398,500	\$183,500	\$152,500
Account Description	Ongoing / One-time	General Fund Staffing	Measure F	Parks Measure A	CIP Reimburse
FISCAL SUSTAINABILTIY - CORE STAFFING POSITIONS					
Police					
1.0 FTE Police NRT Analyst Extension	Ongoing		\$85,000		
0.5 FTE Admin Clerk II 0.5 FTE Police Records Clerk	Ongoing		\$75,000		
Contract Emergency Services (with NFPD)	Ongoing		\$37,500		
Parks, Recreation & Community Services					
1.0 FTE Senior Management Analyst	Ongoing	\$106,000			
Public Works					
1.0 FTE Maintenance Worker / Streets	Ongoing			\$82,000	
1.0 FTE Maintenance Worker / Parks/Islands	Ongoing			\$82,000	
Economic Development					
1.0 FTE Economic Development Manager	Ongoing	\$160,000			
General Government					
0.5 FTE Admin Clerk II (Com. Development)	Ongoing	\$35,000			
1.0 FTE Principal Human Resources Analyst	Ongoing	\$143,000			
1.0 FTE Senior IT Analyst	Ongoing	\$115,000			
(1.0 FTE) Senior Account Clerk	Ongoing	(\$78,330)			
Salary Changes – IT Division Reorganization	Ongoing	\$20,000			
OTHER STAFFING (Limited Term or Part-time)					
1.0 FTE Hamilton Base Reuse Director	2-Year Limited Term		\$201,000		
1.0 FTE IT Business Analyst	4-year Limited Term				\$115,000
1.0 PW Administrative Manager	4-year Limited Term	\$112,500			\$37,500
Hourly Wages / Overtime	Ongoing	\$14,800			
Special Events	Ongoing			\$19,500	

Measure F - Operating Expenditures

The 2014/2015 budget estimates that the City will receive approximately \$4.5 million in Measure F revenues, Novato’s 5-year 0.50% general sales tax that was adopted by the voters in 2010. Measure F continues to help preserve and protect city services in a number of ways, with a total of \$5.5 million estimated to be spent in FY 14/15. These expenditures are made up of the following categories:

1. Deficit Backfill - Measure F will help backfill the General Fund for a total of approximately \$1.4 million (This amount includes the \$1,090,000 in new long-term maintenance funds; discussed more elsewhere in this transmittal). This backfill will allow the General Fund to maintain a fund balance at or above its policy mandated minimum of 15% of General Fund expenditures and to protect and prevent additional budget reductions as committed to in Measure F.

2. Direct Funding of Specific Programs and Staff -- In addition, the City also directly budgets programs and staffing in the Measure F fund. These programs generally revolve around economic development (Hamilton Base Reuse Program), youth programs in our Recreation and Parks Department, and a variety of services in our Police Department. The ballot measure language mentioned these types of services as examples of what Measure F may protect against further future budget reductions. Specifically, the budget proposes to spend approximately \$1.1 million of Measure F revenues to fund a number of programs that are directly funded via Measure F (See Table B below - 2014/15 Measure F – Operating Programs) for more detail.

TABLE B - 2014/15 Measure F - Operating Programs		\$1,053,000
		Budget
CENTRAL ADMIN		
-Hamilton Base Reuse Program <i>(2 year extension; limited term)</i>		\$302,000
-Bio Life Campaign		\$232,000
PARKS/RECREATION/COMMUNITY SERVICES		
-Expansion and continuation of Afterschool Initiative		\$50,000
-Youth Needs Summit (carryover from FY 13/14)		\$20,000
- Youth Financial Aid		\$10,000
POLICE		
-Police Records Clerk (0.5) and Admin Clerk II (0.5)		\$70,000
-Police NRT Management Analyst <i>(2 year extension; limited term)</i>		\$94,000
-NRT Supplies		\$26,000
-Emergency Services Contract <i>(shared with NFPD 50%)</i>		\$37,500
-NC3TF Partial Funding (Computer Crimes Task Force)		\$33,500
-First partial year of Measure F funding for COPS Grant officers (NRT Team)		\$178,000

3. Capital Improvement Projects and One-Time Investments Measure F CIP projects comprise a total of \$1.9 million in Measure F funding – more detail about these projects can be seen in

the CIP section of this budget. Additionally, per the Fiscal Sustainability Plan, Measure F will be used to pay down a \$1.1 million Corporation Yard Lease debt, saving significant interest costs for the General Fund over the next 10 years.

FY 14/15 CAPITAL IMPROVEMENT PROGRAM BUDGET

The FY 2014/15 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 2014/15 fiscal year. Many of the funding sources utilized to fund capital improvement projects are specialized in nature and can only be used for specific purposes. In addition to these specialized funds, the 2014/15 CIP has several projects and components that resulted from the Fiscal Sustainability Plan since a one-time investment can create ongoing operational expenditure savings. These projects utilize Measure F funds or long-term maintenance funds (transferred to the CIP from the General Fund). This is one of the most exciting years for the capital improvement program in a long time. Some of the key projects include:

- Master planning and research for the Hill Recreation Area, including a tournament bocce facility;
- Research and site selection process for one synthetic turf sports field;
- Replacement of the remaining streetlights citywide with energy-efficient LED bulbs;
- Nearly \$1 million of long-term maintenance projects for City buildings, facilities, and infrastructure; these new long-term maintenance funds are funded by Measure F and were identified in the Fiscal Sustainability Plan
- \$1.2 million toward pavement rehabilitation and resurfacing projects;
- Resurfacing of the DeLong and Ignacio interchanges;
- New park playground equipment and benches in the Bahia neighborhood;
- Replacement of the lighting and scoreboard at the Indian Valley Campus ballfields;
- Significant grant funding to help construct the Nave pathway along the Hamilton Gymnasium;
- Nearly \$900,000 in new technology projects (of which, \$598,000 is funded by Measure F); and
- An agreement with the Novato Theater to provide \$1,000,000 as a City contribution toward the renovation of that project.

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 from 2000, is now 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 has identified a funding need of approximately \$1 million in annual funding required to properly maintain the City buildings and infrastructure, and this proposed budget includes the first year of that funding. Unfortunately, there is virtually no other way to fund these investments than to use General Fund resources.

GENERAL FUND REVENUE & EXPENDITURE TRENDS

City revenues are improving as we very slowly emerge from the recession. General Fund revenues are projected to increase to \$29.6 million next year.

Revenue Type	FY 13/14 Revised Budget	FY 14/15 Proposed Budget	Change
Taxes	23,354,627	24,305,250	950,623
Licenses & Permits	945,858	1,005,710	59,852
Intergovernmental *	733,380	645,145	(88,235)
Service Charges	2,808,686	2,612,660	(196,026)
Fines, Forfeits & Penalties	610,246	581,885	(28,361)
Use of Money & Property	458,868	404,080	(54,788)
Miscellaneous Revenue	57,668	33,135	(24,533)
REVENUE TOTAL	\$28,969,333	\$29,587,865	\$618,552
Operating Transfers *	1,767,793	2,726,045	958,252
IF Loan Repayments / Operations	42,836	30,000	(12,836)
TOTAL	\$30,737,126	\$32,313,910	\$1,576,784
% Budget Change			5.4%

* Includes Measure F transfer to cover deficit

While some of Novato's fee categories and miscellaneous revenues are projected to decline slightly next year, most of the tax revenues are projected to increase. With the improvements in the real estate market and fairly sizeable increases in median home prices, we do project increases in our overall assessed valuation and, thus, our property tax revenues. Sales tax is projected to increase slightly as well, but I say that with caution. Novato has been underperforming the state, the Bay Area, and our neighboring counties over the past year or more. Furthermore, with significant additional retail opening both to our north and south, we have seen recent evidence of declines in some of our largest retail sectors. While we anticipate those declines to be a temporary reaction to the new shopping options, it will have a near-term effect on our sales tax revenues. Finally, both transient occupancy tax and business license tax are performing well, and we continue to project increases in those tax categories for FY 14/15. I should also note that we have experienced a number of one-time unexpected revenues (nearly \$700,000) in 2013/14 that will not repeat in 2014/15.

Each department is managing their expenditure budgets diligently and they are on track to spend less than budgeted for FY 2013/14. However, being more fully staffed with fewer vacancies held open or remaining open for long period will presumably erode our overall savings in the current fiscal year. However, the one-time revenues mentioned above will more than offset these reduced savings. Currently, while the FY 2013/14 budget was originally adopted assuming that a \$300,000 deficit would need to be filled with Measure F funds, staff is now estimating that we will actually end the year with a slight surplus in the General Fund. If this holds true once we close the books for FY 2013/14, then we will transfer that surplus into the Emergency Reserve Fund.

For 2014/15, the proposed budget projects a General Fund deficit of \$1.4 million. This is in line with what we projected in the Fiscal Sustainability Plan, excluding any increased expenditures associated with newly negotiated bargaining agreements (negotiations are in process).

Expenditures by Department	FY 13/14	FY 14/15	Change
	Revised Budget	Proposed Budget	
Central Administration	\$1,392,555	\$1,661,573	\$269,018
Administrative Services	4,654,181	4,725,957	71,776
Police *	11,991,185	11,980,961	(10,224)
Community Development	2,128,473	2,093,532	(34,941)
Public Works	5,967,159	6,175,706	208,547
Parks, Recreation & Community Services *	3,085,923	3,216,342	130,419
EXPENDITURE TOTAL	\$29,219,476	\$29,854,071	\$634,595
Operating Transfers	9,394,680	3,224,488	(6,170,192)
Savings Factor	(500,000)	(500,000)	-
TOTAL	\$38,114,156	\$32,578,559	\$(5,535,597)
% Budget Change			(14.5%)

ACCOMPLISHMENTS

In addition to the completion and implementation of the fiscal sustainability planning process, the City has had many exciting goals and projects moving forward during 2013/14, just a few of which are:

- **Our Housing Element was certified** - As one of our Councilmembers so aptly put it—Novato’s State-approved Housing Element was “tailored to fit Novato.” After a four-year process of extensive community input, discussion, and controversy, creative ideas by our staff and attorney’s office, as well as negotiations with the State Department of Community Development, we were able to strike a balance between promoting the interests of our community and meeting a state mandate.
- **Our Offices & staff are back Downtown** - After 50 years of attempts, we have finally come back to our roots, to our home, to our city center. We moved into our new environmentally friendly City Administrative Offices building in November, at a savings of \$700,000 per year in rent. It is a great building and a great place to work.
- **Our Economic Development efforts are reestablished and gaining traction after being eliminated along with RDA** - We have made substantial progress on local and regional economic development initiatives. We completed a retail sales tax leakage analysis, partnered on a Downtown Theater study, kicked-off a successful citywide “Shop Local” campaign, and convened a four-county Bio-Tech/Life Sciences Initiative to attract the bioscience industry to Novato and make the North Bay the next bioscience hub.

- **Our crime rates continue to be at an historic low.** We are grateful for the efforts of our Police Department - there has been another year of decreased crime. Through the utilization of technology, by securing hundreds of thousands of grant dollars, by leveraging resources in many departments, and proactive community outreach, we are keeping our community safe.
- **Key property acquisitions** – By creatively and strategically partnering with the Trust for Public Lands, the City was able to acquire 93 acres of breathtaking open space; hopefully a key lynchpin in efforts to reestablish efforts to redevelop some of our Hamilton properties. Additionally, we acquired the SMART depot downtown at the end of Grant, which will hopefully help us in our efforts to address downtown parking needs.

CITY COUNCIL STRATEGIC PLAN

During the spring of 2014, the City Council along with staff has begun a full revamp of the strategic plan. This Plan is still a work in progress, and the final version of the Plan, once it is approved by the City Council, will be appended to this transmittal memo in the Adopted Budget document. For purposes of this Proposed Budget document, departmental and program goals reflect departments’ best estimation of the key initiatives that will be moving forward in 2014/15.

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, and Accounting Supervisor Maureen Chapman. The operating and capital budgets are truly the results of a large team of individuals working together including the staff listed below.

- Central Administration – Sheri Hartz, Maureen McNiff, and Vickie Gerber
- Administrative Services – Dan Weakley, Jeff Carroll, and Carla Hansen
- Community Development – Bob Brown and Liz Dunn
- Parks, Recreation & Community Services – Pam Shinault and Kathy Kormos
- Police – Jim Berg, Tony Gillotte, and Nancy Andrews
- Public Works – Andrew Poster, Julian Skinner, Dave Meyers, and Felicia Wheaton

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

In my initial presentation of this operating budget to the City Council, I emphasized that the theme for 2014/15 was “Investing in Novato”, and I hope that you will find examples of that throughout this budget document. We have made great progress in the City Council’s vision of financial sustainability. We still face some uncertainty, but I am excited about the significant new investments in Novato that we will

make with this 2014/15 budget, and I look forward to continuing the City's mission of delivering excellent services to maintain and further enhance our wonderful quality of life in Novato.

Sincerely,

A handwritten signature in black ink that reads "Michael S. Frank". The signature is written in a cursive style with a large, stylized 'M' and 'F'.

Michael Frank
City Manager

CITY OF NOVATO

FY 14/15 – FY 16/17

DRAFT STRATEGIC PLAN

The City Council is in the process of updating its Strategic Plan for fiscal years 2014/15 – 2016/17. The Plan should be finalized over the next few months. Five draft Goals will replace the current four and are listed below, not in priority order:

- A. **Living Well, Together** – Safe and livable city with an active and connected way of life; caring, harmonious, all residents prosper and participate
- B. **Environmental Legacy** – Energy conservation, recycled water, alternative methods of transportation
- C. **Economic Vitality** – Businesses big and small, start, move, stay and grow; hub of economic activity and innovation
- D. **Great Places** – Natural and built spaces work together
- E. **A City that Works** – City government that runs well and connects to the community it serves

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.

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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) [Completed](#)
2. Prepare draft Housing Element and initiate environmental review. (FY 12/13) [Completed](#)
3. Housing Element approved by State. (FY 12/13) [Completed](#)
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) [Completed](#)
 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) [Completed](#)
 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) **Completed**
 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) **Completed**
 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) (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 after-school 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**

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.

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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 2014 is 255,846, which is an increase of 0.45% from the 2013 population of 254,696. Novato, which covers 28 square miles, has a population of 52,967, which is an increase of 0.8% from the previous year, 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.



City Hall (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 194 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 2014 the Marin County labor market provided 137,000 wage and salary jobs and had an unemployment rate of 4.0%, the lowest rate in the state and a decrease of 1.1% from the previous year. Of this total, 19,300 jobs (14.1%) were in educational and health services. Other leading sources of wage and salary employment in the County were professional and business services (13.9%), trade, transportation, and utilities (12.9%), government (11.2%), leisure and hospitality (10.6%) and construction and manufacturing (5.8%).

Novato's labor market currently provides 26,600 jobs and has an unemployment rate of 4.8%. This is also a significant decrease from the June 2013 rate of 6.4%.

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.

The 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 1,264 employees. Novato is home to a number of biotechnology companies, including BioMarin (Novato's 2nd 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.



Flour Chylde Bakery, Downtown



Hamilton Marketplace

In 2014, 4,700 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	1,264
BioMarin Pharmaceuticals	Pharmaceuticals	1,052
Fireman’s Fund	Insurance	739
2K/Visual Concepts Entertainment	Video Game Developer	436
Cagwin & Dorward	Commercial Landscape Maint.	410
Novato Community Hospital	Hospital	304
Costco Wholesale	Bulk Retail Outlet	297
Safeway Stores	Grocery Market	242
Bradley Electric	Electrical Contractors	238
Brayton Purcell	Law Office	215
Country Villa	Convalescent Home	210
Buck Institute	Biomedical Research	207

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







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	52,967
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	26,600
Unemployment Rate	4.8%

Largest Employers

Novato Unified School District	1,254
BioMarin Pharmaceuticals	1,052
Fireman's Fund	739
2K/Visual Concepts Entertainment	436
Cagwin & Dorward	410
Novato Community Hospital	304
Costco Wholesale	297

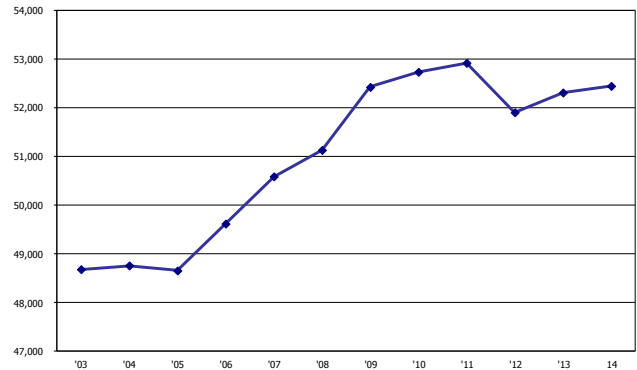
Educational Attainment (Age 25 and older) *

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	2.48
Vacancy Rate	4.2%
Single Family Homes	15,927
Multiple Family	4,683
Mobile Homes	548
Owner Occupied Households	66%
Average Home Price	\$811,943
Median Home Price	\$755,250
Median Household Income	\$79,664

Sources:

California Department of Finance
California Employment Development Department
Marin County Assessor's Office
Novato Unified School District
* U.S. Census Bureau (2010)

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, 2014 and ending June 30, 2015. The 2014/15 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 2014/15 Capital Improvement Program Budget includes \$4,443,510 of new appropriations, as well as \$7,205,763 in carried over funding. Project costs through FY 2018/19 are estimated at \$37,040,698; however, several projects are not fully funded and construction will be contingent upon identifying and securing additional funds.

Current major projects include:

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

Redwood Boulevard/San Marin Improvements- \$2,521,338

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

Streetlight LED Retrofit - \$1,200,000

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

Measure A Group 7 Pavement Rehabilitation - \$983,473

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 \$520,000 annually. The city administrative offices building, which has recently been completed and is occupied, represents approximately \$170,000 of that total.

The Capital Improvement Program section beginning on page 305 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 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 and infrastructure 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, 2014, is comprised of the following:

Type of Indebtedness	Outstanding at June 30, 2014
General Obligation Bonds:	
Series 2007 (Measure B)	\$3,975,000
Series 2013 Refunding	10,710,450
Compensated Absences	1,567,314
Pension Obligation Bonds	17,421,066
Capital Leases	2,101,424
MERA	1,745,000
Former Redevelopment Agency Debt:	
Hamilton Tax Allocation Bonds 2005	28,005,000
Hamilton Tax Allocation Bonds 2011	16,570,000
CIEDB Loan	2,751,382
TOTAL GENERAL LONG-TERM DEBT	\$84,846,636

Long-term debt of the proprietary fund (Marin Valley Mobile Country Club) at June 30, 2014 consisted of the following:

Type of Indebtedness	Outstanding at June 30, 2014
MVMCC	
Loan - Bank of Marin	\$7,283,706
TOTAL PROPRIETARY LONG-TERM DEBT	\$7,283,706

At the beginning of the 2013/14 fiscal year, the city had five outstanding general obligation bond issues: Series 1993A; Series 1997A; Series 2000; Series 2004; and Series 2007. During 2013/14, the final maturity of the 1993A bonds was paid off. Additionally, on October 15, 2013, the city refinanced the 1997A, 2000, and 2004 bond issues with its 2013 General Obligation Refunding Note with BBVA Compass Bank. Following the refunding, the city has two outstanding general obligation bond issues: the Series 2007 and the 2013 General Obligation Refunding Note.

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.

As mentioned above, the 2000 and 2004 series of Measure B bonds were refunded as part of the 2013 General Obligation Refunding Note. Portions of the 2007 bonds remain outstanding.

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. In FY 2014/15, the remaining balance (\$1.135 million) on this lease will be repaid in full, per City Council decision as part of its adopted fiscal sustainability plan.

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 of \$113,315 commenced in December 2009.

In-Substance Defeased Debt Outstanding _____

There was no aggregate in-substance defeased debt outstanding at June 30, 2014.

Other Long-Term Debt Outstanding _____

At June 30, 2014, accrued compensated absences totaled \$1,567,314 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 matured in FY 2013/14. The payments were 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.

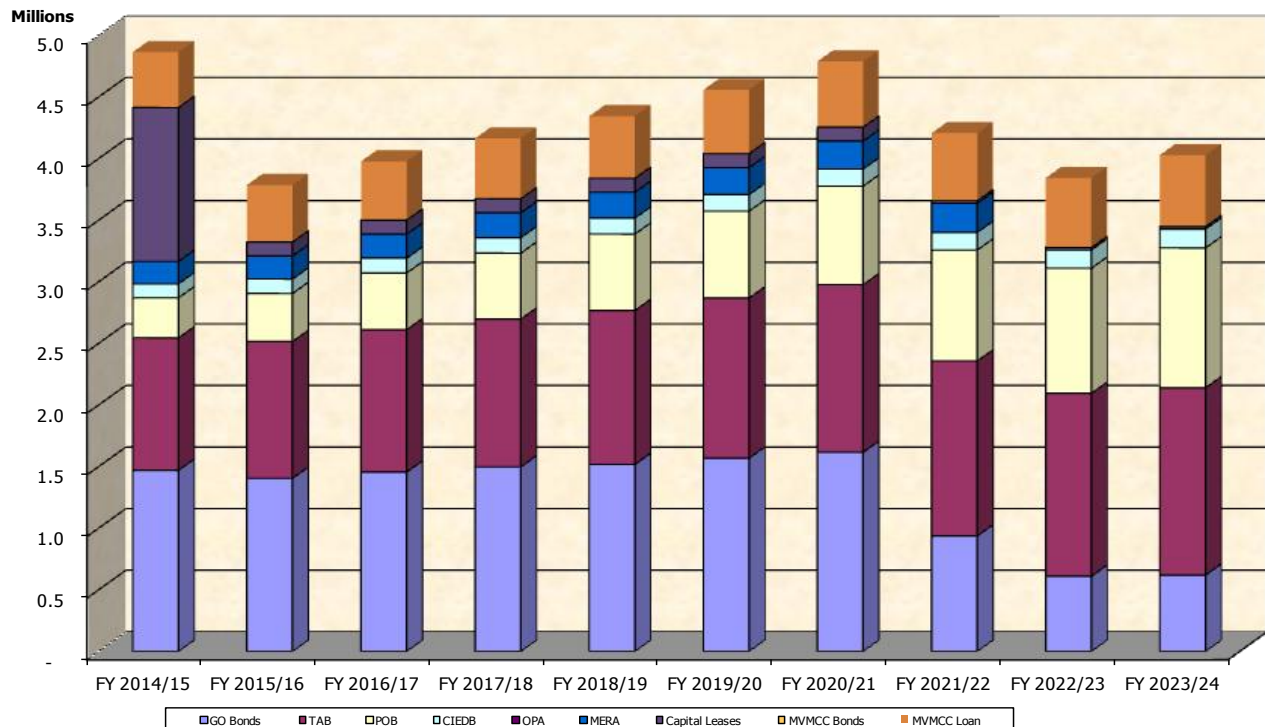
During FY 2012/13, the city refinanced the remaining balance on the Senior Bonds with a \$7.9 million 15-year loan from Bank of Marin, at a fixed interest rate of 2.805%. The proceeds of the loan and cash reserves that had been required by the 1997 bond indenture were used to refund the bonds and pay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

**Annual Debt Service Obligation
FY 2014/15 - 2023/24**



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. Two of these issues were refunded in FY 2013/14: Vintage Oaks and Hamilton Field. Following is a list of the bonds:

Bond Description	Balance at June 30, 2014
Golden Gate Plaza, Assessment District No. 93-1	\$1,020,000
Vintage Oaks Public Improvements, Community Facilities District No. 1	\$15,436,841
Hamilton Field, Community Facilities District No. 1994-1	\$13,094,690
Pointe Marin, Community Facilities District No. 2002-1	\$10,070,000
Pacheco Valle CFD	\$345,000



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 2011/12 through 2014/15

	2011/12	2012/13	2013/14	2014/15
Total Assessed Valuation	\$8,404,199,731	\$8,278,270,339	\$8,496,569,938	\$9,015,313,971
Debt Limitation (15% of Assessed Valuation)	1,260,629,960	1,241,740,551	1,274,485,491	1,352,297,096
Less GO Bonds Outstanding	19,930,000	18,105,000	16,155,000	14,685,450
Legal Debt Margin	1,240,699,960	1,223,635,551	1,258,330,491	1,337,611,646

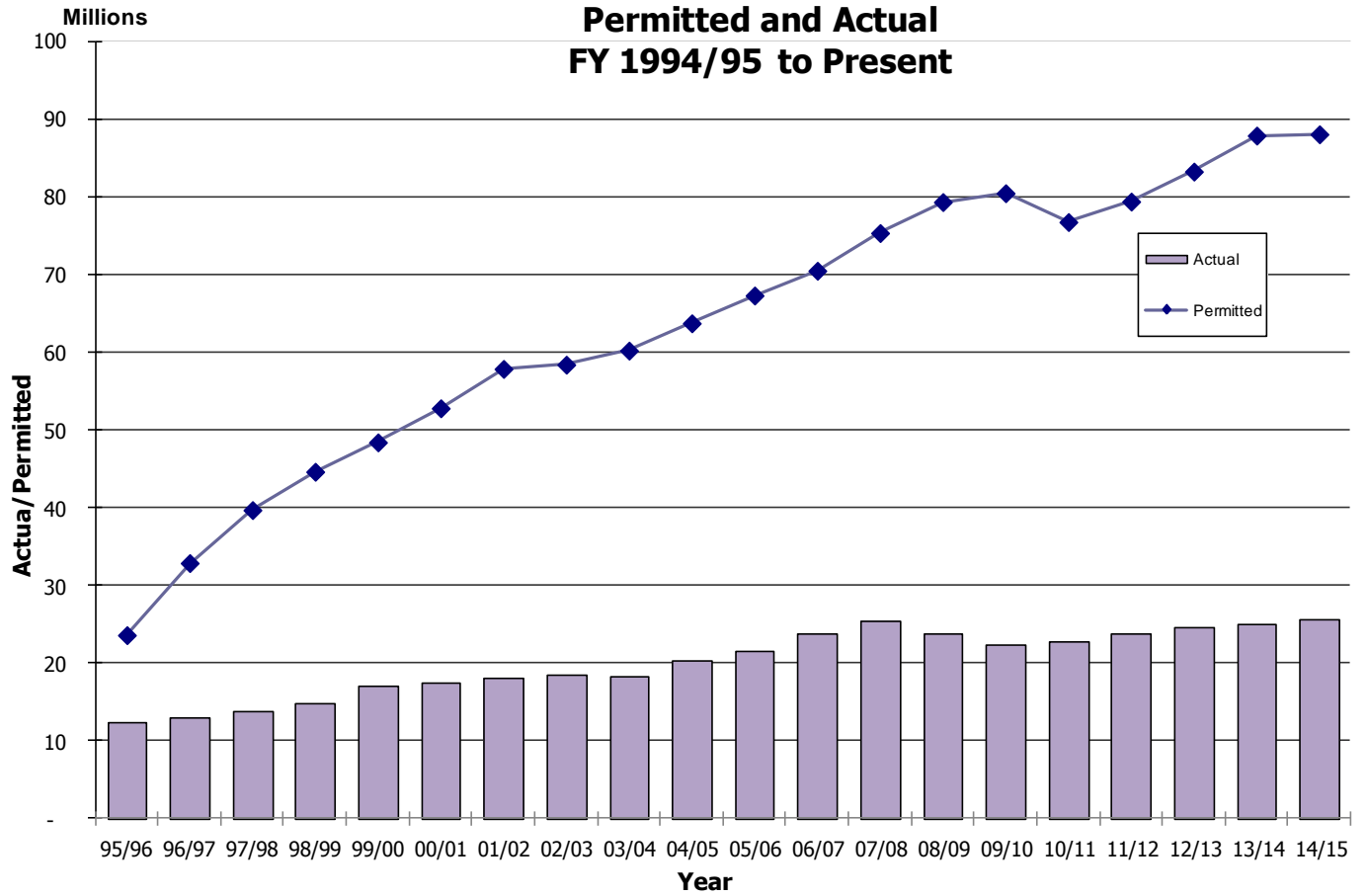
"Gann" Appropriations Limit

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 14/15
Real Estate Property Tax	\$5,691,880
Property Tax in Lieu of Sales Tax	2,213,095
Property Tax in Lieu of MVLFF	3,906,330
ERAF Refund	1,220,375
RDA Property Tax Increment	191,520
In-Lieu Property Tax - MVMHCC	70,980
Unsecured Property Taxes	128,905
Supplemental Property Taxes	121,800
Real Property Transfer Tax	248,690
Sales Tax	6,783,715
Hotel Tax	1,304,760
Business License Tax	1,011,300
Franchise Tax	1,488,900
Residential Development Tax	5,000
Secured Homeowners Exemption	37,000
Gas Tax	1,340,865
Total Proceeds from Taxes	\$25,765,115

For FY 2014/15 the city's appropriation limit is \$88,091,852, an increase of \$166,209 from the prior year's limit of \$87,925,643. The city's tax proceeds are estimated to be \$25,765,115 for FY 2014/15. Currently, the city is at 29% 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.

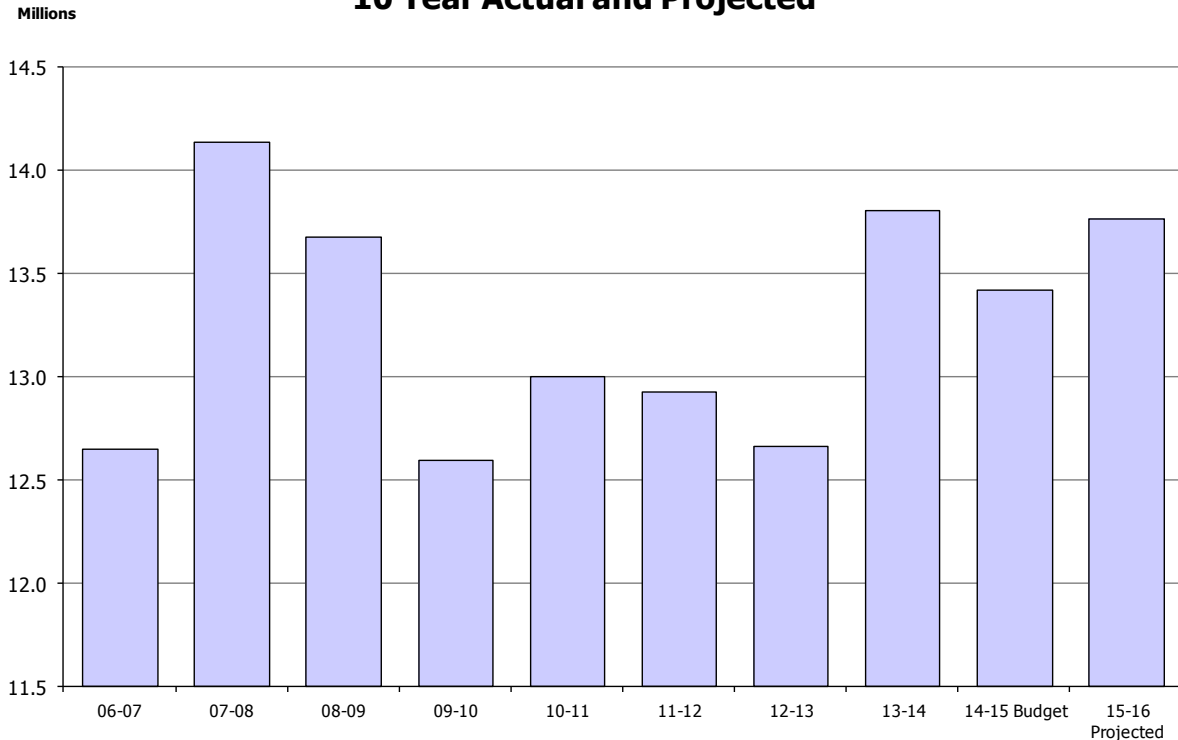
**Gann Appropriations Limit
Permitted and Actual
FY 1994/95 to Present**



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 \$5.7 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 2014/15, property tax revenue relating

to replaced sales tax and VLF is projected to be \$6.1 million. The chart on the preceding page 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 is seeing increased property tax revenues resulting from increased sales and revaluation of homes in Novato as the housing market has rebounded from the economic recession and collapse in the market in 2007. The city, however, 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 2.5% in FY 2014/15, with continued similar increases 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 | |

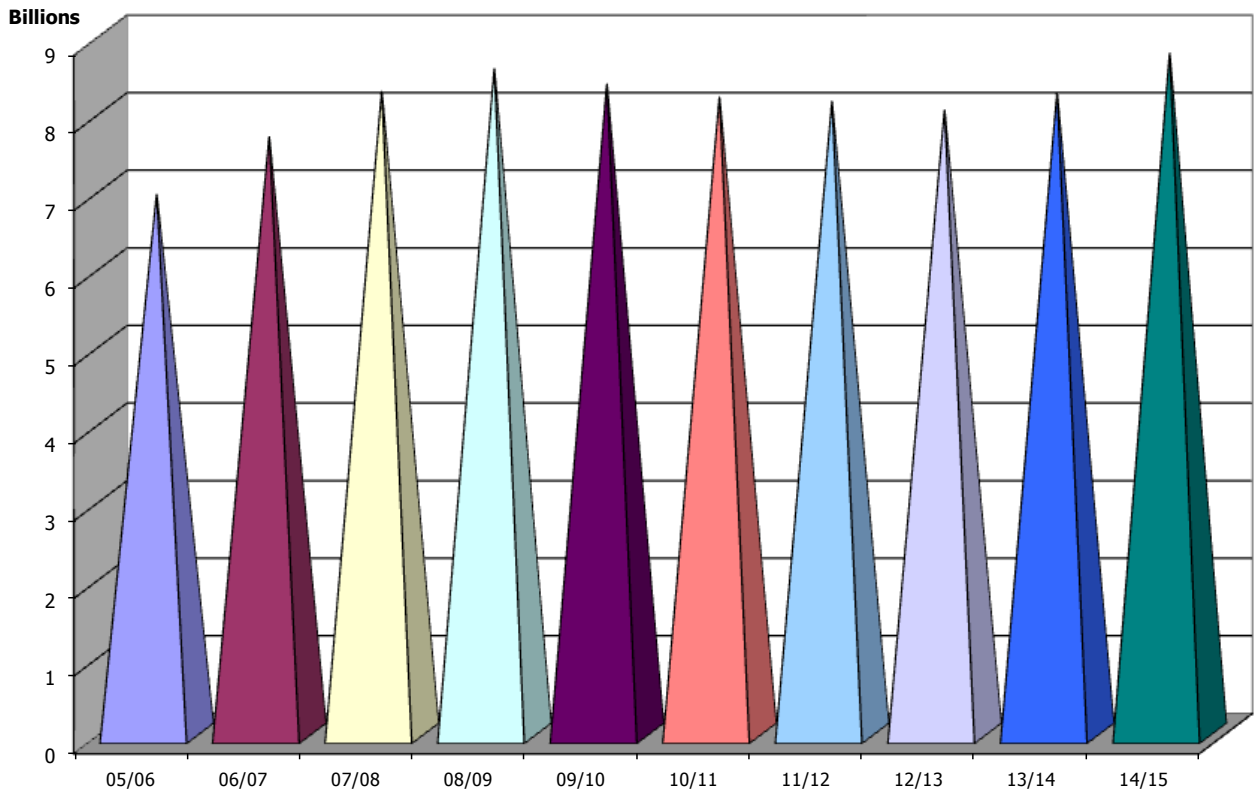


Assessed Valuation

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 these exemptions is reimbursed from state sources. 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 2014/15 net taxable valuation and the amount of reimbursable exemptions by assessment roll and a ten-year history of (secured) assessed valuations.

Assessed Valuation FY 2005/06 - 2014/15





CITY OF NOVATO
2014/15 Assessed Valuation

<u>Secured</u>	<u>Unsecured</u>	<u>Total</u>
\$8,776,955,784	\$238,358,187	\$9,015,313,971

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

Fiscal Year	Assessed Valuation	Percentage Change
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%
2014/15	8,776,955,784	6.1%

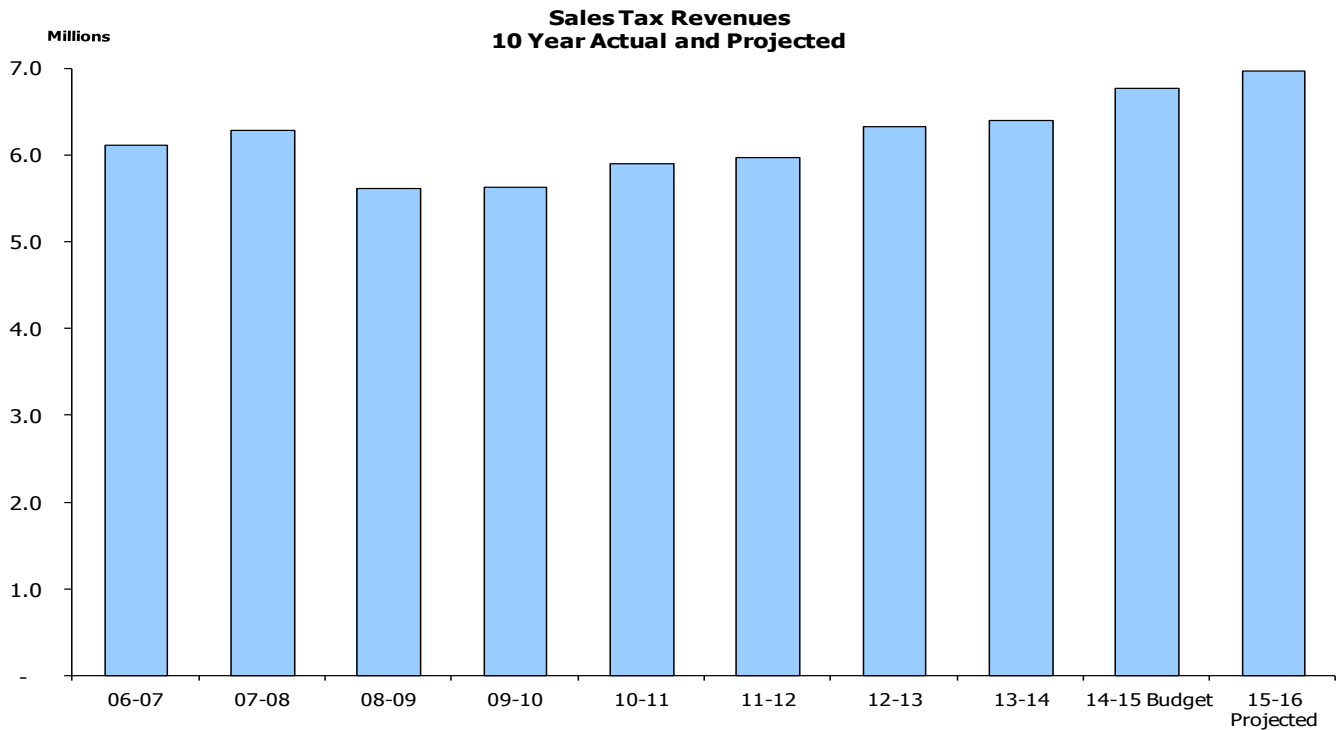
CITY OF NOVATO
Source of Net (Secured) Assessed Valuation
In 2014/15 by Type of Property

Type of Property	2014/15 (Secured) Assessed Valuation	% of Total
Single-Family Unimproved Lots	\$24,256,842	0.28%
Single-Family Homes	6,741,962,220	76.81%
Multi-Family Homes & Lots	435,481,926	4.96%
Rural and Agricultural	649,484	0.01%
Industrial Unimproved	1,448,607	0.02%
Industrial Improved	291,634,608	3.32%
Commercial Unimproved	41,024,528	0.47%
Commercial Improved	1,237,684,442	14.10%
Other	2,813,127	0.03%
TOTAL	\$8,776,955,784	100.00%

Source: Marin County Assessor's Office

Sales Tax

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, 0.75% to the county, 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 city’s allocation, Novato, along with all municipalities in California, receives an additional amount 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 \$4.6 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 guidelines 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 2013/14, this amount equated to \$2.2 million. Sales tax revenue (excluding the triple flip) is expected to account for \$6.8 million, or 23% of all General Fund revenues for FY 2014/15.

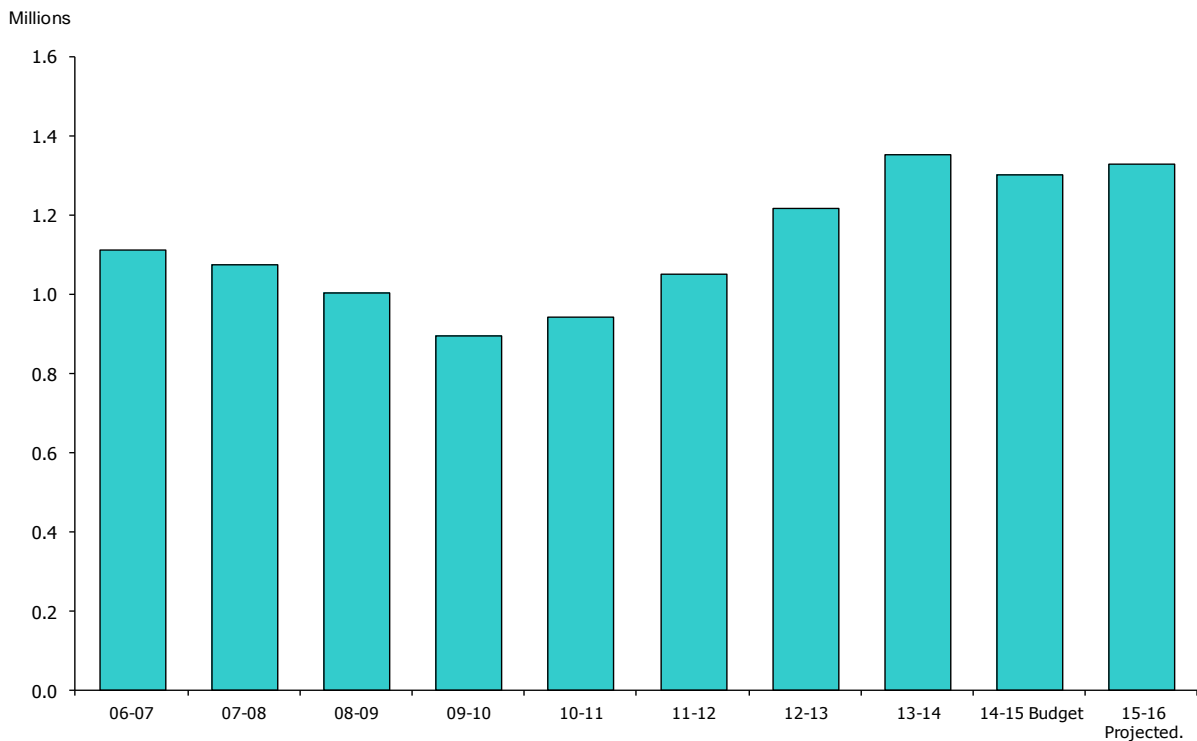
Outlook: Sales tax revenue has shown steady increases since its low point in FY 2008/09. Internet sales have been a concern, as a majority of these transactions have not been subject to California sales tax. Following action by the state legislature requiring online vendors to collect sales tax on items 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 2014/15 is \$1.3 million, of which \$130,000 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 2013/14 as 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 \$914,000 for FY 2014/15, an increase of 2%; PG&E franchise fees are estimated at \$575,000, no change from FY 2013/14. Business license taxes, with rate changes tied to increases in CPI, are generating between \$940,000 and \$1 million 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 increases 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 had not implemented since 2003. Beginning in FY 2013/14, the city began a three-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 sources. The largest sources of this revenue are from building, electrical, plumbing and mechanical permits, and residential 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 an easing in the 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 2014/15 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 peaked at \$405,000 in FY 2012/13 but decreased more than 25% to \$295,000 in FY 2013/14, partially due to staff shortages and a reduction in traffic safety grants awarded to the Police Department that had supported additional traffic safety checkpoints throughout the prior year. As this type of grant is considered one-time funding and is not always available, this revenue source is not expected to return to FY 2012/13 levels in the foreseeable future.

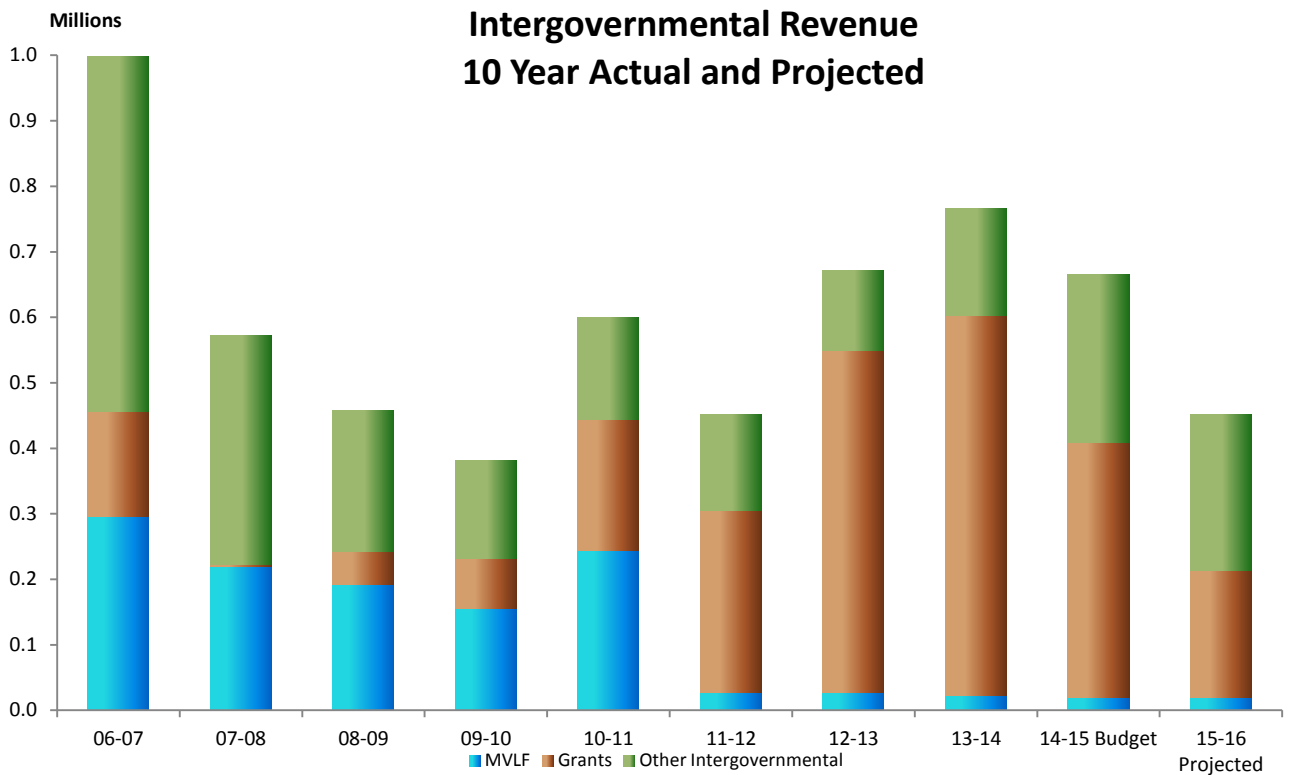
Revenue from Use of Money and Property

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, although returns are still extremely low when compared to where they were several years ago. 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 \$514,000 for FY 2014/15. Other revenues are from abandoned vehicles, peace officer training reimbursements, and payments from various other public sector entities.



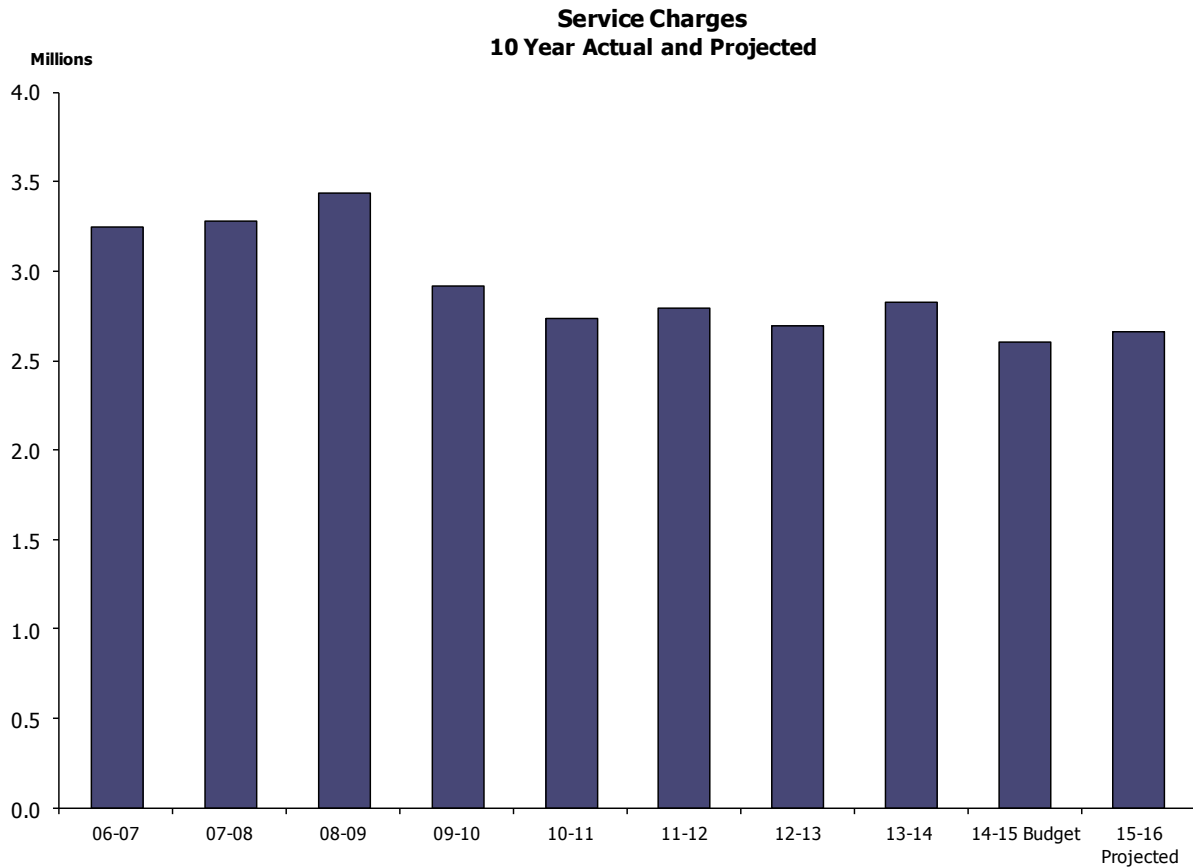
Overview: Until 1998, the largest source of funds in this category was Motor Vehicle in Lieu (MVLf) Tax, which was assessed at 2% of a vehicle’s value. At that time, the MVLf was reduced in two stages to 0.65%. The state backfilled the resulting loss of local revenues until 2005, when, following the 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 no longer receive 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. Two grants that are due to end in FY 2014/15 are 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; and a Department of Justice (DOJ) Community Oriented Policing Services (COPS) grant, which has provided the necessary funding for three police officers for the past three years to establish the Novato Response Team (NRT), which is focusing on reducing criminal activity through prevention, intervention, and enforcement strategies.

Other Charges and Revenues

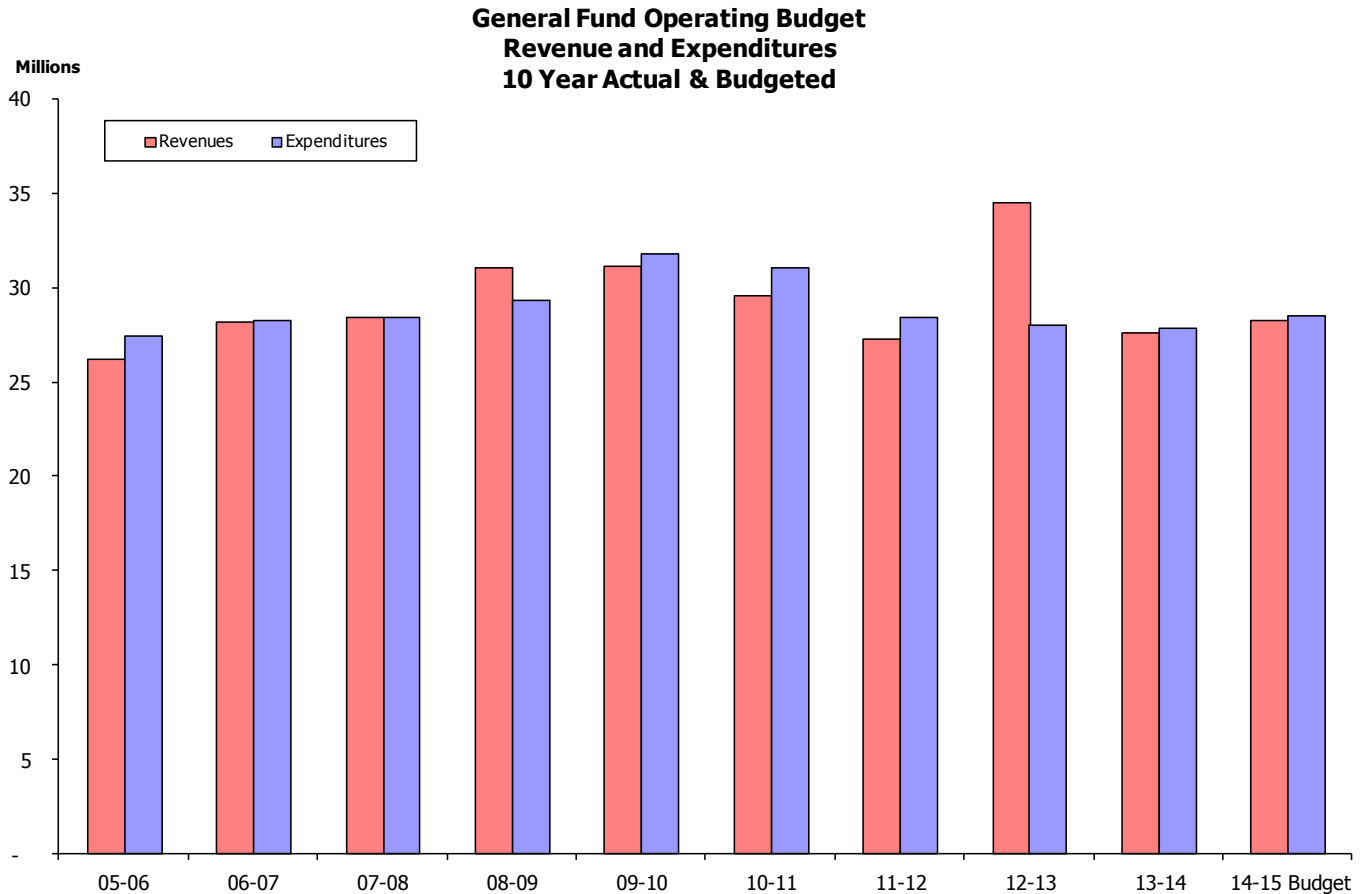
Description: These miscellaneous charges include for Parks, Recreation and Community Services (PRCS) fees, business license application fees, planning, zoning and engineering-related fees, police service charges and sales of publications.

Overview: The largest component of these charges is for PRCS fees (budgeted for FY 2014/15 at \$1.84 million). PRCS fees are for classes, team sports and other activities offered by the city. Other fees in this area are budgeted at \$772,000.





Outlook: Revenues from recreation programs declined significantly in FY 2010/11, mainly due to program and staffing reductions, and the overall economy. This revenue source began to recover in FY 2011/12 as the department started to realign programs and staffing to better accommodate community needs. This trend has continued since then, although revenues have not yet returned to where they were prior to the recession. With limited buildable land available in the city, mostly consisting of minor in-fill development projects, fees related to building permits have been declining over the past few years and are not expected to return to pre-recession levels. 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. This trend is projected to continue.



Other Major 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 is being used to maintain vital city services that would otherwise have to be greatly reduced or eliminated. It has also allowed 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 \$1.3 million in FY 2014/15. 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 \$550,000 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 Programs – In the past, the city maintained three housing-related funds: Affordable Housing Trust, Housing Opportunity, and Redevelopment Agency Housing. With the dissolution of redevelopment agencies in California in 2011, housing programs that were formerly administered by the RDA reverted to the city as Successor Agency. For FY 2012/13 and FY 2013/14, this program was contained within the General Fund. The Affordable Housing Trust and Housing Opportunity funds historically received monies from developers as negotiated to assist in providing below market rate housing for purchase or rent. This revenue source has declined in recent years and the remaining assets in both funds are nearly fully obligated to outside non-profits to assist with their housing programs. During FY 2013/14, the City Council approved the creation of one Affordable Housing Program fund to consolidate and manage the three housing programs. Revenues consist of annual monitoring fees for several affordable housing developments in Hamilton and the downtown, fees for resale and refinancing of designated affordable homes, and any gains from properties the city purchases and resells in order to maintain the property in its affordable housing stock.

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 2014/15 Quimby fees are projected to be \$85,000 as a long-delayed housing development is now under construction.

Development Impact Fees - The City of Novato established public facility imthe Citypact 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 \$400,000 for FY 2014/15. 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 2014/15.

Hamilton Trust – This fund was established to receive payments from the developer of the Navy property at Hamilton, pursuant to a development agreement with the city. The corpus of the funds (approximately \$32 million) is invested through PFM Asset Management, with 80% of the earnings on the investments transferred to the General Fund and used to help in maintaining city infrastructure and facilities.

Financial Trends FY 2014/15 through FY 2018/19

Revenues – Ongoing

The city expects that most major revenue sources will remain relatively flat or only increase slightly over the next few years, although property and sales taxes are starting to return to pre-recession levels.

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.

Earnings on the Hamilton Trust Fund have been low over the past few years but are estimated to start increasing once investment returns start climbing. For FY 14/15, the 80% that benefits the General Fund is estimated at \$230,000.

In late FY 12/13, continuing through FY 13/14, the City Council funded 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%. Final results from this campaign are not yet available, but any ongoing increased sales tax revenue will assist in reducing the city's structural deficit, as well as benefiting the community as a whole by creating new jobs, supporting civic and religious organizations, local sports programs, schools, and youth and senior activities.

Expenditures - One-Time

The city is investing \$1.2 million to retrofit the remaining streetlights in the city to energy efficient LED fixtures. This investment will decrease ongoing electrical usage costs by approximately \$130,000 annually.

Expenditures – Ongoing

In February 2014, City Council adopted its Fiscal Sustainability Plan, the result of a multi-year process of identifying the resources necessary to allow the city organization to be both fiscally and operationally sustainable. This process included 11 Council workshops, town hall meetings with the citizens, an online "Sustainability Options Tool" that allowed residents to see how different options would impact the city's ongoing structural deficit. Adoption of the Fiscal Sustainability Plan included four assumptions:

- The city wants a long-term fiscal and organizational sustainability plan
- The city wants, at a minimum, to maintain existing service levels
- The city wants, at a minimum, to maintain and improve the safety of its existing infrastructure
- The city wants, at a minimum, employee compensation to keep up with the cost of living (inflation) in the long run

Given these assumptions, Council acknowledged that Novato has a need for a new source of ongoing revenue to fund the elements of the plan.

The FY 2014/15 budget includes some minor increases in staffing that are believed necessary to maintain service levels, and additional funds for projects within the CIP budget that will be used to maintain and improve facility and infrastructure safety. These additional General Fund expenditures will be backfilled by the Measure F Sales Tax. Negotiations with the various bargaining groups regarding compensation and benefits, once concluded, will also be funded by Measure F.

The city has now begun to recognize savings of approximately \$500,000 annually due to the completion of the administrative office building in late 2013. This savings is a result of the elimination of office lease payments that the city had been incurring since 2005 and is net of estimated increased custodial, maintenance and utility costs for the new building.

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. Due to fluctuations in these areas from year to year, it is unclear at this time how these mandatory costs will impact the city's budget in future years.

Due to the projected increase in expenditures, from mandatory costs and implementing some of the Fiscal Sustainability assumptions, which are only partially offset by some revenue increases and expenditure decreases in certain areas, the city's general fund budget for FY 2014/15 has been balanced using Measure F funds.



**Novato per Capita General Revenue Information
June 30, 2012**

Novato was ranked 17th out of 20 cities within Sonoma and Marin Counties, having a per capita general revenue income of \$505.45 for the fiscal year ending June 30, 2012, 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 \$932.56

Rank	City	Population	General Revenue	Per Capita Gen. Rev.
1	City of Belvedere	2,090	4,033,335	1,929.83
2	Town of Ross	2,443	4,384,617	1,794.77
3	Town of Corte Madera	9,351	14,355,543	1,535.19
4	City of Sausalito	7,138	10,863,952	1,521.99
5	City of Rohnert Park	40,846	51,513,232	1,261.16
6	City of Mill Valley	14,172	17,817,963	1,257.27
7	City of Larkspur	12,058	12,929,726	1,072.29
8	Town of San Anselmo	12,468	11,499,067	922.29
9	City of San Rafael	58,305	48,288,144	828.20
10	City of Sonoma	10,665	8,724,323	818.03
11	City of Sebastopol	7,405	5,722,779	772.83
12	City of Tiburon	9,059	6,979,227	770.42
13	Town of Fairfax	7,522	5,673,773	754.29
14	City of Cotati	7,276	4,454,957	612.28
15	City of Santa Rosa	168,841	94,526,856	559.86
16	City of Healdsburg	11,442	6,307,368	551.25
17	City of Novato	52,447	26,509,156	505.45
18	City of Petaluma	58,165	25,534,489	439.00
19	Town of Windsor	27,003	11,507,684	426.16
20	City of Cloverdale	8,629	2,750,237	318.72

Source: State Controller's Report



City of Novato
Revenue & Expenditures - Comparison of Cities

Source: 2011/2012 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	52,447		58,165		40,846		58,305	
Net Assessed Value	\$8,709,564,772	\$ 166,064	\$7,475,290,343	\$128,519	\$3,773,619,547	\$92,387	\$10,467,080,332	\$179,523
City Revenue								
Taxes	\$29,215,900	\$557	\$27,870,855	\$479	\$19,453,333	\$476	\$49,005,742	\$841
Assessments	785,392	15			531,071	\$13	6,317,565	\$108
Licenses & Permits	656,078	13	778,717	\$13	300,830	\$7	1,423,840	\$24
Fines & Forfeitures	608,295	12	1,031,978	\$18	240,545	\$6	801,759	\$14
Use of Money & Property	4,407,231	84	873,557	\$15	737,295	\$18	282,763	\$5
Intergovernmental	5,826,468	111	6,363,493	\$109	2,247,131	\$55	4,093,838	\$70
Current Service Charge	4,894,725	93	51,021,555	\$877	25,040,065	\$613	19,865,574	\$341
Other Revenues	1,004,145	19	116,890	\$2	2,763,148	\$68	1,279,239	\$22
Other Financing Sources			12,726,375					
TOTAL REVENUES	\$47,398,234	\$904	\$100,783,420	\$1,514	\$51,313,418	\$1,256	\$83,070,320	\$1,425
City Expenditures								
General Government	\$7,157,174	\$136	\$2,422,440	\$42	\$4,855,055	\$119	\$9,261,787	\$159
Public Safety	13,333,539	\$254	26,420,275	\$454	14,885,607	\$364	41,819,400	\$717
Transportation	8,638,173	\$165	11,421,304	\$196	2,339,938	\$57	9,860,965	\$169
Community Development	4,787,584	\$91	3,757,568	\$65	1,501,965	\$37	5,235,330	\$90
Health			22,305,321	\$383	15,326,909	\$375		
Culture & Leisure	10,190,383	\$194	4,650,823	\$80	3,673,407	\$90	13,260,164	\$227
Public Utilities			11,412,898	\$196	5,885,449	\$144		
Other Expenditures	88,400	\$2						
TOTAL EXPENDITURES	\$44,195,253	\$843	\$82,390,629	\$1,416	\$48,468,330	\$1,187	\$79,437,646	\$1,362



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	22.613%	22.613%	14.513%	14.513%	14.513%	14.513%	14.513%	14.513%	
PERS Retirement-Tier 2 (hired after 9/25/11)	22.613%	22.613%	14.513%	14.513%	14.513%	14.513%	14.513%	14.513%	
PERS Retirement-PEPRA 3 (new members after 1/1/13)	11.500%	11.500%	14.513%	14.513%	14.513%	14.513%	14.513%	14.513%	
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							\$10,000 City Manager; \$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	
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 at Chief of Police option		90 hrs/yr				90 hrs/yr	90 hrs/yr; +90 hrs/yr at City Manager option	



Community Profile

Employee Compensation & Benefits

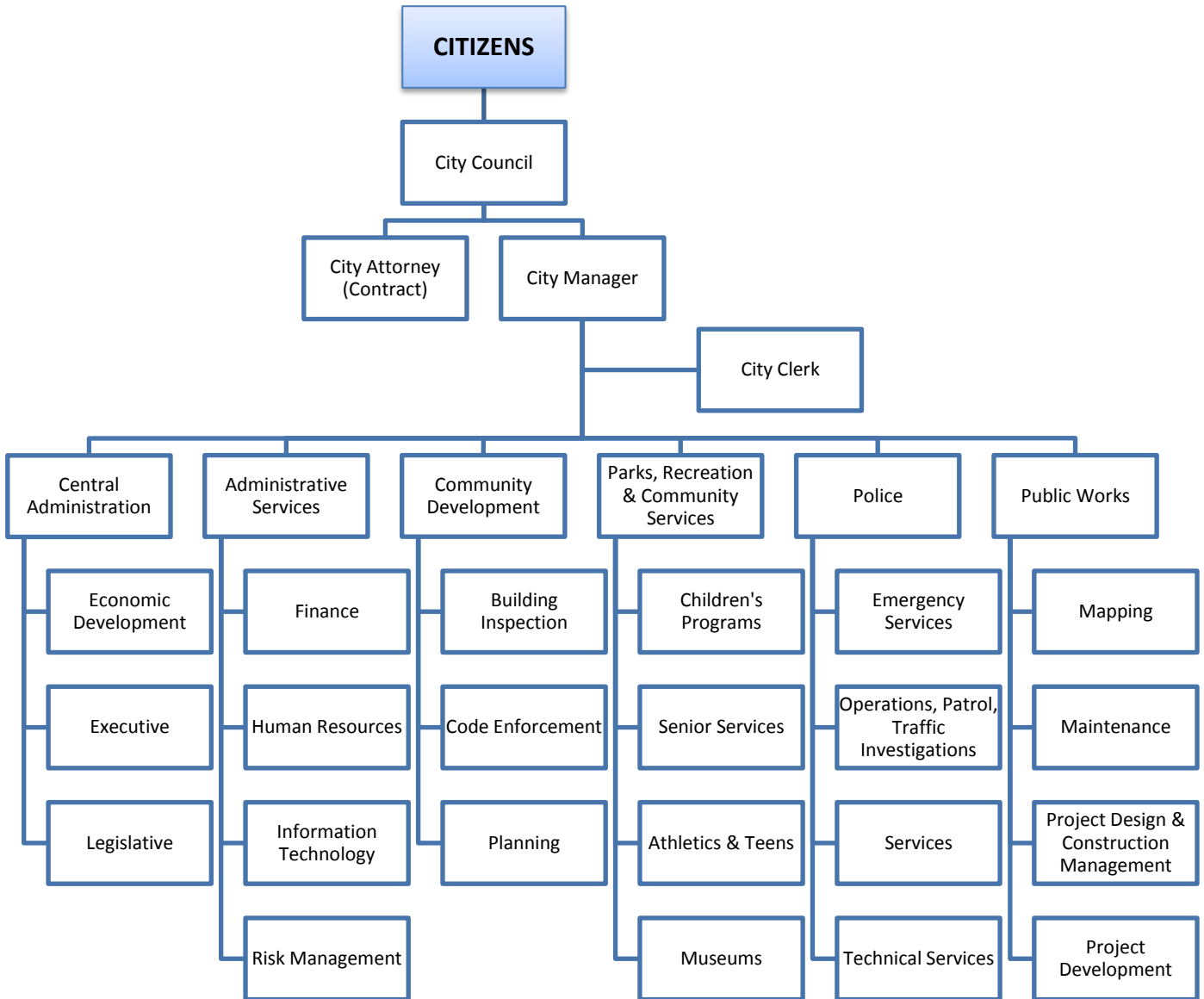
FY 14/15 Payroll Cost Breakdown by Division and Department

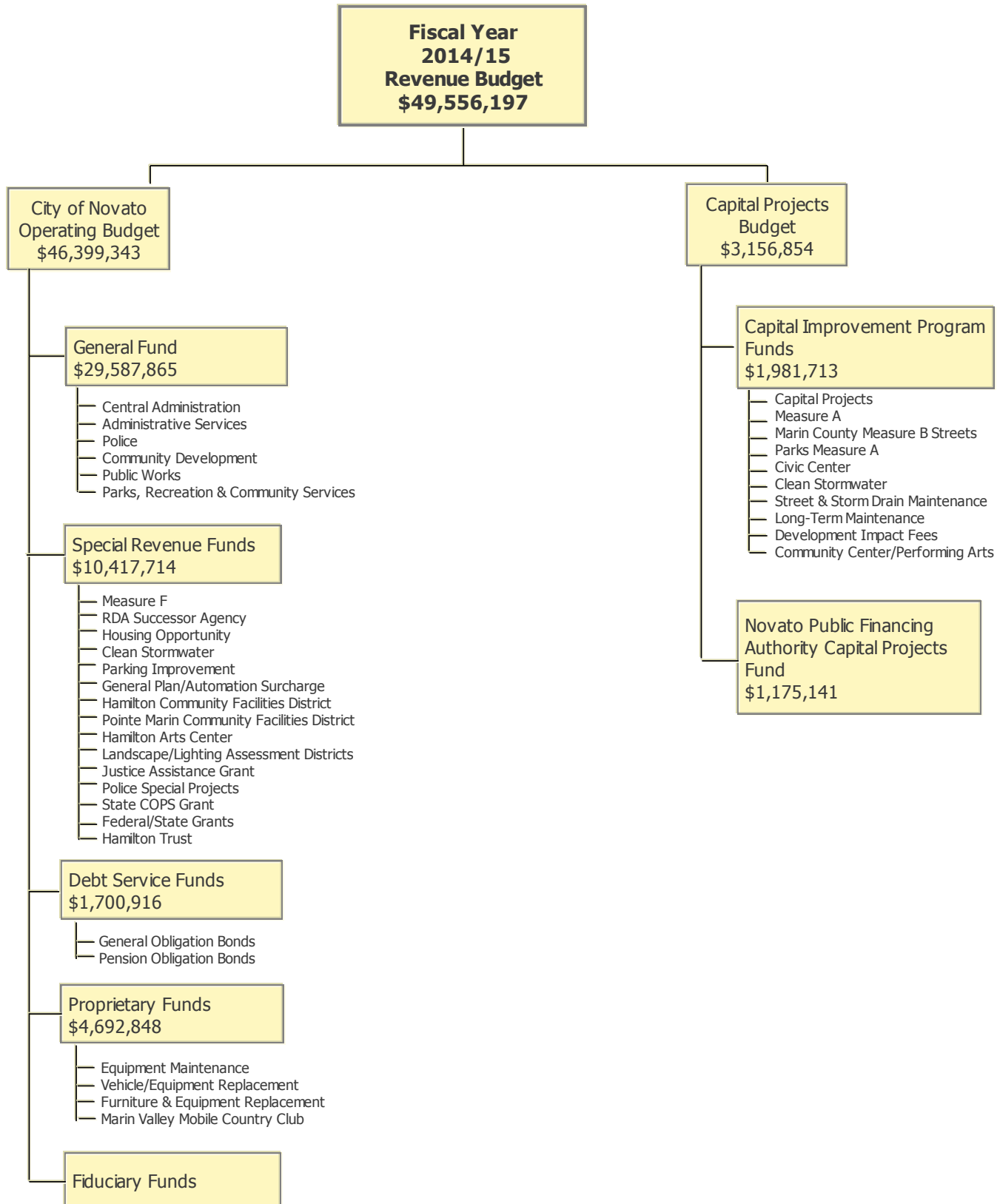
Department/Division		Salaries	PERS Retirement	POB Allocation	Other Benefits	Pension Costs as a Percentage of Budget
General Fund						
Central Administration	City Council	24,000	2,786	1,296	24,000	6.3%
	City Manager	509,175	68,548	24,780	53,589	16.9%
	City Clerk	194,834	26,066	9,598	32,576	13.4%
	Department Totals	728,008	97,401	35,674	110,165	8.7%
Administrative Services	Administration	212,016	27,936	10,242	21,877	26.6%
	Human Resources	378,454	53,149	20,106	54,687	14.4%
	Finance	370,748	51,639	19,119	53,457	10.4%
	Information Technology	486,871	69,775	25,857	60,991	18.8%
	Citywide Programs	63,860	4,432	1,638	4,111	0.2%
	Department Totals	1,511,949	206,931	76,962	195,123	5.9%
Police	Administration	686,774	140,507	65,756	105,146	19.8%
	Technical Services	1,098,104	147,641	51,618	189,460	11.9%
	Professional Standards	208,008	28,367	13,455	24,632	7.9%
	Investigations	530,458	97,933	51,820	100,691	16.2%
	Patrol	4,309,752	819,682	431,029	840,737	18.9%
	Traffic	387,070	80,541	42,229	81,676	20.0%
	Special Police Services	453,322	84,453	44,820	87,218	42.6%
	Department Totals	7,673,488	1,399,123	700,727	1,429,560	17.9%
Community Development	Administration	131,722	17,934	6,547	6,750	12.0%
	Code Enforcement	204,916	29,528	10,988	44,165	13.7%
	Planning	580,857	79,537	30,023	86,635	18.9%
	Clerical Services	215,156	31,218	11,617	62,273	32.3%
	Building	339,417	47,973	15,580	60,207	11.3%
	Department Totals	1,472,068	206,190	74,755	260,030	15.8%
Public Works	Administration	272,347	38,552	14,209	38,325	12.9%
	Project Development	169,237	24,325	9,028	27,413	9.4%
	Capital Project Mgmt.	766,348	108,791	40,484	135,548	15.3%
	<i>Less CIP Reimbursement</i>					
	GIS & Basemapping	20,000	-	-	-	0.0%
	Maintenance Admin.	172,128	24,998	9,296	29,558	13.0%
	Street Maintenance	465,481	67,638	25,069	134,268	7.6%
	Traffic Operations	136,443	19,868	7,364	39,325	5.6%
	Median Islands	118,983	17,337	6,426	33,778	6.2%
	Parks Maintenance	478,570	69,638	25,805	140,184	7.1%
	Building Maintenance	393,024	54,833	20,481	119,825	8.5%
	Department Totals	2,992,563	425,980	158,162	698,223	10.1%
	Parks, Recreation & Community Services	Administration	512,520	67,546	24,765	71,884
Children's Programs		420,166	33,547	12,480	59,142	9.1%
Cultural Programs		6,770	909	333	778	0.8%
Senior Programs		207,297	22,592	8,232	28,139	8.1%
Athletic Programs		973,563	86,243	32,094	119,754	8.1%
Department Totals		2,120,316	210,837	77,904	279,697	9.4%
General Fund Totals		16,498,391	2,546,462	1,124,184	2,972,797	12.8%

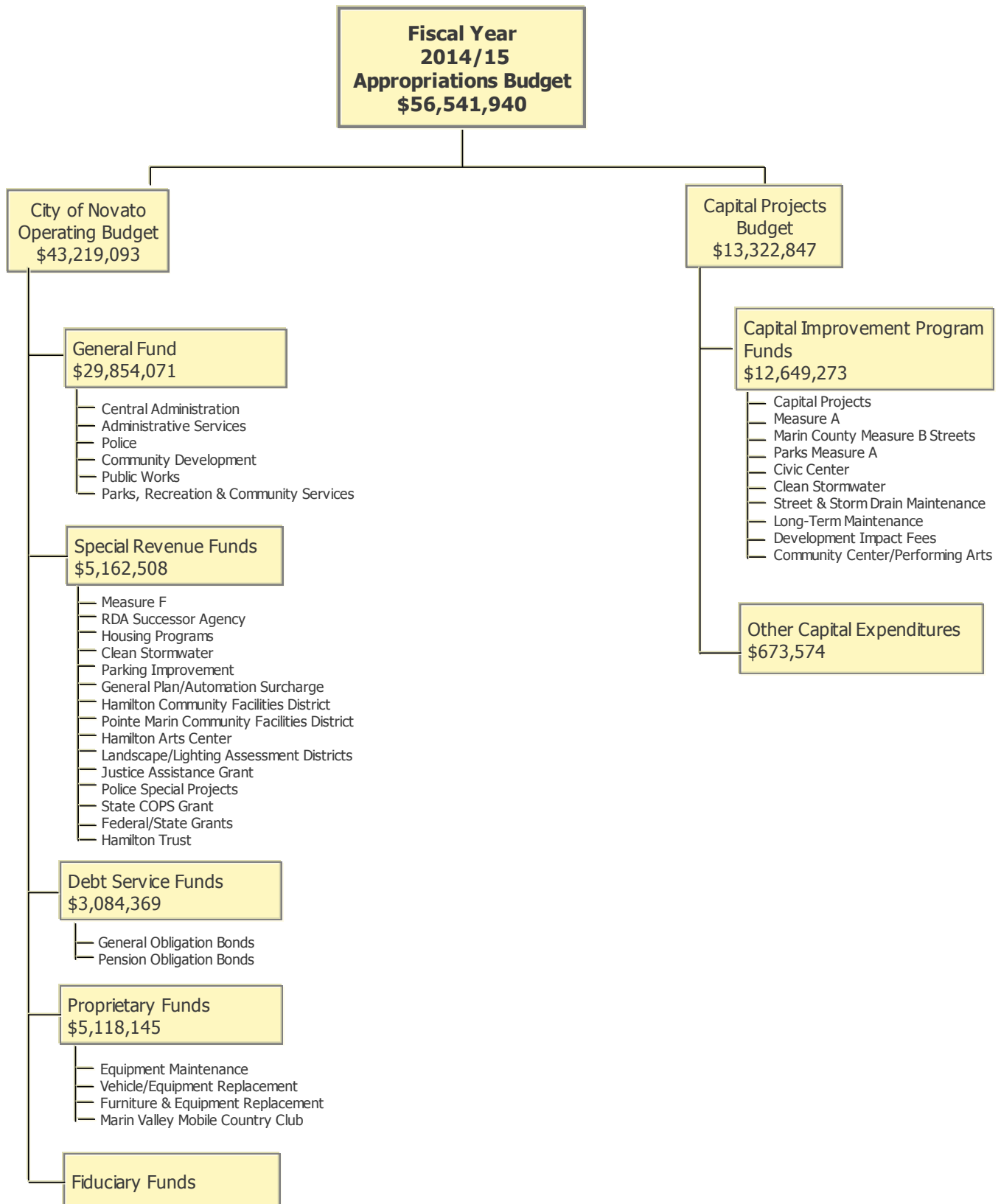


FY 14/15 Payroll Cost Breakdown by Division and Department

Department/Division	Salaries	PERS Retirement	POB Allocation	Other Benefits	Pension Costs as a Percentage of Budget
Other Funds					
Measure F	431,867	70,638	29,888	69,871	15.6%
RDA Successor Agency Admin	55,570	7,351	2,691	5,606	3.2%
Affordable Housing Programs	12,879	1,839	683	1,649	1.3%
General Plan Surcharge	30,995	4,281	1,597	2,757	16.1%
Automation Surcharge	63,985	8,561	3,193	9,790	13.6%
Hamilton CFD	173,603	25,307	9,366	52,582	7.9%
Pointe Marin CFD	112,065	16,337	6,029	34,171	11.5%
Parks Measure A	112,065	16,337	6,029	34,171	13.8%
Equipment Maintenance	<u>233,348</u>	<u>33,708</u>	<u>12,488</u>	<u>55,165</u>	<u>5.7%</u>
Other Funds Totals	1,226,379	184,359	71,964	265,762	15.1%
Citywide Totals	17,724,770	2,730,821	1,196,148	3,238,559	12.9%









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General Fund Summary

	Adopted Budget FY 2013/14	Final Budget FY 2013/14	Projected Actual FY 2013/14	Adopted Budget FY 2014/15	Adopted to Adopted Increase/(Decrease)	
					Dollar	Percent
Beginning Available Fund Balance	0	0	0	0		
Interfund Loan-Equipment Replacement		700,000	265,754	234,649		
Interfund Loan-Hamilton CFD	42,836	42,836	30,000	30,000		
Interfund Loan Repayment-RDA	3,810,550	6,441,059	6,441,059			
Revised Fund Balance	3,853,386	7,183,895	6,736,813	264,649		
Revenues						
Taxes	23,354,627	23,354,627	24,046,341	24,305,250	950,623	4.1%
Licenses & Permits	945,858	945,858	969,807	1,005,710	59,852	6.3%
Intergovernmental Revenue	666,355	743,611	721,115	645,145	(21,210)	(3.2)%
Service Charges:						
General Government	237,693	237,693	224,219	190,885	(46,808)	(19.7)%
Zoning & Subdivision	136,500	136,500	101,500	101,600	(34,900)	(25.6)%
Plan Check Fees	211,850	211,850	217,451	223,280	11,430	5.4%
Engineering Fees	166,477	166,477	92,350	94,195	(72,282)	(43.4)%
Parks, Recreation & Community Services	1,758,597	1,758,597	1,785,949	1,842,750	84,153	4.8%
Police Services	105,480	105,480	99,623	99,500	(5,980)	(5.7)%
Other Services	192,089	192,089	140,000	60,450	(131,639)	(68.5)%
Fines & Forfeitures	610,246	610,246	595,725	581,885	(28,361)	(4.6)%
Use of Money & Property	458,868	458,868	452,190	404,080	(54,788)	(11.9)%
Misc Revenue	57,668	57,668	327,233	33,135	(24,533)	(42.5)%
Subtotal Revenues	28,902,308	28,979,564	29,773,503	29,587,865	685,557	2.4%
Transfers In	1,767,793	1,767,793	1,305,280	2,726,045	958,252	54.2%
Total Revenues and Transfers In	30,670,101	30,747,357	31,078,783	32,313,910	1,643,809	5.4%
Total Financing Available	34,523,487	37,231,252	37,549,842	32,578,559	(4,971,283)	(13.2)%
Appropriations						
Central Administration	1,525,555	1,392,555	1,445,737	1,661,573	136,018	8.9%
Administrative Services	4,521,345	4,654,181	4,533,609	4,725,957	204,612	4.5%
Police	12,006,835	11,994,474	11,751,361	11,980,961	(25,874)	(0.2)%
Community Development	2,128,242	2,128,473	2,146,536	2,093,532	(34,710)	(1.6)%
Public Works	5,956,906	5,967,159	5,968,983	6,175,706	218,800	3.7%
Parks, Recreation & Community Services	3,006,696	3,085,923	2,996,646	3,216,342	209,646	7.0%
Subtotal Appropriations	29,145,579	29,222,765	28,842,872	29,854,071	708,492	2.4%
Transfers Out	5,877,908	9,394,680	8,972,724	3,224,488	(2,653,420)	(45.1)%
Total Use of Funds	35,023,487	38,617,445	37,815,596	33,078,559	(1,944,928)	(5.6)%
Unspent Appropriations	500,000	500,000		500,000		
Ending Available Fund Balance	0	(186,193)	0	0		



General Fund Revenue Detail

	Adopted Budget FY 2013/14	Final Budget FY 2013/14	Projected Actual FY 2013/14	Adopted Budget FY 2014/15	Adopted to Adopted Increase/ (Decrease)	
					Dollar	Percent
Taxes						
Real Estate Property Tax	5,597,280	5,597,280	5,585,878	5,691,880	94,600	1.7%
Property Tax Administration Fee	(80,000)	(80,000)	200,311	(82,000)	(2,000)	2.5%
Property Tax in Lieu of 1/4 Sales Tax	2,149,755	2,149,755	2,183,793	2,213,095	63,340	2.9%
Property Tax in Lieu of VLF	3,887,613	3,887,613	3,888,518	3,906,330	18,717	0.5%
ERAF Refund	1,208,828	1,208,828	1,207,265	1,220,375	11,547	1.0%
RDA Property Tax Increment	138,128	138,128	134,502	136,520	(1,608)	(1.2)%
ROPS Residual Property Tax	17,081	17,081	54,405	55,000	37,919	222.0%
In Lieu Property Taxes/MVMHCC	69,660	69,660	69,660	70,980	1,320	1.9%
Unsecured Property Tax	125,927	125,927	127,000	128,905	2,978	2.4%
Supplemental Property Tax	87,125	87,125	120,000	121,800	34,675	39.8%
Real Property Transfer Tax	215,224	215,224	233,060	248,690	33,466	15.5%
General Sales and Use Tax	5,997,457	5,997,457	6,151,558	6,385,715	388,258	6.5%
Public Safety Sales Tax	390,686	390,686	385,000	398,000	7,314	1.9%
Hotel Tax	1,217,128	1,217,128	1,279,175	1,304,760	87,632	7.2%
Business License Tax	739,045	739,045	776,920	858,800	119,755	16.2%
Business License Tax - Audit	103,525	103,525	150,000	152,500	48,975	47.3%
Franchise Tax	1,486,165	1,486,165	1,494,286	1,488,900	2,735	0.2%
Residential Development Tax	4,000	4,000	5,010	5,000	1,000	25.0%
Subtotal	23,354,627	23,354,627	24,046,341	24,305,250	950,623	4.1%
Licenses and Permits						
Building Permits	445,000	445,000	450,000	476,000	31,000	7.0%
Electric, Plumbing and Mechanical	195,000	195,000	200,000	208,000	13,000	6.7%
Inspection Fees-Code Compliance	80,000	80,000	80,300	80,000	0	-
Residential Resale Inspection	150,000	150,000	170,000	170,000	20,000	13.3%
Grading & Inspections-Engineering	40,644	40,644	35,000	38,000	(2,644)	(6.5)%
Police Permits	20,964	20,964	19,307	19,460	(1,504)	(7.2)%
Tree Removal Permit	4,500	4,500	4,500	4,500	0	-
Home Occupation Permit	9,750	9,750	10,700	9,750	0	-
Subtotal	945,858	945,858	969,807	1,005,710	59,852	6.3%
Intergovernmental Revenue						
Motor Vehicle In-Lieu-Rev Code 11005.7	-	-	22,637	20,000	20,000	
Secured Homeowners' Exemption	37,408	37,408	36,617	37,000	(408)	(1.1)%
Officer Stand and Train POST	30,000	40,231	23,342	20,000	(10,000)	(33.3)%
State Mandated Costs	14,002	14,002	4,623	4,000	(10,002)	(71.4)%
SMIP Fees	202	202	220	220	18	8.9%
Abandoned Vehicle Program	35,000	35,000	34,000	35,000	0	-
Federal COPE Grant	133,983	133,983	133,983	134,000	17	0.0%
Federal COPS Grant	325,940	325,940	316,760	205,125	(120,815)	(37.1)%
Health & Human Services Grant	75,000	95,000	92,000	50,000	(25,000)	(33.3)%
Miscellaneous Grants	-	-	9,933	-	0	-
NC3TF Reimbursement	-	47,025	32,200	125,000	125,000	
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	2,420	2,420	2,400	2,400	(20)	(0.8)%
Subtotal	666,355	743,611	721,115	645,145	(21,210)	(3.2)%



General Fund Revenue Detail

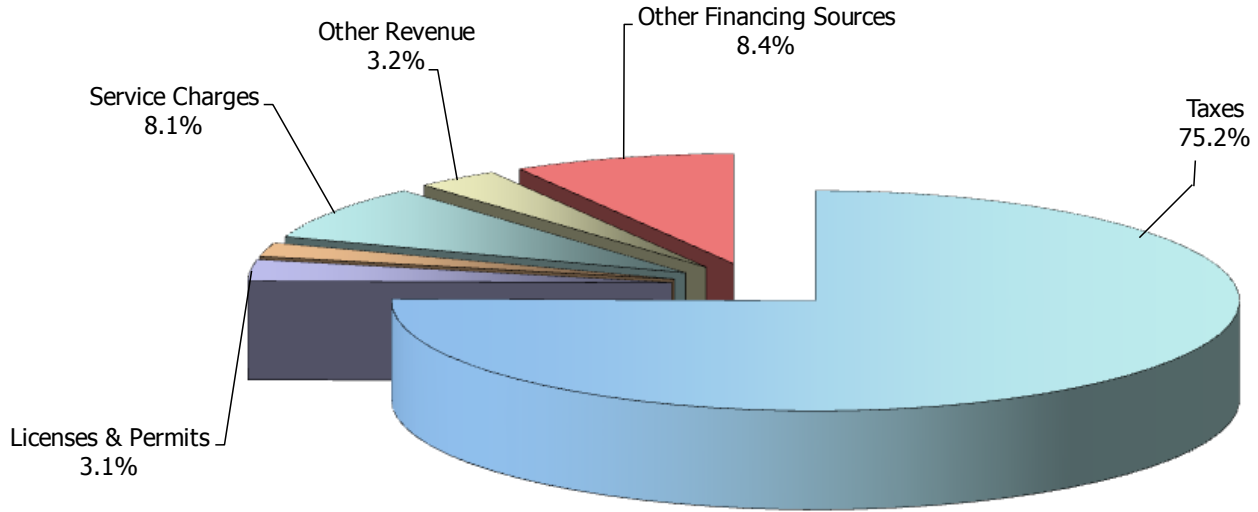
	Adopted Budget FY 2013/14	Final Budget FY 2013/14	Projected Actual FY 2013/14	Adopted Budget FY 2014/15	Adopted to Adopted Increase/(Decrease) Dollar	Percent
Service Charges						
General Government Charges						
Business License Application Fee	19,127	19,127	18,050	18,415	(712)	(3.7)%
Publications and Reports	355	355	275	300	(55)	(15.5)%
Administrative Fees	178,733	178,733	175,450	130,150	(48,583)	(27.2)%
MVMCC City Cost Reimbursement	25,000	25,000	13,504	25,000	0	-
Cost Recovery Fees - Clerical	4,650	4,650	8,100	8,150	3,500	75.3%
Photocopy Services	81	81	-	-	(81)	(100.0)%
NSF Check Charges	396	396	540	420	24	6.1%
Special Event Insurance Reimbursement	3,551	3,551	2,500	2,550	(1,001)	(28.2)%
Administrative Fees-Training	5,800	5,800	5,800	5,900	100	1.7%
Subtotal	237,693	237,693	224,219	190,885	(46,808)	(19.7)%
Zoning and Subdivision Charges						
Planning Flat Fees	10,000	10,000	10,000	10,000	0	-
Cost Recovery - Private Project	125,000	125,000	90,000	90,000	(35,000)	(28.0)%
Final Site Inspection	1,500	1,500	1,500	1,600	100	6.7%
Subtotal	136,500	136,500	101,500	101,600	(34,900)	(25.6)%
Plan Checking Fees						
Building Plan Check Fees	153,500	153,500	150,000	160,500	7,000	4.6%
Building Plan Check/Planning	10,000	10,000	18,000	10,000	0	-
Building Plan Check/School District	-	-	451	460	460	
Energy Plan Check Fees	48,000	48,000	48,000	51,300	3,300	6.9%
Crime Prevention Plan Check	350	350	1,000	1,020	670	191.4%
Subtotal	211,850	211,850	217,451	223,280	11,430	5.4%
Engineering Fees						
Engineering Flat Fees	91,324	91,324	42,000	42,840	(48,484)	(53.1)%
Engineering Cost Recovery	14,206	14,206	9,350	9,535	(4,671)	(32.9)%
Final Site Inspection	60,882	60,882	41,000	41,820	(19,062)	(31.3)%
Basemapping Products and Services	65	65	-	-	(65)	(100.0)%
Subtotal	166,477	166,477	92,350	94,195	(72,282)	(43.4)%
Police Service Charges						
DUI Accident	9,600	9,600	7,198	7,400	(2,200)	(22.9)%
Vehicle Impound Fees	30,000	30,000	25,923	26,500	(3,500)	(11.7)%
Special Police Services	10,880	10,880	7,990	7,600	(3,280)	(30.1)%
Alarm Services	30,000	30,000	38,493	35,500	5,500	18.3%
Record Releases	25,000	25,000	20,019	22,500	(2,500)	(10.0)%
Subtotal	105,480	105,480	99,623	99,500	(5,980)	(5.7)%
Other Service Charges						
Appeals	400	400	-	-	(400)	(100.0)%
Legal Fees Recovered	24,353	24,353	25,000	25,000	647	2.7%
Housing Program Fees	134,600	134,600	79,900	-	(134,600)	(100.0)%
Administration Fee - Consult Contracts	13,729	13,729	15,200	15,350	1,621	11.8%
Construction Signs	507	507	700	710	203	40.0%
Plan Storage Fees	18,500	18,500	19,200	19,390	890	4.8%
Subtotal	192,089	192,089	140,000	60,450	(131,639)	(68.5)%



General Fund Revenue Detail

	Adopted Budget FY 2013/14	Final Budget FY 2013/14	Projected Actual FY 2013/14	Adopted Budget FY 2014/15	Adopted to Adopted Increase/(Decrease)	
					Dollar	Percent
<u>Parks, Recreation, and Community Services</u>						
Administration	117,300	117,300	132,478	129,300	12,000	10.2%
Child Care and Enrichment	489,150	489,150	517,000	557,350	68,200	13.9%
Senior Citizens	131,800	131,800	139,800	140,000	8,200	6.2%
Athletics Programs	1,020,347	1,020,347	996,671	1,016,100	(4,247)	(0.4)%
Subtotal	1,758,597	1,758,597	1,785,949	1,842,750	84,153	4.8%
<u>Fines, Forfeits and Penalties</u>						
Vehicle Code Fines	385,000	385,000	325,000	320,000	(65,000)	(16.9)%
Code Enforcement Fines	151,550	151,550	176,000	169,100	17,550	11.6%
Parking Fines	64,000	64,000	81,575	80,000	16,000	25.0%
Business License Penalties	7,676	7,676	8,750	8,785	1,109	14.4%
Cost Recovery Penalties	2,020	2,020	4,400	4,000	1,980	98.0%
Subtotal	610,246	610,246	595,725	581,885	(28,361)	(4.6)%
<u>Use of Money and Property</u>						
Investment Earnings Allocation	36,627	36,627	25,000	26,000	(10,627)	(29.0)%
Other Interest	9,090	9,090	6,963	5,800	(3,290)	(36.2)%
Contingency Reserve	13,426	13,426	3,889	1,700	(11,726)	(87.3)%
Margaret Todd Senior Center	28,140	28,140	28,000	28,000	(140)	(0.5)%
O'Hair Property	55,594	55,594	56,568	57,000	1,406	2.5%
Other Property Rentals	238,484	238,484	255,030	208,080	(30,404)	(12.7)%
Bus Shelter Advertising	77,507	77,507	76,740	77,500	(7)	0.0%
Subtotal	458,868	458,868	452,190	404,080	(54,788)	(11.9)%
<u>Miscellaneous Revenue</u>						
Sale of Equipment - Auction	1,500	1,500	4,605	1,800	300	20.0%
Insurance/Litigation Settlements	-	-	14,596	-	0	-
Private Donations/Contributions	15,300	15,300	15,350	15,100	(200)	(1.3)%
Miscellaneous Reimbursements	24,138	24,138	10,976	3,800	(20,338)	(84.3)%
Brochure Advertising	8,000	8,000	6,500	6,600	(1,400)	(17.5)%
Miscellaneous Revenue	8,730	8,730	275,206	5,835	(2,895)	(33.2)%
Subtotal	57,668	57,668	327,233	33,135	(24,533)	(42.5)%
Total Revenues	28,902,308	28,979,564	29,773,503	29,587,865	685,557	2.4%
<u>Transfers In</u>						
Automation Surcharge Fund					0	-
Clean Stormwater Fund	150,000	150,000	145,000	140,000	(10,000)	(6.7)%
Development Impact Fund	121,789	121,789	105,000	98,478	(23,311)	(19.1)%
Eucalyptus Assessment District				184	184	-
Gas Tax Fund	817,000	817,000	817,000	817,000	0	-
Hamilton Trust Fund	351,910	351,910	224,780	230,000	(121,910)	(34.6)%
Measure F Fund	313,594	313,594	-	1,426,883	1,113,289	355.0%
NPFA Capital Projects Fund	13,000	13,000	13,000	13,000	0	-
Subdivision Trust Fund	500	500	500	500	0	-
Other					0	-
Subtotal	1,767,793	1,767,793	1,305,280	2,726,045	958,252	54.2%
General Fund Totals	30,670,101	30,747,357	31,078,783	32,313,910	1,643,809	5.4%

**General Fund Revenues by Category
Fiscal Year 2014/15**



Taxes	\$24,305,250
Licenses & Permits	1,005,710
Intergovernmental Revenue	645,145
Service Charges	2,612,660
Other Revenue	1,019,100
Other Financing Sources	2,726,045
General Fund Total	\$32,313,910



General Fund Appropriation Detail

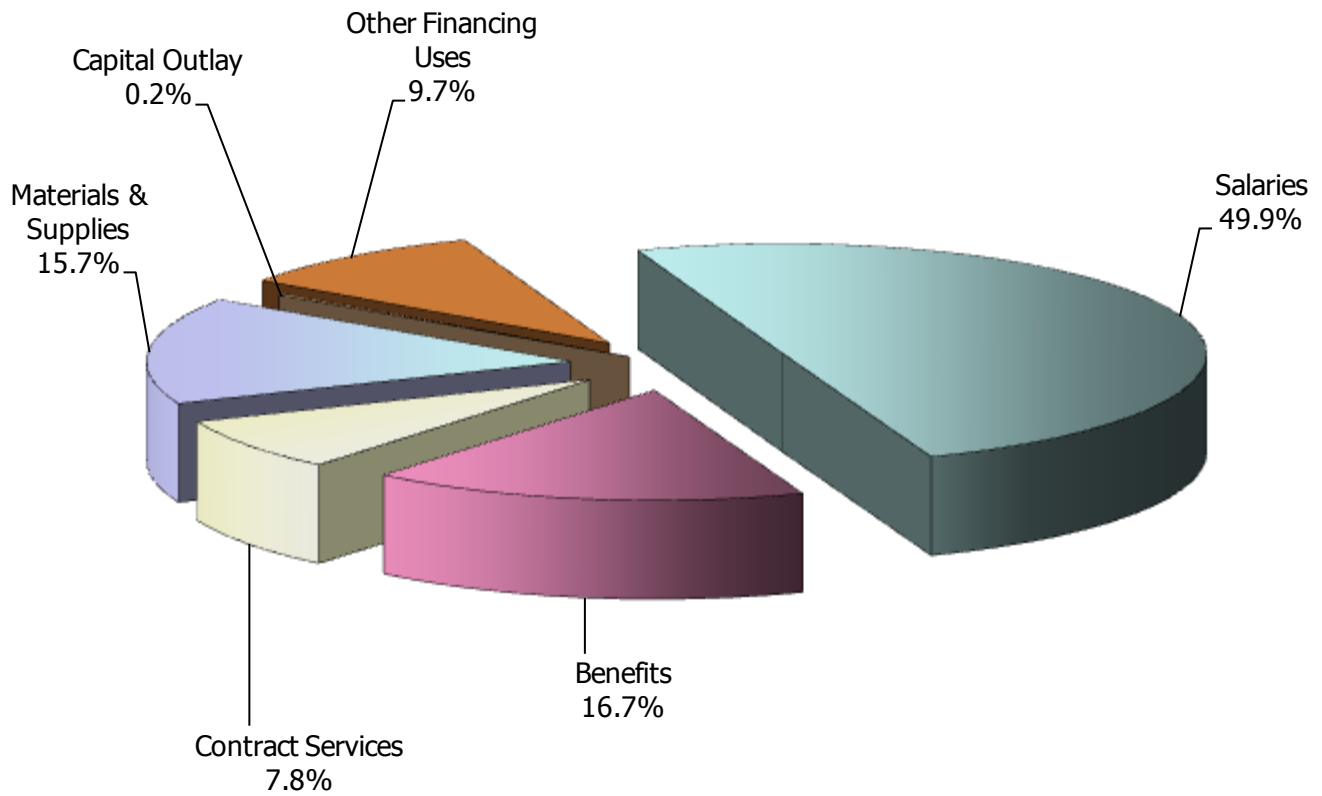
	Adopted Budget FY 2013/14	Final Budget FY 2013/14	Projected Actual FY 2013/14	Adopted Budget FY 2014/15	Adopted to Adopted Increase/(Decrease)	
					Amount	Percent
<u>Central Administration</u>						
City Council	64,468	64,468	62,917	64,816	348	0.5%
City Manager	585,107	585,107	532,841	840,335	255,228	43.6%
City Clerk	369,951	369,951	308,426	306,422	(63,529)	(17.2)%
City Attorney	506,029	373,029	541,553	450,000	(56,029)	(11.1)%
Subtotal	1,525,555	1,392,555	1,445,737	1,661,573	136,018	8.9%
<u>Administrative Services</u>						
Administration	272,116	272,116	266,949	278,409	6,293	2.3%
Human Resources	519,657	519,657	470,060	696,552	176,895	34.0%
Finance	704,935	704,771	606,921	638,344	(66,591)	(9.4)%
Information Technology Services	785,471	785,471	671,000	1,070,457	284,986	36.3%
Citywide Programs	2,239,166	2,372,166	2,518,679	2,042,195	(196,971)	(8.8)%
Subtotal	4,521,345	4,654,181	4,533,609	4,725,957	204,612	4.5%
<u>Police</u>						
Administration	1,090,284	1,081,320	1,059,694	1,085,570	(4,714)	(0.4)%
Technical Services	1,680,162	1,683,468	1,646,575	1,714,105	33,943	2.0%
Professional Standards	359,986	359,244	352,059	363,364	3,378	0.9%
Investigations	802,952	816,603	800,271	834,432	31,480	3.9%
Patrol	6,719,350	6,706,972	6,572,833	6,686,428	(32,922)	(0.5)%
Traffic	637,717	630,483	617,873	638,354	637	0.1%
Special Police Services	716,384	716,384	702,056	658,708	(57,676)	(8.1)%
Subtotal	12,006,835	11,994,474	11,751,361	11,980,961	(25,874)	(0.2)%
<u>Community Development</u>						
Administration	217,884	217,884	175,148	204,650	(13,234)	(6.1)%
Code Compliance	288,150	288,243	282,050	304,508	16,358	5.7%
Planning	895,769	895,353	969,760	773,744	(122,025)	(13.6)%
Clerical Support Services	221,143	221,143	217,601	308,647	87,504	39.6%
Building Inspection	505,296	505,850	501,977	501,983	(3,313)	(0.7)%
Subtotal	2,128,242	2,128,473	2,146,536	2,093,532	(34,710)	(1.6)%



General Fund Appropriation Detail

	Adopted Budget FY 2013/14	Final Budget FY 2013/14	Projected Actual FY 2013/14	Adopted Budget FY 2014/15	Adopted to Adopted Increase/(Decrease) Amount Percent	
Public Works						
Traffic and Engineering Administration	794,574	794,574	779,106	741,563	(53,011)	(6.7)%
Project Development	242,257	242,257	250,196	256,868	14,611	6.0%
Construction Management	839,567	838,457	844,149	1,018,248	178,681	21.3%
<i>Less : Capital Projects Reimbursement</i>	(800,000)	(800,000)	(611,960)	(737,500)	62,500	(7.8)%
GIS Mapping	153,588	153,588	68,348	20,000	(133,588)	(87.0)%
Maintenance Administration	309,847	309,894	299,729	312,593	2,746	0.9%
Street Maintenance	1,218,362	1,218,942	1,169,771	1,267,799	49,437	4.1%
Traffic Operations	430,574	424,421	392,338	422,723	(7,851)	(1.8)%
Street Trees and Parkway Maintenance	343,170	350,976	405,219	358,341	15,171	4.4%
Parks Maintenance	1,314,613	1,323,682	1,254,051	1,344,311	29,698	2.3%
Building Maintenance	1,110,354	1,110,368	1,118,036	1,170,760	60,406	5.4%
Subtotal	5,956,906	5,967,159	5,968,983	6,175,706	218,800	3.7%
Parks, Recreation, and Community Services						
Administration	719,100	738,122	708,027	849,003	129,903	18.1%
Child Care and Enrichment	585,771	635,771	636,746	664,889	79,118	13.5%
Cultural Programs/Museum Admin.	16,188	16,188	16,132	8,717	(7,471)	(46.2)%
Senior Citizens	306,050	306,050	291,153	310,465	4,415	1.4%
Athletics Programs	1,379,587	1,389,792	1,344,588	1,383,268	3,681	0.3%
Subtotal	3,006,696	3,085,923	2,996,646	3,216,342	209,646	7.0%
SUBTOTAL APPROPRIATIONS	29,145,579	29,222,765	28,842,872	29,854,071	708,492	2.4%
Transfers Out						
Successor Agency Admin			31,536	-	(31,536)	-
General Plan Update	300,000	300,000	300,000	300,000	0	0.0%
Debt Service-POB	1,100,358	1,100,358	1,100,393	1,124,184	23,826	2.2%
Police Special Projects	7,000	7,000	7,000	7,000	0	0.0%
Capital Projects	3,810,550	7,327,322	6,767,304	304,304	(3,506,246)	(92.0)%
Emergency Response & Disaster Reserve			33,518		0	-
Long-Term Maintenance-Facilities	300,000	300,000	300,000	545,000	245,000	81.7%
Long-Term Maintenance-Infrastructure				545,000	545,000	-
Equipment Replacement	360,000	360,000	360,000	399,000	39,000	10.8%
Other Financing Uses						-
Interfund Loan Interest Payment			72,973		0	-
Subtotal	5,877,908	9,394,680	8,972,724	3,224,488	(2,684,956)	(45.1)%
TOTAL APPROPRIATIONS	35,023,487	38,617,445	37,815,596	33,078,559	(1,976,464)	(5.6)%

General Fund Appropriations by Category Fiscal Year 2014/15



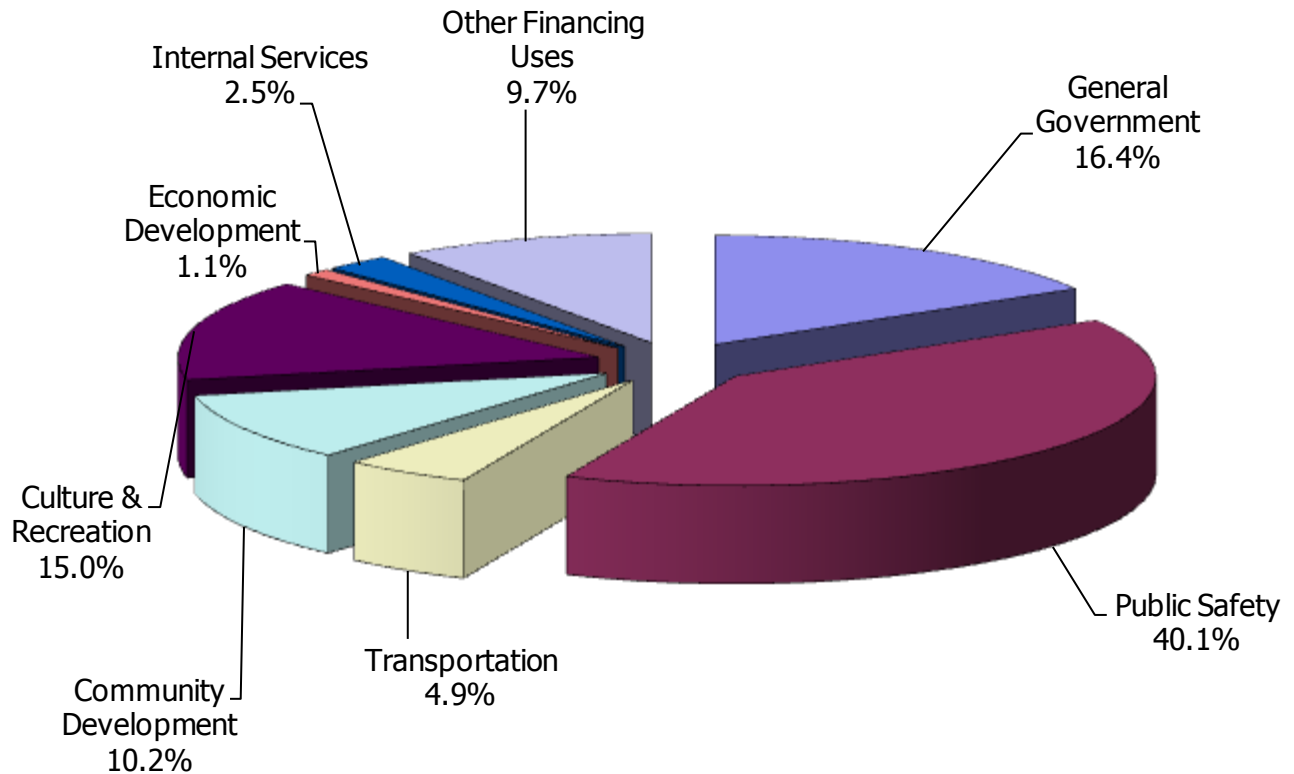
Salaries	\$16,499,407
Benefits	5,518,238
Contract Services	2,568,657
Materials & Supplies	5,202,551
Capital Outlay	65,218
Other Financing Uses	3,224,488
General Fund Total	\$33,078,559



General Fund Appropriation Summary by Function

Function	Adopted Budget	Final Budget	Projected Actual	Adopted Budget	Adopted to Adopted Increase/(Decrease)	
	FY 2013/14	FY 2013/14	FY 2013/14	FY 2014/15	Dollar	Percent
General Government	5,323,523	5,323,359	5,399,346	5,433,484	109,961	2.1%
Public Safety	13,367,928	13,347,383	13,240,866	13,279,792	(88,136)	(0.7)%
Transportation	1,561,532	1,569,918	1,449,778	1,626,140	64,608	4.1%
Community Development	3,338,220	3,233,169	3,176,375	3,365,642	27,422	0.8%
Culture & Recreation	4,726,079	4,814,375	4,651,340	4,974,034	247,955	5.2%
Economic Development & Opportunity	122,713	228,963	227,918	352,382	229,669	187.2%
Internal Services	705,584	705,598	697,249	822,597	117,013	16.6%
Other Financing Uses	5,877,908	9,394,680	8,972,724	3,224,488	(2,653,420)	(45.1)%
Total Appropriations	35,023,487	38,617,445	37,815,596	33,078,559	(1,944,928)	(5.6)%

General Fund Appropriations by Function Fiscal Year 2014/15



Function	Budget
General Government	\$5,433,484
Public Safety	13,279,792
Transportation	1,626,140
Community Development	3,365,642
Culture & Recreation	4,974,034
Economic Development	352,382
Internal Services	822,597
Other Financing Uses	3,224,488
Total	\$33,078,559



General Fund Revenue Detail History

	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14
Taxes						
Secured Property Taxes	5,744,746	5,580,232	5,267,483	5,409,186	5,366,687	5,585,878
Property Tax Administration Fee		(192,988)	(216,343)	(162,773)	(7,070)	200,311
Property Tax in Lieu of 1/4 Sales	2,024,428	1,373,407	2,057,597	1,802,796	1,852,832	2,183,793
Property Tax in Lieu of VLF	4,014,463	3,926,596	3,874,339	3,811,852	3,754,735	3,888,518
ERAF Refund	1,393,702	1,502,200	1,362,678	1,264,032	1,172,319	1,207,265
RDA Property Tax Increment	124,625	121,286	118,817	111,918	169,775	134,502
ROPS Residual Property Tax					16,664	54,405
In Lieu Property Taxes/MVMHCC	64,722	62,820	65,868	66,972	68,280	69,660
Property Taxes/Unsecured	127,538	128,723	157,857	128,752	122,856	127,000
Supplemental Assessments	188,631	97,217	99,311	103,767	138,192	120,000
Real Property Transfer Taxes	207,027	227,320	152,107	210,983	243,791	233,060
Sales and Use Taxes	5,268,448	5,323,421	5,562,593	5,611,900	5,940,857	6,151,558
Sales Tax-Public Safety	351,127	323,018	345,205	376,825	399,343	385,000
Hotel Taxes (TOT)	1,004,508	896,684	942,373	1,053,790	1,218,262	1,279,175
Business License Taxes	728,658	723,611	727,786	722,844	715,935	776,920
Business License Tax - Audit	121,090	114,571	104,712	97,072	121,505	150,000
Franchise Taxes	1,402,786	1,377,382	1,446,452	1,485,645	1,454,621	1,494,286
Residential Development Tax	1,498	3,400	2,550	14,102	5,010	5,010
Subtotal	22,767,997	21,588,900	22,071,385	22,109,663	22,754,594	24,046,341
Licenses and Permits						
Building Permits	634,600	401,234	428,385	408,121	395,275	450,000
Electrical, Plumbing, Mechanical	299,197	178,521	185,695	155,485	179,683	200,000
Inspection Fees-Code Compliance	23,983	79,433	74,136	88,473	80,076	80,300
Residential Resale Inspection	137,907	152,148	140,941	166,008	179,954	170,000
Grading & Inspections-Eng	31,766	30,453	28,962	54,239	36,027	35,000
Flood Ins/Residential Inspection	10,063	9,132				
Police Permits	19,486	21,790	21,109	21,783	18,545	19,307
Home Occupation Permit	7,171	7,195	10,768	11,550	11,200	10,700
Tree Removal Permit	5,208	5,117	5,009	4,900	6,700	4,500
Subtotal	1,169,381	885,023	895,005	910,559	907,460	969,807
Intergovernmental Revenue						
Motor Vehicle In-Lieu	192,082	155,627	243,215	26,397	27,352	22,637
Homeowners' Exemption	41,925	39,804	39,625	39,186	37,040	36,617
POST Reimbursements	53,645	22,473	29,522	65,997	37,581	23,342
Mandated Cost Reimb	25,250	25,457	31,940	18,198	27,533	4,623
State Emergency Telephone	1,084		600			
SMIP Fees	941	230	521	342	104	220
Abandoned Vehicle Program	42,416	38,523	31,455	43,356	28,111	34,000
Community Devel. Block Grant		32,000	20,689			
High Tech Crimes Task Force	1,037					
FEMA	7,125					
Police Grants	43,000					
Federal COPE Grant		41,667	125,000	108,991	125,928	133,983
Federal COPS Grant				108,583	301,470	316,760



General Fund Revenue Detail History

	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14
Health & Human Services Grant			30,000	71,896	95,000	92,000
Other Grants		1,904	25,000			9,933
NC3TF Reimbursement						32,200
North Marin Water District	2,400	2,400	2,400	2,400	2,400	2,400
Novato Sanitary District	27,000	10,000	10,000	10,000	10,000	10,000
Reimbursement-Other Agencies	5,400	11,004	9,500	9,500	(7,182)	2,400
Miscellaneous	14,237	361	341	1,246	341	-
Subtotal	457,542	381,450	599,808	506,092	685,678	721,115

Service Charges

General Government Charges	154,948	201,906	223,655	256,268	373,857	224,219
Zoning & Subdivision Charges	236,245	160,662	128,096	214,145	89,132	101,500
Plan Checking Fees	661,657	237,290	235,453	194,454	196,184	217,451
Engineering Fees	230,911	165,578	272,397	167,250	135,744	92,350
Police Service Charges	109,148	105,265	96,600	127,694	121,902	99,623
Other Service Charges	171,468	164,596	128,370	128,388	59,796	140,000
Subtotal	1,564,377	1,035,297	1,084,571	1,088,199	976,615	875,143

Recreation Income

Administration	50,295	103,875	82,211	117,041	126,472	132,478
Child Care & Enrichment	472,638	436,683	367,031	396,367	483,831	517,000
Cultural Programs	86,549	89,905	76,697	59,154		
Senior Programs	140,320	141,778	132,468	131,152	136,336	139,800
Teen Programs	186,738	176,699				
Athletics	939,953	941,967	998,462	1,007,411	973,278	996,671
Subtotal	1,876,493	1,890,907	1,656,869	1,711,125	1,719,917	1,785,949

Fines, Forfeits and Penalties

Vehicle Code Fines	299,249	336,434	320,472	354,742	404,424	325,000
Investigative Fees	215,926	236,925	160,763	159,301	177,587	176,000
Parking Fines	103,220	98,709	53,798	81,877	96,596	81,575
Business License Penalties	10,122	16,558	15,879	11,967	15,485	8,750
Cost Recovery Penalties	4,035	4,908	8,227	3,904	1,559	4,400
Subtotal	632,552	693,534	559,139	611,791	695,651	595,725

Use of Money and Property

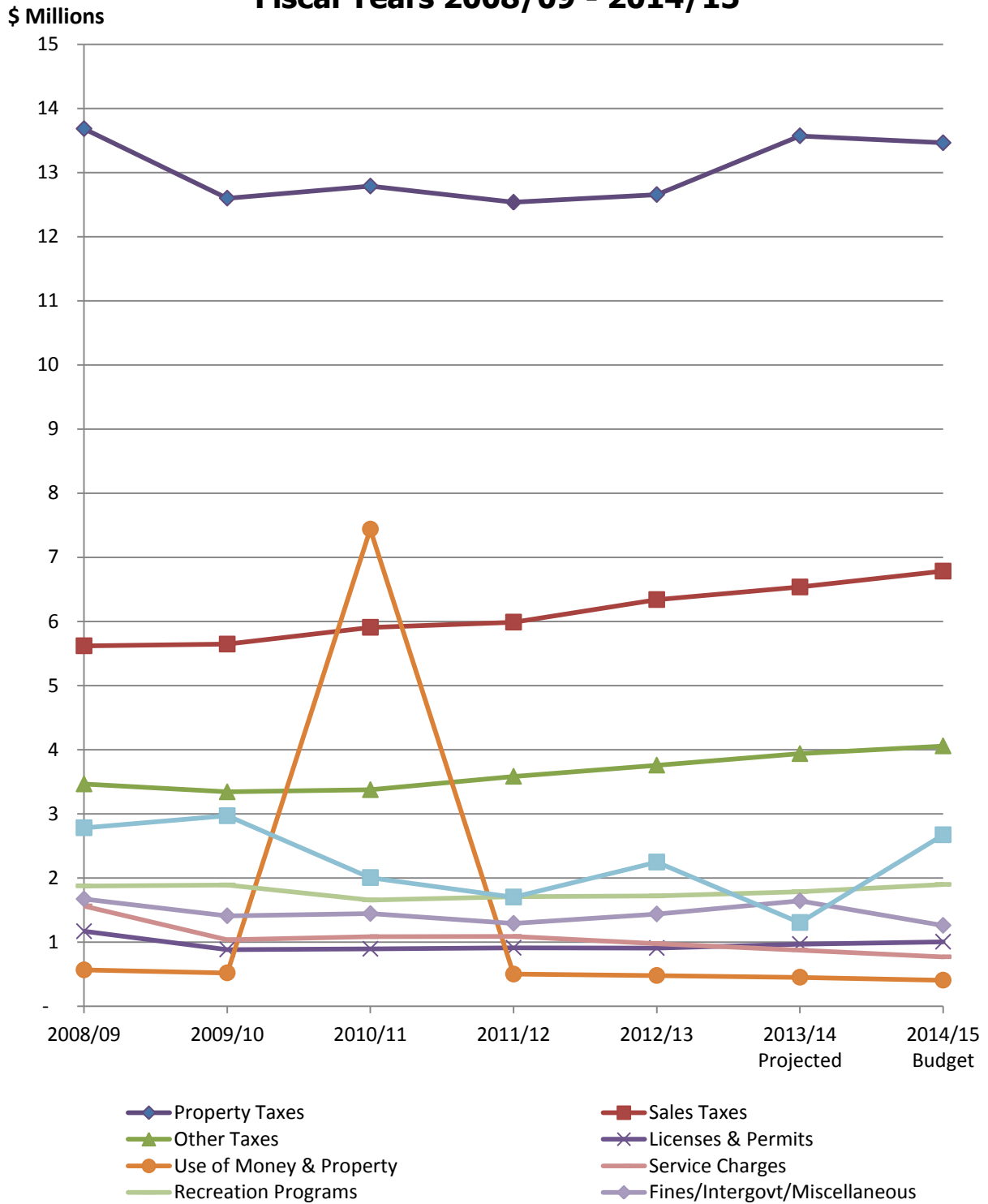
Investment Earnings	160,316	108,445	108,721	56,765	2,075	25,000
Investment Earnings/Other	62,109	13,598	6,755,146	(28,768)	8,800	6,963
Investment Earnings/Cont. Rsrv.	14,126	28,449	17,135	14,609	13,251	3,889
Margaret Todd Rental	39,105	41,346	34,913	46,456	29,640	28,000
Downtown Bldgs. Custodial Fees	1,524	2,052	3,811	2,948	3,640	2,800
Hamilton Commissary				64,000	48,000	48,000
Teen Center Rental	5,374	5,680				
Rental Income/O'Hair	55,032	54,264	52,789	54,192	55,044	56,568
Other Property Rental	126,118	156,303	350,186	167,286	204,090	165,974
Parks	36,045	41,627	44,097	51,876	37,788	38,256
Bus Shelter Advertising	66,375	68,708	71,958	71,580	76,740	76,740
Subtotal	566,124	520,472	7,438,756	500,944	479,068	452,190



General Fund Revenue Detail History

	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14
Miscellaneous Revenue						
Donations/Contributions	71,058	145,635	151,074	45,967	15,791	15,350
Sale of Property	2,286	1,833	3,429	76,209	2,125	4,605
Misc Reimbursements	14,151	23,558	38,831	21,223	17,605	10,976
Brochure Advertising	7,040	9,880	9,260	8,400	6,660	6,500
Tenant Improvement Credit	127,369					-
Other Revenue	33,196	144,114	80,697	1,720	13,833	275,206
Insurance/Litigation Settlements	326,887	9,700	2,338	21,550	1,281	14,596
Subtotal	581,987	334,720	285,629	175,069	57,295	327,233
Subtotal Revenues	29,616,453	27,330,303	34,591,162	27,613,442	28,276,278	29,773,503
Other Financing Sources						
Transfers In						
Clean Stormwater	150,000	138,000	177,500	150,000	150,000	145,000
Development Impact Fees	54,252	269,900	105,433	80,251	84,362	105,000
Emergency Response Reserve	276,017	299,058				
Federal Grants		37,500	37,500			
Gas Tax	817,000	817,000	817,000	817,000	817,000	817,000
Hamilton Bond Administration	15,000					
Hamilton Trust	779,661	586,854	435,883	366,405	294,168	224,780
Insurance Reserve	179,200					
Measure B Street Bond	29,401	30,871	32,414	34,035		
Measure F Sales Tax				16,784	411,375	
NPFA Capital Projects	13,000	13,000	13,000	13,000	13,000	13,000
Pension Reserve	50,800					
Redevelopment Agency	94,738	148,038	255,653	149,131		
Redevelopment Agency Housing	100,762	154,062	128,860	75,168		
Subdivision Trust	500	500	500	500	500	500
Other		475,406	1,769		3,268	
Debt Proceeds						
Miscellaneous	222,022				473,932	
Subtotal	2,782,353	2,970,189	2,005,512	1,702,274	2,247,605	1,305,280
Total Revenues & Transfers	32,398,806	30,300,492	36,596,674	29,315,716	30,523,883	31,078,783

General Fund Revenue History & Projections by Source Fiscal Years 2008/09 - 2014/15





General Fund Appropriation Detail History

	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14
<u>Central Administration</u>						
City Council	85,787	65,922	70,330	69,823	63,214	62,917
City Manager	381,151	413,031	505,450	426,975	534,907	532,841
City Clerk	289,411	329,185	277,210	310,361	267,596	308,426
City Attorney	347,808	465,336	592,474	447,470	436,942	541,553
Subtotal	1,104,157	1,273,474	1,445,464	1,254,629	1,302,659	1,445,737
<u>Administrative Services</u>						
Administration	176,958	182,067	149,382	228,320	234,506	266,949
Human Resources	453,736	439,992	502,633	462,277	546,964	470,060
Finance	851,172	615,236	659,145	673,546	647,484	606,921
Information Technology Services	761,220	483,906	579,227	639,473	713,780	671,000
Reprographics	40,825	17,439	(25,524)	(25,931)		
Citywide Programs	2,674,263	2,724,099	2,751,250	2,842,064	2,764,506	2,518,679
Subtotal	4,958,174	4,462,739	4,616,113	4,819,749	4,907,240	4,533,609
<u>Police</u>						
Administration	1,319,273	1,175,678	961,191	1,119,488	1,032,122	1,059,694
Technical Services	1,757,604	1,590,144	1,571,347	1,611,524	1,620,506	1,646,575
Professional Standards	344,006	305,096	501,483	358,403	357,948	352,059
Crime Prevention	91,948	78,459	3,493			
Investigations	808,720	770,451	845,419	814,235	780,012	800,271
Patrol	6,277,756	6,260,851	6,488,983	6,568,150	6,471,910	6,572,833
Traffic	692,624	776,303	589,911	611,635	681,134	617,873
Special Police Services	236,060	236,698	293,281	440,614	698,817	702,056
Youth Services	229,397	249,679	73,586			
Subtotal	11,757,388	11,443,359	11,328,694	11,524,049	11,642,449	11,751,361
<u>Community Development</u>						
Administration	144,937	157,780	175,267	159,920	144,147	175,148
Code Compliance	360,727	333,625	287,051	297,305	303,856	282,050
Planning	1,166,629	856,209	588,025	626,483	991,730	969,760
Clerical Support Services	230,630	139,475	131,532	136,614	135,468	217,601
Building	904,319	584,439	543,936	556,944	568,839	501,977
Subtotal	2,807,242	2,071,528	1,725,811	1,777,266	2,144,040	2,146,536



General Fund Appropriation Detail History

	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14
Public Works						
Traffic & Engineering Admin.	547,716	424,740	394,168	740,742	745,840	779,106
Street Lighting	372,038	381,275	341,370			
Project Development	562,773	381,199	358,317	232,278	192,374	250,196
Construction Management	7,819	(5,004)	212,816	118,530	241,766	232,189
Base Mapping	298,737	244,390	220,540	143,051	111,168	68,348
Maintenance Administration	246,080	278,648	297,338	315,208	311,656	299,729
Street Maintenance	1,284,810	1,209,149	1,094,192	1,016,323	1,098,428	1,169,771
Traffic Operations	458,925	450,723	484,068	439,570	443,659	392,338
Street Tree/Parkway Maint.	485,974	441,607	384,955	399,860	338,665	405,219
Parks Maintenance	1,430,284	1,295,204	1,377,993	1,250,028	1,224,136	1,254,051
Building Maintenance	907,713	890,072	899,568	954,148	968,879	1,118,036
Subtotal	6,602,869	5,992,003	6,065,325	5,609,738	5,676,571	5,968,983
Parks, Recreation & Community Services						
Administration	849,347	702,941	614,681	656,832	690,785	708,027
Childcare and Enrichment	551,025	449,828	480,521	489,563	566,280	636,746
Cultural Programs/Museum Admin.	220,001	183,092	100,937	120,136	16,033	16,132
Senior Programs	493,294	465,355	384,264	295,956	288,510	291,153
Teen Programs	379,461	252,460				
Athletics Programs	1,382,923	1,201,640	1,293,407	1,322,551	1,347,054	1,344,588
Subtotal	3,876,051	3,255,316	2,873,810	2,885,038	2,908,662	2,996,646
Subtotal Expenditures	31,105,881	28,498,419	28,055,217	27,870,469	28,581,621	28,842,872
Transfers Out						
Successor Agency Admin						31,536
General Plan Surcharge					80,000	300,000
Hamilton CFD					7,992	
Chapter 27 Assessments			2,310			
Police Special Projects	7,000		12,000	9,000	7,000	7,000
Emergency Response Reserve				1,074,081		33,518
Capital Improvement Projects	209,260	5,421	356,402	1,498,177	6,691,209	6,767,304
Street/Storm Drain Maintenance	20,000					
Long-Term Maintenance					150,000	300,000
Debt Service Fund-POB	837,819	934,582	971,807	1,006,067	1,060,940	1,100,393
Equipment Replacement	400,000	430,870	420,000	404,003	324,000	360,000
Other Financing Uses						
Interfund Loan Interest Payment						72,973
Subtotal	1,474,079	1,370,873	1,762,519	3,991,328	8,321,141	8,972,724
Total Expenditures & Transfers	32,579,960	29,869,292	29,817,736	31,861,797	36,902,762	37,815,596



Revenue Detail History by Fund

	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
General Fund (101)						
Taxes	21,588,900	22,071,385	22,109,663	22,754,594	24,046,341	24,305,250
Licenses and Permits	885,023	895,005	910,559	907,460	969,807	1,005,710
Intergovernmental Revenue	381,450	599,808	506,092	685,678	721,115	645,145
Service Charges	2,926,204	2,741,440	2,799,324	2,696,532	2,661,092	2,612,660
Fines, Forfeits and Penalties	693,534	559,139	611,791	695,651	595,725	581,885
Use of Money and Property	520,472	7,438,756	500,944	479,068	452,190	404,080
Miscellaneous Revenue	334,720	285,629	175,069	57,295	327,233	33,135
Totals	27,330,303	34,591,162	27,613,442	28,276,278	29,773,503	29,587,865
Measure F Sales Tax (201)						
Investment Earnings		347	9,491	20,872	33,000	33,330
Sales Tax		689,126	4,089,401	4,473,532	4,412,104	4,567,000
Equity Transfer					250,000	
Totals	0	689,473	4,098,892	4,494,404	4,695,104	4,600,330
Successor Agency to Dissolved RDA (205)						
Intergovernmental				235,234	167,459	122,223
Totals	0	0	0	235,234	167,459	122,223
Affordable Housing Programs (210)						
Investment Earnings						4,090
Housing Program Fees						80,700
Totals	0	0	0	0	0	84,790
Housing Opportunity Fund (211)						
Investment Earnings	7,066	7,860	3,305	1,991	2,200	
Affordable Housing In-Lieu Fees	70,848			11,808	218,844	
Other			1,000			
Totals	77,914	7,860	4,305	13,799	221,044	0
Affordable Housing Trust (212)						
Investment Earnings	7,582	7,347	3,230	1,533	1,720	
Totals	7,582	7,347	3,230	1,533	1,720	0
Redevelopment Agency Housing (219)						
Investment Earnings	3,849	(1,182)	(992)			
Tax Increment:						
Vintage Oaks	197,214	198,605	111,016			
Hamilton	840,674	817,623	460,351			
Downtown	409,876	408,281	234,556			
Mobile Home Rent Control	20,220	19,020				
Developer in Lieu Fees	13,810	8,140	9,029			
Extraordinary Gain			20,913,983			
Other	2,784	1,655				
Totals	1,488,427	1,452,142	21,727,943	0	0	0



Revenue Detail History by Fund

	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Clean Stormwater (221)						
Investment Earnings	300	256	(278)	34	30	31
Special Assessments	355,641	357,587	357,470	356,309	356,059	356,500
Totals	355,941	357,843	357,192	356,343	356,089	356,531
Underground Utility (226)						
Investment Earnings	12,202	12,699	5,824	3,461	3,900	3,939
In-Lieu Fees			22,500			
Totals	12,202	12,699	28,324	3,461	3,900	3,939
Parking Improvement Fund (227)						
Investment Earnings	1,588	1,652	534	293	375	380
In-Lieu Fees						
Totals	1,588	1,652	534	293	375	380
Subdivision Park Trust (Quimby Fees) (231)						
Investment Earnings	27,993	26,526	14,499	4,595	4,050	4,091
In-Lieu Fees	20,090	29,667	43,152	65,100	73,272	88,536
Equity Transfer			77,972			
Totals	48,083	56,193	135,623	69,695	77,322	92,627
Art in Public Places (235)						
Developer in Lieu Fees				5,025	16,040	
Investment Earnings	921	905	443	335	405	409
Equity Transfer			18,488			
Totals	921	905	18,931	5,360	16,445	409
General Plan Surcharge (237)						
Service Charges	55,903	59,882	55,891	56,409	60,000	59,000
Investment Earnings	7,285	6,100	2,039	1,042	1,120	1,131
Totals	63,188	65,982	57,930	57,451	61,120	60,131
Automation Surcharge (238)						
Service Charges	57,131	63,972	61,001	59,961	59,000	62,000
Investment Earnings	4,431	4,484	1,998	1,037	1,140	1,151
Totals	61,562	68,456	62,999	60,998	60,140	63,151
Hamilton Community Facilities District (241)						
Investment Earnings	1,577	229	(292)	111	250	253
Special Assessments	490,459	490,459	510,234	521,216	521,216	547,545
Insurance Settlement			75,000			
Totals	492,036	490,688	584,942	521,327	521,466	547,798
Hamilton Arts Center (242)						
Investment Earnings			4,279	3,416	4,100	4,141
Rental Income		307,203	290,249	301,695	327,600	360,000
Totals	0	307,203	294,528	305,111	331,700	364,141



Revenue Detail History by Fund

	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Pointe Marin Community Facilities District (243)						
Investment Earnings	6,871	7,232	3,208	1,949	2,200	2,222
Special Assessments	171,265	165,111	173,884	177,067	178,658	180,858
Totals	178,136	172,343	177,092	179,016	180,858	183,080
Chapter 27 Assessments (251)						
Investment Earnings	2,210	2,270	1,397	827	950	960
Special Assessments	663	1,622	3,837	414	394	377
Totals	2,873	3,892	5,234	1,241	1,344	1,337
Landscape Assessment District - San Marin (261)						
Investment Earnings	531	493	197	115	100	101
Special Assessments	45,234	46,071	46,933	48,401	48,471	54,904
Totals	45,765	46,564	47,130	48,516	48,571	55,005
Landscape Assessment District - Country Club (262)						
Investment Earnings	825	896	437	244	400	404
Totals	825	896	437	244	400	404
Landscape Assessment District - Wildwood Glen (263)						
Investment Earnings	85	66	7	5	2	2
Special Assessments	7,998	8,142	8,017	8,261	8,461	8,764
Totals	8,083	8,208	8,024	8,266	8,463	8,766
Landscape Assessment District - Hillside (264)						
Investment Earnings	600	675	272	174	197	202
Special Assessments	20,264	20,264	10,676	10,676	10,676	10,812
Totals	20,864	20,939	10,948	10,850	10,873	11,014
Landscape Assessment District - Downtown Landscape Lighting (265)						
Investment Earnings	1,704	1,900	520	326	420	425
Special Assessments	8,591	5,216	5,360	5,428	5,549	5,826
Totals	10,295	7,116	5,880	5,754	5,969	6,251
San Pablo Assessment District (266)						
Investment Earnings	417	591	309	231	110	111
Special Assessments	11,723	11,723	12,198	12,461	12,461	12,824
Totals	12,140	12,314	12,507	12,692	12,571	12,935
Eucalyptus Assessment District (267)						
Investment Earnings	(79)					
Special Assessments	14,169	14,211	14,253	14,253	14,253	14,253
Totals	14,090	14,211	14,253	14,253	14,253	14,253
Scottsdale Assessment District (269)						
Investment Earnings	183	198	66	36	40	40
Totals	183	198	66	36	40	40



Revenue Detail History by Fund

	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Gas Tax Fund (272)						
Intergovernmental Revenue	887,735	1,281,052	1,524,247	1,282,589	1,505,027	1,340,865
Investment Earnings	1,403	3,638	5,066	3,624	3,290	3,323
Totals	889,138	1,284,690	1,529,313	1,286,213	1,508,317	1,344,188
Proposition 12 State Park Bond Fund (273)						
Bond Proceeds		312,008				
Totals	0	312,008	0		0	0
Traffic Congestion Relief/AB2928 (274)						
Intergovernmental Revenue	479,662					
Investment Earnings	1,942	4,023	0		0	
Totals	481,604	4,023	0	0	0	0
Justice Assistance Grant (277)						
Grants	5,422		30,497	41,744	18,974	8,095
Investment Earnings	(28)	28				
Totals	5,394	28	30,497	41,744	18,974	8,095
Special Projects Fund (281)						
Investment Earnings	1,246	899	544	266	325	328
Donations/Contributions		10,212	20,991	29,032	29,146	17,500
Crime Prevention	100				7,854	
Intergovernmental Revenue	81,460	135,159	179,842	162,622	92,525	26,810
Totals	82,806	146,270	201,377	191,920	129,850	44,638
State COPS Grant Fund (282)						
Intergovernmental Revenue		100,000	100,000	138,382	121,675	100,000
Totals	0	100,000	100,000	138,382	121,675	100,000
State Grants Fund (283)						
Intergovernmental Revenue	371,849		1,000,000	10,414	241,207	650,328
Totals	371,849	0	1,000,000	10,414	241,207	650,328
Federal Grants Fund (284)						
Intergovernmental Revenue	763,605	816,968	1,888,320	6,026	106,210	1,397,207
Investment Earnings	847					
Other			1,865			
Totals	764,452	816,968	1,890,185	6,026	106,210	1,397,207



Revenue Detail History by Fund

	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Private Grants Fund (285)						
Grants						
Investment Earnings	1,324	1,621	283	166	190	192
Totals	1,324	1,621	283	166	190	192
Pension Reserve Fund (296)						
Investment Earnings	17	18	8	4	6	6
Totals	17	18	8	4	6	6
Hamilton Trust Fund (297)						
Investment Earnings	712,008	610,421	432,482	223,837	256,475	277,525
Developer in Lieu Fee-Municipal Services	45,698	47,747	1,320			
Totals	757,706	658,168	433,802	223,837	256,475	277,525
Self Insurance Fund (298)						
Investment Earnings	10,983	92,446	7,352	4,275	4,950	5,000
Totals	10,983	92,446	7,352	4,275	4,950	5,000
Emergency and Disaster Response Reserve (299)						
Investment Earnings		328,537	1,074,081	1,434	1,200	1,000
Totals	0	328,537	1,074,081	1,434	1,200	1,000
Capital Projects (301)						
Intergovernmental	17,617	4,986	5,628			
Other	36,929	24,761	39,566	23,077	78,000	652,772
Totals	54,546	29,747	45,194	23,077	78,000	652,772
Street and Storm Drain Bond Projects (Measure B) (307)						
Investment Earnings	28,491	27,836	10,796	2,397		
Totals	28,491	27,836	10,796	2,397	0	0
Marin County Street Improvements/VRF (Measure B) (308)						
Intergovernmental					405,317	
Investment Earnings						500
Totals	0	0	0	0	405,317	500
Street Improvement Projects (Measure A) (309)						
Intergovernmental	1,195,545	524,805	712,355	451,945	483,011	621,782
Investment Earnings	2,244	5,877	2,966	3,402	4,800	4,848
Totals	1,197,789	530,682	715,321	455,347	487,811	626,630
Parks Measure A (310)						
Intergovernmental					150,000	313,760
Investment Earnings						1,200
Totals	0	0	0	0	150,000	314,960



Revenue Detail History by Fund

	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Proposition 1B Street Improvements (311)						
Intergovernmental		779,383				
Investment Earnings	5,003	5,135	4,653	735		
Totals	5,003	784,518	4,653	735	0	0
Clean Renewable Energy Bonds (313)						
Investment Earnings	7	4				
Bond Proceeds						
Totals	7	4	0	0	0	0
Civic Center (319)						
Investment Earnings	15,755	3,289	1,497	843	975	250
Totals	15,755	3,289	1,497	843	975	250
Clean Stormwater Capital Improvement Projects (321)						
Investment Earnings	1,982	2,537	1,295	998	1,280	1,293
Totals	1,982	2,537	1,295	998	1,280	1,293
Street and Storm Drain Maintenance (322)						
Investment Earnings	4,386	4,460	1,929	1,129	1,160	1,172
Totals	4,386	4,460	1,929	1,129	1,160	1,172
Long-Term Maintenance-Facilities (323)						
Investment Earnings	8,299	8,510	2,986	1,610	1,800	1,818
Energy Rebates	83,639	53,079	50,787	57,544	43,144	30,750
Totals	91,938	61,589	53,773	59,154	44,944	32,568
Long-Term Maintenance-Infrastructure (324)						
Investment Earnings						1,600
Totals	0	0	0	0	0	1,600
Development Impact Fees (327)						
Investment Earnings	147,434	422,472	73,439	341,969	50,800	51,310
- Streets & Intersections	535,204	429,561	43,453	379,499	139,403	162,125
- Recreational & Cultural Facilities	744,820	54,568	24,905	71,812	82,539	118,050
- Civic Facilities	132,954	31,797	5,672	13,002	15,650	21,150
- Transit/Bicycle Facilities	20,662	15,457	2,462	7,571	4,759	5,575
- Corporation Yard	11,811	9,309	1,095	32,578	2,997	3,475
- General Governmental Systems	59,118	14,723	3,662	91,282	6,817	9,175
- Open Space	156,745	40,977	10,296	90,993	18,738	25,525
- Drainage	106,946	59,975	38,010	45,278	35,804	50,250
Totals	1,915,694	1,078,839	202,994	1,073,984	357,507	446,635
Community Facilities Maintenance & Contingency (330)						
Investment Earnings	11,215	111,001	5,951	3,308	3,300	3,333
Totals	11,215	111,001	5,951	3,308	3,300	3,333



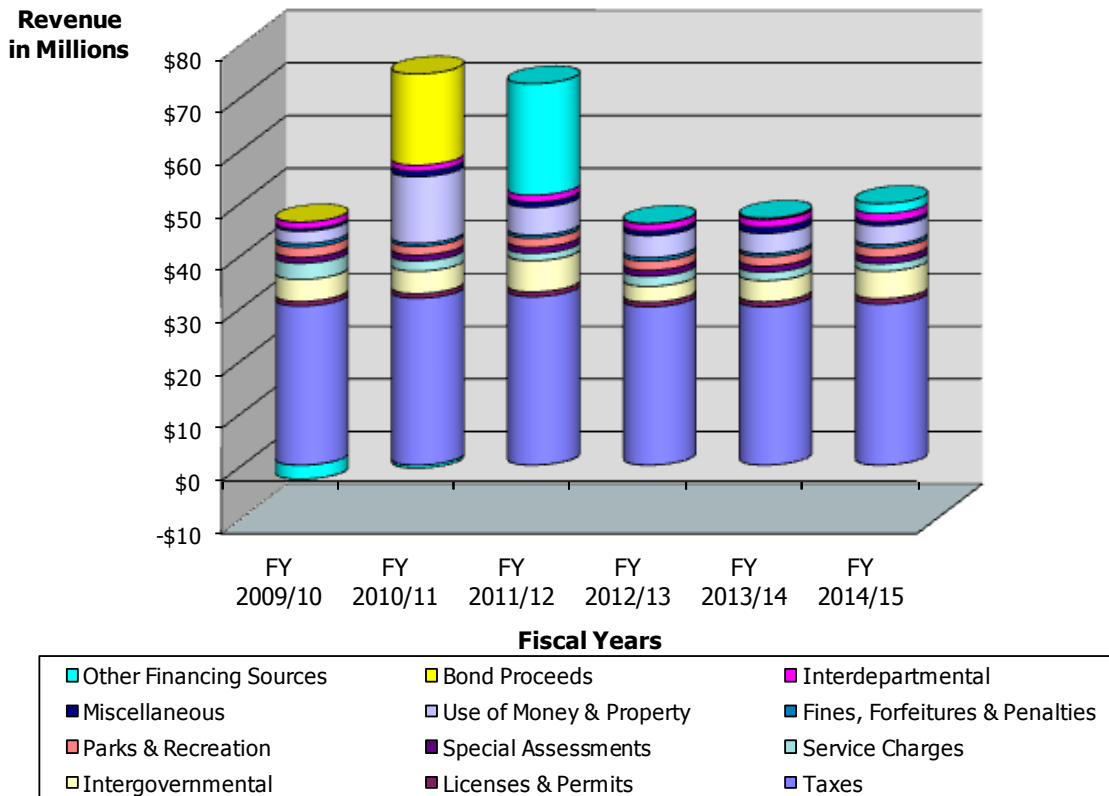
Revenue Detail History by Fund

	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Redevelopment Agency (400)						
Investment Earnings	590,942	152,326	(5,609)			
Tax Increment:						
Vintage Oaks	771,555	776,014	436,829			
Hamilton	2,448,799	2,377,001	1,350,964			
Downtown	1,106,613	1,163,123	612,319			
Bond Proceeds		17,000,000				
State Take-Away	(2,657,292)	(547,090)				
Totals	2,260,617	20,921,374	2,394,503	0	0	0
Novato Public Financing Authority Capital Projects (450)						
Investment Earnings	10,089	170,556	5,483	3,543	4,100	4,141
Rental Income	156,525	191,460	193,003	194,353	193,975	36,000
Equity Transfer						1,135,000
Totals	166,614	362,016	198,486	197,896	198,075	1,175,141
Debt Service Fund - General Obligation Bonds (501)						
Taxes	2,808,395	3,145,695	2,567,040	2,815,765	1,593,401	1,695,461
Investment Earnings	17,650	19,898	9,688	4,400	5,400	5,455
Totals	2,826,045	3,165,593	2,576,728	2,820,165	1,598,801	1,700,916
Equipment/Vehicle Maintenance (601)						
Charges to Departments	737,776	658,118	728,379	746,177	818,730	825,244
Other	1,737					
Totals	739,513	658,118	728,379	746,177	818,730	825,244
Equipment/Vehicle Replacement (605)						
Charges to Departments	553,005	487,167	572,663	624,166	622,816	732,559
Investment Earnings	30,429	116,711	19,417	11,942	87,473	14,645
Other	20,785	17,240	39,674	43,980	10,000	10,000
Totals	604,219	621,118	631,754	680,088	720,289	757,204
Furnishings, Fixtures & Equipment Fund (606)						
Investment Earnings	10	10	4	2	4	4
Totals	10	10	4	2	4	4
Marin Valley Mobile Country Club (651)						
Investment Earnings		203,311	252,809	199,017	11,257	11,500
Rental Income		2,336,241	2,322,321	2,329,461	2,329,581	2,352,873
Utility Reimbursements		670,037	703,884	699,489	697,507	733,183
Other		13,915	17,131	12,694	12,936	12,840
Totals	0	3,223,504	3,296,145	3,240,661	3,051,281	3,110,396
Total Revenues - All Funds	43,522,098	73,727,298	72,406,686	45,892,531	46,877,257	49,656,197

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 2009/10	Previous Actual FY 2010/11	Previous Actual FY 2011/12	Previous Actual FY 2012/13	Projected Actual FY 2013/14	Adopted Budget FY 2014/15
Revenues						
Taxes	30,192,246	31,665,873	31,972,139	30,043,891	30,051,846	30,567,711
Licenses & Permits	885,023	895,005	910,559	907,460	969,807	1,005,710
Intergovernmental Revenue	4,178,923	4,242,161	5,916,484	2,972,890	3,993,546	5,218,120
Service Charges	3,067,037	1,950,346	1,410,647	1,906,933	1,609,006	1,455,471
Special Assessments	1,126,007	1,120,406	1,142,862	1,154,486	1,156,198	1,192,663
Parks, Recreation & Community Services	1,890,907	1,656,869	1,711,125	1,719,917	1,785,949	1,842,750
Fines, Forfeitures & Penalties	693,534	559,139	611,791	695,651	595,725	581,885
Money & Property	2,368,816	12,650,768	5,264,130	4,156,105	3,798,840	3,600,809
Miscellaneous Revenue	455,288	1,057,633	1,007,428	879,131	1,187,966	744,157
Interdepartmental Charges	1,290,781	1,145,285	1,301,042	1,370,343	1,441,546	1,557,803
Bond Proceeds	0	17,312,008	0	0	0	0
Other Financing Sources	(2,626,464)	(528,195)	21,158,479	85,724	286,828	1,889,118
Total Revenue - All Funds	43,522,098	73,727,298	72,406,686	45,892,531	46,877,257	49,656,197





Expenditure History by Fund

Fund #	Fund Description	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
101	General Fund	28,498,419	28,055,217	27,870,644	28,581,621	28,842,872	29,854,071
Special Revenue Funds:							
201	Measure F			164,684	486,044	1,339,413	2,186,784
205	RDA Successor Agency			52,081	266,770	123,584	98,027
210	Affordable Housing Programs						191,367
211	Housing Opportunity						-
212	Affordable Housing Trust	15,108				625,691	-
219	Redevelopment Agency Housing	1,516,871	1,069,326	740,982			-
221	Clean Stormwater	172,365	132,998	163,357	163,618	170,052	170,539
226	Underground Utility						-
227	Parking Improvement	410	441	450	491	440	450
231	Subdivision Park Trust (Quimby Fees)						-
235	Art in Public Places						-
237	General Plan Surcharge	176,775	208,181	138,366	181,566	355,469	308,333
238	Automation Surcharge	75,814	65,666	73,294	94,279		180,336
241	Hamilton Community Facilities District	480,109	533,021	477,478	447,569	463,581	537,043
242	Hamilton Arts Center		171,630	206,080	237,093	443,271	450,000
243	Pointe Marin Community Facilities District	174,997	181,976	158,091	175,717	178,457	192,243
251	Chapter 27 Assessments		3,090				-
261	Landscape Assessment District-San Marin	45,684	54,513	46,463	59,790	48,932	51,680
262	Landscape Assessment District-Country Club		-	-	-	-	-
263	Landscape Assessment District-Wildwood Glen	9,518	12,825	6,793	8,871	8,572	9,386
264	Landscape Assessment District-Hillside	14,610	20,732	6,249	17,526	17,066	10,818
265	Downtown Landscape & Lighting Assessment District	267	1,977	1,361	2,447	3,500	4,000
266	San Pablo Assessment District	2,919	2,239	848	9,381	60,118	3,395
267	Eucalyptus Assessment District	14,212	14,211	14,212	14,212	14,212	14,212
269	Scottsdale Assessment District			5,382			-
272	Gas Tax	278					-
273	Proposition 12 State Park Bond						-
274	Traffic Congestion Relief (AB2928)						-
277	Justice Assistance Grants	10,026	16,866	11,805	46,469	11,471	8,095
281	Special Projects	56,669	150,611	197,631	222,310	105,000	63,800
282	State COPS Grant	25,189	157,733	39,462	68,388	185,000	100,000
283	State Grants						-
284	Federal Grants Fund	64,365	2,490				-
285	Private Grants						-
296	Pension Reserve						-
297	Hamilton Trust	30,892	32,726	32,371	32,262	30,000	32,000
298	Self-Insurance	8,449					-
299	Emergency and Disaster Response Reserve						550,000
	Total Special Revenue Funds	2,895,527	2,833,252	2,537,440	2,534,803	4,183,829	5,162,508



Expenditure History by Fund

Fund #	Fund Description	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Capital Project Funds:							
301	Capital Projects	10,714,459	3,183,387	8,064,525	10,101,463	11,025,105	12,649,273
307	Measure B Street Bond Projects						
308	Marin County Street Improvements (VRF)						
309	Measure A Street Projects						
310	Parks Measure A						188,574
311	Proposition 1B Street Projects						
319	Civic Center						
321	Clean Storm Water Capital Improvement						
322	Street & Storm Drain Maintenance						
323	Facilities Long-Term Maintenance						
324	Infrastructure Long-Term Maintenance						
325	Restricted Revenue						
327	Development Impact Fees						450,000
330	Community Facilities						
400	Redevelopment Agency	3,416,775	12,351,927	26,968,849			-
450	Novato Public Financing Authority Capital Projects	120,656	146,362	124,266	121,407	117,309	35,000
	Total Capital Projects Funds	14,251,890	15,681,676	35,157,640	10,222,870	11,142,414	13,322,847
Debt Service Funds:							
501	Debt Service Fund - General Obligation Bonds	2,806,116	2,805,559	2,806,810	2,817,339	2,817,340	1,888,221
503	Debt Service Fund - Pension Obligation Bonds	986,451	1,027,266	1,071,021	1,111,680	1,154,420	1,196,148
	Total Debt Service Funds	3,792,567	3,832,825	3,877,831	3,929,019	3,971,760	3,084,369
Proprietary Funds							
601	Equipment/Vehicle Maintenance	770,921	753,588	801,281	775,503	829,830	812,756
605	Equipment/Vehicle Replacement	1,052,827	814,058	910,307	924,956	833,077	1,814,157
651	Marin Valley Mobile Country Club	2,158,509	2,160,949	2,411,543	2,674,765	2,292,495	2,491,232
	Total Internal Service Funds	3,982,257	3,728,595	4,123,131	4,375,224	3,955,402	5,118,145
TOTALS		53,420,660	54,131,565	73,458,304	49,267,130	51,364,778	56,541,940



Department Expenditure Report - All Funds

Department	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
<u>Operating Departments</u>						
Central Administration	1,273,474	1,445,464	1,254,629	1,302,659	1,445,737	1,661,573
Administrative Services	4,462,739	4,616,113	4,819,749	4,907,240	4,533,609	4,725,957
Police	11,443,359	11,328,694	11,524,049	11,642,449	11,751,361	11,980,961
Community Development	2,071,528	1,725,811	1,777,266	2,144,040	2,146,536	2,093,532
Public Works	5,992,003	6,065,325	5,609,738	5,676,571	5,968,983	6,175,706
Parks, Recreation & Community Services	3,255,316	2,873,810	2,885,038	2,908,662	2,996,646	3,216,342
Redevelopment Agency	4,933,646	13,421,253	27,709,831			
Successor Agency to Dissolved RDA			52,081	266,770	123,584	98,027
Hamilton & Pointe Marin CFD Maintenance	655,106	714,997	635,569	623,286	642,038	729,286
Measure F Sales Tax			164,684	486,044	1,339,413	2,186,784
Internal Service	1,823,748	1,567,646	1,711,588	1,700,459	1,662,907	2,626,913
<u>Other Departments (Non-Operating)</u>						
Assessment Districts	259,575	239,495	244,665	275,845	322,452	264,030
Capital Projects	10,835,115	3,329,749	8,188,791	10,222,870	11,142,414	13,322,847
Debt Service	2,806,116	2,805,559	2,806,810	2,817,339	2,817,340	1,888,221
Special Police Projects/Police Grants	66,695	167,477	209,436	268,779	116,471	71,895
State COPS	25,189	157,733	39,462	68,388	185,000	100,000
Enterprise Funds	2,160,949	2,411,543	2,674,765	2,292,495	2,292,495	2,491,232
Other	1,356,102	1,260,896	1,150,153	1,663,234	1,877,792	2,908,634
TOTALS	53,420,660	54,131,565	73,458,304	49,267,130	51,364,778	56,541,940



Comprehensive Funds Summary

Fund #	Fund Description	Projected Fund Balance 6/30/14	Adopted Budget FY 14/15		Net Transfers	Budgeted Fund Balance 6/30/15
			Revenues	Expenditures		
Governmental Funds						
101	General Fund	0	29,587,865	(29,854,071)	(498,443)	(764,649)
	Unspent Appropriations					500,000
	Loan Repayment from Hamilton CFD					30,000
	Use of Bond Proceeds for City Admin CIP Project					234,649
Special Revenue Funds						
201	Measure F	11,456,490	4,600,330	(2,186,784)	(3,339,499)	10,530,537
205	RDA Successor Agency	(39,742)	122,223	(98,027)	(2,691)	(18,237)
210	Affordable Housing Programs	3,095,244	84,790	(191,367)	33,317	3,021,984
211	Housing Opportunity	0	0	0	0	0
212	Affordable Housing Trust	0	0	0	0	0
221	Clean Stormwater	155	356,531	(170,539)	(185,000)	1,147
226	Underground Utility	961,823	3,939	0	(274,512)	691,250
227	Parking Improvement	81,658	380	(450)	(83,000)	(1,412)
231	Subdivision Park Trust (Quimby Fees)	1,339,024	92,627	0	(566,160)	865,491
235	Art in Public Places	110,161	409	0	(64,616)	45,954
237	General Plan Surcharge	237,435	60,131	(308,333)	298,403	287,636
238	Automation Surcharge	360,580	63,151	(180,336)	(3,193)	240,202
241	Hamilton Community Facilities District	(211,624)	547,798	(537,043)	(32,171)	(233,040)
242	Hamilton Arts Center	928,590	364,141	(450,000)	0	842,731
243	Pointe Marin Community Facilities District	556,076	183,080	(192,243)	(6,029)	540,884
251	Chapter 27 Assessments	232,987	1,337	0	(6,920)	227,404
261	Landscape Assessment District-San Marin	22,317	55,005	(51,680)	0	25,642
262	Landscape Assessment District-Country Club	68,729	404	0	0	69,133
263	Landscape Assessment District-Wildwood Glen	1,029	8,766	(9,386)	0	409
264	Landscape Assessment District-Hillside	41,674	11,014	(10,818)	0	41,870
265	Downtown Landscape & Lighting	96,215	6,251	(4,000)	0	98,466
266	San Pablo Assessment District	15,968	12,935	(3,395)	(7,047)	18,461
267	Eucalyptus Assessment District	143	14,253	(14,212)	(184)	0
269	Scottsdale Assessment District	9,917	40	0	0	9,957
272	Gas Tax	809,222	1,344,188	0	(2,149,088)	4,322
277	Justice Assistance Grants	0	8,095	(8,095)	0	0
281	Police Special Projects	134,291	44,638	(63,800)	7,000	122,129
282	State COPS Grant	288,814	100,000	(100,000)	0	288,814
283	State Grants	(101,395)	650,328	0	(548,933)	0
284	Federal Grants	1,681	1,397,207	0	(1,397,207)	1,681
285	Private Grants	20,860	192	0	0	21,052
296	Pension Reserve	1,368	6	0	0	1,374
297	Hamilton Trust	32,407,761	277,525	(32,000)	(264,000)	32,389,286
298	Self-Insurance	1,199,721	5,000	0	(195,000)	1,009,721
299	Emergency and Disaster Response Reserve	6,237,697	1,000	(550,000)	(62,922)	5,625,775
Special Revenue Funds Total		60,364,869	10,417,714	(5,162,508)	(8,849,452)	56,770,623



Comprehensive Funds Summary

Fund #	Fund Description	Projected Fund Balance 6/30/14	Adopted Budget FY 14/15		Net Transfers	Budgeted Fund Balance 6/30/15
			Revenues	Expenditures		
Capital Project Funds						
301	Capital Projects	(370,706)	552,772	(12,649,273)	12,096,501	(370,706)
308	Marin County Street Improvements (VRF)	405,317	500	0	(318,466)	87,351
309	Measure A Street Projects	981,279	626,630	0	(1,551,684)	56,225
310	Parks Measure A	150,000	314,960	(188,574)	(256,029)	20,357
319	Civic Center	136,780	250	0	(37,800)	99,230
321	Clean Storm Water Capital Improvement	345,637	1,293	0	(286,456)	60,474
322	Street & Storm Drain Maintenance	277,600	1,172	0	0	278,772
323	Facilities Long-Term Maintenance	470,299	32,568	0	(52,120)	450,747
324	Infrastructure Long-Term Maintenance	0	1,600	0	50,000	51,600
327	Development Impact Fees	11,598,326	446,635	(450,000)	(1,272,400)	10,322,561
330	Community Facilities Maint. & Contingency	761,712	3,333	0	(513,311)	251,734
450	Novato Public Finance Auth. Capital Projects	(406,871)	1,175,141	(35,000)	(13,000)	720,270
Capital Projects Funds Total		14,349,373	3,156,854	(13,322,847)	7,845,235	12,028,615
Debt Service Funds						
501	Debt Service - General Obligation Bonds	1,358,313	1,700,916	(1,888,221)	0	1,171,008
503	Debt Service - Pension Obligation Bonds	0	0	(1,196,148)	1,196,148	0
Debt Service Funds Total		1,358,313	1,700,916	(3,084,369)	1,196,148	1,171,008
Proprietary Funds						
601	Equipment/Vehicle Maintenance	(457,046)	825,244	(812,756)	(12,488)	(457,046)
605	Equipment/Vehicle Replacement	6,613,840	757,204	(1,814,157)	319,000	5,875,887
606	Furnishings and Equipment	798	4	0	0	802
651	Marin Valley Mobile Country Club	11,438,365	3,110,396	(2,491,232)	0	12,057,529
Internal Service Funds Total		17,595,957	4,692,848	(5,118,145)	306,512	17,477,172
Fiduciary Funds:		7,189,692				7,414,692
Agency Funds Total		7,189,692		0	0	7,414,692
Grand Total All Funds		100,858,204	49,556,197	(56,541,940)	0	94,097,461



Five Year General Fund Budget Projections

	<u>FY 13/14</u> <u>Projected</u> <u>Actual</u>	<u>FY 14/15</u> <u>Adopted</u> <u>Budget</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>	<u>FY 19/20</u> <u>Projected</u>
<i>REVENUES & OTHER FINANCING SOURCES</i>	31,078,783	30,887,027	32,079,219	32,907,985	33,698,473	34,509,684	35,344,983
<i>APPROPRIATIONS & OTHER FINANCING USES</i>	<u>37,815,596</u>	<u>33,078,559</u>	<u>34,798,615</u>	<u>36,221,854</u>	<u>37,621,975</u>	<u>38,935,344</u>	<u>40,293,433</u>
SUBTOTAL REVENUES OVER/(UNDER)							
APPROPRIATIONS	(6,736,813)	(2,191,532)	(2,719,396)	(3,313,869)	(3,923,502)	(4,425,660)	(4,948,450)
<i>INTERFUND LOAN REPAYMENT</i>	6,736,813	264,649	30,000	30,000	30,000	30,000	30,000
<i>UNSPENT APPROPRIATIONS</i>		500,000	500,000	500,000	500,000	500,000	500,000
BEGINNING FUND BALANCE							
REVENUES OVER/(UNDER)							
APPROPRIATIONS	-	(1,426,883)	(2,189,396)	(2,783,869)	(3,393,502)	(3,895,660)	(4,418,449)
USE OF MEASURE F TO FUND DEFICIT	-	1,426,883	2,189,396	2,783,869	3,393,502	3,895,660	4,418,449



General Fund Five Year Revenue Projections

	FY 13/14 Projected Actual	FY 14/15 Adopted Budget	FY 15/16 Projected	FY 16/17 Projected	FY 17/18 Projected	FY 18/19 Projected	FY 19/20 Projected
<i>PROPERTY TAXES</i>	13,571,332	13,462,885	14,256,746	12,276,691	12,583,608	12,898,198	13,220,653
<i>SALES AND USE TAX</i>	6,536,558	6,783,715	6,987,226	9,544,714	9,831,056	10,125,988	10,429,768
<i>OTHER TAXES</i>	3,938,451	4,058,650	4,199,443	4,351,977	4,448,490	4,547,479	4,652,071
<i>LICENSES AND PERMITS</i>	969,807	1,005,710	1,025,824	1,046,341	1,067,267	1,088,613	1,110,385
<i>INTERGOVERNMENTAL REVENUE</i>	721,115	645,145	451,596	456,112	460,674	465,280	469,933
<i>SERVICE CHARGES</i>	2,661,092	2,612,660	2,664,913	2,718,221	2,772,576	2,828,027	2,884,588
<i>FINES & FORFEITURES</i>	595,725	581,885	587,704	593,581	599,517	605,512	611,567
<i>USE OF MONEY & PROPERTY</i>	452,190	404,080	408,121	412,202	416,324	420,487	424,692
<i>MISC. REVENUE</i>	327,233	33,135	33,135	33,135	33,135	33,135	33,135
<i>OTHER FINANCING SOURCES</i>	<u>1,305,280</u>	<u>1,299,162</u>	<u>1,464,511</u>	<u>1,475,011</u>	<u>1,485,826</u>	<u>1,496,965</u>	<u>1,508,192</u>
TOTAL	<u>31,078,783</u>	<u>30,887,027</u>	<u>32,079,219</u>	<u>32,907,985</u>	<u>33,698,473</u>	<u>34,509,684</u>	<u>35,344,983</u>

Revenue Assumptions:

Most revenue sources (excluding property and sales taxes) projected to increase between 1% and 3% annually
 Property taxes estimated to increase 2.5% annually
 Sales taxes estimated to increase approximately 3% annually
 The triple-flip (property taxes in lieu of sales taxes) is scheduled to sunset in FY 15/16

General Fund Five Year Appropriations Projections

	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
	<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>	21,037,424	22,017,645	24,181,050	25,239,866	26,263,309	27,186,444	28,140,688
<i>CONTRACT SERVICES</i>	2,625,177	2,568,657	2,461,025	2,522,551	2,585,614	2,650,255	2,716,511
<i>MATERIALS & SUPPLIES</i>	5,161,647	5,202,551	5,438,199	5,636,596	5,841,711	6,053,804	6,273,557
<i>CAPITAL OUTLAY</i>	18,624	65,218					
<i>OTHER FINANCING USES</i>	<u>8,972,724</u>	<u>3,224,488</u>	<u>2,718,341</u>	<u>2,822,841</u>	<u>2,931,341</u>	<u>3,044,841</u>	<u>3,162,676</u>
TOTAL	<u>37,815,596</u>	<u>33,078,559</u>	<u>34,798,615</u>	<u>36,221,854</u>	<u>37,621,975</u>	<u>38,935,344</u>	<u>40,293,433</u>

Expenditure Assumptions:

Expenditure projections assume no new programs or additional staff over the five year period, except for core positions added FY 14/15 and grant-funded positions

Payroll expenditures increase 2.85% annually; benefits (excluding PERS retirement costs) increase 1.45%

PERS retirement costs increase an average of 1.9% for Miscellaneous and 1.6% for Safety members

Most operating expenditures increase 2.5%; utilities and insurance increase 5% annually



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	❖					❖			
210	Affordable Housing Programs	❖					❖			
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)					❖		❖		❖
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						❖			❖
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)									❖
310	Parks 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 2014/15

	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	1,524,787	1,104,157	1,273,474
Administrative Services	3,632,190	3,734,286	4,033,927	4,349,783	4,479,222	4,958,174	4,462,739
Police	9,938,760	11,056,634	11,313,464	12,154,720	12,252,083	11,757,388	11,443,359
Community Development	2,914,967	2,824,892	2,648,378	2,863,585	2,692,783	2,807,242	2,071,528
Public Works	6,113,510	5,673,962	5,503,657	7,184,724	6,883,014	6,602,869	5,992,003
Parks & Recreation	3,562,217	3,699,750	3,502,495	3,967,015	4,006,348	3,876,051	3,255,316
Total	27,472,031	28,338,295	28,466,681	31,968,924	31,838,237	31,105,881	28,498,419
	2010/11	2011/12	2012/13	2013/14	2014/15		
Central Administration	1,445,464	1,254,629	1,302,659	1,445,737	1,661,573		
Administrative Services	4,616,113	4,819,749	4,907,240	4,533,609	4,725,957		
Police	11,328,694	11,524,049	11,642,449	11,751,361	11,980,961		
Community Development	1,725,811	1,777,266	2,144,040	2,146,536	2,093,532		
Public Works	6,065,325	5,609,738	5,676,571	5,968,983	6,175,706		
Parks & Recreation	2,873,810	2,885,213	2,908,662	2,996,646	3,216,342		
Total	28,055,217	27,870,644	28,581,621	28,842,872	29,854,071		



**General Fund Expenditures by Department - FY 1968/69 - FY 2014/15
(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%	4.79%	3.55%	4.47%
Administrative Services	13.22%	13.18%	14.17%	13.61%	14.07%	15.94%	15.66%
Police	36.18%	39.02%	39.74%	38.02%	38.48%	37.80%	40.15%
Community Development	10.61%	9.97%	9.30%	8.96%	8.46%	9.02%	7.27%
Public Works	22.25%	20.02%	19.33%	22.47%	21.62%	21.23%	21.03%
Parks & Recreation	12.97%	13.06%	12.30%	12.41%	12.58%	12.46%	11.42%
	2010/11	2011/12	2012/13	2013/14	2014/15		
Central Administration	5.15%	4.50%	4.56%	5.01%	5.57%		
Administrative Services	16.45%	17.29%	17.17%	15.72%	15.83%		
Police	40.38%	41.35%	40.73%	40.74%	40.13%		
Community Development	6.15%	6.38%	7.50%	7.44%	7.01%		
Public Works	21.62%	20.13%	19.86%	20.69%	20.69%		
Parks & Recreation	10.24%	10.35%	10.18%	10.39%	10.77%		



Personnel Allocations

<u>DEPARTMENT</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>	ADOPTED BUDGET 2014/15
<u>CENTRAL ADMINISTRATION</u>							
City Manager							
City Manager	0.60	0.60	0.60	0.60	0.85	0.95	0.95
Economic Development Manager	--	--	--	--	--	--	1.00
Assistant to the City Manager	0.90	0.75	0.85	--	--	--	--
Public Communications Coordinator	--	--	--	--	1.00	1.00	1.00
Sr. Management Analyst	--	--	0.85	1.00	--	--	--
Management Analyst I	--	--	--	0.10	0.10	0.15	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	2.05	4.00	3.40	2.65	2.80	3.80
Measure F Funded							
Economic Development Manager	--	--	--	--	1.00	1.00	--
Hamilton Property Project Manager	--	--	--	--	0.50	0.50	1.00
Subtotal	0.00	0.00	0.00	0.00	1.50	1.50	1.00
City Clerk							
City Clerk	1.00	1.00	1.00	1.00	0.90	0.90	0.95
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	--	--	--	--	--	--
Subtotal	3.30	2.30	2.30	2.30	2.20	2.20	2.25
TOTAL CENTRAL ADMINISTRATION	5.50	4.35	6.30	5.70	6.35	6.50	7.05
<u>ADMINISTRATIVE SERVICES</u>							
Administration							
Assistant City Manager	0.70	0.70	0.60	0.65	0.80	0.95	0.95
Management Analyst I	0.30	0.30	0.20	0.45	0.45	0.55	0.55
Subtotal	1.00	1.00	0.80	1.10	1.25	1.50	1.50
Human Resources							
Deputy Director, Admin Services	0.70	0.70	--	--	--	--	--
Human Resources Manager	--	--	1.00	0.90	0.90	0.90	0.90
Human Resources Analyst	1.00	1.00	1.00	0.80	0.80	0.80	0.80
Principal HR Analyst	--	--	--	--	--	--	1.00
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	0.25
Subtotal	2.70	2.70	3.50	2.95	2.95	2.95	3.95
Finance							
Finance Manager	1.00	1.00	1.00	1.00	0.80	0.85	0.90
Accounting Supervisor	--	--	--	--	0.80	0.85	0.90
Accountant/Analyst	1.00	1.00	1.00	1.00	--	--	--
Purchasing Agent	1.00	1.00	--	--	--	--	--
Payroll/Accounting Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Account Clerk	--	--	3.00	3.00	3.00	3.00	1.00
Account Clerk II	1.60	1.60	--	--	--	--	1.00
Subtotal	5.60	5.60	6.00	6.00	5.60	5.70	4.80



Personnel Allocations

<u>DEPARTMENT</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>	<u>ADOPTED BUDGET 2014/15</u>
Information Technology Services							
Deputy Director, Admin Services	0.22	0.22	--	--	--	--	--
Information Technology Manager	0.80	0.80	0.85	0.85	1.00	1.00	1.00
Senior IT Analyst							1.00
Business Analyst							1.00
Network & Systems Administrator	--	--	--	--	1.00	1.00	1.00
Management Analyst II	--	--	0.10	--	--	--	--
GIS/Engineering Technician							1.00
Information Systems Assistant	1.50	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	2.52	2.02	1.95	1.85	3.00	3.00	6.00
Reprographics							
Information Technology Manager	0.05	0.05	--	--	--	--	--
Reprographic Assistant	1.00	0.50	--	--	--	--	--
Subtotal	1.05	0.55	0.00	0.00	0.00	0.00	0.00
Citywide Programs							
Deputy Director, Admin Services	0.08	0.08	--	--	--	--	--
Human Resources Manager	--	--	--	0.10	0.10	0.10	0.10
Information Technology Manager	0.15	0.15	0.15	0.15	--	--	--
Human Resources Analyst	--	--	--	0.20	0.20	0.20	0.20
Information Systems Assistant	0.50	--	--	--	--	--	--
Subtotal	0.73	0.23	0.15	0.45	0.30	0.30	0.30
TOTAL ADMINISTRATIVE SERVICES	13.60	12.10	12.40	12.35	13.10	13.45	16.55
<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	--	--	--	--	--
Emergency Services Manager	1.00	--	--	--	--	--	--
Sr Management Analyst	--	--	--	0.75	0.75	0.75	0.75
Management Analyst	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	5.63	4.63	4.75	4.75	4.75	4.75
Technical Services							
Technical Services Manager	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	2.00	2.00	2.00	2.00
Subtotal	16.00	15.00	15.00	14.00	14.00	14.00	14.00
Professional Standards							
Sergeant	1.00	1.00	2.00	1.00	1.00	1.00	1.00
Subtotal	1.00	1.00	2.00	1.00	1.00	1.00	1.00



Personnel Allocations

<u>DEPARTMENT</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>	ADOPTED BUDGET 2014/15
Crime Prevention							
Community Service Officer	1.00	1.00	--	--	--	--	--
Subtotal	1.00	1.00	0.00	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	4.00	4.00	4.00	4.00
Administrative Assistant	1.00	1.00	--	--	--	--	--
Subtotal	7.00	7.00	6.00	5.00	5.00	5.00	5.00
Patrol Administration & Operations							
Lieutenant	3.00	3.00	3.00	2.00	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	2.00
Officer	31.00	31.00	30.00	29.00	28.00	28.00	28.00
K-9 Officer	2.00	2.00	2.00	2.00	3.00	3.00	3.00
Community Services Officer	1.00	--	--	--	--	--	--
Subtotal	43.00	42.00	41.00	41.00	41.00	41.00	41.00
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	--	--	--	--	--
Subtotal	5.00	5.00	4.00	4.00	4.00	4.00	4.00
Special Police Services							
Officer-Major Crimes Task Force	--	--	1.00	1.00	1.00	1.00	1.00
Officer-NC3 Task Force	--	--	--	--	--	--	0.78
Officer-COPE Grant	--	--	1.00	0.67	1.00	1.00	1.00
Corporal-NRT (Federal COPS Grant)	--	--	--	--	1.00	1.00	0.21
Officer-NRT (Federal COPS Grant)	--	--	--	--	2.00	2.00	1.55
Subtotal	0.00	0.00	2.00	1.67	5.00	5.00	4.54
Youth Services							
Officer	2.00	2.00	1.00	--	--	--	--
Subtotal	2.00	2.00	1.00	0.00	0.00	0.00	0.00
Measure F Funding							
Corporal (NRT)	--	--	--	--	--	--	0.79
Officer(NC3TF, NRT)	--	--	--	--	--	--	0.67
Management Analyst I (NRT)	--	--	--	--	1.00	1.00	1.00
Records Specialist	--	--	--	--	--	--	0.50
Administrative Clerk II	--	--	--	--	1.00	1.00	0.50
Subtotal	0.00	0.00	0.00	0.00	2.00	2.00	3.46
TOTAL POLICE	81.63	78.63	75.63	71.42	76.75	76.75	77.75



Personnel Allocations

<u>DEPARTMENT</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>	ADOPTED BUDGET 2014/15
<u>COMMUNITY DEVELOPMENT</u>							
Administration							
Community Development Director	0.53	0.73	0.73	0.70	0.80	0.80	0.78
Management Analyst	--	--	--	--	--	--	--
Subtotal	0.53	0.73	0.73	0.70	0.80	0.80	0.78
Code Enforcement							
Supervising Code Compliance Officer	0.95	0.95	0.95	0.95	0.95	0.95	1.00
Senior Code Compliance Officer	0.95	0.95	--	--	--	--	--
Code Compliance Officer	1.00	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	--	--	--	--	--	--	--
Office Supervisor	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	--	--	--	--	--	--	--
Subtotal	4.10	4.10	3.10	3.10	3.10	3.00	3.00
Planning							
Community Development Director	0.40	0.20	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	1.00	--	--	--	1.00	1.00
Senior Planner	3.00	2.00	1.50	1.50	2.00	2.00	1.90
Planner I & II	3.00	1.50	1.00	1.00	2.00	1.00	1.00
Management Analyst	--	--	--	--	--	--	--
Senior Administrative Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Account Clerk	0.50	0.50	--	--	--	--	--
Subtotal	10.15	7.20	4.70	4.70	6.20	6.20	6.10
Clerical Services							
Office Supervisor	0.45	0.45	0.45	0.45	0.45	0.50	0.50
Senior Administrative Clerk	2.10	1.35	0.90	0.90	0.45	1.00	1.00
Administrative Clerk II	--	--	--	--	0.45	1.00	2.50
Word Processor	0.50	0.50	0.50	0.50	0.50	0.50	--
Subtotal	3.05	2.30	1.85	1.85	1.85	3.00	4.00
Building							
Chief Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Management Analyst	--	--	--	--	--	--	--
Senior Building Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector I & II	3.00	2.00	2.00	2.00	2.00	2.00	2.00
Supervising Code Compliance Officer	0.05	0.05	0.05	0.05	0.05	--	--
Sr Code Compliance Officer	0.05	0.05	--	--	--	--	--
Office Supervisor	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	--	--	--	--	0.25	--	--
Senior Account Clerk	0.20	0.20	--	--	--	--	--
Subtotal	6.55	5.55	5.05	5.05	5.05	4.00	4.00



Personnel Allocations

<u>DEPARTMENT</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>	<u>ADOPTED BUDGET 2014/15</u>
Affordable Housing Programs							
Community Development Director	--	--	--	--	--	--	0.02
Sr Planner	--	--	--	--	--	--	0.10
Subtotal	0.00	0.00	0.00	0.00	0.00	0.00	0.12
General Plan Surcharge							
Principal Planner	0.75	1.00	1.00	--	--	--	--
Senior Planner	--	--	--	1.00	--	--	--
Planner II	--	--	--	--	--	0.40	0.40
Subtotal	0.75	1.00	1.00	1.00	0.00	0.40	0.40
Automation Surcharge							
Planner II	--	--	--	--	--	0.40	0.40
Office Supervisor	--	--	--	--	--	0.50	0.50
Senior Administrative Clerk	--	0.75	0.50	0.50	0.25	--	--
Administrative Clerk II	--	--	--	--	0.25	--	--
Subtotal	0.00	0.75	0.50	0.50	0.50	0.90	0.90
TOTAL COMMUNITY DEVELOPMENT	25.13	21.63	16.93	16.90	17.50	18.30	19.30
<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	0.15	0.15	--	--	--	--
Principal Engineering Technician	--	--	--	0.30	0.30	0.30	0.30
Senior Engineering Technician	0.20	0.20	0.20	--	--	--	--
Senior Engineer	0.05	0.10	0.10	0.10	0.10	0.10	0.10
Engineer I & II	1.15	--	--	--	--	--	--
Sr Management Analyst	--	--	--	--	1.00	1.00	1.00
Management Analyst I	1.00	1.00	1.00	1.00	--	--	--
Senior Administrative Clerk	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	--
Subtotal	4.80	3.80	3.00	2.95	2.95	2.95	2.45
Street Lighting							
Senior Engineering Technician	0.10	0.10	0.10	--	--	--	--
Subtotal	0.10	0.10	0.10	0.00	0.00	0.00	0.00
Project Development							
Public Works Director	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Engineering Manager	--	--	--	--	--	0.10	0.10
Principal Civil Engineer	1.00	0.90	0.90	0.10	0.10	--	--
Senior Civil Engineer	0.95	0.90	0.90	0.90	0.90	0.90	0.50
Engineer I	1.85	0.50	0.50	0.50	0.50	0.50	1.00
GIS Coordinator	0.25	0.25	0.25	0.25	--	--	--
Engineering Technician I & II	0.30	0.30	0.30	--	--	--	--
Senior Account Clerk	0.30	0.30	--	--	--	--	--
Subtotal	4.80	3.30	3.00	1.90	1.65	1.65	1.75



Personnel Allocations

ADOPTED
BUDGET

DEPARTMENT	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Construction Management							
Principal Civil Engineer	0.95	0.95	0.95	0.90	0.90	--	--
Engineering Manager	--	--	--	--	--	0.90	0.90
PW Admin Manager	--	--	--	--	--	--	1.00
Senior Civil Engineer	1.00	1.00	1.00	1.00	1.00	1.00	0.40
Engineer I & II	4.00	4.50	3.50	2.50	2.50	2.50	3.00
GIS Coordinator	0.10	0.10	0.10	0.10	--	--	--
Principal Engineering Technician	1.00	--	--	0.70	0.70	0.70	0.70
Senior Engineering Technician	1.70	1.70	1.70	1.00	1.00	1.00	1.00
Engineering Technician II	1.25	1.25	1.25	1.00	1.00	1.00	1.00
Senior Administrative Clerk	0.20	0.20	--	--	--	--	--
Administrative Clerk II	0.80	0.80	0.80	0.80	0.80	0.80	0.80
Subtotal	11.00	10.50	9.30	8.00	7.90	7.90	8.80
GIS Mapping							
GIS Coordinator	0.65	0.65	0.65	0.65	--	--	--
Engineering Technician I	1.20	1.20	1.20	0.75	1.00	1.00	--
Subtotal	1.85	1.85	1.85	1.40	1.00	1.00	0.00
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	3.00	2.00	2.00	3.00	3.00
Subtotal	9.68	9.68	7.68	6.68	6.68	7.68	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	1.00	1.00	1.00	1.00
Subtotal	3.25	3.25	3.25	2.25	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	2.00	2.00	1.00	1.00
Maintenance Worker	3.62	2.62	1.62	0.62	0.62	0.62	0.62
Subtotal	4.92	3.92	2.92	2.92	2.92	1.92	1.92
Parks Maintenance							
Maintenance Supervisor	0.70	0.70	0.70	0.70	0.70	0.70	0.70
Senior Maintenance Worker	2.00	2.00	2.00	1.00	1.00	2.00	2.00
Maintenance Worker	8.38	8.38	7.38	6.38	6.38	5.38	5.38
Subtotal	11.08	11.08	10.08	8.08	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



Personnel Allocations

<u>DEPARTMENT</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>	<u>ADOPTED BUDGET 2014/15</u>
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	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Subtotal	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Measure F Funded							
Maintenance Worker	--	--	--	2.00	1.00	1.00	--
Subtotal	0.00	0.00	0.00	2.00	1.00	1.00	0.00
Parks Measure A							
Maintenance Worker	--	--	--	--	--	--	2.00
Subtotal	0.00	0.00	0.00	0.00	0.00	0.00	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	1.00	1.00	1.00	1.00	1.00
Subtotal	4.00	4.00	3.00	3.00	3.00	3.00	3.00
TOTAL PUBLIC WORKS	69.55	65.55	58.25	53.25	51.50	51.50	52.00
<u>PARKS, RECREATION & COMMUNITY SERVICES</u>							
Administration							
Recreation Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	--	--	--	--	--
Recreation Operations Manager	--	--	0.81	0.83	0.85	0.85	0.85
Sr. Management Analyst	--	--	--	--	--	--	1.00
Recreation Supervisor	0.15	0.05	0.08	0.08	0.08	0.08	0.08
Recreation Coordinator	--	--	--	0.35	0.75	0.75	0.45
Office Supervisor	1.00	0.89	0.96	0.96	0.96	0.96	0.96
Sr Administrative Clerk	0.87	0.58	0.20	0.23	0.23	0.23	0.23
Administrative Clerk II	0.51	0.40	--	--	--	--	--
Subtotal	4.53	3.92	3.05	3.45	3.87	3.87	4.57
Child Care and Enrichment Programs							
Recreation Operations Manager	--	--	0.06	0.06	0.04	0.04	0.04
Division Manager	0.16	0.22	--	--	--	--	--
Recreation Supervisor	0.75	0.82	0.82	0.82	1.00	1.00	1.00
Recreation Coordinator	1.00	1.00	1.21	1.02	1.17	1.17	1.57
Office Supervisor	--	0.02	0.02	0.02	0.03	0.03	0.03
Sr Administrative Clerk	0.19	0.19	0.07	0.07	0.09	0.09	0.09
Administrative Clerk II	0.26	0.26	--	--	--	--	--
Child Care Teacher	1.75	1.75	1.75	1.75	1.75	1.75	1.75
Subtotal	4.11	4.26	3.93	3.74	4.08	4.08	4.48
Cultural Programs/Museum Administration							
Recreation Operations Manager	--	--	0.05	0.05	0.05	0.05	0.05
Division Manager	0.46	0.35	--	--	--	--	--
Recreation Supervisor	0.25	0.18	0.18	0.18	--	--	--
Recreation Coordinator	1.00	1.00	0.60	0.15	0.10	0.10	--
Office Supervisor	--	0.01	0.01	0.01	--	--	--
Sr Administrative Clerk	0.10	0.15	0.02	0.02	--	--	--
Administrative Clerk II	0.03	0.06	--	--	--	--	--
Subtotal	1.84	1.75	0.86	0.41	0.15	0.15	0.05



Personnel Allocations

<u>DEPARTMENT</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>	<u>ADOPTED BUDGET 2014/15</u>
Senior Citizens							
Division Manager	0.38	0.43	--	--	--	--	--
Recreation Operations Manager	--	--	0.08	0.06	0.06	0.06	0.06
Recreation Supervisor	2.00	2.00	1.95	0.95	0.95	0.95	0.95
Recreation Coordinator	1.00	1.00	0.50	0.58	0.83	0.83	0.83
Office Supervisor	--	0.01	0.01	0.01	0.01	0.01	0.01
Senior Administrative Clerk	0.55	0.76	0.76	0.73	0.73	0.73	0.73
Subtotal	3.93	4.20	3.30	2.33	2.58	2.58	2.58
Athletics							
Division Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	3.85	3.95	2.97	2.97	2.97	2.97	2.97
Recreation Coordinator	1.00	1.00	--	--	1.00	1.00	1.00
Gymnastics Instructor	4.25	3.25	2.75	2.25	2.25	2.25	2.75
Office Supervisor	--	0.07	--	--	--	--	--
Senior Administrative Clerk	1.29	1.32	1.95	1.95	1.95	1.95	1.45
Administrative Clerk II	0.70	0.28	--	--	--	--	--
Subtotal	12.09	10.87	8.67	8.17	9.17	9.17	9.17
TOTAL PARKS, RECREATION & COMMUNITY SERVICES	26.50	25.00	19.81	18.10	19.85	19.85	20.85
RDA Successor Agency							
City Manager	--	--	--	--	0.15	0.05	0.05
Assistant City Manager	--	--	--	--	0.20	0.05	0.05
City Clerk	--	--	--	--	0.10	0.10	0.05
Finance Manager	--	--	--	--	0.20	0.15	0.10
Accounting Supervisor	--	--	--	--	0.20	0.15	0.10
Management Analyst I	--	--	--	--	0.20	0.05	0.05
Subtotal	0.00	0.00	0.00	0.00	1.05	0.55	0.40
Redevelopment Agency							
City Manager	0.40	0.40	0.40	0.40	--	--	--
Assistant City Manager	0.30	0.30	0.40	0.35	--	--	--
Redevelopment Administrator	1.00	1.00	0.90	0.90	--	--	--
Housing Coordinator	1.00	1.00	1.00	1.00	--	--	--
Community Development Director	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	0.15	--	--	--	--
Senior Management Analyst	1.00	1.50	1.05	0.90	--	--	--
Management Analyst II	--	--	0.20	0.20	--	--	--
Management Analyst I	1.70	0.70	--	--	--	--	--
Subtotal	5.57	5.57	4.67	4.35	0.00	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	0.15	0.20	0.20	0.00	0.00	0.00
GRAND TOTAL PERSONNEL	227.48	212.98	194.19	182.27	186.10	186.90	193.90



Personnel Allocation Summary by Department

<u>DEPARTMENT</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>	ADOPTED BUDGET 2014/15
Central Administration	5.50	4.35	6.30	5.70	6.35	6.50	7.05
Administrative Services	13.60	12.10	12.40	12.35	13.10	13.45	16.55
Police	81.63	78.63	75.63	71.42	76.75	76.75	77.75
Community Development	25.13	21.63	16.93	16.90	17.50	18.30	19.30
Public Works	69.55	65.55	58.25	53.25	51.50	51.50	52.00
Parks, Recreation & Community Services	26.50	25.00	19.81	18.10	19.85	19.85	20.85
Redevelopment Agency	5.57	5.57	4.67	4.35	-	-	-
RDA Successor Agency	-	-	-	-	1.05	0.55	0.40
Novato Public Financing Authority	-	0.15	0.20	0.20	-	-	-
	227.48	212.98	194.19	182.27	186.10	186.90	193.90

Personnel Changes from 2013/2014 Budget

Beginning Authorized Personnel Total **186.90**

Position Eliminations/Reclassifications

Department	Position	FTE	
Administrative Services	Senior Account Clerk	(1.00)	Eliminated
	Senior Account Clerk	(1.00)	Reclassified
Community Development	Administrative Clerk II	(0.50)	Reduce to 0.5 FTE
Parks, Recreation & Community Services	Senior Administrative Clerk	(0.50)	Reduce to 0.5 FTE
Public Works	Senior Maintenance Worker	(1.00)	Reclassified

Total Position Reductions **(4.00)**

Position Additions/Reclassifications

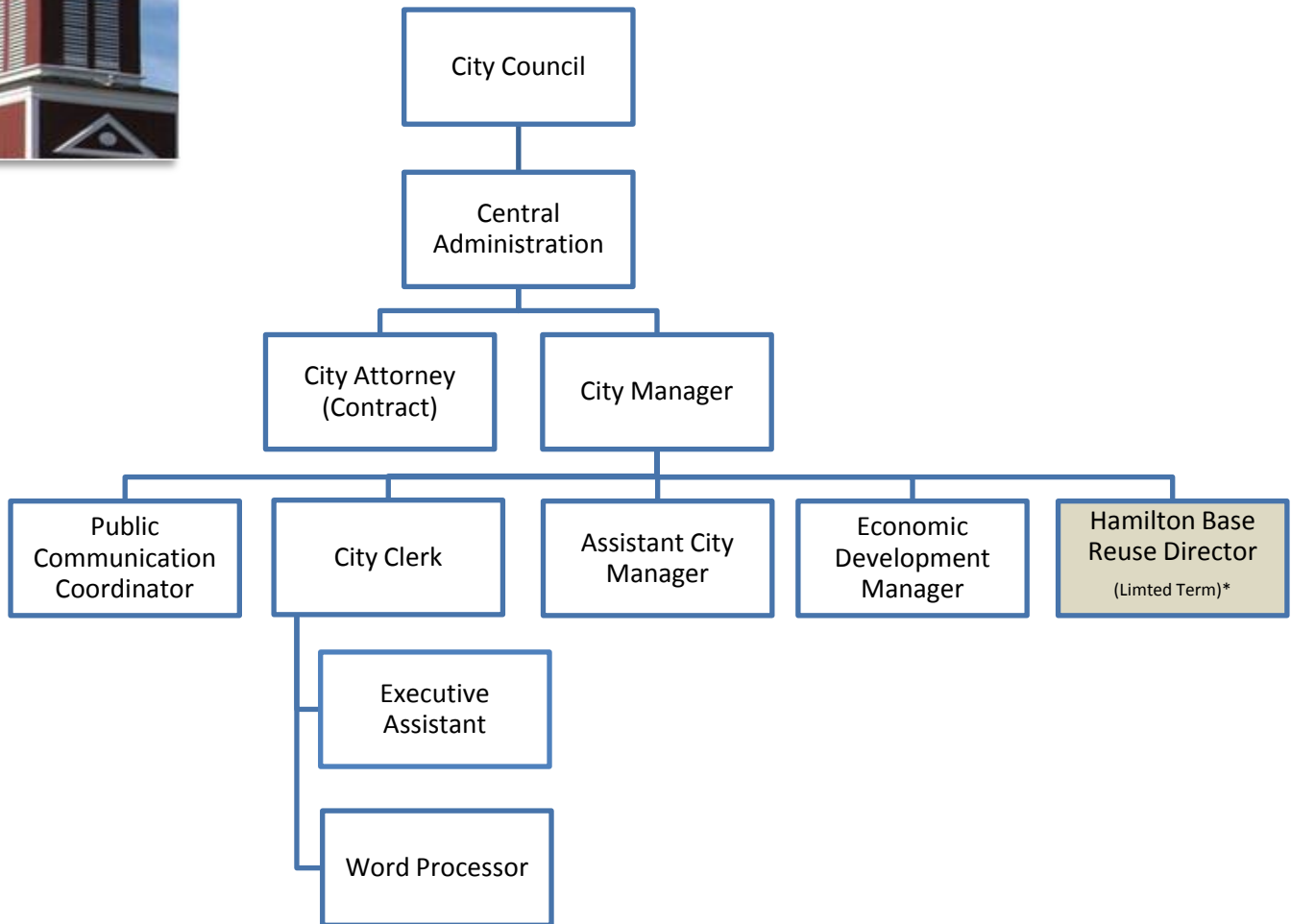
Department	Position	FTE	
Central Administration	Hamilton Base Reuse Manager	0.50	Increase to 1.0 FTE
Administrative Services	Principal HR Analyst	1.00	New
	Senior IT Analyst	1.00	New
	Business Analyst	1.00	New-Limited Term
	Account Clerk II	1.00	Reclassified
	Officer-NC3TF	1.00	New-Grant Funded (0
Police	Administrative Clerk II	0.50	New
	Records Specialist	0.50	Restoration
Parks, Recreation & Community Services	Senior Management Analyst	1.00	Restoration
	Gymnastics Instructor	0.50	New
Public Works	Administrative Manager	1.00	New-Limited Term
	Maintenance Worker	1.00	Reclassified
	Maintenance Worker	1.00	Restoration

Total Position Additions **11.00**

Ending Authorized Personnel Total **193.90**



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* Paid for via Measure F

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Revenue & Appropriation Summary

	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Legal Fees Recovered	24,353	24,353	25,000	647	2.66%
Application Fees	355	355	400	45	12.68%
Photocopy Services	81	81	-	(81)	(100.00)%
State Mandated Costs	152	152	-	(152)	(100.00)%
Department Total	24,941	24,941	25,400	459	1.84%

Appropriations					
City Council	64,468	64,468	64,816	348	0.54%
City Manager	585,107	585,107	840,335	255,228	43.62%
City Clerk	369,951	369,951	306,422	(63,529)	(17.17)%
City Attorney	506,029	373,029	450,000	(56,029)	(11.07)%
Department Total	1,525,555	1,392,555	1,661,573	136,018	8.92%

Department Mission Statement

The mission of Central Administration is to provide valuable overall policy direction 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.

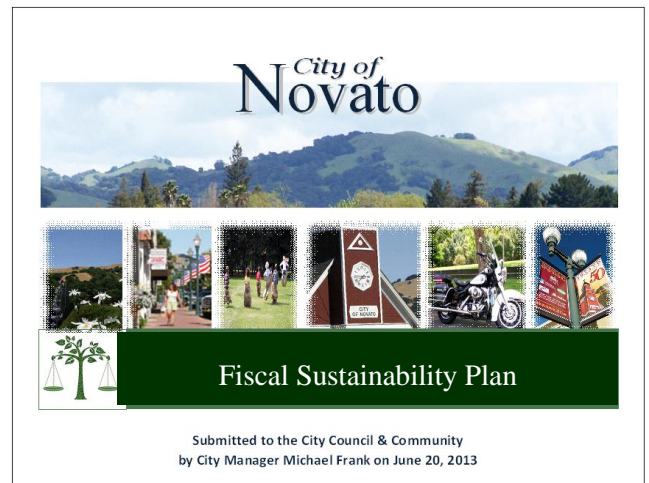
Department Goals FY 14/15

Department/Division goals are included in the City Council's Strategic Plan. Some of the key initiatives include:

- Manage process to secure new ongoing revenue per City Council's approved Fiscal Sustainability Plan;
- Oversee General Plan and Redwood Corridor planning process;
- Continue implementation of economic development efforts and Bio Life program to foster business and job expansion and increase city revenue;
- Continue implementation of economic development efforts and Bio/Life Science program to foster business and job expansion and increase city revenue;
- Continue to drive reuse of the city's Hamilton Air Force Base property and buildings; and
- Develop a city communication plan and upgrade the city's website for enhanced public engagement.

Department Notes

The primary focus for FY 2013/14 was receiving final direction on the Fiscal Sustainability Plan from the City Council. 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. The City Manager spoke with over 600 residents and dozens of community groups about the fiscal needs of the city and, along with key staff, presented six workshops to the City Council. The plan was adopted in early 2014.



City staff moved into the new administrative offices in November 2013. The City Manager oversaw the construction and overall transition into the building.

The City Manager and key staff continue to manage a number of special projects including assessment of and fostering reinvigoration of the Downtown Business Improvement District (DBID) and Downtown Novato Business Association, the marketing and sales of Hamilton Base properties, and creation of a North Bay Bio Life Science Cluster group. The city rolled out "Open Novato", a new online public engagement tool to solicit input into specific city activities and policies. Staff continued to expand use of the city's web site, "Our Town" newsletter, and social media.

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.

The City Clerk coordinated the 2013 Council elections and 2014 special election for establishment of the Pacheco Valle Assessment District, continued to oversee records scanning and indexing of key departmental documents and fulfilled numerous Public Records Act requests.

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:** \$64,816**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 2014/15 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:									
0101 Policy Development	5.00		8,500	50,786		14,030		64,816	
TOTAL	5.00	0	8,500	50,786	0	14,030	0	64,816	0

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
Program Inputs:					
Personnel Services	46,851	51,482	50,438	50,438	50,786
Contract Services	5,775	1,288	0	0	0
Materials and Supplies	17,197	10,444	14,030	14,030	14,030
Capital Outlay					0
TOTAL	69,823	63,214	64,468	64,468	64,816

Department**Name:** Central Administration**Program:** City Manager**Budget:** \$840,335**Personnel Allocation:** 3.80**Revenue:** \$400

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. For FY 14/15, the Economic Development Manager position and associated program costs have been moved from Measure F funding to the General Fund.

Marin Valley Mobile Country Club (MVMCC): The city is the owner of MVMCC, 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 13/14

- Completed construction of the new city administrative offices and moved in. Eliminated lease costs for long term fiscal sustainability;
- Completed fiscal sustainability process with the City Council adoption of a long-term plan;
- Held various meetings for the Novato Successor Agency Oversight Board and responded to various other requirements from the state;
- Purchased 93 acres of open space in the former Hamilton Air Force Base to facilitate Lands to Parks exchange and continued marketing and negotiations for sale of other Hamilton properties;
- Implemented Shop/Local Novato campaign;
- Implementing assessment and reinvigoration of the Downtown Business Improvement District and Downtown Novato Business Association;
- Implemented new online community outreach tool, Open Novato, as well as increased outreach through use of social media and Our Town newsletter;
- Transitioned to new Marin Valley Mobile Country Club on-site General Manager for enhanced service and communication;
- Transitioned Below Market Rate housing program to outside vendor Hello Housing and implemented best practices;
- Created North Bay Bio/Life Science cluster group and kicked off major brand development and marketing campaign for Novato and the North Bay;
- Continued legal efforts on numerous lawsuits and claims; and
- Continued to oversee the implementation of the Novato Response Team (NRT).

Program Goals FY 14/15

- Manage process to secure new ongoing revenue per City Council's approved Fiscal Sustainability Plan;
- Oversee General Plan and Redwood Corridor planning process;
- Continue protection of city's revenue from dissolution of redevelopment and legal actions with the State of California;
- Continue implementation of economic development efforts and Bio/Life Science program to foster business and job expansion and increase city revenue;
- Lead creation of a Master Plan for downtown Civic Center;
- Continue to drive reuse of the city's Hamilton Air Force Base property and buildings;
- Lead assessment and long-term parking plan for downtown;
- Develop a city communication plan and upgrade the city's website for enhanced public engagement and information;
- Research vendors and options for a citywide records management system; and
- Complete analysis and process for long term ownership discussion at Marin Valley Mobile Country Club.

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Program: City Manager

Division Number 0200

Summary of 2014/15 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:									
General Management	2.80		4,760	469,406	74,000	48,023		591,429	400
Economic Development & Opportunity	1.00		1,700	161,906	51,000	36,000		248,906	
TOTAL	3.80	0	6,460	631,312	125,000	84,023	0	840,335	400

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	362,085	424,566	463,084	463,084	631,312
Contract Services	50,330	85,547	74,000	74,000	125,000
Materials and Supplies	14,560	24,794	48,023	48,023	84,023
Capital Outlay					0
TOTAL	426,975	534,907	585,107	585,107	840,335

Department**Name:** Central Administration**Program:** City Clerk**Budget:** \$306,422**Personnel Allocation:** 2.25**Revenue:** \$0**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 13/14

- Facilitated 2013 city elections and assisted candidates through the process;
- Assisted with public noticing and televising of all the special budget meetings and workshops; and
- Oversaw departmental scanning and indexing of records to transition to new city office administration building.

Program Goals FY 14/15

- Investigate other technology enhancements to improve operations;
- Research vendors and options for a citywide records management system; and
- Update city's records retention program.

Program: City Clerk

Division Number 0400

Summary of 2014/15 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<i>Program Elements:</i>									
Administration	2.25		3,825	253,475	16,493	36,454		306,422	
TOTAL	2.25	0.00	3,825	253,475	16,493	36,454	0	306,422	0

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	<i>Program Inputs:</i>				
Personnel Services	238,065	232,392	242,504	242,504	253,475
Contract Services	48,914	15,600	90,993	90,993	16,493
Materials and Supplies	23,382	19,604	36,454	36,454	36,454
Capital Outlay					0
TOTAL	310,361	267,596	369,951	369,951	306,422

Department**Name:** Central Administration**Program:** City Attorney**Budget:** \$450,000**Personnel Allocation:** 0.00**Revenue:** \$25,000

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-eneral 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

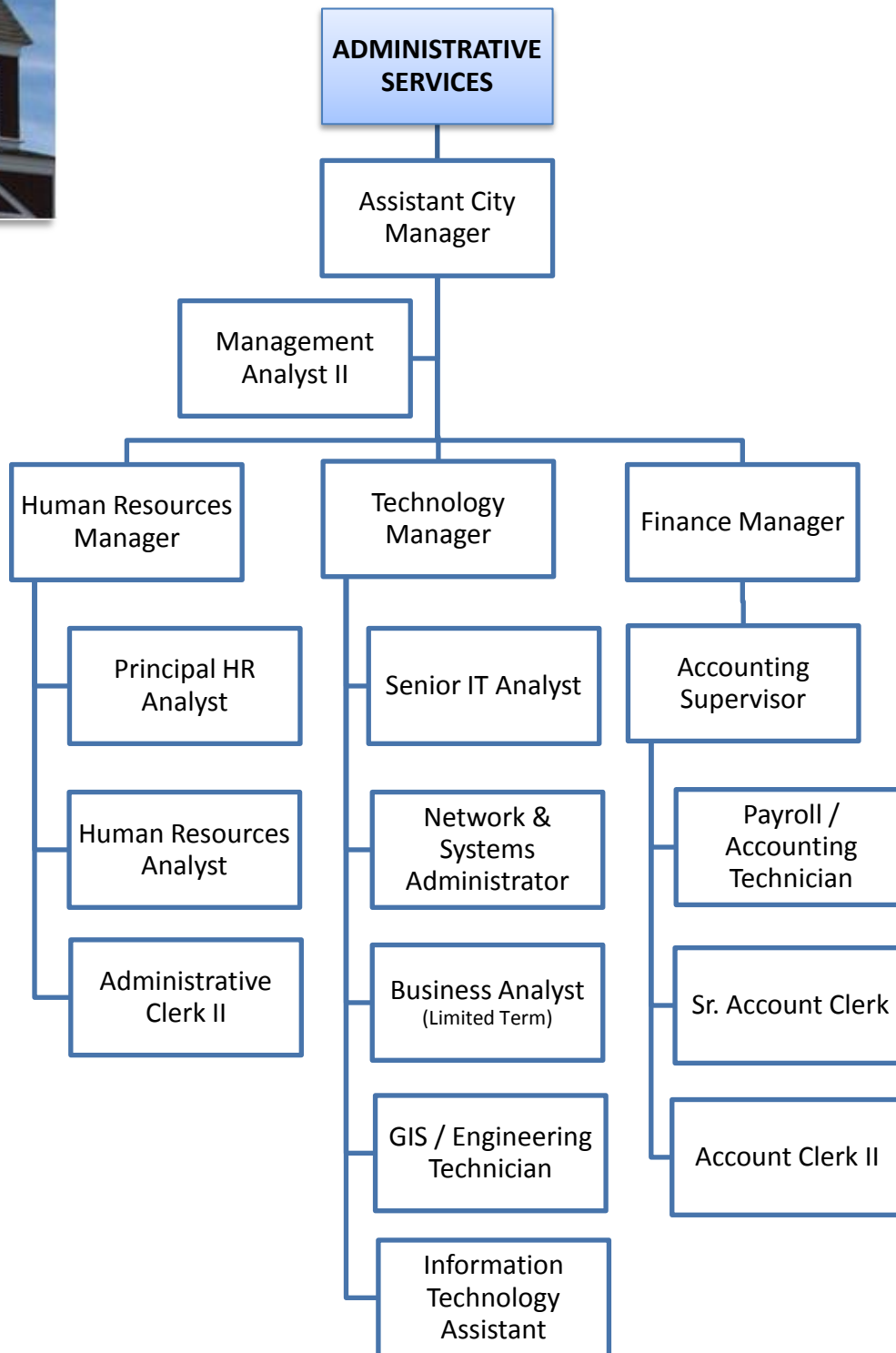
Division Number 0800

Summary of 2014/15 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					250,000			250,000	
Cost Recovery Services					25,000			25,000	25,000
Litigation					175,000			175,000	
TOTAL	0.00	0	0	0	450,000	0	0	450,000	25,000

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services					0
Contract Services	447,470	436,942	506,029	373,029	450,000
TOTAL	447,470	436,942	506,029	373,029	450,000

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Revenue & Appropriation Summary

	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Administrative Fees	178,733	178,733	130,150	(48,583)	(27.18)%
Business License Tax - Audit	103,525	103,525	152,500	48,975	47.31%
Business License Application Fees	18,772	18,772	18,415	(357)	(1.90)%
Returned Check Charges	396	396	420	24	6.06%
Publications & Reports	355	355	300	(55)	(15.49)%
MVMCC Reimbursement	25,000	25,000	25,000	-	0.00%
Miscellaneous Revenues	10,202	10,202	8,550	(1,652)	(16.19)%
Department Total	336,983	336,983	335,335	(1,648)	(0.49)%
Appropriations					
Administration	272,116	272,116	278,409	6,293	2.31%
Human Resources	519,657	519,657	696,552	176,895	34.04%
Finance	704,935	704,771	638,344	(66,591)	(9.45)%
Information Technology Services	785,471	785,471	1,070,457	284,986	36.28%
Citywide Programs	2,239,166	2,372,166	2,042,195	(196,971)	(8.80)%
Department Total	\$4,521,345	\$4,654,181	\$4,725,957	204,612	4.53%

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, Citywide Programs, 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 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, remote access services, Geographical Information Systems (GIS) and for managing support provided by professional and technical consultants. Some of the city's software systems are hosted on the city's network; others are contracted out and hosted by other organizations.

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 2014/2015

Finance

- Provide research for new ongoing revenue (including consultant expertise and choices to Council) for consideration of an action by November 2015;
- Continue providing public information regarding the city's fiscal sustainability journey and next steps;
- Continue implementation of use of Measure F;
- Begin research and planning for new financial software system for implementation July 1, 2016;
- Implement online Business License system and operations;
- Update city's purchasing policies, processes and procedures, investigate local preference policy;
- Update all of the city's financial policies, update with best practices;
- Initiate RFP process and analysis for banking services; and
- Continue Successor Agency post redevelopment initiatives.

Human Resources

- Implement results of 2014 labor negotiations;
- Recruit and hire new positions approved and positions vacated due to Voluntary Separation Incentive Program (VSIP);
- Assist departments with organizational changes;
- Develop a comprehensive employee communication, engagement, recognition, and team building program;
- Overhaul the city's evaluation system including new software for improved tracking and communication with supervisors and employees;
- Research options for Human Resources Information System in conjunction with a new Finance system;
- Provide training for supervisor/managers on core management skills;
- Construct an employee web portal for HR resources, benefits, etc;
- Streamline and improve internal processes for workers' comp and liability claim management; and
- Implement web-based safety training available via Bay Cities Joint Powers Insurance Authority (BCJPIA).

Information Technology

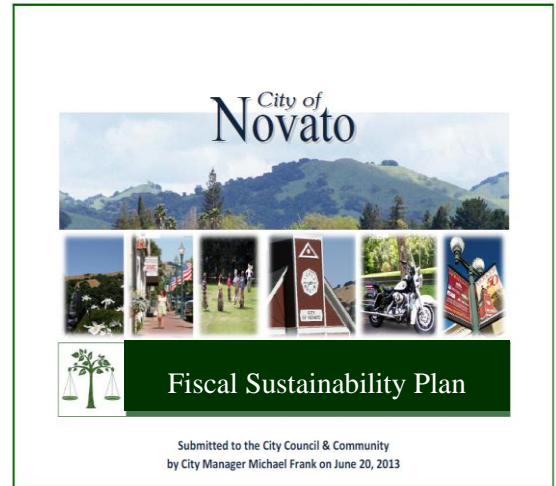
- Implement complete realignment of IT Division staffing:
 - Complete shift of GIS program and positions from Public Works
 - Bring network services in-house (new Network Administrator position)
 - Add core Senior IT Analyst position and four year limited term Business Analyst (via CIP);
- Determine road map for GIS service delivery moving forward in partnership with MarinMap;
- Support departments in a variety of technology projects as outlined in the IT Master Plan; complete list reviewed at April 15, 2014 CIP meeting;

- Update the city's Information Technology policies and procedures;
- Review and update all hardware, software and storage networks;
- Complete review and refinement of the city's telecommunication services and billing; and
- Implement technology training resources for employees to improve efficiency and effectiveness.

Department Notes

Over the past year, the Administrative Services Department (ASD) worked closely with the City Manager's office to implement the 2013/14 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 2013/14 fiscal year included finalizing the city's Fiscal Sustainability Plan. ASD employees drove the Fiscal Sustainability process with six work sessions and a community outreach initiative. The outcome was strategic direction on the future of the city's fiscal health.



ASD employees in the IT division played a key role in transitioning employees and technology to the new city offices, including implementing a new data center and a number of network upgrades.

ASD employees prepared background research and analysis for the City Council closed session deliberations for the 2014 labor negotiations.

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 including an online applicant tracking system and refreshing desktops and laptops city-wide.

ASD employees implemented the VSIP, creating ongoing savings and realignment opportunities within departments citywide. Within ASD, the Finance division realigned its own operations, eliminating one position.

In the upcoming year, the Administrative Services Department will play an important role in driving the implementation of new technology citywide, recruiting core service positions associated with the Fiscal Sustainability Plan and will provide research on new ongoing revenue for consideration by November 2015.

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Department Name: Administrative Services

Program: Administration

Budget: \$278,409

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 2013/2014

- Provided analytical oversight to the Marin Valley Country Club;
- 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 2014/15 budget.

Program Goals FY 2014/2015

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

Program: Administration

Division Number 1000

Summary of 2014/15 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	261,829		16,580		278,409	
TOTAL	1.50		2,550	261,829	0	16,580	0	278,409	0

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
Program Inputs:					
Personnel Services	219,331	221,886	257,336	257,336	261,829
Contract Services					0
Materials and Supplies	8,989	12,493	14,780	14,780	16,580
Capital Outlay					0
TOTAL	228,320	234,379	272,116	272,116	278,409

Department Name: Administrative Services

Program: Human Resources

Budget: \$696,552

Personnel Allocation: 3.95

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 2013/2014

- Researched employee compensation, recruitment, and competitive information for City Council for fiscal sustainability work session and plan;
 - Prepared background research and analysis for City Council closed session deliberations on 2014 labor negotiations, currently in process;
 - Researched and implemented online NeoGov applicant tracking system for recruitments;
 - Coordinated and completed 22 recruitments;
 - Began implementation of the Patient Protection and Affordable Care Act (PPACA);
-

- Implemented Voluntary Separation Incentive Program (VSIP); and
- Organized employee recognition events (example: holiday/service recognition party).

Program Goals FY 2014/2015

- Implement results of 2014 labor negotiations;
- Recruit and hire new positions approved and positions vacated due to VSIP program; assist departments with organizational changes;
- Develop a comprehensive employee communication, engagement, recognition, and team building program;
- Overhaul the city's evaluation system including new software for improved tracking and communication with supervisors and employees;
- Research options for Human Resources Information System in conjunction with a new Finance system;
- Provide training for supervisor/managers on core management skills;
- Construct an employee web portal for HR resources, benefits, etc;
- Streamline and improve internal processes for workers' comp and liability claim management; and
- Implement web-based safety training available via BCJPIA.

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Program: Human Resources

Division Number 1100

Summary of 2014/15 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	3.95		6,715	486,290	145,781	64,481		696,552	
TOTAL	3.95	0.00	6,715	486,290	145,781	64,481	0	696,552	0

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	336,034	331,744	339,395	339,395	486,290
Contract Services	98,173	182,511	125,781	125,781	145,781
Materials and Supplies	28,070	32,709	54,481	54,481	64,481
Capital Outlay					0
TOTAL	462,277	546,964	519,657	519,657	696,552

Department Name: Administrative Services

Program: Finance

Budget: \$638,344

Personnel Allocation: 4.80

Revenue: \$307,785

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 with IT 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 budget, and assist with the capital improvement program 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-time 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 \$940,000 and business license application fees of \$20,000. Invoice and collect accounts receivable; process and deposit cash receipts.

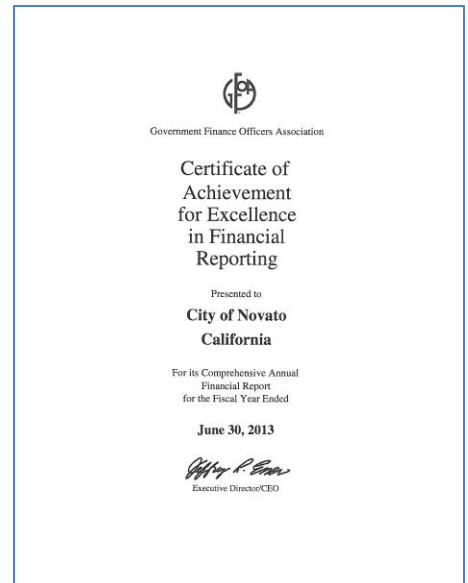
Accounts Payable: Process payment for all city obligations for purchased materials and services within vendors' terms, with an approximate volume of 3,400 disbursements annually. Following elimination of the purchasing agent position in 2010, this element is responsible for purchasing office supplies for departments.

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 Reprographics unit. Personnel from each department are responsible for metering outgoing U.S. mail. Received mail is sorted by the receptionist/administrative clerk assigned to Community Development. A large multi-function color 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 2013/2014

- Received a Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the 13th consecutive year;
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the city's FY 2012/13 Comprehensive Annual Financial Report (CAFR);
- Drove the fiscal sustainability process with six work sessions and community outreach initiative received strategic direction from Council;
- Met post-redevelopment requirements as the Successor Agency, including updates to the Enforceable Obligations Schedule, Oversight Board meetings, assisted legal counsel with lawsuit;
- Completed General Obligation Bond refunding, Hamilton and Vintage Oaks Community Facilities Districts refunding; and
- Successfully realigned work in Finance to eliminate one Senior Account Clerk position.



Program Goals FY 2014/15

- Provide research for new ongoing revenue (including consultant expertise and choices to Council) for consideration of an action by November 2015;
- Continue providing public information regarding the city's fiscal sustainability journey and next steps;
- Continue implementation of use of Measure F;
- Begin research and planning for new financial software system for implementation July 1, 2016;
- Continue Successor Agency post redevelopment initiatives;
- Implement online Business License system and operations;
- Update city's purchasing policies, processes and procedures; investigate local preference policy;
- Update all of the city's financial policies, update with best practices;
- Update and adopt a new city investment policy; and
- Initiate RFP process and analysis for banking services.

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Program: Finance

Division Number 1200

Summary of 2014/15 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	4.80	0.05	8,264	475,844	91,000	101,500	(30,000)		638,344	307,785
TOTAL	4.80	0.05	8,264	475,844	91,000	101,500	(30,000)	0	638,344	307,785

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	<i>Program Inputs:</i>				
Personnel Services	583,062	504,703	546,409	546,409	475,844
Contract Services	59,228	89,391	81,000	81,000	91,000
Materials and Supplies	53,276	93,095	107,526	107,362	101,500
Internal Service Charges	(47,951)	(39,705)	(30,000)	(30,000)	(30,000)
Capital Outlay					
TOTAL	647,615	647,484	704,935	704,771	638,344

Department Name: Administrative Services

Program: Information Technology Services

Budget: \$1,070,457

Personnel Allocation: 6.00

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, 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.

Geographical Information Systems (GIS): The citywide GIS function provides services and support for internal and external customers and provides continued operation and maintenance of 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.

Program Accomplishments FY 2013/2014

- Implemented new internet protocol phone system; implemented multiple moves and improved data center in new building including key network upgrades;
- Refreshed desktops and laptops citywide; transition to Windows 7/Office 2013;
- Installed new Police 911 emergency phone system/emergency battery back-up;
- Updated IT Master Plan and relaunched IT Steering Committee;
- Realigned staffing resources, including GIS, for enhanced future deployment; and
- Implemented credit card security compliance with all major software providers.

Program Goals FY 2014/2015

- Implement complete realignment of IT Division staffing:
 - Complete shift of GIS program and positions from Public Works
 - Bring network services in-house (new Network Administrator position)
 - Add core Senior IT Analyst position and four year Limited Term Business Analyst (via CIP);
- Determine road map for GIS service delivery moving forward in partnership with MarinMap;
- Support departments in a variety of technology projects as outlined in the IT Master Plan, complete list reviewed at April 15 CIP meeting;
- Update the city's Information Technology policies and procedures;
- Complete review and refinement of the city's telecommunication services and billing; and
- Implement technology training resources for employees to improve efficiency and effectiveness.

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Program: Information Technology Services

Division Number 1300

Summary of 2014/15 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:									
Information Technology Management	6.00		10,200	617,637	147,535	242,785		1,007,957	
GIS					34,000	28,500		62,500	
TOTAL	6.00	0.00	10,200	617,637	181,535	271,285	0	1,070,457	0

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
Program Inputs:					
Personnel Services	186,549	234,923	348,069	348,069	617,637
Contract Services	95,236	177,603	147,730	147,730	181,535
Materials and Supplies	298,355	204,842	289,672	289,672	271,285
Debt Service	59,333	38,548			0
Capital Outlay		57,864			0
TOTAL	639,473	713,780	785,471	785,471	1,070,457

Department Name: Administrative Services

Program: Citywide Programs

Budget: \$2,042,195

Personnel Allocation: 0.30

Revenue: \$27,550

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.

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

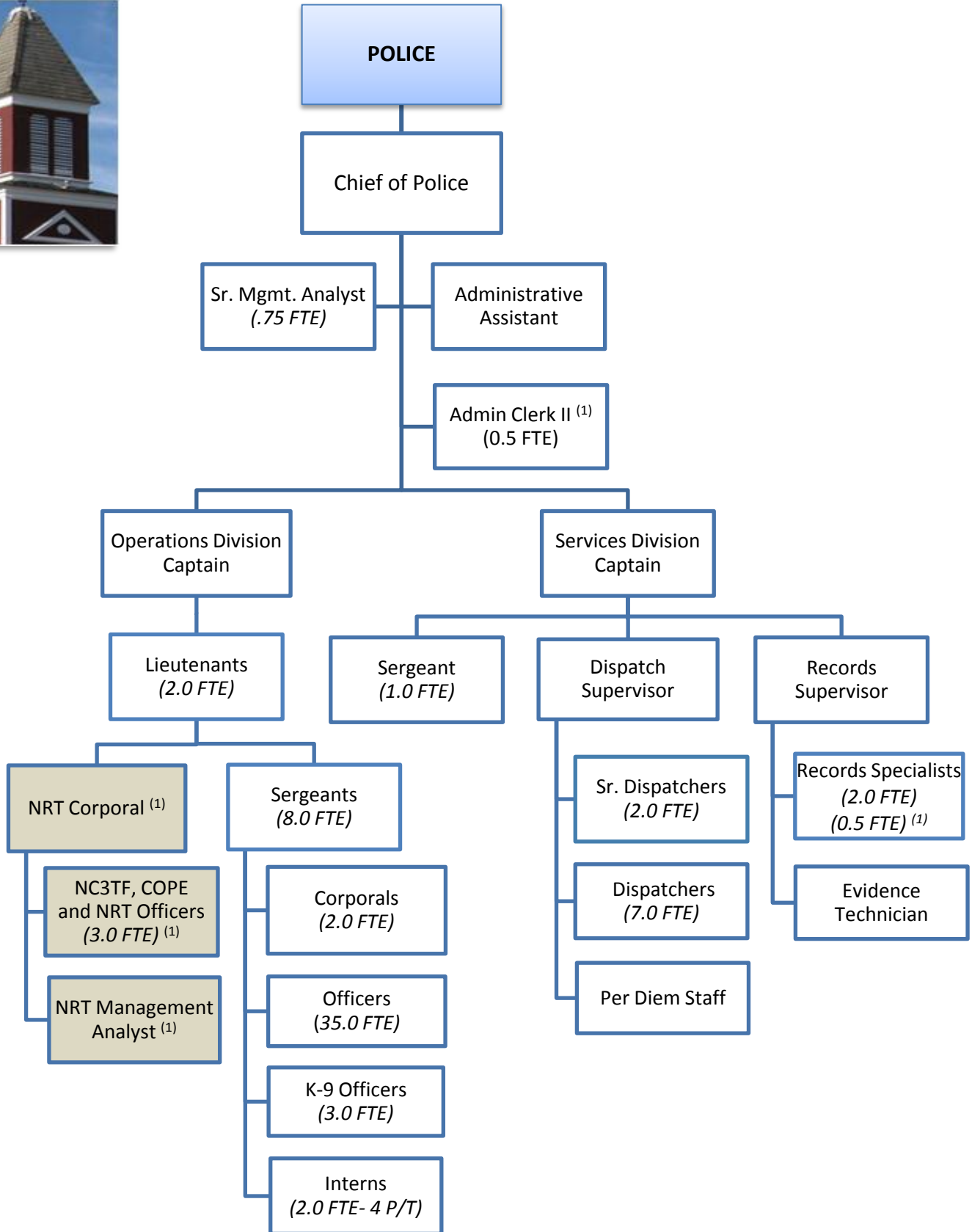
Division Number 1900

Summary of 2014/15 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	40,402		564,000		604,402	27,550
Memberships						30,076		30,076	
Special Programs				32,000	139,407	528,391		699,798	
Cable Television					44,126			44,126	
Marin GSA					50,640			50,640	
Animal Control					592,733			592,733	
City Owned Property						20,420		20,420	
TOTAL	0.30	0.00	510	72,402	826,906	1,142,887	0	2,042,195	27,550

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	122,527	39,789	72,320	72,320	72,402
Contract Services	803,097	758,204	803,699	803,699	826,906
Materials and Supplies	1,912,440	1,966,513	1,363,147	1,496,147	1,142,887
Capital Outlay	4,000				0
TOTAL	2,842,064	2,764,506	2,239,166	2,372,166	2,042,195

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Revenue & Appropriation Summary

	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Sales Tax - Public Safety	390,686	390,686	398,000	7,314	1.87%
Other Agency Reimbursement	10,050	10,050	2,100	(7,950)	(79.10)%
State Mandated Cost Reimbursement	13,850	13,850	4,000	(9,850)	(71.12)%
COPE Grant Reimbursement	133,983	133,983	134,000	17	0.01%
COPS Grant Reimbursement	325,940	325,940	205,125	(120,815)	(37.07)%
NC3 Task Force Reimbursement	-	32,200	125,000	125,000	-
Officer Stand & Train - POST	30,000	40,231	20,000	(10,000)	(33.33)%
Record Releases	25,000	25,000	22,500	(2,500)	(10.00)%
Alarm Permits	30,000	30,000	35,500	5,500	18.33%
Vehicle Code Fines	385,000	385,000	320,000	(65,000)	(16.88)%
Parking /Other Fines	64,000	64,000	80,000	16,000	25.00%
Traffic/Police Permits	16,900	16,900	16,400	(500)	(2.96)%
DUI/Accident	9,600	9,600	7,400	(2,200)	(22.92)%
Vehicle Impound Fees	30,000	30,000	26,500	(3,500)	(11.67)%
Special Police Services	10,700	10,700	6,000	(4,700)	(43.93)%
North Marin Water District	2,400	2,400	2,400	-	0.00%
Miscellaneous Revenues	805	805	1,600	795	98.76%
Department Total	\$1,478,914	\$1,521,345	\$1,406,525	(72,389)	(4.89)%
Appropriations					
Administration	1,090,284	1,081,320	1,085,570	(4,714)	(0.43)%
Technical Services	1,680,162	1,683,468	1,714,105	33,943	2.02%
Professional Standards	359,986	359,244	363,364	3,378	0.94%
Investigations	802,952	816,603	834,432	31,480	3.92%
Patrol	6,719,350	6,706,972	6,686,428	(32,922)	(0.49)%
Traffic	637,717	630,483	638,354	637	0.10%
Special Police Services	716,384	745,221	658,708	(57,676)	(8.05)%
Department Total	\$12,006,835	\$12,023,311	\$11,980,961	(25,874)	(0.22)%

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.



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;
- Share the Road program to enhance safety between motorists and bicyclists;
- School safety, prevention and vandalism reduction, and Safe Routes to School programs;
- Supports the Police Advisory and Review Board and supports the Multicultural Commission to promote diversity;
- Minors Access to Alcohol Prevention program;
- Youth Police Camps 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;
- Speakers Bureau;
- Community outreach programs;
- Homeless outreach;
- Crime Free Multi-Housing program; and
- Outreach to Hispanic community.

Department Name: Police

Program: Administration

Budget: \$1,085,570

Personnel Allocation: 4.75

Revenue: \$37,100

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 2013/14

- Conducted multiple citywide EOC activation training including all city departments and several community partners (A Whole lot of Shaking and Golden Guardian);
- Partnered with NFPD to fund an emergency preparedness contract position;
- Held eight Get Ready classes for both local businesses and residents;
- Received \$872,172 in new public safety grants and managed \$1,843,300 in ongoing grants:
 - \$29,100 OTS Sobriety Checkpoint
 - \$133,983 Officer assigned to COPE
 - \$100,000 State COPS technology grants
 - \$6,000 County of Marin for Marin Alcohol Access Prevention
 - \$21,675 Homeland Security (ALPR)
 - \$7,738 Target community programs
 - \$5,000 Blue Ribbon Coalition for Youth
 - 4,152 Bullet proof vests
 - \$7,999 Department of Health Pedestrian Safety
 - \$556,525 Northern California Computer Crimes Task Force (NC3TF)
- Issued 1,400 false alarms/billings; and
- Community Outreach Programs:
 - Coffee with the Cops
 - Shop with a Cop
 - National Night Out
 - Safe Summer and Holiday presentations
 - Open House
 - Youth Camps.

Program Goals FY 2014/15

- Continue the Crime-Free Multi-Family housing crime reduction programs;
- Lead transition of emergency preparedness function to private contract, partnered with NFPD;
- Continue to effectively manage existing grants and pursue additional grant opportunities;
- Continue countywide efforts to effectively monitor and manage individuals released pursuant to AB109 realignment;
- 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;
- Install lobby kiosks with computer stations for enhanced customer service; and
- In conjunction with other Marin agencies, replace countywide emergency radio (MERA) system for increased staff commitment to various subcommittees.

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Program: Administration

Division Number 2000

Summary of 2014/15 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	375,207		55,841		431,048	
Operations Admin.	1.00		1,700	244,064		2,752		246,816	
Services Administration	1.75		2,975	313,155	2,123	41,662		356,940	37,100
Emergency Services					21,250	29,516		50,766	
TOTAL	4.75	0.00	8,075	932,426	23,373	129,771	0	1,085,570	37,100

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	983,902	889,382	927,006	927,006	932,426
Contract Services	18,202	13,244	23,373	23,373	23,373
Materials and Supplies	109,289	114,989	139,905	130,941	129,771
Capital Outlay	8,095	14,473			0
TOTAL	1,119,488	1,032,088	1,090,284	1,081,320	1,085,570

Department Name: Police

Program: Technical Services

Budget: \$1,714,105

Personnel Allocation: 14.00

Revenue: \$31,000

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 13/14

- 74,153 calls received by Dispatch;
- 19,003 incidents dispatched;
- 17,343 pieces of property and evidence catalogued; and
- UPS back-up generator replaced the 2002 UPS battery that provides back-up power to Dispatch in the loss of electrical power.

Program Goals FY 14/15

- Participate with Marin County Sheriff’s Office (MCSO) to upgrade/replace Computer-Aided Dispatch/Records Management System (CAD/RMS); and
- Complete replacement of 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 2014/15 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	387,503	103,356	117,336		608,195	26,500
Communications/ Dispatch	10.00	0.02	17,042	1,047,702	29,505	28,703		1,105,910	4,500
TOTAL	14.00	0.04	23,883	1,435,205	132,861	146,039	0	1,714,105	31,000

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	1,391,793	1,356,970	1,403,270	1,403,270	1,435,205
Contract Services	71,355	125,262	132,861	132,861	132,861
Materials and Supplies	143,302	138,274	144,031	147,337	146,039
Capital Outlay	5,074				0
TOTAL	1,611,524	1,620,506	1,680,162	1,683,468	1,714,105

Department Name: Police

Program: Professional Standards

Budget: \$363,364

Personnel Allocation 1.00

Revenue: \$20,000

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 13/14

- Coordinated Active Shooter trainings for all Novato sworn police personnel and hosted police agencies from greater North Bay;
- Hired nine Police Officers, one Dispatcher, two Interns, one Administrative Assistant and three 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 14/15

- 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, and range).

Program: Professional Standards

Division Number 2200

Summary of 2014/15 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:									
Training & Development	1.00		1,700	261,007	500	101,857		363,364	20,000
TOTAL	1.00	0.00	1,700	261,007	500	101,857	0	363,364	20,000

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	262,833	290,768	257,629	257,629	261,007
Contract Services		1,326	500	500	500
Materials and Supplies	95,570	65,854	101,857	101,115	101,857
Capital Outlay					0
TOTAL	358,403	357,948	359,986	359,244	363,364

Department

Name: Police

Program: Investigations

Budget: \$834,432

Personnel Allocation: 5.00

Revenue: \$13,000

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. Additionally, one detective is a member of Internet Crimes Against Children Task Force (ICAC), and has specialized training in internet crimes against children.

Program Accomplishments FY 13/14

- Major case investigations:
 - assisted the MCSO in investigating an officer involved shooting with an MCSO Deputy
 - NPD investigators worked with allied agencies to investigate a serial bank robber who was responsible for 11 robberies including a robbery in Novato
 - NPD investigators responded to a report of a deceased found in the Loma Verde open space. Further investigation revealed the victim had been stabbed multiple times, investigation is ongoing;
- 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;
- 1,775 new cases reviewed for assignment;
- 83 arrests/complaints to DA for prosecution; and
- 1,685 reports/supplements generated.

Program Goals FY 14/15

- 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.

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Program: Investigations

Division Number 2600

Summary of 2014/15 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:									
Criminal Investigations	5.00	0.25	9,020	729,082	28,808	76,542		834,432	13,000
TOTAL	5.00	0.25	9,020	729,082	28,808	76,542	0	834,432	13,000

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	744,727	680,511	723,816	723,816	729,082
Contract Services	20,366	20,351	28,808	28,808	28,808
Materials and Supplies	49,142	79,150	50,328	63,979	76,542
Capital Outlay					0
TOTAL	814,235	780,012	802,952	816,603	834,432

Department Name: Police

Program: Patrol

Budget: \$6,686,428

Personnel Allocation: 41.00

Revenue: \$719,000

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 Patrol: 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: 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 13/14

- Installed Automatic License Plate Readers (ALPR) on one additional vehicle for a total of six vehicles, resulting in 442,255 plates screened between July 2013 and March 2014, two stolen license plates recovered, three wanted vehicles from other agencies, arrest of one suspect in a stolen vehicle, and nine stolen vehicles recovered;
- Responded to 19,003 citizen calls for service;
- Continued a Minor Access to Alcohol Prevention program by using minor decoys to enforce sales to minor violations;
- Purchsed body-worn cameras for uniformed officers;
- Installed FLIR systems in patrol vehicles;
- Implemented scheduling software allowing more efficient management of work schedules;
- Purchased tactical vests for all patrol officers;
- 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;
- 7,193 cases issued;

PD

- Purchased new fleet vehicles;
- Integrated training with Special Response Team for tactical situations;
- Community Outreach Programs:
 - Coffee with the Cops
 - Shop with a Cop
 - National Night Out 2013 events at Target and in neighborhoods throughout the city
 - Safe Summer and Holiday presentations
 - Open House
 - Youth Camps; and
- Canine Program:
 - All teams are cross trained in handler protection and drug detection
 - Integrated training with SRT team for tactical situations
 - Involved in 300 plus incidents this past fiscal year
 - Took fourth place in the Regional Canine Competition hosted by Alameda Police Department
 - Contract Services with Novato Unified School District.

***Program Goals FY 14/15***

- 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;
- Identify next generation mobile data computers in conjunction with fleet replacement; and
- Continue technology expansion:
 - Marin Emergency Radio Authority (MERA)
 - New CAD/RMS
 - Patrol vehicle technology – replace MDCs
 - Upgrade in-car video cameras
 - Fleet replacement/transition to new utility vehicle
 - Patrol fleet outfitted with citation PDAs
 - Parking enforcement PDAs.

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Program: Patrol
Division Number 2700

Summary of 2014/15 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:									
Patrol Administration	2.00		3,400	408,159		61,000		469,159	
Patrol Operations	36.00	2.0	65,360	5,185,157	37,331	540,140		5,762,628	719,000
Range Activities						19,853		19,853	
Canine Program	3.00		5,100	376,855	10,315	47,618		434,788	
TOTAL	41.00	2.00	73,860	5,970,171	47,646	668,611	0	6,686,428	719,000

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	5,924,661	5,829,488	6,054,401	6,066,401	5,970,171
Contract Services	8,451	28,912	47,646	47,646	47,646
Materials and Supplies	579,750	602,858	617,303	582,005	668,611
Debt Service	55,288				0
Capital Outlay		10,652		10,920	0
TOTAL	6,568,150	6,471,910	6,719,350	6,706,972	6,686,428

PD

Department Name: Police

Program: Traffic

Budget: \$638,354

Personnel Allocation: 4.00

Revenue: \$117,300

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 13/14

- Novato PD won 1st in overall competition and 1st place in the Special Technology category in the CLEC competition:
 - Received three MADD awards
 - Received a Top the COPS participation award;
- Implemented a \$7,999 Department of Health Pedestrian Safety grant;
- 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;
- Received \$29,100 OTS Sobriety Checkpoint grant;
- 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 470 collisions, issued 5,488 citations, 258 DUI arrests, and 1,320 parking citations;
- Partnered with local businesses and organizations on special events; and
- Conducted five sobriety checkpoints.



Program Goals FY 14/15

- 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 2014/15 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	549,287	5,753	83,314		638,354	80,000
Special Traffic Services									37,300
TOTAL	4.00	0.00	6,800	549,287	5,753	83,314	0	638,354	117,300

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	549,818	601,778	555,743	555,743	549,287
Contract Services	3,031	2,516	5,753	5,753	5,753
Materials and Supplies	58,786	76,840	76,221	68,987	83,314
Capital Outlay					0
TOTAL	611,635	681,134	637,717	630,483	638,354

Department Name: Police

Program: Special Police Services

Budget: \$658,708

Personnel Allocation: 4.54

Revenue: \$469,125

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, COPE program, Northern California Computer Crimes Task Force (NC3TF) 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 2014/15, which covers direct payroll costs for the assigned officer.

Northern California Computer Crimes Task Force (NC3TF): One officer from Novato is assigned to this multi-agency task force created to investigate computer related crimes, which include child pornography, embezzlements, money laundering, and identity theft. The State of California provides funding equivalent to 78% for this position.

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 13/14

- **Novato Response Team:**
 - Continued active shooter training to include private businesses, the Novato Youth Center, North Marin Water District;
 - Crime Free Multi Housing Program (CFMHP) implemented and many properties within the city are in the process of being certified as CFMHP properties
 - Crime Prevention through Environmental Design is part of the CFMHP and is being applied to many different properties as a way to decrease crime
 - Pre-incident planning has been completed for all public schools. Maps and diagrams have been loaded onto all patrol vehicle computers for access by all patrol staff
 - Goals include managing the homeless population and applying different strategies to facilitate services for recovery to those in need
 - Provided target prevention, education and enforcement efforts citywide; and
- Continued partnership with Marin County Major Crimes Task Force and the COPE Team, with an officer assigned to both countywide programs. In addition, a Novato officer has been assigned to the NC3TF.

Program Goals FY 14/15

- 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;
- Investigate opportunities for collaboration and efficiencies amongst the SRT and CNT teams; and
- Continue development of programs and efforts by the Novato Response Team:
 - Crime Free Multi Housing program
 - Homeless outreach
 - Gang suppression.

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Program: Special Police Services

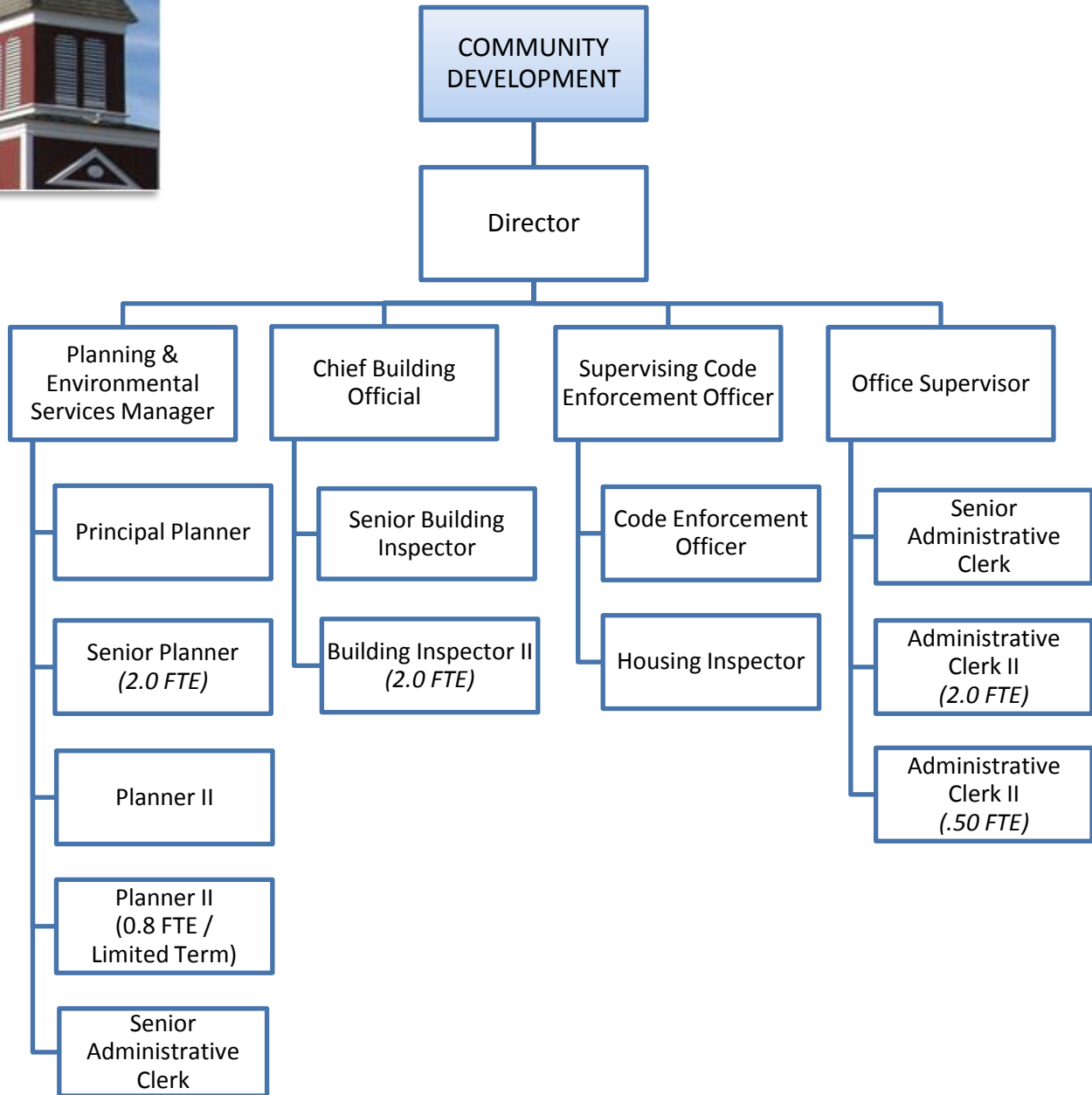
Division Number 2900

Summary of 2014/15 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:									
Major Crimes Task Force	1.00		1,700	128,121	1,517			129,638	
NC3 Task Force	0.78		1,326	106,711		9,615		116,326	125,000
COPE Grant	1.00		1,700	138,886				138,886	134,000
Novato Response Team (NRT)	1.76		2,992	218,889				218,889	205,125
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
TOTAL	4.54	0.00	7,718	624,993	1,517	32,198	0	658,708	469,125

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
Program Inputs:					
Personnel Services	429,263	689,040	692,284	721,121	624,993
Contract Services			1,517	1,517	1,517
Materials and Supplies	11,351	9,777	22,583	22,583	32,198
Capital Outlay					0
TOTAL	440,614	698,817	716,384	745,221	658,708

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Revenue & Appropriation Summary

	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Abandoned Vehicle Program	35,000	35,000	35,000	-	0.00%
Building Permit Investigative Fees	150,000	150,000	167,000	17,000	11.33%
Residential Inspection Fees	230,000	230,000	250,000	20,000	8.70%
Plan Storage Fees	18,500	18,500	19,390	890	4.81%
Administration Fees	19,300	19,300	19,130	(170)	(0.88)%
Cost Recovery Fees - Clerical Fees	4,650	4,650	8,150	3,500	75.27%
Home Occupation Permit	9,750	9,750	9,750	-	0.00%
Tree Removal Permit	4,500	4,500	4,500	-	0.00%
Housing Program Fees	134,600	134,600	-	(134,600)	(100.00)%
Planning Flat Fees	10,000	10,000	10,000	-	0.00%
Cost Recovery - Private Projects	125,000	125,000	90,000	(35,000)	(28.00)%
Planning Final Site Inspection	1,500	1,500	1,600	100	6.67%
Building Plan Check/Planning	10,000	10,000	10,000	-	0.00%
Appeals	1,950	1,950	2,100	150	7.69%
Cost Recovery Penalties	2,020	2,020	4,000	1,980	98.02%
Building Plan Check Fees	153,500	153,500	160,500	7,000	4.56%
Energy Plan Check Fees	48,000	48,000	51,300	3,300	6.88%
Crime Prevention Plan Check	350	350	1,020	670	191.43%
Building Permits	445,000	445,000	476,000	31,000	6.97%
Electrical, Plumbing, & Mechanical Permit	195,000	195,000	208,000	13,000	6.67%
Miscellaneous Revenue	320	320	760	440	137.50%
Department Total	\$1,598,940	\$1,598,940	\$1,528,200	(70,740)	(4.42)%
Appropriations					
Administration	217,884	202,884	204,650	(13,234)	(6.07)%
Code Enforcement	288,150	288,243	304,508	16,358	5.68%
Planning	895,769	895,353	773,744	(122,025)	(13.62)%
Clerical Support Services	221,143	221,143	308,647	87,504	39.57%
Building Inspection	505,296	520,850	501,983	(3,313)	(0.66)%
Department Total	\$2,128,242	\$2,128,473	\$2,093,532	(34,710)	(1.63)%

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 completed the 2007-2014 Housing Element after an extensive community process, which was adopted by the City Council in November, 2013 and certified by the state in January 2014. Substantial progress was made on the General Plan Update, including holding a successful community charrette for the North Redwood Boulevard corridor.

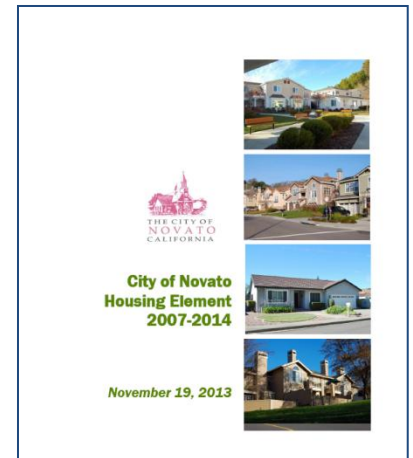
The Community Development Department strives to provide efficient and customer-oriented permit services, and to continuously seek to implement innovative improvements.

Department Goals FY 2014/15

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

- After an extensive public process, the City Council adopted the 2007-2014 Housing Element, which was subsequently certified by the state;
- A successful community charrette, assisted by 14 volunteer architects, defined desired land uses and design criteria for redevelopment of the North Redwood Boulevard corridor;
- Substantial work was accomplished on the General Plan Update, including preparation of policy White Papers on land uses in the Bel Marin Keys industrial parks, the urban growth boundary, junior second units and water supply/conservation. An evaluation of policies and programs contained in the 1996 General Plan is well underway;
- Staff monitored the preparation of the regional Plan Bay Area and assisted the City Council in understanding the ramifications for Novato;
- The city administrative office building was the largest new construction program built during 2013;
- In-N-Out Burger at the Vintage Oaks Shopping Center was completed;
- Over \$5 million in tenant improvements were completed for Bio Marin in the Bel Marin Keys industrial park;
- The Canyon Green Subdivision is largely complete and being occupied, and work has begun on the Rudnick Estates subdivision;
- The City Council reduced permit fees and development impact fees by 50% for accessory dwelling units, and approved changes to the Zoning Code to allow churches in commercial districts and to limit the restrictions on ground floor uses in the downtown to only Grant Avenue and Redwood Boulevard;
- The City Council approved a General Plan amendment for the Clausing Avenue neighborhood to retain a no-access strip at the terminus of the street;
- Community Development staff provided oversight of the city's affordable housing program and assets being managed by housing specialists Hello Housing;
- The e-Permits service was initiated to allow online application for minor building permits that do not require plan submittal;
- All building permit plans and files and many planning application files were digitized;
- Partnered with the Novato Response Team to initiate the Crime-Free Multi-Family Housing Program to assist property owners in managing tenant selection, tenant evictions and reducing physical conditions conducive to criminal activities;
- Conducted over 700 single-family resale inspections due to the improving real estate market; and
- Hired a bilingual Code Enforcement Officer/Housing Inspector.

**Code Enforcement**

The Code Enforcement Division continues to engage property owners and tenants with our long-standing apartment inspection program and a new dual-agency program to assure high living standards and property maintenance to enhance community quality of life. This year the division assisted the Police Department's Novato Response Team to initiate the Crime-Free Multi-Family Housing Inspection program. The voluntary certification program educates apartment owners and

managers in tenant screening techniques and eviction rights, requires that leases contain crime-free conditions, and requires physical improvements to eliminate conditions which encourage or conceal criminal activities. To date, owners and managers of over a dozen properties have gone through the training and are at various stages in the certification process.

To help assure a safe single-family housing stock, the division conducts inspections prior to home sales. Despite an increase in resales due to the improving real estate market, staff has been able to provide inspections within a few days of application and provide completed reports in many cases on the same day as the inspection.

The hiring of a bilingual Code Enforcement Officer/Housing Inspector has greatly improved our ability to work with Spanish-speaking tenants during our apartment inspection work.



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.

After nearly three years of public process, a draft 2007-2014 Housing Element and an associated Environmental Impact Report (EIR) were completed and considered in public hearings by the Planning Commission and City Council in fall 2013. The adopted Element was certified by the state Department of Housing and Community Development (HCD) and is now considered a model for justifying a reduced multi-family density for creation of affordable housing.

In May 2013, the City Council enacted a moratorium on development in the North Redwood Boulevard corridor, calling for a reconsideration of desired land uses and project design. A two-day community charrette, assisted by 14 volunteer architects, involved 120 participants in brainstorming and mapping exercises to determine preferred land uses and important design considerations. The Planning, Design Review and Economic Development Advisory Commissions provided input to City Council, which adopted preliminary criteria for redevelopment of the area.

Substantial work was done on the General Plan Update. Three policy White Papers were prepared and considered by the Planning Commission and City Council (Bel Marin Keys industrial parks, urban growth boundary and junior second units). Another community charrette is planned to define desired upgrades to the Redwood Boulevard streetscape from DeLong Avenue to San Marin Drive. Community workshops are also planned to consider land use and circulation options in the North, North Redwood corridor, north of San Marin Drive.

To augment community input at meeting, the General Plan initiated use of Open Novato, the city's new web-based engagement software.

Staff and City Council members continued to monitor and respond to the regional processes of adopting "Plan Bay Area", a regional land use/transportation plan required by SB375, the Sustainable Communities Act, to reduce regional production of greenhouse gases.

The pace of new development in Novato has been slow during the recovery from the recession, but a number of new project proposals were processed. Oma Village, 14 units of extremely-low income transitional housing for families by Homeward Bound on Nave Drive, was approved, as was a 48-unit independent senior living development on State Access Road in Hamilton. Rehabilitation and expansion of the Kuser House on De Long Avenue was also approved. An application is in process for 156 units of independent and assisted living senior housing on the McPhail's site south of Hanna Ranch.

Housing

With the state-mandated dissolution of redevelopment agencies in December 2011, the City assumed administration of the city's affordable housing program. In December 2012, the City hired 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.

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 in a beta test with a limited number of contractors, allowing issuance of minor building permits. 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 25-home Canyon Green subdivision on the site of the old Novato Hospital began construction, and several homes are now occupied.

In-N-Out Burger was completed at Vintage Oaks to much public acclaim, and Chick-Fil-A recently opened on Vintage Way on the site of the old Carl's Jr. restaurant.

Bio Marin made over \$5 million in improvements to its facilities in various locations within the Bel Marin Keys industrial park including administrative offices at 100 Wood Hollow Drive.

The City Council adopted the 2013 California Building Code, including requirements for new buildings and substantial remodels to meet the enhanced Tier 1 level of the Cal Green green building code.

Department Performance Measures

Building Inspection Performance Measures:	Actual FY 2012/13	Actual FY 2013/14	Projected FY 2014/15
Number of annual inspections	4,849	6,340	6,000
Percentage of inspections completed on scheduled day	99%	100%	100%
Code Enforcement Performance Measures:			
Number of annual complaints	1,600	1,800	1,800
Percentage of complaints by category			
Building	40%	35%	35%
Abatement	25%	20%	20%
Zoning	30%	40%	40%
Engineering/Other	5%	5%	5%
Percent of complaints resolved within 12-month period	85%	85%	85%
Planning Performance Measures:			
Number of private projects received	76	70	60
Number of private projects approved	83	50	43
Number of hours spent on private projects	1,800	1,400	1,200
Average hours per project	18	28	21
Clerical Support Services Performance Measures:			
Total number of permits processed/issued	2,560	2,779	2,700
Percentage of all permits issued under One-Stop Shop Program	78%	75%	72%
Average time to process approved One-Stop Shop Permits	12 minutes	12 minutes	11 minutes

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Department**Name:** Community Development**Program:** Administration**Budget:** \$204,650**Personnel Allocation:** 0.78**Revenue:** \$460

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 2013/14

- Directed the completion of the Draft 2007-2014 Housing Element and reinitiation of the General Plan update;
- Conducted community workshops for the North Redwood Boulevard corridor and the North, North Redwood corridor; and
- Processed several zoning code modifications to allow churches in commercial districts, limit ground-floor use restrictions in the downtown to Grant Avenue and Redwood Boulevard, reduce fees for accessory dwelling units and processed a General Plan amendment for retention of the Clausing Avenue no-access strip.

Program Goals FY 2014/15

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 2014/15 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	0.78		1,326	156,406		43,527		199,933	460
Sustainability					2,101	2,616		4,717	
TOTAL	0.78	0.00	1,326	156,406	2,101	46,143	0	204,650	460

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	138,602	127,282	154,640	154,640	156,406
Contract Services	2,000	2,000	2,101	2,101	2,101
Materials and Supplies	19,318	14,865	61,143	61,143	46,143
Capital Outlay					0
TOTAL	159,920	144,147	217,884	217,884	204,650

Department**Name:** Community Development**Program:** Code Enforcement**Budget:** \$304,508**Personnel Allocation:** 3.00**Revenue:** \$454,100

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 2013/14

- Helped initiate the Crime-Free Multi-Family Housing program;
- 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 2-3 days, with many reports available on the same day as the inspection; and
- Referred eight challenging cases to the Zoning, Housing and Building Codes Appeal Board for resolution.

Program Goals FY 2014/15

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 2014/15 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:									
Code Enforcement	2.00		3,400	186,299	600	25,298		212,197	284,100
Resale Inspection	1.00		1,700	92,311				92,311	170,000
TOTAL	3.00	0.00	5,100	278,610	600	25,298	0	304,508	454,100

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	285,469	283,544	267,842	268,442	278,610
Contract Services			6,830	6,230	600
Materials and Supplies	11,836	20,312	13,478	13,571	25,298
Capital Outlay					0
TOTAL	297,305	303,856	288,150	288,243	304,508

Department**Name:** Community Development**Program:** Planning**Budget:** \$773,744**Personnel Allocation:** 6.10**Revenue:** \$141,120

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 2013/14

- Prepared a Draft 2007-2014 Housing Element and environmental impact report for public hearings by the Planning Commission and City Council and achieved state certification;
- Initiated work on a Draft 2014-2022 Housing Element for adoption by the end of 2014;
- Prepared three White Papers for the General Plan Update and initiated evaluation of the policies and programs in the 1996 General Plan;
- Monitored the preparation and adoption of Plan Bay Area;
- Provided assistance in administering and transitioning the city's affordable housing program and assets to Hello Housing; and
- Processed approvals for a senior housing project at 801 State Access Road, 14 affordable transitional family housing units at Oma Village on Nave Drive, 156 units of senior housing at the former McPhails property south of Hanna Ranch and 130 units of affordable employee housing at the Buck Institute.

Program Goals FY 2014/15

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 2014/15 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	1.10		1,870	159,499		26,716		186,215	15,270
General Plan/ Long-Range Planning	2.00		3,400	236,047				236,047	
Private Project Processing	3.00		5,100	351,482				351,482	125,850
TOTAL	6.10	0.00	10,370	747,028	0	26,716	0	773,744	141,120

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	637,038	753,104	761,177	761,177	747,028
Contract Services	16,905	77,955	106,250	106,250	0
Materials and Supplies	(27,460)	20,701	28,342	27,926	26,716
Capital Outlay					0
TOTAL	626,483	851,760	895,769	895,353	773,744

Department Name: Community Development

Program: Clerical Support Services

Budget: \$308,647

Personnel Allocation: 4.00

Revenue: \$22,330

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 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 2013/14

- Continued activity at One-Stop Shop serving 60 to 70 customers each week (75% 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 2014/15

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 2014/15 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	2.00		3,400	166,058				166,058	22,330
One-Stop Shop	2.00		3,400	142,589				142,589	
TOTAL	4.00	0.00	6,800	308,647	0	0	0	308,647	22,330

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	136,614	135,468	221,143	221,143	308,647
Contract Services					0
Materials and Supplies					0
Capital Outlay					0
TOTAL	136,614	135,468	221,143	221,143	308,647

Department**Name:** Community Development**Program:** Building**Budget:** \$501,983**Personnel Allocation:** 4.00**Revenue:** \$910,190**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 2013/14

- Permitted and inspected over \$42 million in new construction;
- Performed over 6,300 building inspections;
- Inspection requests increased 14% from FY 12/13;
- Construction completed on the 25-home Canyon Green subdivision, In-N-Out Burger at Vintage Oaks, and \$5 million laboratory improvements for BioMarin;
- Launched new beta service for issuing minor permits to contractors online; and
- Digitized all permit records and plans.

Program Goals FY 2014/15

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

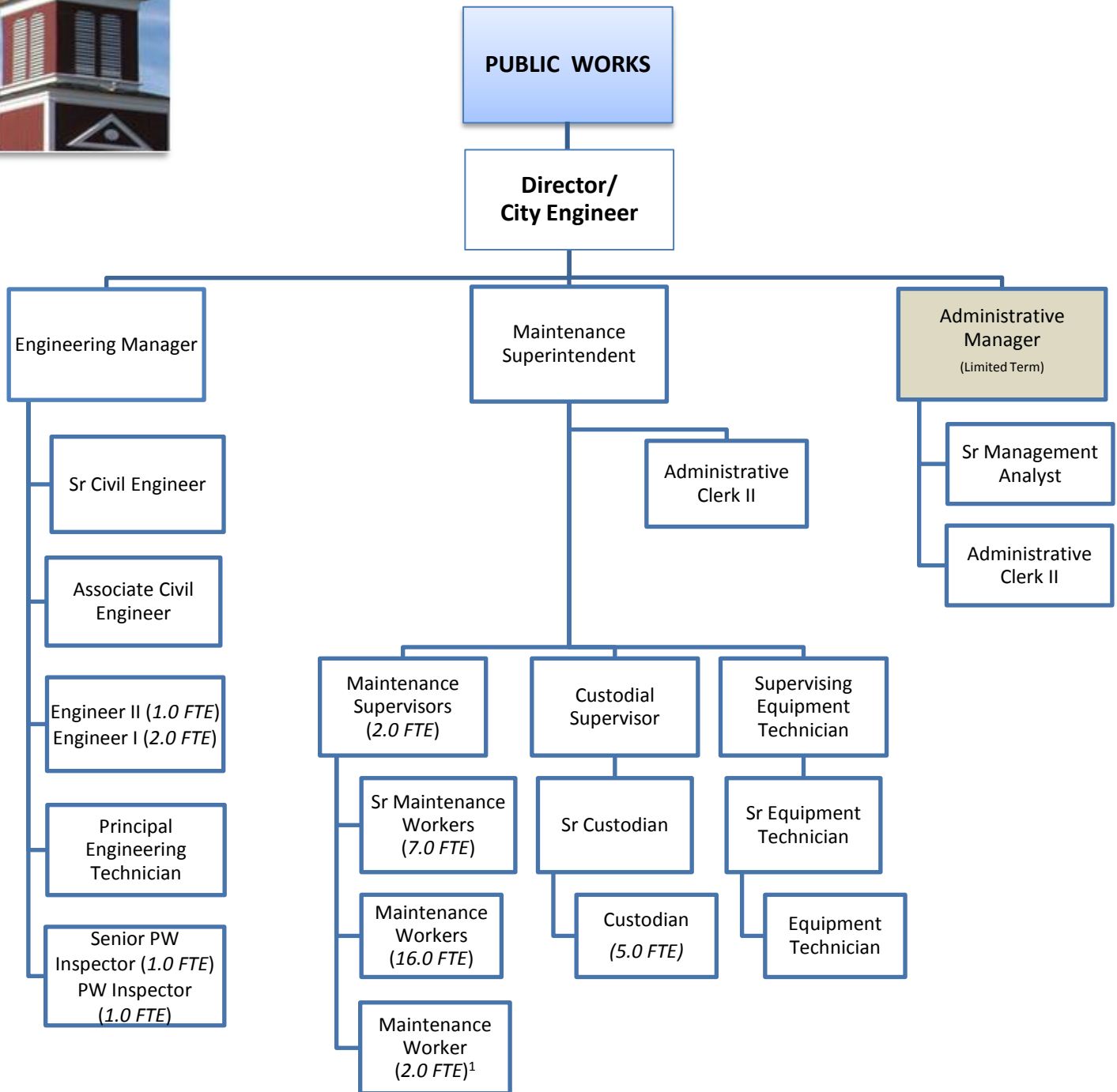
Division Number 4400

Summary of 2014/15 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	4.00		6,800	447,597	12,608	41,778		501,983	226,190
Building Inspection								0	684,000
TOTAL	4.00	0.00	6,800	447,597	12,608	41,778	0	501,983	910,190

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	525,906	526,872	452,411	467,411	447,597
Contract Services	3,277	11,609	13,618	13,618	12,608
Materials and Supplies	27,761	30,358	39,267	39,821	41,778
Capital Outlay					0
TOTAL	556,944	568,839	505,296	520,850	501,983

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Revenue & Appropriation Summary

	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Intergovernmental Revenue	10,000	10,000	10,000	-	0.00%
Encroachment and Grading Permits	40,644	40,644	38,000	(2,644)	(6.51)%
Engineering Flat Fees	91,324	91,324	42,840	(48,484)	(53.09)%
Engineering Cost Recovery	14,206	14,206	8,770	(5,436)	(38.27)%
Engineering Final Site Inspection	60,882	60,882	41,820	(19,062)	(31.31)%
Basemapping Products & Services	65	65	-	(65)	(100.00)%
Park & Facilities Rentals	21,715	21,715	23,500	1,785	8.22%
Miscellaneous Fees	7,860	7,860	6,830	(1,030)	(13.10)%
Department Total	\$246,696	\$246,696	\$171,760	(74,936)	(30.38)%
Appropriations					
Traffic and Engineering Administration	794,574	794,574	741,563	(53,011)	(6.67)%
Project Development	242,257	241,147	256,868	14,611	6.03%
Construction Management	839,567	839,567	1,018,248	178,681	21.28%
<i>Less Capital Projects Reimbursement</i>	(800,000)	(800,000)	(737,500)	62,500	(7.81)%
GIS & Mapping	153,588	153,588	20,000	(133,588)	(86.98)%
Maintenance Administration	309,847	309,894	312,593	2,746	0.89%
Street Maintenance	1,218,362	1,218,942	1,267,799	49,437	4.06%
Traffic Operations	430,574	424,421	422,723	(7,851)	(1.82)%
Street Trees & Parkway Maintenance	343,170	350,976	358,341	15,171	4.42%
Parks Maintenance	1,314,613	1,323,682	1,344,311	29,698	2.26%
Building Maintenance	1,110,354	1,110,368	1,170,760	60,406	5.44%
Department Total	\$5,956,906	\$5,967,159	\$6,175,706	218,800	3.67%

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/City Engineer manages the department which is comprised of Engineering, Maintenance, and Administration. The divisions are complementary in achieving the successful design, construction, operation and maintenance of the city's assets and infrastructure.

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, and the Streetscape Maintenance Committees.

Administration

Public Works Administration is responsible for property management including management of leases and contracts, department budget preparation and oversight, personnel functions, and administrative support. The Administration section duties include preparation and monitoring of the departmental operating budget and the Capital Improvement Program (CIP) budget, cost recovery billing oversight, grants administration, property management of city-owned facilities including leases and contracts, department purchase and expenditure management, training and mentoring, project prioritization, and department workload management. The Administrative Manager leads technology initiatives in the Public Works Department, including work order management and document imaging systems.

The Administration section manages several of the city's special programs such as the beverage container recycling/litter reduction grant program, the used oil block grant program, the solid waste management plan, and the transit shelter advertising program. The section provides management and administration of several landscape and lighting maintenance and special assessment districts. The section provides administrative and clerical support to the Engineering and Maintenance Divisions in day-to-day operations, including maintenance management of city-owned property and facilities. Administration also provides technical information to the City Council and the City Manager and facilitates the Council's direction on the use of city-owned property and facilities.

Engineering Division

The Engineering Division is responsible for all technical issues related to traffic movement, the design of public facilities (public streets, parks, buildings and drainage improvements) and construction management within the public right-of-way. The Engineering Division administers the streetlight maintenance contract, the pavement management program (PMP), drainage master plan, and special programs such as the National Flood Insurance Program (NFIP) including the Community Rating System, the Stormwater Pollution Prevention Program (MCSTOPPP), and Safe Routes to School projects. The Engineering Division consists of four sections: Traffic and Engineering, Project Development, Project Design and Construction Management, and Mapping.

The Traffic and Engineering section is responsible for responding to traffic-related requests, street light and traffic signal system operations and maintenance, traffic (vehicle, bicycle, and pedestrian) circulation investigations, and traffic studies.

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

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. This section also oversees the Storm Drainage Master Plan, the Pavement Management Program, contract management and inspection for construction activities for public and private projects.



The Mapping section provides mapping products, services and support for internal and external customers and provides continued operation and maintenance of the mapping systems.

Maintenance Division

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 Maintenance Division is managed by the Maintenance Superintendent and consists of six sections: Streets Maintenance, Traffic Operations, Street Trees and Parkway Maintenance, Parks and Athletic Field Maintenance, Building Maintenance, and Equipment Maintenance. Maintenance 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 on DeLong Avenue, compost and wood chip provision, banner and holiday ornament light placements in the downtown area, and facilities set-up for public and private events.

In addition to citywide maintenance, this division provides services to the Hamilton Community Facilities District for the Hamilton 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 Maintenance section includes inspection and repair of streets, city-owned sidewalks and drains, street sweeping and tree removal. This section also 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, the Hamilton levee, and keeps the city in compliance with many mandated government programs.

The Traffic Operations section is responsible for repairing or replacing signage, striping, pavement markings 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 striping/markings 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 Street Trees and Parkway 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, maintains and removes the DeLong Avenue sign banner, Grant Avenue banners, street tree lights along Grant Avenue, and seasonal decorations.



The Parks and Athletic Field Maintenance section is responsible for regular upkeep of 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 this section's responsibilities.

The Building Maintenance section provides minor repairs and custodial services for city-owned buildings. 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 un-programmed facilities. This section also coordinates contract maintenance services at all city-owned buildings including HVAC, electrical, plumbing, roofing, custodial, and other maintenance work.

The Equipment Maintenance section is responsible for scheduling regular maintenance of city-owned vehicles and equipment as well as managing programmed replacement of 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 Accomplishments FY 13/14

- Prepared grant applications associated with capital improvement and utility projects, including a used oil block grant, a beverage container recycling grant, and a Transportation for Clean Air (TFCA) grant;
- Provided project management and construction oversight for new city offices;
- Implemented initial phase of community way-finding signage program;

- Assisted with the analysis and implementation of the Technology Assessment and Master Plan;
- Continued to cycle Maintenance 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. To date, four Maintenance Division personnel have completed the training; and
- Relocated custodial staff and operations to the Corporation Yard.

Department Goals FY 14/15

- Complete design and start construction of Olive Avenue Class II bike lanes from San Jose Avenue to the city limits;
- Complete regulatory agency permitting for Olive Ave pavement, drainage and utility undergrounding improvements;
- Improve pedestrian and bicycle access and safety for Sinaloa and Lynwood Schools;
- Project manage design process for downtown transit facility in partnership with Marin Transit;
- Certify environmental review and start design documents for the Novato Boulevard widening project;
- Complete Pioneer Park tennis court reconstruction;
- Work with the Transportation Agency of Marin (TAM) to prepare Novato's updated Bicycle and Pedestrian Plan;
- Complete the Community-Based Transportation Plan;
- Complete the Storm Drain Master Plan;
- Partner with the Parks and Recreation Department on the ADA Self-Evaluation and Transition Plan Update;
- Establish Integrated Pest Management (IPM) policy and implement program;
- Develop system for evaluating and implementing recommendations from the Facility Conditions Assessments for buildings and parks;
- Continue to provide staff support to Council-appointed committees:
 - Bicycle/Pedestrian Advisory Committee
 - Novato Streetscape Committee
 - Street Improvement Oversight Advisory Committee;
- Investigate and implement, if appropriate, solar photovoltaic projects through Sustainable Energy & Economic Development (SEED) Fund opportunities;
- Complete streetlight conversion project for remaining streetlights in Novato;
- Identify new Computerized Maintenance Management System (CMMS) and develop a plan for document imaging;
- Evaluate city retaining walls and process for upgrading;
- Initiate federally funded project to improve conforms at Ignacio and DeLong interchanges (US101); and
- Obtain additional grant funding for and construct multi-use path improvements on Nave Drive in the vicinity of Hamilton School.

Department Notes

Traffic and Engineering

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 General Plan Circulation Element and input to Sonoma-Marín Area Rail Transit (SMART) on the multi-use path to be provided as part of its railroad improvements.

Project Development

Section staff reviews and issues encroachment 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 issues grading permits for large scale development projects and 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 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 and Gas Tax. 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. In addition to pavement, staff is undertaking studies to inventory, evaluate, and plan repair and replacement strategies for other infrastructure needs including storm drains and retaining walls. Staff also manages various construction projects for municipal and parks facilities such as Pioneer Park tennis courts and the Margaret Todd Senior Center. 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 infrastructure and facilities while continuing to ensure well-engineered projects.

Mapping

The Mapping section continues to deliver products and services to both internal and external customers and to automate, expand, and sustain mapping systems and capabilities.

Maintenance Division

In addition to their regularly scheduled duties, Maintenance Division crews patch and repair streets in preparation for upcoming capital improvement projects, manage the Hamilton Pool complex, and maintain irrigation systems throughout the city for water optimization and conversion to reclaimed water. The division also operates the sweeper hotline and updates 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 Maintenance Division provides assistance in the following areas:

- Provides staff support for the Streetscape Maintenance Committee, a citizen advisory committee formed by Council and actively involved in the Adopt-an-Island program, landscaping seed money grants and Novato Clean and Green Day;
- Coordinates with other city staff and developers in the design of facilities to be maintained;

- Winter storm flood monitoring and remediation;
- National Pollutant Discharge Elimination System (NPDES) work program to reduce the discharge of pollutants into city waterways;
- Annual creek inspection program and creek bank repair stabilization program;
- Drainage systems debris removal program;
- Assists and manages volunteers with graffiti removal program; and
- Studies 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.

Maintenance Administration

The Maintenance Administration section includes the Maintenance Superintendent and an Administrative Clerk. The Administrative Clerk records service request data and acts as timekeeper for Maintenance Division employees. This section also provides and assists with maintenance dispatch, record keeping, work coordination and purchasing functions.

Street Maintenance

The Street Maintenance section has a wide variety of responsibilities involved with street maintenance and coordination with other sections within the division. One of the primary responsibilities of the section is the maintenance of the publicly owned roadway surfaces and parking lots throughout the city. Staff repairs potholes, fills cracks, and installs paving skin patches on streets that require such work. In addition, crews remove and replace 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. Program actions include monthly street sweeping, annual cleaning of drainage structures, inspection of drainage culverts, the addition of a second sweeper for four months each 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 video equipment and follow-up cleaning with the city's vacuum truck.

Traffic Operations

The Traffic Operations 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. New computerized sign-making equipment 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. Staff responds to graffiti removal requests within 36 hours of notification.

Street Trees and Parkway Maintenance

The Street Trees and Parkway Maintenance section provides maintenance to 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 17th year, the Novato Streetscape Committee continues to be highly successful in advocating and maintaining quality streetscapes within the city while assisting and providing support to the Islands Maintenance section. 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 and Field Maintenance

The Parks and Field Maintenance Section provides overall park maintenance services for the city's open space and trails, community and neighborhood parks, sports fields, community dog park, the Hamilton skate park 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 provides 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

The Building Maintenance Section provides services to 27 buildings throughout the city with a staff of seven (supervisor, lead, and five custodians). Building Maintenance manages janitorial contracts for the Hamilton Community Gymnasium as well as the new city administrative building at 922 Machin Avenue. Services provided by Building Maintenance include the following:

- Provide meeting and events set up and tear down at 901 Sherman Avenue and the Hamilton Community Center;
- Provide custodial services for various recreational programs at the Downtown Recreation Center, Margaret Todd Senior Center and Hamilton Community Center;
- Inspect, clean and monitor solar panels installed on various city buildings;
- Provide custodial services at the Hamilton Pool;
- Manage janitorial contracts at the Hamilton Gym and 922 Machin Avenue;
- Provide graffiti removal on city-owned buildings and facilities;

- Manage 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; and
- 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, and internal service requests and work orders.

Equipment/Vehicle Maintenance

Customer satisfaction and reducing expenditures remain the goals of the Equipment/Vehicle Maintenance Division. The division has implemented Go-Trak, a vehicle tracking system. These units can be monitored 24 hours per day. The billing and tracking system provides the various user departments with itemization of vehicle maintenance costs.

The section is responsible for maintaining a total of 122 vehicles, 51 pieces of heavy equipment, 202 pieces of miscellaneous equipment, five emergency generators, solar-powered equipment at four sites, and two pump stations. 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.

PW

Department Name: Public Works

Program: Traffic and Engineering Administration

Budget: \$741,563

Personnel Allocation: 2.45

Revenue: \$10,000

Program Description

This program provides administrative services to support 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).

Program Elements

Administration: This program includes the administrative functions of the department such as workflow, budget preparation, policy and procedure input, grant processing and coordination of work between departments. This program also provides management of special projects such as the transit shelter advertising program, property management functions, the solid waste program, and coordination with the Novato Sanitary District on issues such as recycling and household hazardous waste disposal. Staff is responsible for the grant program (research, application and management) and staff training needs. The Public Works Administrative Manager provides oversight of administrative functions for 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. 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, coordination with Maintenance Division staff on signal functionality, implementation of new equipment, review of emergency vehicle equipment, review of interconnect/coordination operations, and periodic review of the city's traffic signal equipment. This program element responds to requests from the public and city staff on topics such as parking, vehicle speed, pedestrian safety, ADA compliance, and traffic regulation.

Street Lighting: The city's streetlight maintenance program is administered in coordination with Marin Street Light Acquisition Joint Powers Authority (JPA) which exists within the Marin General Services Authority (MGSA). Staff coordinates the routine maintenance of the streetlight system inventory with a maintenance contractor employed by the MGSA.

Special Assessment Districts: Staff administers four landscape and lighting assessment districts and one special assessment district 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 services, and other related tasks.

Stormwater 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

Stormwater Pollution Prevention Program (MCSTOPPP). Standards for reduction of stormwater 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. Contributions 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, the Street Improvement Oversight Committee (SIOC) 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 (TAM) and the Marin County Flood Control District.

Program Accomplishments FY 13/14

- 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, and a Transportation for Clean Air (TFCA) 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 stormwater 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 Wildlife code under the routine maintenance agreement for the city's storm drain system activities.

Program Goals FY 14/15

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 2014/15 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Debt Service	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Administration	2.35		3,995	335,004	18,776	48,121		401,901	
Traffic Engineering & Streetlighting						260,225	65,218	325,443	
Traffic Safety								0	
Storm Water Pollution Prevention	0.10		170	14,219				14,219	10,000
TOTAL	2.45	0.00	4,165	349,223	18,776	308,346	65,218	741,563	10,000

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
Program Inputs:					
Personnel Services	357,347	377,952	402,234	402,234	349,223
Contract Services	8,493	5,878	18,776	18,776	18,776
Materials and Supplies	374,902	362,010	373,564	373,564	308,346
Debt Service					65,218
TOTAL	740,742	745,840	794,574	794,574	741,563

PW

Department Name: Public Works

Program: Project Development

Budget: \$256,868

Personnel Allocation: 1.75

Revenue: \$133,650

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 13/14

- 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 14/15

- 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;

PW

- 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;
- Increase outreach and assistance to specific industrial business sectors to ensure continued compliance with state and federal stormwater pollution prevention regulations; and
- Work with MCSTOPPP, neighboring agencies and other city departments to develop, maintain and monitor systems, policies and infrastructure to comply with Phase II of the NPDES permit.

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Program: Project Development

Division Number 4700

Summary of 2014/15 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	1.75		2,975	220,975		35,893		256,868	133,650
TOTAL	1.75	0.00	2,975	220,975	0	35,893	0	256,868	133,650

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	199,973	96,428	210,378	210,378	220,975
Contract Services	30,870	95,403	0	0	0
Materials and Supplies	1,435	543	31,879	30,769	35,893
Capital Outlay					
TOTAL	232,278	192,374	242,257	241,147	256,868

Department Name: Public Works

Program: Project Design and Construction Management

Budget: \$280,748

Personnel Allocation: 8.80

Revenue: \$710

Program Description

The Project Design and Construction Management section provides for the design development and preparation of construction documents for Capital Improvement Program (CIP) 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 CIP 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, providing guidance regarding construction details, answering questions from the public and contractors, recording project installation information, and performing other related construction inspection work.

Program Accomplishments FY 13/14

- Provided project management and construction oversight for new city offices;
- Completed construction of traffic signal at Redwood Boulevard and Olive Avenue;
- Completed construction of Atherton US 101 overcrossing bridge resurfacing;
- Initiated environmental review for the Grant Avenue bridge rehabilitation project;
- Initiated permitting processing for Olive Avenue improvements between Redwood and Railroad;
- Continued analysis/design of San Marin Drive and Simmons Lane;
- Completed resurfacing of bike path south of Highway 37;
- Implemented initial phase of community way-finding signage program;
- Completed major pavement improvement projects for eight centerline miles of streets;

PW

- Continued implementation of new pavement management technologies; and
- Completed the relocation of custodial staff offices.

Program Goals FY 14/15

- Finalize and certify the environmental review for the Novato Boulevard widening project;
- Complete streetlight conversion project for remaining streetlights in Novato;
- Install Class II bike lanes on Olive Ave from Samrose to the city limits;
- Complete permitting process for Olive Avenue pavement, drainage, and utility undergrounding improvements;
- Improve pedestrian and bicycle access and safety for Sinaloa and Lynwood schools;
- Complete Storm Drain Master Plan;
- Complete retaining wall conditions report;
- Obtain additional grant funding for and construct multi-use path improvements on Nave Drive in the vicinity of Hamilton School; and
- Complete study and implement pilot program for crosswalk enhancements.

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Program: Project Design & Construction Management

Division Number 4800

Summary of 2014/15 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	8.80		14,960	1,010,688		7,560		1,018,248	710
Less: Reimbursed Fees							(737,500)	(737,500)	
TOTAL	8.80	-	14,960	1,010,688	0	7,560	(737,500)	280,748	710

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	788,284	791,754	832,007	832,007	1,010,688
Contract Services			0	0	0
Materials and Supplies	52,137	29,995	7,560	7,560	7,560
CIP Reimburse	(721,891)	(579,983)	(800,000)	(800,000)	(737,500)
Capital Outlay					
TOTAL	118,530	241,766	39,567	39,567	280,748

PW

Department Name: Public Works

Program: Mapping

Budget: \$20,000

Personnel Allocation: 0.0

Revenue: \$0

Program Description

This program provides citywide mapping services, maintenance and updates. Departmental and citywide needs are identified and addressed on an as needed basis. The identification of key technology issues and the implementation of various technology improvements will take place over the coming years.

Program Elements

Mapping: Staff provides assistance with the operation, maintenance and upgrades of the citywide mapping systems. 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.

The above services are partially funded through 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 citywide mapping.

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. The countywide approach to mapping coordination and consistency is being implemented through MarinMap, which includes many local agencies and the County of Marin. Beginning in FY 14/15, the majority of the mapping/GIS functions have been transferred to the Information Technology division within the Administrative Services department.

Program Accomplishments FY 13/14

- 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 as-built plans.

Program Goals FY 14/15

- Coordinate needs and responsibilities for mapping and GIS with the IT Department;
- Support the IT Steering Committee; and
- Maintain and update map data to provide the most accurate and current information.

Program: Mapping

Division Number 4900

Summary of 2014/15 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:									
Mapping		0.69	1,435	20,000				20,000	
TOTAL	0.00	0.69	1,435	20,000	0	0	0	20,000	0

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	116,112	91,071	91,034	91,034	20,000
Contract Services	17,968	15,500	51,657	51,657	0
Materials and Supplies	8,971	4,597	10,897	10,897	0
Capital Outlay					0
TOTAL	143,051	111,168	153,588	153,588	20,000

PW

Department Name: Public Works

Program: Maintenance Administration

Budget: \$312,593

Personnel Allocation: 2.00

Revenue: 3,800

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 product 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 13/14

- 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 to offset reduction of funded graffiti worker position;
- Successfully shifted maintenance responsibilities for athletic field maintenance to the user groups to lessen the workload on the maintenance workforce;
- Successfully coordinated creek use schedules with the Department of Fish and Wildlife. 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;
- 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. To date, four Maintenance Division personnel have completed the training;
- Implemented new city offices janitorial contract; and
- Purchased and installed an automatic gate at the Corporation Yard.

PW***Program Goals FY 14/15***

- Continue to research and work toward implementation of a CMMS for Public Works. A professionally designed system will aid the department in tracking trends, analyzing costs, streamlining labor efforts, and will provide accurate reports to the management team and City Council;
- Expand use of GPS tracking devices to entire city fleet (excluding Police Department);
- 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; and
- 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.

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Program: Maintenance Administration

Division Number 5000

Summary of 2014/15 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	2.00		3,400	226,684		112,193		338,877	3,800
Less Costs Applied						(26,284)		(26,284)	
Records Management								0	
TOTAL	2.00	0.00	3,400	226,684	0	85,909	0	312,593	3,800

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
Program Inputs:					
Personnel Services	217,918	217,248	223,959	223,959	226,684
Contract Services			0	0	0
Materials and Supplies	123,574	120,692	112,172	112,219	112,193
Less Costs Applied	(26,284)	(26,284)	(26,284)	(26,284)	(26,284)
Capital Outlay					
TOTAL	315,208	311,656	309,847	309,894	312,593

PW

Department Name: Public Works

Program: Street Maintenance

Budget: \$1,267,799

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. The supervisor 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 is assisted by the Novato Police Department in the removal of homeless encampments. Staff coordinates with the Engineering division to implement and update the pavement management program.

Drainage Maintenance: Section staff maintain all surface and underground drainage systems, and provide semi-annual inspections and cleaning of 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 median islands are swept three times per year. As an added service, a small sweeper has been cleaning the 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. The large vacuum sweeper was replaced with a conveyor system sweeper in FY 13/14 allowing staff to pick up larger debris and work more efficiently.

National Pollutant Discharge Elimination System (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 13/14

- Cleaned, painted over, or otherwise remedied, with the assistance of volunteers, more than 1,000 graffiti sites and removed hundreds of abandoned signs and other items from city streets;
- Continued the process of integrating National Pollution Discharge Elimination System (NPDES) Phase II permit requirements into the maintenance program;
- Assisted the Engineering Division in Measure A Group 5 pavement rehabilitation throughout the city in support of Capital Improvement Program street improvements. Assistance included 40 street sections and over eight centerline miles;
- Updated Traffic Section computer hardware, software and plotter to keep current with new California Manual on Uniform Traffic Control Devices (MUTCD) requirements;
- Replaced street sweeper with a more efficient type of sweeper. The new equipment uses a conveyor system rather than a vacuum system and is capable of removing larger debris, such as leaves and sticks that the previous machine was unable to do;
- Updated Hamilton pump station monitoring hardware, software, and radios to provide more reliable communication;
- Inspected and cleaned city creeks and open space inlets to prevent flooding with the continued assistance from the Conservation Corps North Bay;
- Reconstructed the Sally port area of the Police Department to provide additional parking;
- Assisted by the Engineering Division, constructed a handicap ramp at Dog Bone Meadow; and
- Repaired significant portions of the 5,800 foot pedestrian walkway that stretches along South Novato Boulevard from Rowland to Sunset Parkway and from Sunset Parkway to Redwood Boulevard.

Program Goals FY 14/15

- 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 APWA's Public Works Institute;
- Replace green machine sweeper;
- Repair tree damaged areas on Grant Avenue;
- Research advantages of purchasing a skid steer loader with needed attachments to support Maintenance Division tasks; and
- Dig out and replace a 600ft by 15ft section of failed road on Bugeia Lane.

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PW**Program: Street Maintenance**

Division Number 5200

Summary of 2014/15 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	498,289	10,254	519,418		1,027,961	
Drainage Maintenance								0	
NPDES Program	2.00		3,400	169,098	28,483	42,257		239,838	
TOTAL	7.68	0.00	13,056	667,387	38,737	561,675	0	1,267,799	0

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/14
	Program Inputs:				
Personnel Services	602,510	671,058	674,500	674,500	667,387
Contract Services	32,637	37,421	38,737	37,737	38,737
Materials and Supplies	381,176	389,949	505,125	506,705	561,675
Capital Outlay					0
TOTAL	1,016,323	1,098,428	1,218,362	1,218,942	1,267,799

PW

Department Name: Public Works

Program: Traffic Operations

Budget: \$422,723

Personnel Allocation: 2.25

Revenue: \$2,500

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, 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 refresh them as needed in order to maintain a minimum 50% visibility. Staff adds or removes painted messages as requested 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 13/14

- 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 14/15

- 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 2014/15 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	195,636	22,073	205,014		422,723	2,500
TOTAL	2.25	0.00	3,825	195,636	22,073	205,014	0	422,723	2,500

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	202,891	197,056	197,287	197,287	195,636
Contract Services	17,451	18,204	22,073	22,073	22,073
Materials and Supplies	219,228	221,691	211,214	205,061	205,014
Capital Outlay		6,708			0
TOTAL	439,570	443,659	430,574	424,421	422,723

PW**Department****Name:** Public Works**Program:** Street Trees and Parkway Maintenance**Budget:** \$358,341**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 for 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 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 13/14

- Renovated landscaping at the Golden Gate Transit bus stop on Redwood Boulevard;
- Worked with Streets Maintenance crew to repair tree damaged asphalt and concrete areas along Grant Avenue. Decorated 901 Sherman complex with LED lights for holiday season;
- Planted trees in various locations in support of Arbor Day; and
- Replaced landscaping on the median islands on Ignacio Boulevard near Pacheco Plaza and Partridge Knolls.

Program Goals FY 14/15

- Work with Streetscape Committee to identify and renovate landscape at corners of Redwood Boulevard and Delong Avenue.

Program: Street Trees and Parkway Maintenance

Division Number 5400

Summary of 2014/15 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	1.92		3,264	170,098	38,510	149,733		358,341	
Landscape Maintenance									
TOTAL	1.92	0.00	3,264	170,098	38,510	149,733	0	358,341	0

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
Program Inputs:					
Personnel Services	260,767	173,406	171,495	171,495	170,098
Contract Services	338	10,101	23,510	19,757	38,510
Materials and Supplies	138,755	151,158	148,165	154,971	149,733
Capital Outlay		4,000		4,753	0
TOTAL	399,860	338,665	343,170	350,976	358,341

PW

Department Name: Public Works

Program: Parks Maintenance

Budget: \$1,344,311

Personnel Allocation: 8.08

Revenue: \$4,600

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 Parks 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 provides for maintenance of 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 prepare park facilities for use by various groups.

Athletic Field Maintenance: Personnel perform maintenance on 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 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 13/14

- Implemented a new safety program including hands-on training for all maintenance personnel to comply with base required levels of liability and worker safety;
 - Renovated Hill football field prior to the soccer season;
 - Rehabilitated DogBone Meadow, the community dog park, and assisted with ADA improvements;
 - Converted city-owned backflow preventers to lead free to comply with new state requirements;
 - Added two new barbeque areas at the Amphitheatre Park and South Park in partnership with Parks and Recreation Department;
 - Certified an additional employee as a backflow preventer technician; and
 - Oversaw the reclaimed water projects along the Olive Avenue corridor.
-

Program Goals FY 14/15

- Repair eroded areas along the city maintained portion of the Bay Trail at Reservoir Hill;
- Resurface the Thigpen tennis courts and sports court at Hamilton;
- Repair or replace picnic benches throughout the city;
- Certify an additional employee as a pool operator; and
- Reduce deferred maintenance costs by implementing maintenance schedule according to the Parks Condition Assessment.

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PW**Program: Parks Maintenance**

Division Number 5500

Summary of 2014/15 Resources Used by Program Element:

	Employees		Total	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Hours						
Program Elements:									
Park Maintenance	7.33		12,461	627,426	56,720	491,359		1,175,505	4,600
Hamilton Pool	0.75		1,275	60,965	425	107,416		168,806	
TOTAL	8.08	0.00	13,736	688,391	57,145	598,775	0	1,344,311	4,600

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
Program Inputs:					
Personnel Services	698,028	607,250	692,265	692,265	688,391
Contract Services	46,928	54,050	57,145	55,145	57,145
Materials and Supplies	505,072	562,836	565,203	576,272	598,775
Capital Outlay					0
TOTAL	1,250,028	1,224,136	1,314,613	1,323,682	1,344,311

PW

Department Name: Public Works
Budget: \$1,170,760
Revenue: \$16,500

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 city owned buildings.

Program Elements

Supervision: The supervisor directs and schedules all custodial and building maintenance efforts for 27 city-owned buildings and oversees preparations for facility usage by committees, commissions, private parties, city staff, and other user groups. The supervisor 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, and schedules facility repair work orders and deferred maintenance. The supervisor is also responsible for overseeing night and weekend staff scheduled to work facility rentals and perform general custodial cleaning.

Civic Center Maintenance: This section provides daily custodial and maintenance services to the Police Department, 901 Sherman Avenue, 917 Sherman Avenue, and 922 Machin Ave. Section staff 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 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 Emergency Operations Center 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 Recreation 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 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 Gymnasium for both public and private use. Building Maintenance responds to all requests for service and repairs. In addition, staff will respond to Red Cross needs in the event of an emergency if the Margaret

PW

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 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 manages security equipment 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 Administration Offices: Staff performs all maintenance requests and manages all preventive maintenance contracts, including the janitorial contract. The newly constructed offices are serviced five times weekly. Staff also manages and completes service requests such as minor electrical and plumbing repairs, window cleaning, carpet cleaning, floor refinishing, and office furniture repair/replacement, removal, and rearrangement. Other staff responsibilities include weekly meeting set-up, monitoring various contractors and working with Engineering Division staff to identify warranty repairs.

Program Accomplishments FY 13/14

- 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 Avenue as well as other city-owned facilities;
- Consolidated annual maintenance and alarm contracts as needed to reduce overall costs;
- Optimized worker schedules to accommodate facility use requirements;
- Assisted with relocation of city staff from leased offices at 75 Rowland Way to the new administration office building at 922 Machin Avenue;
- Implemented a routine safety and maintenance training program;
- Adjusted lead and supervisor schedules to provide enhanced oversight of contracts and other work
- Relocated custodial staff and operations to the Corporation Yard; and
- Used deferred maintenance funding to improve building exterior weatherization.

Program Goals FY 14/15

- Develop a program to reduce consumable paper products by 15%, including exploring the use of hand dryers and other technologies to reduce inventory and cost of paper towels;
- Continue working to optimize work schedules and shift rotations to best accommodate city operations;
- Create a sustainable maintenance plan for solar panels located on various city facilities; and
- Work with Engineering Division staff to complete deferred maintenance on city-owned facilities according to the Parks and Facilities Condition Assessment reports.

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PW**Program: Building Maintenance**

Division Number 5800

Summary of 2014/15 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	337,152	80,200	340,027		757,379	2,500
Teen/Gym Center	0.74		1,258	54,779	1,859	57,469		114,107	
Lu Sutton Childcare						700		700	
Todd Senior Center	2.00		3,400	156,503	1,103	72,273		229,879	14,000
Hamilton Pool						9,145		9,145	
Hamilton Rec Facilities	0.26		442	19,247		40,303		59,550	
TOTAL	7.00	0.00	11,900	567,681	83,162	519,917	0	1,170,760	16,500

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	567,722	570,295	568,070	568,070	567,681
Contract Services	404	1,547	57,162	57,162	83,162
Materials and Supplies	386,022	395,109	485,122	485,136	519,917
Capital Outlay			0	0	0
TOTAL	954,148	966,951	1,110,354	1,110,368	1,170,760

Department Name: Public Works

Program: Equipment/Vehicle Maintenance

Budget: \$825,244

Personnel Allocation: 3.00

Revenue: \$825,244

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. He 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, he 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 provides 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. Section staff 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 duties have been added, as well as some of the responsibility for handling vehicle registrations and vehicle accident claims.

Emergency Services: Staff provides 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 13/14

- Worked with Streets Division to upgrade storm water pump station monitoring equipment; and
- Purchased and installed an electronic gate system for the Corporation Yard.

Program Goals FY 14/15

- Assist in the research, purchase and implementation of a CMMS for Public Works;
- Make improvements to the Corporation Yard wash rack and storage areas;
- Upgrade fueling system at the Corporation Yard and Police Department; and
- Expand the use of GPS to include the majority of the city fleet (excluding the Police Department).

PW

Program: Equipment/Vehicle Maintenance

Division Number 7100

Summary of 2014/15 Resources Used by Program Element:

	Employees			Personnel	Contract/		Capital Outlay	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours		Consultant Services	Material & Supplies				
Program Elements:										
Supervision	0.85		1,445	95,016				12,488	107,504	
Equipment/Vehicle Maintenance	2.15		3,655	227,205	10,928	479,607			717,740	825,244
TOTAL	3.00	0.00	5,100	322,221	10,928	479,607	0	12,488	825,244	825,244

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
Program Inputs:					
Personnel Services	322,676	323,536	318,961	318,961	322,221
Contract Services	11,704	8,947	10,928	10,928	10,928
Materials and Supplies	466,901	443,022	479,834	479,834	479,607
Capital Outlay			0	0	0
Operating Transfers	11,613	12,088	12,275	12,275	12,488
TOTAL	812,894	787,593	821,998	821,998	825,244

PW

Department Name: Public Works

Program: Equipment/Vehicle Replacement

Budget: \$1,894,157

Personnel Allocation: 0.00

Revenue: \$1,156,204

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 accumulated to pay the replacement cost. Proceeds from equipment sales or salvage also support this activity. An interest rate of 1% 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 2014/15 is listed below. Vehicles marked with an asterisk (*) will only be replaced if needed.

	Budget Replacement Amount
<u>2003 Toro Field Mower (115):</u> This vehicle has met its life expectancy and there are sufficient funds set aside to replace the unit.	\$90,822
<u>1987 Olathe Lawn Sweeper* (Unit 141):</u> This unit has been extended pending a viable replacement model with high lift capabilities.	\$18,616
<u>2004 Green Machine Sweeper (Unit #154):</u> This vehicle has met its life expectancy and is in need of replacement.	\$77,113
<u>2000 Trail King Equipment Trailer* (Unit 165):</u> This unit is providing good service and will be extended and monitored for maintenance issues.	\$12,858
<u>2004 Caterpillar Asphalt Roller* (Unit 175):</u> This is a low use unit used only 30 hours in FY 2013/14, (319 total hours). This vehicle will be reevaluated annually.	\$54,458
<u>2003 Freightliner Dump Truck* (Unit 190):</u> This is a low use unit driven only 2,500 miles in FY 2013/14 (total mileage 35K). This vehicle will be reevaluated annually.	\$105,244
<u>2003 Freightliner Patch truck* (Unit 197):</u> This is a low use unit driven only 2,000 miles in FY 2013/14 (total mileage 22K). This vehicle will be reevaluated annually.	\$156,295
<u>1999 Chevrolet Sonoma Pick-up (Unit 346):</u> This vehicle has met its life expectancy and there are sufficient funds set aside to replace the unit.	\$18,263
<u>2004 Dodge Dakota Pick-up (Unit 348):</u> This vehicle has met its life expectancy and there are sufficient funds set aside to replace the unit.	\$20,030

	Budget Replacement Amount
<u>2004 Dodge Dakota Pick-up (Unit 349):</u> This vehicle has met its life expectancy and there are sufficient funds set aside to replace the unit.	\$20,030
<u>2003 Chevrolet 1500 Pick Up (Unit 356):</u> This vehicle has met its life expectancy and there are sufficient funds set aside to replace the unit.	\$18,877
<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.	\$18,786
<u>2003 Toyota Pruis Hybrid (Unit 380):</u> This vehicle has met its life expectancy. There are sufficient funds to replace the unit as well as rebate incentives to replace it with an electric vehicle.	\$28,625
<u>2003 Toyota Pruis Hybrid (Unit 381):</u> This vehicle has met its life expectancy. There are sufficient funds to replace the unit as well as rebate incentives to replace it with an electric vehicle.	\$28,625
<u>2003 Toyota Pruis Hybrid (Unit 382):</u> This vehicle has met its life expectancy. There are sufficient funds to replace the unit as well as rebate incentives to replace it with an electric vehicle.	\$28,625
Subtotal	\$697,267

The following Police vehicles are scheduled to be replaced in FY 2014/15. These vehicles are at the end of their useful life expectancy and there are sufficient funds set aside to replace them.

	Budget Replacement Amount
<u>2011 Ford Crown Victoria (Unit 207)</u>	\$39,972
<u>2011 Ford Crown Victoria (Unit 221)</u>	\$39,974
<u>2011 Ford Crown Victoria (Unit 222)</u>	\$39,663
<u>2010 Dodge Charger (Unit 224)</u>	\$45,090
<u>2011 Ford Crown Victoria (Unit 225)</u>	\$40,124
<u>2011 Ford Crown Victoria (Unit 228)</u>	\$39,974
<u>2011 Ford Expedition (Unit 231)</u>	\$45,378

	Budget Replacement Amount
<u>2010 Dodge Charger (Unit 232)</u>	\$44,453
<u>2011 Ford Crown Victoria (Unit 235)</u>	\$39,746
<u>2011 Ford Crown Victoria (Unit 238)</u>	\$40,156
<u>2009 Ford Crown Victoria (Unit 259)</u>	\$38,078
<u>2011 Ford Crown Victoria (Unit 275)</u>	\$29,138
<u>2009 Ford Escape Hybrid (Unit 286)</u>	\$33,169
<u>2009 Honda Motorcycle (Unit 287)</u>	\$22,338
<u>2009 Honda Motorcycle (Unit 288)</u>	\$22,338
<u>2009 Honda Motorcycle (Unit 289)</u>	\$22,338
<u>2009 Honda Motorcycle (Unit 290)</u>	\$22,338
Subtotal	\$604,267

The following Police vehicles will be added to the fleet during FY 2014/15. There are sufficient funds allocated for these purchases.

	Budget Replacement Amount
<u>Lieutenant Vehicle</u>	\$25,000
<u>Lieutenant Vehicle</u>	\$25,000
Subtotal	\$50,000
GRAND TOTAL	<u>\$1,351,534</u>

PW**Program: Equipment/Vehicle Replacement**

Division Number 7200

Summary of 2014/15 Resources Used by Program Element:

	Contract Services	Materials & Supplies	Debt Service	Capital Outlay	Operating Transfers	Total Budget	Program Revenues
Program Elements:							
Administration					80,000	80,000	14,645
Sale of Equip - Auction						0	10,000
Equipment Replacement		23,000		1,351,534		1,374,534	732,559
MERA	192,862		246,761			439,623	399,000
TOTAL	192,862	23,000	246,761	1,351,534	80,000	1,894,157	1,156,204

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
Program Inputs:					
Contract Services	169,368	179,793	185,409	185,409	192,862
Materials & Supplies	472,475	498,344			23,000
Debt Service	246,544	246,818	245,662	245,662	246,761
Capital Outlay	21,920		607,530	607,530	1,351,534
Operating Transfers	4,015	124,481	134,524	134,524	80,000
TOTAL	914,322	1,049,436	1,173,125	1,173,125	1,894,157

PW

Department Name: Public Works

Program: Hamilton CFD

Budget: \$576,261

Personnel Allocation: 3.07

Revenue: \$547,798

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 (CFD).

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 13/14

- Renovated Maybeck and Presidio entryway at Southgate subdivision;
- Ongoing integrated pest management (IPM) treatment and recovery of shrubs on Palm Drive and Hangar Ave for Thrip insect infestation; and
- Oversaw the completion of the reclaimed water project at various locations.

Program Goals FY 14/15

- Renovate and replant various medians along Hangar Ave and Main Gate Ave.

PW**Program: Hamilton Community Facilities**

Division Number 5600

Summary of 2014/15 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:									
Administration						43,550	39,218	82,768	547,798
Landscape Maintenance	2.00		3,400	162,573	30,000	110,000		302,573	
Pump Station #1	0.58		986	48,255		26,000		74,255	
Levee	0.17		289	13,820	25,000	25,000		63,820	
Pump Station #2	0.32		544	26,845		26,000		52,845	
TOTAL	3.07	0.00	5,219	251,493	55,000	230,550	39,218	576,261	547,798

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	246,183	256,234	252,281	252,281	251,493
Contract Services	86,801	46,179	43,500	43,500	55,000
Materials & Supplies	144,494	143,321	158,906	158,906	229,500
Debt Service/Settlements	1,772	1,835	1,050	1,050	1,050
Operating Transfers	24,307	10,331	44,340	44,340	39,218
TOTAL	503,557	457,900	500,077	500,077	576,261

PW

Department Name: Public Works

Program: Pointe Marin CFD

Budget: \$198,272

Personnel Allocation: 2.00

Revenue: \$183,080

Program Description

Under the direction of the Parks Supervisor, this section provides landscape maintenance for the Pointe Marin Community Facilities District (CFD).

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 14/15

- Replace plants on the center island due to visibility issues and frequent maintenance required to maintain height below 24 inches.

PW**Program: Pointe Marin Community Facilities**

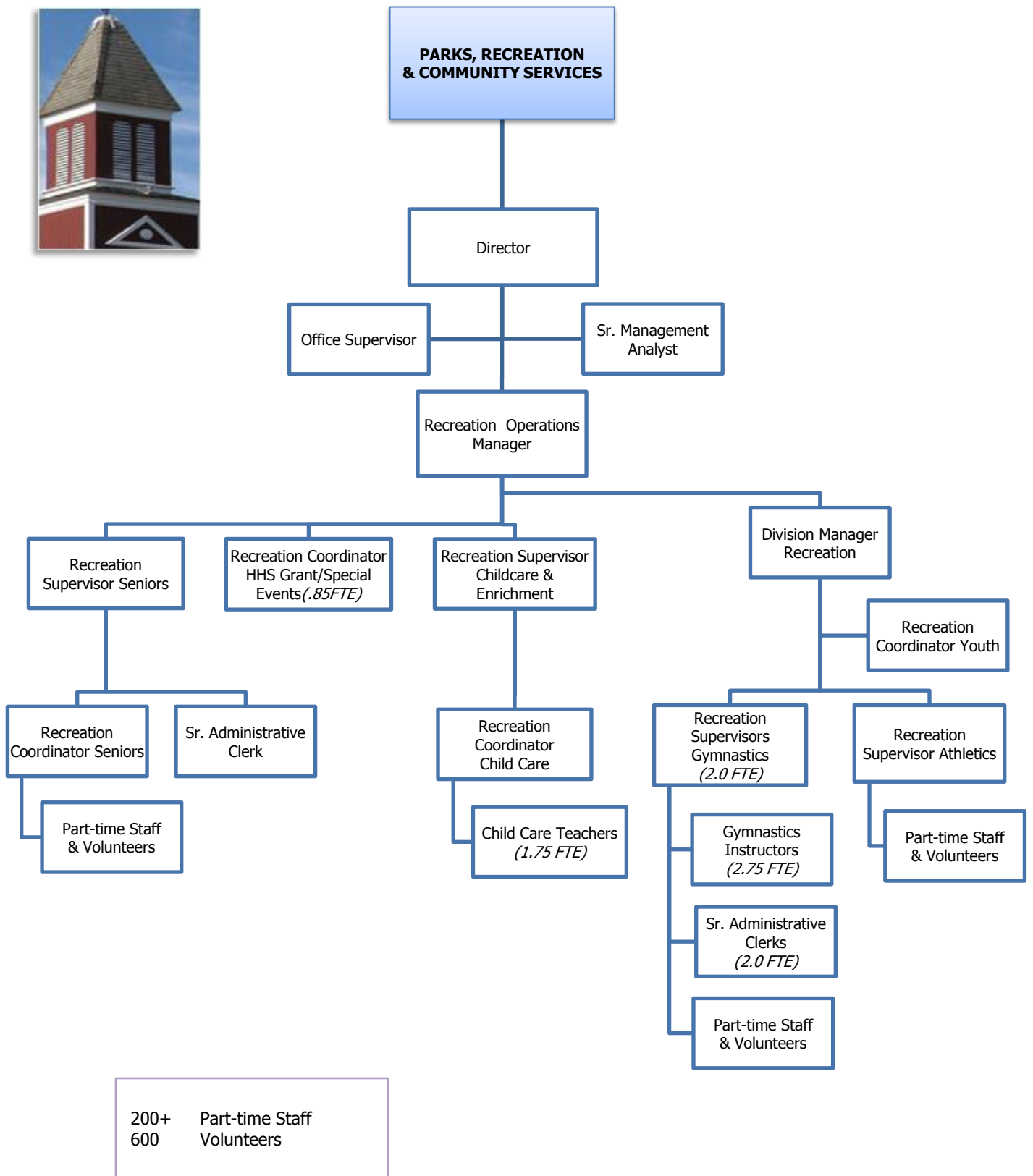
Division Number 5600

Summary of 2014/15 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:									
Landscape Maintenance	2.00		3,400	162,574	300	29,369	6,029	198,272	183,080
TOTAL	2.00	0.00	3,400	162,574	300	29,369	6,029	198,272	183,080

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	128,094	146,302	163,222	163,222	162,574
Contract Services	1,330		300	300	300
Materials & Supplies	28,668	29,416	28,831	28,831	29,369
Operating Transfers	5,748	6,857	6,306	6,306	6,029
TOTAL	163,840	182,575	198,659	198,659	198,272

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Revenue & Appropriation Summary

	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Program Fees:					
Administration	117,300	117,300	129,300	12,000	10.23%
Childcare & Enrichment	489,150	489,150	557,350	68,200	13.94%
Senior Citizens Programs	131,800	131,800	140,000	8,200	6.22%
Athletics Programs	1,020,347	1,020,347	1,016,100	(4,247)	(0.42)%
Donations & Grants	90,300	110,300	65,000	(25,300)	(28.02)%
Facilities Rentals	160,006	160,006	178,500	18,494	11.56%
Miscellaneous	24,188	24,188	8,000	(16,188)	(66.93)%
Department Total	\$2,033,091	\$2,053,091	\$2,094,250	61,159	3.01%
Appropriations					
Administration	719,100	738,122	849,003	129,903	18.06%
Childcare & Enrichment	585,771	635,771	664,889	79,118	13.51%
Museum Administration	16,188	16,188	8,717	(7,471)	(46.15)%
Senior Citizens Programs	306,050	306,050	310,465	4,415	1.44%
Athletics Programs	1,379,587	1,389,792	1,383,268	3,681	0.27%
Department Total	\$3,006,696	\$3,085,923	\$3,216,342	209,646	6.97%

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. PRCS has taken the lead in developing creative partnerships with local agencies and community groups to provide enhanced recreational opportunities for Novato residents. Beginning in the 1960's, and remaining vital today, PRCS entered into a Reciprocal Use Agreement with Novato Unified School District to share school and city facilities for student, city and community benefit programs for recreation. Without this partnership, and the ability to use school gymnasiums and fields, it would be difficult to offer extensive community sports programs and summer camp experiences. Partnership agreements to operate and manage facilities are in place with the Novato Historical Guild to maintain open hours at the city's two museums, and with the City of San Rafael to manage and operate Hamilton Pool. Other partnerships such as those with the Novato Senior Citizens Club, Gymnastics Boosters and Episcopal Senior Communities support opportunities for expanded outreach and programming for Novato residents that can best be achieved together.

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 2013/14 served nearly 110,000

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. In FY 2013/14 these volunteers donated more than 28,000 hours 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 \$705,000.

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 (CIP) 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 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. The Community Services Division manages day-to-day relationships and coordinates facility use with the Novato Historical Guild, Novato Senior Citizens Club, and Episcopal Senior Communities for the Novato Independent Elders Program at the Margaret Todd Senior Center.



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 13/14

- Gymnastics Boosters donated \$25,000 to support operational cost of the gymnastics program;
- Friends of DogBone Meadows donated \$7,000 for upgrades to the dog park, in addition to performing work parties at the park;
- 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, and Novato Fire District, who all help to deliver programs and services;
- PRCS continued to employ more than 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 58,000 senior participants and 15,000 youth in PRCS programs;
- \$39,000 in revenues generated at Hamilton Pool through a partnership with the City of San Rafael ;
- 206 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;
- Novato's HEAL initiative kicked into high gear in FY 13/14, with the assistance of a Chamber of Commerce Leadership Novato team joint effort. Convening nearly 30 community leaders and stakeholders for two workshop sessions, the team facilitated considerable discussion about HEAL opportunities, gaps, and needs, that will inform the creation of a Novato HEAL Action Plan this year;
- A Novato HEAL Resource Collaborative was established to inform and oversee the implementation of the Novato HEAL Action Plan over the next three years;
- Two ad hoc committees were formed to focus on increased HEAL and Let's Move efforts within Novato;
- California Park and Recreation Society (CPRS), District I awarded a Community Service award to Angela McDuffee for her commitment to Novato as a volunteer at the Margaret Todd Senior Center. Her volunteer work as the Nutrition Site Coordinator, and as the facility's Certified Food Manager was acknowledged by CPRS through this award;
- B.E.E. You afterschool program expanded to a second elementary school site;
- Increased rentals and revenue for community and city program use of gymnasiums and the Downtown Recreation Center indicate responsiveness in meeting community needs for active programming space;
- Adult athletics enrollment up by 500 participants last year;
- FY 13/14 represented year four of PRCS's work with Novato Blue Ribbon Coalition for Youth (NBRCY), funded by a grant from the County of Marin Health and Human Services Department;

- Received a second year’s extension for FY 14/15 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;
- Worked with NBRC4Y and coalition partners to coordinate a Social Host Ordinance (SHO) awareness campaign utilizing bus stop advertisements, editorials, and blogs;
- PRCS staff, in support of NBRC4Y work, developed an SHO webpage to provide simple, user friendly information for the public about Novato’s Social Host Ordinance. This was done in collaboration with the Novato Police Department. The page, www.Novato.org/socialhost will appear as a link on the PD and PRCS web pages. The link is being promoted through multiple community awareness efforts to inform the community about Novato’s SHO, and also to provide resources and information about what people can do to report teen parties;
- PRCS continued to work collaboratively with Public Works, to achieve the execution of a maintenance agreement with Little League to maintain Hamann Field ball fields; and
- Camp Ton-of-Fun participation increased in summer of 2013 to serve nearly 800 children, thereby serving community needs for a cost-effective and high quality summer child care and camp experience.

Department Goals FY 14/15

Healthy Eating Active Living (HEAL) Initiative: As part of the City’s commitment to the HEALCITIES Campaign, ongoing and intensified work is underway focused on making the healthy choice the easy choice. Areas of focus are improving the built environment to make biking and walking easy and safe, implementing effective employee wellness programs and incentives, and addressing issues surrounding healthy food access. PRCS participates on the County HEAL Steering Committee and on the Youth and Children Wellness Collaborative focused on HEAL, with a broader countywide focus. Strong collaboration with county Health and Human Services has resulted in the creation of a TV spot focused on HEAL to help heighten awareness of both the county and city’s efforts and the problems each are trying to address. A HEAL Action Plan, with abundant input from key professionals and stakeholders groups in Novato, is nearly complete and will guide city HEAL efforts over the next three years.



**HEALTHY EATING
ACTIVE LIVING
CITIES
CAMPAIGN**

Additional 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;
- Park and recreation agencies are health and wellness leaders in the community; 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.

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Department Name: Parks, Recreation and Community Services

Program: Administration

Budget: \$849,003

Personnel Allocation: 4.97

Revenue: \$235,900

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, City of San Rafael, 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 10/11, 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 (NBRC4Y) 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 12/13 was the final year of this grant, but PRCS has twice received one year extensions to continue to support coalition work through FY 13/14, and now through FY 14/15.

Hamilton Pool Management and Program Agreement: PRCS entered into an ongoing agreement with the City of San Rafael in FY 11/12 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, donations and, beginning in FY 2013/14, through Measure F funding. 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.

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 13/14

- More than 15,000 registrations for participation in programs, classes, memberships, and activities;
- Processed 850 individual event rental applications for parks and tennis court use;
- Managed 5,000 hours of outdoor recreation facility use and nearly 18,000 hours of indoor recreation use;
- More than 200 families participated in the Youth Financial Assistance program;
- Developed two seasonal (Winter/Spring and Summer/Fall) activities guides;
- Gymnasium rentals increased by 400 hours (nearly 20%) in 2013;
- Registration for adult sports activities increased by 500 adults last year;
- Served nearly 30,000 participants at Hamilton Pool;
- Gymnastics Center enrollment saw its highest numbers since 2010, with more than 6,500 participants;
- Created first TV spot focused on HEAL working collaboratively with the county;
- Received a \$7,000 donation from the Friends of Dogbone Meadow continuing their support of the City's dog park;
- Created new PRCS marketing committee to effectively guide and expand marketing of programs and services; and
- Each division created an action plan for FY 13/14 based on priorities addressing opportunities, needs, or gaps, to help prioritize efforts and assign accountability.

Program Goals FY 14/15

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 6000

Summary of 2014/15 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	4.29	0.15	7,605	600,618	39,220	121,257		761,095	144,300
Less Administration Applied						(20,000)		(20,000)	
Activities Guide	0.28		476	19,631		38,239		57,870	6,600
Health & Human Svcs Grant	0.40		680	30,700	2,300	12,038		45,038	50,000
Hamilton Pool		0.03	62	1,000		4,000		5,000	35,000
TOTAL	4.97	0.18	8,823	651,949	41,520	155,534	0	849,003	235,900

	Previous Actual	Previous Actual	Adopted Budget	Final Budget	Adopted Budget
	2011/12	2012/13	2013/14	2013/14	2014/15
Program Inputs:					
Personnel Services	494,040	500,478	540,318	540,318	651,949
Contract Services	58,047	53,144	41,520	49,020	41,520
Materials and Supplies	111,125	143,408	157,262	168,784	175,534
Administration Applied	(6,380)	(6,245)	(20,000)	(20,000)	(20,000)
Capital Outlay					0
TOTAL	656,832	690,785	719,100	738,122	849,003

Department Name: Parks, Recreation and Community Services

Program: Child Care & Enrichment

Budget: \$664,889

Personnel Allocation: 4.08

Revenue: \$574,750

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 & Classes: Summer Camp Ton-of-Fun at Rancho Elementary School provides a part-time and full-time childcare alternative during the summer for school-aged children. This program provides the opportunity for Ton-of-Fun 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 extended day hours and enrichment experiences. Specialty camps are week-long recreational programs offered at Rancho and other Novato locations during the summer. Camps and classes offered on-site at Rancho provide an opportunity for parents to select specialty programs in addition to Camp Ton-of-Fun for their children. PRCS staff are available to walk children to and from Camp Ton-of Fun and the on-site specialty camps.

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 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 13/14

- Lu Sutton Child Care conducted two holiday events in 2013 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. LSCC benefits from some home grown snacks from their community garden;
- 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;
- LSCC had a new sink and cabinetry installed in the Preschool room, and both rooms received a fresh coat of paint to brighten the spaces;
- An "Oregon Trail" learning challenge has been added to the program at LSCC, and is held on Tuesday and Thursday afternoons;
- Hamilton Pre-K and Tiny Tots programs at Hamilton Community Center now have full enrollment;
- The Hamilton preschool programs expanded to include a new Teeny Tots program;
- A fenced outdoor play area was built to support outdoor play for the Hamilton preschool program;
- The Hamilton Community Center underwent a facelift with new flooring in the west wing auditorium and conference room, and a fresh coat of paint in the west wing;
- A new summer filmmaking and video game design program was very popular in 2013, and is expanding in summer of 2014. In 2013, 160 Novato youth enrolled in these programs;
- Camp Ton-of Fun participation increased by 291 children in summer 2013, for a total of nearly 700 youth served over the course of the nine-week program;
- 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; and
- 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;

Program Goals FY 14/15

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 2014/15 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	512,855	84,990	67,044		664,889	574,750
TOTAL	4.08	3.67	14,570	512,855	84,990	67,044	0	664,889	574,750

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	413,556	464,970	458,737	494,761	512,855
Contract Services	40,835	58,069	59,990	84,149	84,990
Materials and Supplies	35,172	43,241	67,044	51,085	67,044
Capital Outlay				5,776	0
TOTAL	489,563	566,280	585,771	635,771	664,889

Department Name: Parks, Recreation and Community Services

Program: Museum Administration

Budget: \$8,717

Personnel Allocation: 0.05

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. In May 2012, 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. A museum professional is contacted when necessary to assist the guild with specialized training and support as needed.

Program Accomplishments FY 13/14

- 118 Novato Historical Guild/city volunteers contributed 5,237 hours to the operation of the Hamilton and Downtown Novato museums;
- 3,121 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 14/15

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 2014/15 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	0.05		85	8,457		260		8,717	
TOTAL	0.05	0.00	85	8,457	0	260	0	8,717	0

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	105,284	16,033	15,928	15,928	8,457
Contract Services	360		0	0	0
Materials and Supplies	14,492		260	260	260
Capital Outlay					0
TOTAL	120,136	16,033	16,188	16,188	8,717

Department Name: Parks, Recreation and Community Services

Program: Senior Citizens

Budget: \$310,465

Personnel Allocation: 2.58

Revenue: \$167,000

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 13/14

- 951 adults became members, or renewed MTSC membership in 2013;
- Health and wellness is a key component of successful aging programs, and provides a cornerstone of MTSC programming and older adult engagement. New classes in FY 2013/14 were well received, and included Qi Gong, Tai Chi, Golden Yoga, Tech Connect, and Feldenkrais;
- Enrollment in core health and fitness programs remained strong in yoga, and Fit and Fun aerobics;
- 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 371 older adults enrolled in Still Going Strong strength training classes at MTSC in FY 2013/14;

PRCS

- MTSC staff continues 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:
 - 190 people graduated from the AARP Safe Driving courses held at the center
 - 17,766 adults participated in drop-in classes
 - 8,964 adults attended game groups (bridge, cribbage, pinochle, bocce ball, mah jongg, canasta);
- The city sponsors the Novato Senior Citizens Club as an effort 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
 - 2,852 adults participated in Club Sunday Bingo
 - 1,519 adults attended the Club Partner Pedro;
- The partnerships with Episcopal Senior Communities to continue the NIEP program at MTSC has been very successful:
 - NIEP’s Senior Produce Market serves an average of 50 people on the 1st and 3rd Thursday of each month
 - NIEP’s Brown Bag market has been extended from twice a month to every week and serves an average of 60 people each week
 - NIEP’s Home Delivered Grocery program volunteers shopped for, and delivered, 1,080 grocery orders to homebound Novato seniors
 - NIEP volunteers served 6,240 meals at the Margaret Todd Café
 - NIEP has a new Telephone Reassurance program. Volunteers call seniors three times per week to check on their well-being and refer them to other programs
 - NIEP’s Seasonal Yardwork program provided 87 seniors with over 595 hours of yardwork help
 - NIEP provided 20 educational workshops at Margaret Todd on issues such as hearing & vision loss, diabetes and heart disease, fall prevention, memory loss and more
 - English as a Second Language & Citizenship 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. In 2013, more than 1,355 people attended this event;
- 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 *The U.S. Financial System: What It Is and How It Developed*;
- 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
- 62 fee based rental applications were submitted for events held at MTSC, Hill Community Room and weekend rentals at Novato City Hall, resulting in 319 unique room reservations. Some groups reserve multiple dates/rooms with one application, i.e. Novato Rotary Club luncheon meetings are held on most Fridays throughout the year. Center staff also manages the weekend rentals of the Novato City Hall facility.

Program Goals FY 14/15

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 2014/15 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	179,057	1,826	17,926		198,809	54,000
Senior Classes	0.63	0.96	3,068	78,971	32,685			111,656	113,000
TOTAL	2.58	1.29	7,069	258,028	34,511	17,926	0	310,465	167,000

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
Program Inputs:					
Personnel Services	250,914	236,887	253,613	253,613	258,028
Contract Services	32,425	36,506	34,511	34,511	34,511
Materials and Supplies	12,617	15,117	17,926	17,926	17,926
Capital Outlay					0
TOTAL	295,956	288,510	306,050	306,050	310,465

Department Name: Parks, Recreation and Community Services

Program: Athletics

Budget: \$1,383,268

Personnel Allocation: 9.17

Revenue: \$1,116,600

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 of College of Marin 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, 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 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. We offer a girls summer basketball tournament for teams throughout northern California. The 27th annual Novato Classic is coordinated with the Novato High School coaches and Booster Club. A girls frosh/JV basketball league is also offered each summer.

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 of College of

Marin 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 13/14

Gymnastics Accomplishments:

- 12% increase in class registration for gymnastics students, ages preschool through adult;
- Highest gymnastics class enrollment numbers since February 2010;
- Added over 20 new classes to the annual schedule;
- The 2014 Novato Classic hosted over 450 participants from around the Northern California region, the largest meet in Novato Gymnastics' history;
- Novato Gymnastics offered 10 weeks of full-day and half day camps for students 5 years old and above in the summer, 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 hotels an increase in business; and
- Seven part-time and full-time gymnastics staff members attend the 2013 National Congress in San Jose, California, where they attended informational sessions instructed by the nation's top gymnastics experts.



Athletics Accomplishments:

- Increased gymnasium rental hours by 400 to 2,471 total hours;
- Increased volleyball with the addition of men's women's and reverse coed (36 additional teams);
- Added Pickleball drop-in program to the Downtown Recreation Center (DRC);
- Added Mini Hawk Instructional basketball league for kindergartners, Dodge ball league and Skyhawk Instructional baseball league;
- Increased offerings of camps and classes on nonschool days;
- 3,185 Adult Athletics participants (500 participant increase in one year);
- 1,488 youth participated in camps and classes;
- 1,179 youth participated in basketball, flag football leagues and tournaments 24 teams participated in the Novato Classic summer basketball tournament (increase of 4 from 2012);
- 800 middle school students attended, dances and special events at the DRC;
- 644 1st – 8th grade boys and girls participated in our city basketball Leagues;
- 101 K- 8th grade boys and girls participated in our city flag football Leagues; and
- More than 2,000 games were played in all of our athletic leagues from 1st grade to adult leagues.

Program Goals FY 14/15

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

Division Number 6800

Summary of 2014/15 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	3.72	7.81	22,569	585,064	55,000	103,144		743,208	480,500
Gymnastics	5.45	4.22	18,043	594,495	1,751	43,814		640,060	636,100
TOTAL	9.17	12.40	41,381	1,179,559	56,751	146,958	0	1,383,268	1,116,600

	Previous Actual 2011/12	Previous Actual 2012/13	Adopted Budget 2013/14	Final Budget 2013/14	Adopted Budget 2014/15
	Program Inputs:				
Personnel Services	1,172,628	1,176,279	1,195,903	1,195,903	1,179,559
Contract Services	25,545	42,033	46,751	46,751	56,751
Materials and Supplies	124,378	128,466	136,933	147,138	146,958
Capital Outlay					0
TOTAL	1,322,551	1,346,778	1,379,587	1,389,792	1,383,268

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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 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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	24,736,633	0	0	0
Revenues				
Investment Earnings	(5,609)			
Tax Increment:				
Vintage Oaks	436,829			
Hamilton	1,350,964			
Downtown	612,319			
Subtotal Revenues	<u>2,394,503</u>	<u>0</u>	<u>0</u>	<u>0</u>
Other Financing Sources				
Debt Proceeds, Tax Allocation Bonds (TABs)				
TOTAL FINANCING AVAILABLE	<u>27,131,136</u>	<u>0</u>	<u>0</u>	<u>0</u>
Expenditures:				
Vintage Oaks Administration	1,500			
Hamilton Redevelopment	52,375			
Downtown Development	80,187			
General Administration	185,489			
Other	5,608			
Underwriter's Discount/Cost of Issuance - Hamilton 2011 TABs	5,000			
Debt Service:				
Vintage Oaks OPA Payment	400,000			
Hamilton Tax Allocation Bonds 2005 (TABs)	1,487,380			
CIEDB Loan	52,034			
Transfers Out:				
General Fund	149,131			
Debt Service-POB Fund	18,766			
Extraordinary Loss	24,693,666			
Total Expenditures & Transfers Out	<u>27,131,136</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 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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	(20,904,822)	0	0	0
Revenues				
Investment Earnings	(992)			
Tax Increment:				
Vintage Oaks	111,016			
Hamilton	460,351			
Downtown	234,556			
Other	9,029			
Extraordinary Gain	20,913,983			
Subtotal Revenues	<u>21,727,943</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL FINANCING AVAILABLE	<u>823,121</u>	<u>0</u>	<u>0</u>	<u>0</u>
Expenditures:				
Downtown RDA	8,466			
Hamilton RDA	34,670			
Vintage Oaks	44			
Mobile Home Rent Control	39,521			
Housing Services	97,041			
Hamilton Tax Allocation Bonds (TABs):				
Debt Service	400,955			
Transfers Out:				
General Fund	75,168			
Debt Service-POB Fund	6,971			
RDA Oblig Retirement Fund	160,285			
Total Expenditures & Transfers Out	<u>823,121</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>

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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 approved by the voters in 2000. All funds have been expended.

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.

Parks Measure A – This fund accounts for proceeds received from Marin County Parks Measure A for improvements and maintenance of parks, open space, and recreation programs in the city. The funds will be received for a nine 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.

Civic Center – Accounts for the accumulation of resources to be used for 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.

Facilities 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. Beginning in FY 14/15, an annual transfer of \$545,000 will come from the General Fund to fund ongoing facilities maintenance, as identified in the Facilities Conditions Assessment.

Infrastructure Long-Term Maintenance – This fund has been created to provide funding for maintenance of city infrastructure, as identified in the Facilities Conditions Assessment. Beginning in FY 14/15, an annual transfer of \$545,000 will come from the General Fund.

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.



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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	(490,214)	(370,293)	(370,706)	(370,706)
Revenues				
Intergovernmental				
Other	45,194	23,077	70,988	552,772
Subtotal Revenues	<u>45,194</u>	<u>23,077</u>	<u>70,988</u>	<u>552,772</u>
Transfers In:				
General Fund	1,498,177	6,691,209	6,767,304	304,304
Other Funds	6,641,075	3,386,764	4,186,813	11,792,197
TOTAL FINANCING AVAILABLE	<u>7,694,232</u>	<u>9,730,757</u>	<u>10,654,399</u>	<u>12,278,567</u>
Expenditures				
Carryovers from Prior Year				7,205,763
Transfers Out				
Other	61,187	16,127		
Total Expenditures & Transfers Out	<u>8,064,525</u>	<u>10,101,463</u>	<u>11,025,105</u>	<u>12,649,273</u>
Fund Balance - End Fiscal Year	<u>(370,293)</u>	<u>(370,706)</u>	<u>(370,706)</u>	<u>(370,706)</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	2,041,415	1,200,384	600,035	0
Revenues				
Investment Earnings	10,796	2,397		
Bond Proceeds				
Other				
Subtotal Revenues	<u>10,796</u>	<u>2,397</u>	<u>0</u>	<u>0</u>
Transfers In:				
Chapter 27 Assessment	69			
TOTAL FINANCING AVAILABLE	<u>2,052,280</u>	<u>1,202,781</u>	<u>600,035</u>	<u>0</u>
Expenditures				
Transfers Out:				
General Fund	34,035	602,746	600,035	
Chapter 27 Assessments				
Capital Projects Fund	817,861			
Total Expenditures & Transfers Out	<u>851,896</u>	<u>602,746</u>	<u>600,035</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>1,200,384</u>	<u>600,035</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	0	0	0	405,317
Revenues				
Investment Earnings				500
Intergovernmental Revenue			405,317	
Subtotal Revenues	<u>0</u>	<u>0</u>	<u>405,317</u>	<u>500</u>
Transfers In:				
TOTAL FINANCING AVAILABLE	<u>0</u>	<u>0</u>	<u>405,317</u>	<u>405,817</u>
Expenditures				
Transfers Out:				
Capital Projects Fund				318,466
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>318,466</u>
Fund Balance - End Fiscal Year	<u>0</u>	<u>0</u>	<u>405,317</u>	<u>87,351</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	394,859	863,484	1,289,861	981,279
Revenues				
Investment Earnings	2,967	3,402	4,800	4,848
Intergovernmental Revenue	712,355	451,945	483,011	621,782
Other				
Subtotal Revenues	<u>715,322</u>	<u>455,347</u>	<u>487,811</u>	<u>626,630</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>1,110,181</u>	<u>1,318,831</u>	<u>1,777,672</u>	<u>1,607,909</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	246,697	28,970	796,393	1,551,684
Total Expenditures & Transfers Out	<u>246,697</u>	<u>28,970</u>	<u>796,393</u>	<u>1,551,684</u>
Fund Balance - End Fiscal Year	<u>863,484</u>	<u>1,289,861</u>	<u>981,279</u>	<u>56,225</u>

Fund 310 - Parks Measure A

This fund accounts for proceeds received from Measure A, the Marin Parks, Open Space, and Farmland Preservation Transactions and Use Tax (1/4 cent sales tax), approved by voters in November 2012, to assist Marin's municipalities in managing their parks, open space, recreation programs, and vegetation to promote biodiversity and reduce wildfire risk. Funds will be received twice each year for nine years.

	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	0	0	0	150,000
Revenues				
Investment Earnings				1,200
Intergovernmental Revenue			150,000	313,760
Other				
Subtotal Revenues	<u>0</u>	<u>0</u>	<u>150,000</u>	<u>314,960</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>0</u>	<u>0</u>	<u>150,000</u>	<u>464,960</u>
Expenditures				188,574
Transfers Out:				
Capital Projects Fund				250,000
Pension Obligation Bonds				6,029
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>444,603</u>
Fund Balance - End Fiscal Year	<u>0</u>	<u>0</u>	<u>150,000</u>	<u>20,357</u>

Summary of 2014/15 Resources Used by Program Element:

	Employees Perm FTE	Total Hours	Personnel	Contract/ Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
Program Elements:								
Administration	2.00	4,160	162,574	26,000		256,029	444,603	314,960
TOTAL	<u>2.00</u>	<u>4,160</u>	<u>162,574</u>	<u>26,000</u>	<u>0</u>	<u>256,029</u>	<u>444,603</u>	<u>314,960</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	783,237	535,528	0	0
Revenues				
Investment Earnings	4,653	735		
Intergovernmental Revenue				
Subtotal Revenues	<u>4,653</u>	<u>735</u>	<u>0</u>	<u>0</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>787,890</u>	<u>536,263</u>	<u>0</u>	<u>0</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	252,362	536,263		
Total Expenditures & Transfers Out	<u>252,362</u>	<u>536,263</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>535,528</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	231,676	234,962	235,805	136,780
Revenues				
Investment Earnings	1,497	843	975	250
Other				
Subtotal Revenues	<u>1,497</u>	<u>843</u>	<u>975</u>	<u>250</u>
Transfers In				
Capital Projects	1,789			
TOTAL FINANCING AVAILABLE	<u>234,962</u>	<u>235,805</u>	<u>236,780</u>	<u>137,030</u>
Expenditures				
Transfers Out				
General Fund				
Capital Projects			100,000	37,800
Interfund Loan-General Fund				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>100,000</u>	<u>37,800</u>
Fund Balance - End Fiscal Year	<u>234,962</u>	<u>235,805</u>	<u>136,780</u>	<u>99,230</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	217,629	261,199	300,133	345,637
Revenues				
Investment Earnings	1,295	998	1,280	1,293
Developer in Lieu Fees				
Other				
Subtotal Revenues	<u>1,295</u>	<u>998</u>	<u>1,280</u>	<u>1,293</u>
Transfers In:				
Clean Storm Water Fund	45,000	45,000	45,000	45,000
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>263,924</u>	<u>307,197</u>	<u>346,413</u>	<u>391,930</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	2,725	7,064	776	331,456
Total Expenditures & Transfers Out	<u>2,725</u>	<u>7,064</u>	<u>776</u>	<u>331,456</u>
Fund Balance - End Fiscal Year	<u>261,199</u>	<u>300,133</u>	<u>345,637</u>	<u>60,474</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	323,885	318,610	282,335	277,600
Revenues				
Investment Earnings	1,929	1,129	1,160	1,172
Other				
Subtotal Revenues	<u>1,929</u>	<u>1,129</u>	<u>1,160</u>	<u>1,172</u>
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	<u>325,814</u>	<u>319,739</u>	<u>283,495</u>	<u>278,772</u>
Expenditures				
Transfers Out				
Capital Projects	7,204	37,404	5,895	
Total Expenditures & Transfers Out	<u>7,204</u>	<u>37,404</u>	<u>5,895</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>318,610</u>	<u>282,335</u>	<u>277,600</u>	<u>278,772</u>

Fund 323 - Facilities 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. Following City Council's adoption of a fiscal sustainability plan in February 2014, this fund has been expanded to provide a funding mechanism for maintenance of all of the city's existing buildings and park facilities. The City completed a facilities condition analysis in 2012 which demonstrated a need for ongoing funding. An annual transfer of \$545,000 from the General Fund will provide the funds, with \$400,000 available for city building projects and \$145,000 available for park facilities projects.

	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	487,961	508,240	362,913	470,299
Revenues				
Investment Earnings	2,986	1,610	1,800	1,818
Other	50,787	57,544	43,144	30,750
Subtotal Revenues	<u>53,773</u>	<u>59,154</u>	<u>44,944</u>	<u>32,568</u>
Transfers In				
General Fund		150,000	300,000	545,000
TOTAL FINANCING AVAILABLE	<u>541,734</u>	<u>717,394</u>	<u>707,857</u>	<u>1,047,867</u>
Expenditures				
Transfers Out				
Capital Projects	33,494	354,481	237,558	597,120
Total Expenditures & Transfers Out	<u>33,494</u>	<u>354,481</u>	<u>237,558</u>	<u>597,120</u>
Fund Balance - End Fiscal Year	<u>508,240</u>	<u>362,913</u>	<u>470,299</u>	<u>450,747</u>

Fund 324 - Infrastructure Long-Term Maintenance

This fund has been established following City Council's adoption of a fiscal sustainability plan in February 2014 to provide a funding mechanism for maintenance of the city's existing infrastructure; including street pavement, traffic signals and streetlights, bridges, retaining walls, multi-use paths, and storm drains. The City completed a facilities condition analysis in 2012 which demonstrated a need for ongoing funding. An annual transfer of \$545,000 from the General Fund will provide the funds to be used for infrastructure projects.

	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	0	0	0	0
Revenues				
Investment Earnings				1,600
Subtotal Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,600</u>
Transfers In				
General Fund				545,000
TOTAL FINANCING AVAILABLE	<u>0</u>	<u>0</u>	<u>0</u>	<u>546,600</u>
Expenditures				
Transfers Out				
Capital Projects				495,000
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>495,000</u>
Fund Balance - End Fiscal Year	<u>0</u>	<u>0</u>	<u>0</u>	<u>51,600</u>

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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	12,318,272	12,178,446	12,699,950	11,598,326
Revenues				
Investment Earnings	73,439	45,278	50,800	51,310
Developer in Lieu Fees				
- Streets & Intersections	43,453	341,969	139,403	162,125
- Recreational & Cultural Facilities	24,905	379,499	82,539	118,050
- Civic Facilities	5,672	71,812	15,650	21,150
- Transit/Bicycle Facilities	2,462	13,002	4,759	5,575
- Corporation Yard	1,095	7,571	2,997	3,475
- General Governmental Systems	3,662	32,578	6,817	9,175
- Open Space	10,296	91,282	18,738	25,525
- Drainage	38,010	90,991	35,804	50,250
Subtotal Revenues	202,994	1,073,982	357,507	446,635
TOTAL FINANCING AVAILABLE	12,521,266	13,252,428	13,057,457	12,044,961
Expenditures				450,000
Transfers Out:				
General Fund	80,250	84,362	105,000	98,478
Capital Projects Fund	262,570	468,116	1,354,131	1,173,922
Total Expenditures & Transfers Out	342,820	552,478	1,459,131	1,722,400
Fund Balance - End Fiscal Year	12,178,446	12,699,950	11,598,326	10,322,561
Reserved for Long-Term Obligations	(116,463)	(117,554)	(117,561)	(117,568)
Available Funds - End Fiscal Year	12,061,983	12,582,396	11,480,765	10,204,993

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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	959,990	1,013,102	801,445	761,712
Revenues				
Investment Earnings	5,951	3,308	3,300	3,333
Equity Transfer	59,399			
Other				
Subtotal Revenues	<u>65,350</u>	<u>3,308</u>	<u>3,300</u>	<u>3,333</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>1,025,340</u>	<u>1,016,410</u>	<u>804,745</u>	<u>765,045</u>
Expenditures	298	3,650		
Transfers Out:				
Capital Projects Fund	11,940	211,315	43,033	513,311
Total Expenditures & Transfers Out	<u>12,238</u>	<u>214,965</u>	<u>43,033</u>	<u>513,311</u>
Fund Balance - End Fiscal Year	<u>1,013,102</u>	<u>801,445</u>	<u>761,712</u>	<u>251,734</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 2011/12	Previous Actual 2012/13	Final Budget 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	(569,498)	(538,126)	(474,637)	(406,871)
Revenues				
Investment Earnings	5,483	3,543	4,100	4,141
Rental Income	193,003	194,353	193,975	36,000
Equity Transfer/Measure F				1,135,000
Subtotal Revenues	<u>198,486</u>	<u>197,896</u>	<u>198,075</u>	<u>1,175,141</u>
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	<u>(371,012)</u>	<u>(340,230)</u>	<u>(276,562)</u>	<u>768,270</u>
Expenditures				
Expenditures	124,266	121,407	117,309	35,000
Transfers Out:				
General Fund	13,000	13,000	13,000	13,000
Capital Projects Fund	28,718			
Debt Service-POB Fund	1,130			
Total Expenditures & Transfers Out	<u>167,114</u>	<u>134,407</u>	<u>130,309</u>	<u>48,000</u>
Fund Balance - End Fiscal Year	<u>(538,126)</u>	<u>(474,637)</u>	<u>(406,871)</u>	<u>720,270</u>
Reserved for Long-Term Obligations	1,560,000	1,485,000	1,405,000	270,000
Available Funds - End Fiscal Year	<u>1,021,874</u>	<u>1,010,363</u>	<u>998,129</u>	<u>990,270</u>

Long-Term Obligations:

- Loan from Equipment Replacement
- Corporation Yard Lease (paid off FY 14/15)



Capital Improvement Program

Five-Year Capital Improvement Program Fiscal Years 2014/15-18/19

Fund #	Fund Description Funded Projects	Adopted Budget FY 14/15 (including carryover)	Proposed Future Funding				Fund Totals
			FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	
101	General Fund	304,304					304,304
	07-009 Hamilton Wetlands Access Road						
	11-012 Technology Planning & Efficiency						
	11-013 Streamlining & Service Improvements						
	Special Revenue Funds:						
201	Measure F	1,882,728	1,570,000	660,000	155,000		4,267,728
	11-012 Technology Planning & Efficiency						
	14-009 Synthetic Turf Fields Research/Project Initiation						
	15-010 Streetlight Project Phase 3						
	15-012 Pedestrian Crossing Improvement Program						
	15-015 Traffic Signal Improvements Scoping & Preliminary Design						
226	Underground Utility	274,512		163,350	326,700		764,562
	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)	565,660					565,660
	01-005 Hill Recreation Area Site Planning						
	14-006 Pioneer Park Tennis Court Reconstruction						
	14-008 Old Hamilton Gym Determination						
	15-006 Hill Gymnasium Deferred Maintenance						
	15-007 IVC Lighting & Scoreboard Replacement						
235	Art in Public Places	64,616					64,616
	11-019 Public Art Projects						
241	Hamilton Community Facilities District	29,852					29,852
	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	1,332,088	659,672	586,519	574,481	579,010	3,731,770
	00-015 Rush Creek Drainage Improvements						
	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						
	15-017 Vineyard Road Improvements						
	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	548,933					548,933
	13-008 Safe Routes to School - Lynwood & Sinaloa						
	15-011 Nave Sidewalk Construction - Bolling to Hamilton School						
284	Federal Grants Fund	1,397,207	1,417,456				2,814,663
	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						
299	Emergency and Disaster Response Reserve	62,922					62,922
	11-012 Technology Planning & Efficiency						
	Total Special Revenue Funds	6,443,438	3,647,128	1,409,869	1,056,181	579,010	13,135,626



Capital Improvement Program

Five-Year Capital Improvement Program Fiscal Years 2014/15-18/19

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 14/15 (including carryover)	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	
Capital Project Funds:							
308	Marin County Street Improvements	318,466					318,466
	15-001 Measure A Group 7 Pavement Rehabilitation						
	15-013 SMART Access Improvements						
309	Measure A Street Projects	1,551,684	467,821	1,597,571	7,249,081	388,519	11,254,676
	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						
	14-001 Street Pavement Rehabilitation 2013-14						
	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						
310	Parks Measure A	250,000					250,000
	15-004 Bahia Parks Playground Construction						
319	Civic Center	37,800					37,800
	11-006 Civic Center Planning						
321	Clean Storm Water Capital Improvement	331,456					331,456
	98-008 Storm Drain Master Plan						
	14-003 Corp. Yard Phase 2 Planning						
322	Street & Storm Drain Maintenance	-					-
	06-007 Traffic, Pedestrian Bike Enhancements						
323	Facilities Long-Term Maintenance	597,120					597,120
	11-018 Minor Building Maintenance Projects						
	12-010 Accessibility Enhancements Municipal Facilities						
	12-011 Accessibility Enhancements Community Facilities						
	14-004 Deferred Maintenance-Facilities Condition Study						
	15-002 Civic Facilities Deferred Maintenance						
	15-003 Police Building Locks/Security Cameras Replacement						
	15-005 Dogbone Meadow Renovations						
	15-008 MTSC Deferred Building Maintenance						
	15-009 Park Facilities Deferred Maintenance						
324	Infrastructure Long-Term Maintenance	495,000					495,000
	14-007 Retaining Wall Assessment						
	15-001 Measure A Group 7 Pavement Rehabilitation						
	15-014 Storm Drain Improvements FY 14/15						
	15-016 Traffic, Pedestrian Bike Enhancements FY 14/15						
325	Restricted Revenue	525,678					525,678
	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						
	15-005 Dogbone Meadow Renovations						
327	Development Impact Fees: Streets & Intersections	701,114	573,145	2,171,512	3,969,579		7,415,350
	99-007 Redwood/San Marin Improvements						
	01-004 Novato Blvd Improve (DiabloGrant)						
	11-020 Intersection Improvements San Marin/Simmons						
	12-004 Rule 20A UUD Novato Blvd. Diablo to Rowland						



Capital Improvement Program

Five-Year Capital Improvement Program Fiscal Years 2014/15-18/19

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 14/15 <small>(including carryover)</small>	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	
Capital Project Funds:							
327	Development Impact Fees:						
	Recreational & Cultural Facilities	156,900					156,900
	01-005 Hill Recreation Area Site Planning						
	14-009 Synthetic Turf Fields Research/Project Initiation						
	15-006 Hill Gymnasium Deferred Maintenance						
	15-007 IVC Lighting & Scoreboard Replacement						
	Civic Facilities	39,200					39,200
	11-006 Civic Center Planning						
	13-005 Custodial Staff Relocation						
	14-002 Downtown Depot Parking Lot Phase 1						
	Transit/Bicycle Facilities	49,974					49,974
	09-003 Grant Ave Bridge						
	Drainage	226,734					226,734
	97-001 Olive Ave Improvements						
	98-008 Storm Drain Master Plan						
	00-015 Rush Creek Drainage						
	15-014 Storm Drain Improvement Annual Project						
330	Community Facilities Maint. & Contingency	513,311					513,311
	01-005 Hill Recreation Area Site Planning						
	11-018 PRCS Minor Projects						
	14-006 Pioneer Park Tennis Court Reconstruction						
	11-018 Minor Building Maintenance Projects						
	Total Capital Projects Funds	5,794,437	1,040,966	3,769,083	11,218,660	388,519	21,893,199
Proprietary Funds:							
605	Equipment Replacement	80,000					80,000
	Total Proprietary Funds	80,000	-	-	-	-	80,000
Outside Funding:							
	Utility Reimbursements	27,094	295,000	536,875	768,600		1,627,569
	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						
	Total Outside Funding	27,094	295,000	536,875	768,600	-	1,627,569
TOTALS		12,649,273	4,983,094	5,715,827	13,043,441	967,529	37,040,698



Capital Improvement Program

Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses-FY 2014/15	Prior Years Budgets	New Funding FY 2014/15	Proposed Future Funding				Total
					FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	
MUNICIPAL FACILITIES (MUNI)									
11-005	City Offices		15,087,500	(199,597)					14,887,903
	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		20,000	10,000					30,000
	Continue ADA improvements on municipal facilities as needed Long Term Maintenance								
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								
14-005	Police Dispatch Area Renovation		50,000						50,000
	Renovate workstations to provide better work flow efficiency and improve ergonomics Facilities Long-Term Maintenance								
15-002	Civic Facilities Deferred Maintenance FY 14/15			147,045					147,045
	Repairs in various buildings identified in Facilities Condition Study Facilities Long-Term Maintenance								
15-003	Police Building Locks/Security Camera Replacement			30,000					30,000
	Replace locks and security cameras in Police Department building Long-Term Maintenance								
PARKS, RECREATION & COMMUNITY FACILITIES (PRCF)									
01-005	Hill Recreation Area Site Planning		83,416	200,000					283,416
	Develop recreation and parking improvements for site. Quimby; Community Facilities								
11-018	PRCS Minor Project Funding		128,807						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		35,000	20,000					55,000
	Continue ADA improvements on community facilities as needed Facilities 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	15,000					25,000
	Identify locations for installation of synthetic turf fields Measure F; DIF Parks								
15-004	Bahia Parks Playground Construction			250,000					250,000
	Replace outdated playground; install benches at five other mini parks Parks Measure A								
15-005	Dogbone Meadow Renovations			50,000					50,000
	Create new small dog area in partnership with Friends of Dogbone Meadow Facilities Long Term Maintenance; Restricted Revenue (donation)								
15-006	Hill Gymnasium Deferred Building Maintenance			150,000					150,000
	Replace outdated scoreboard with LED scoreboard; new HVAC system; install curtain divider Quimby; Facilities Long Term Maintenance								
15-007	IVC Lighting and Scoreboard Replacement			275,000					275,000
	Replace outdated and misdirected lighting and outdated scoreboard Quimby; DIF Parks								
15-008	MTSC Deferred Building Maintenance			91,000					91,000
	Replace acoustical walls and panels; remove dry rot; replace kitchen equipment and carpet Facilities Long Term Maintenance								
15-009	Park Facilities Deferred Maintenance			121,467					121,467
	Replace park benches; replace fountains at Pioneer, Miwok, Hillside parks; repair asphalt and pathways. Facilities Long Term Maintenance								



Capital Improvement Program

Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses-FY 2014/15	Prior Years Budgets	New Funding FY 2014/15	Proposed Future Funding				Total
					FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	
TECHNOLOGY AND ORGANIZATIONAL INVESTMENTS (TOI)									
11-012	Technology Planning & Efficiencies		560,000	598,000	1,570,000	660,000	155,000		3,543,000
	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; Measure F								
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								
TRANSPORTATION, DRAINAGE & UTILITIES (TDU)									
97-001	Olive Ave Impts, Phase 3		702,292						702,292
	Complete construction. Clean Stormwater; DIF Drainage; Measure B; Utility Reimbursement; Measure A								
98-008	Storm Drain Master Plan		334,000						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 San Marin Business Park project. 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)		2,464,764		205,386	2,100,000	8,395,692		13,165,842
	Continue right-of-way acquisition. Project development begins FY 15/16. DIF Streets; Measure A								
02-008	Sherman Avenue/Cain Lane Improvements		84,513		162,118				246,631
	Project currently on hold pending development of the civic center master plan. Measure A; Chapter 27; Measure B								
05-002	Redwood Blvd Improvements North of San Marin Dr				128,462	696,539			825,001
	Add southbound lane. Project scheduled to occur at the same time as the San Marin Business Park project. DIF Streets & Intersections								
06-007	Traffic, Bicycle, Pedestrian Enhancements		120,000						120,000
	Provide safety enhancements and ADA compliance. Street & Storm Drain Maintenance; Infrastructure Long-Term Maint.								
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
	Complete environmental process for construction in FY 15/16. DIF Transit, Bike; Grant - HBRR								
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 14/15 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.		422,377						422,377
	Convert overhead utilities to underground. Underground Utility								
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								
12-017	Hamilton Levee Seepage Collection, Phase II		50,000						50,000
	Collect Seepage related to Hamilton Wetlands Project. Partially funded. Hamilton CFD								



Capital Improvement Program

Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses-FY 2014/15	Prior Years Budgets	New Funding FY 2014/15	Proposed Future Funding				Total
					FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	
TRANSPORTATION, DRAINAGE & UTILITIES (TDU)									
13-002	MTC Pavement Management System III		70,000	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		490,800						490,800
	Provide safety improvements around two schools Grant; Gas Tax								
13-009	Olive Avenue Bike Lane		779,400						779,400
	Provide Class 2 bike lanes on Olive between Samrose and city limits. Grant; Gas Tax								
14-001	Measure A Group 6 Pavement Rehabilitation		878,985						878,985
	Project scheduled for funding FY 13/14. Measure A; Gas Tax								
14-007	Retaining Wall Assessment		50,000	100,000					150,000
	Assess retaining walls throughout the city. Gas Tax; Infrastructure Long Term Maintenance								
15-001	Measure A Group 7 Pavement Rehabilitation			983,473					983,473
	Project scheduled for funding FY 14/15. Measure A; Gas Tax; Marin VRF; Infrastructure Long Term Maintenance								
15-010	Streetlight Project Phase 3			1,200,000					1,200,000
	Retrofit all remaining streetlights in the City with energy efficient LED fixtures Measure F								
15-011	Nave Sidewalk Construction, Bolling to Hamilton School			222,833					222,833
	Construct sidewalk on the east side of Nave between Bolling Drive and Hamilton School State Grant (TFCA); Gas Tax								
15-012	Pedestrian Crossing Improvement Program			50,000					50,000
	Develop policy and industry development standards Measure F								
15-013	SMART Access Improvements			100,000					100,000
	Construct access improvements to/from two new SMART stations Marin VRF								
15-014	Storm Drain Improvements FY 14/15			93,850					93,850
	Implement improvements/repairs identified in storm drain master plan Infrastructure Long Term Maintenance; DIF Drainage								
15-015	Traffic Signal Improvements Scoping & Preliminary Design			25,000					25,000
	Design, plan and specifications, and grant funding research Measure F								
15-016	Traffic, Bicycle, Pedestrian Enhancements FY 14/15			20,000					20,000
	Provide safety enhancements and ADA compliance. Infrastructure Long-Term Maint.								
15-017	Vineyard Road Improvements			83,975	846,025				930,000
	Pavement rehabilitation. Project development scheduled for FY 14/15. Gas Tax; Measure A								
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			24,647,021	5,443,510	4,983,094	5,715,827	13,043,441	967,529	54,800,422

**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**

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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 2014/15.

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 - Facilities is the source for this project.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	272	2,183					2,455
Construction	430	0	27,545					27,545
Construction Mgt	440	0						0
TOTAL		272	29,728	0	0	0	0	30,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
LTM Facilities (323)	410	1,455	1,000					2,455
LTM Facilities (323)	430	18,545	9,000					27,545
TOTAL		20,000	10,000	0	0	0	0	30,000
CARRYOVER		19,728						



City Administrative Offices

Project No.: 11-005

Base Code: 448

Funded

Project Objective: This project will construct an office building on city-owned property to house city staff from 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 the awarded construction contract, and estimates of remaining costs.

Basis for Schedule: To be completed in first quarter 14/15.

Revenue Considerations: The General Fund (portion of loans repaid by RDA) is the funding source for this project.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	1,612,903						1,612,903
Construction	430	11,300,000	120,000					11,420,000
Construction Mgt	440	1,415,000	15,000					1,430,000
Equip/Furnish	450	425,000	0					425,000
TOTAL		14,752,903	135,000	0	0	0	0	14,887,903

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
General Fund (101)	410	1,612,903						1,612,903
General Fund (101)	430	11,784,171	(464,171)					11,320,000
Civic Center Fund (319)	430	100,000						100,000
General Fund (101)	440	1,340,426	89,574					1,430,000
General Fund (101)	450	250,000	175,000					425,000
TOTAL		15,087,500	(199,597)	0	0	0	0	14,887,903
CARRYOVER		334,597						

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 building). In 2010 the historic church building at 901 Sherman Avenue on the Civic Center site was renovated into a Council Chamber and community meeting facility with an adjacent civic green. Two adjacent bungalows were demolished. In November 2013 staff moved into the new 20,000sf Administrative Offices at 922 Machin Avenue across from the Police Building. Remaining on the site are the Community House at 908 Machin Avenue and the smaller structures at 900, 908, and 917 Sherman Avenue. Except for the Police building, the renovated Council Chamber, and the new Administration Building the rest of the structures remain unfit for occupation. The master plan will determine possible uses for the civic center area.

Basis for Cost Estimate: Costs are based on an estimate of staff time for the master plan.

Basis for Schedule: To be completed at the conclusion of 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 14/15	14/15	15/16	16/17	17/18	18/19	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 14/15	14/15	15/16	16/17	17/18	18/19	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 14/15.

Revenue Considerations: The Clean Stormwater fund will provide the funding for the planning phase of the project.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	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 14/15	14/15	15/16	16/17	17/18	18/19	Total
Clean Storm Water (321)	410	30,000						30,000
Clean Storm Water (321)	430	35,000						35,000
Clean Storm Water (321)	440	5,000						5,000
TOTAL		70,000	0	0	0	0	0	70,000
CARRYOVER		70,000						

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 are based on size of site and engineer's estimate for the cost of basic phase 1 improvements.

Basis for Schedule: The first phase of this project should be completed in FY 14/15.

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 14/15	14/15	15/16	16/17	17/18	18/19	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 14/15	14/15	15/16	16/17	17/18	18/19	Total
DIF Civic (327)	410	27,000						27,000
Parking Imprvmnt (323)	430	73,000						73,000
Parking Imprvmnt (323)	440	10,000						10,000
TOTAL		110,000	0	0	0	0	0	110,000
CARRYOVER		110,000						

Facilities Deferred Maintenance FY 14-15

Project No.: 15-002

Base Code: 448

Funded

Project Objective: To perform repairs and replacments to address deferred maintenance on municipal buildings.

Project Description and Background: In early 2013, a consultant reviewed all of Novato's 21 active-use municipal buildings. The consultant prepared a study identifying deferred maintenance and recommended annual (non-routine) maintenance/ repairs/ improvements at each building. The project will address some of the recommended deferred maintenance items, with the exception of most of the work identified for Hamilton Gym and Bowling Alley, Margaret Todd Senior Center and Hill Gymnasium, which work is separated into building-specific CIP projects.

Basis for Cost Estimate: Costs are based on estimates for the subject work contqained in the Facilities Condition Assesment.

Basis for Schedule: This project should be implemented and completed in FY 14/15.

Revenue Considerations: Facilities Long Term Maintenance Fund is the funding source for this project.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	0	15,000					15,000
Construction	430	0	122,045					122,045
Construction Mgt	440	0	10,000					10,000
TOTAL		0	147,045	0	0	0	0	147,045

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Facilities LTM (323)	410	0	15,000					15,000
Facilities LTM (323)	430	0	122,045					122,045
Facilities LTM (323)	440	0	10,000					10,000
TOTAL		0	147,045	0	0	0	0	147,045
CARRYOVER		0						

Police Department Building Locks and Security Cameras

Project No.: 15-003

Base Code: 429

Funded

Project Objective: To replace outdated security items at the PD building.

Project Description and Background: existing security features at the building are out-of-date and while still functional are no longer cost effective to maintain. Replacement including upgrading to the latest technology is proposed for security door locks and surveillance cameras.

Basis for Cost Estimate: Costs are based on preliminary vendor estimates.

Basis for Schedule: This project should be implemented and completed in FY 14/15.

Revenue Considerations: Facilities Long Term Maintenance Fund is the funding source for this project.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	0	2,000					2,000
Construction	430	0	26,500					26,500
Construction Mgt	440	0	1,500					1,500
TOTAL		0	30,000	0	0	0	0	30,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Facilities LTM (323)	410	0	2,000					2,000
Facilities LTM (323)	430	0	26,500					26,500
Facilities LTM (323)	440	0	1,500					1,500
TOTAL		0	30,000	0	0	0	0	30,000
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 2014/15 fiscal year.

Revenue Considerations: Facilities Long Term Maintenance is the funding source for this project.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	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 14/15	14/15	15/16	16/17	17/18	18/19	Total
Facilities LTM (323)	410	5,000						5,000
Facilities LTM (323)	440	5,000						5,000
Facilities LTM (323)	450	40,000						40,000
TOTAL		50,000	0	0	0	0	0	50,000
CARRYOVER		50,000						



**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 at 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 Facilities is the funding source for this project.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	4,399	2,653					7,052
Construction	430	2,250	45,698					47,948
TOTAL		6,649	48,351	0	0	0	0	55,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Facilities LTM (323)	410	4,552	2,500					7,052
Facilities LTM (323)	430	30,448	17,500					47,948
TOTAL		35,000	20,000	0	0	0	0	55,000
CARRYOVER		28,351						



Bahia Mini Parks Improvements

Project No.: 15-004

Base Code: 452

Funded

Project Objective: To reinstall play equipment and other improvements at one park parcel, and minor park amenities at up to five other mini park sites within the Bahia neighborhood.

Project Description and Background: Play equipment was removed from Bahia's mini parks in 2010 due to the age and condition of the structures. There was neither sufficient funding to replace the equipment nor maintenance resources to maintain the same. Staff has worked over the last few years with the neighborhood on various plans and options for providing some measure of park facilities in Bahia. The project would reinstall playground equipment at the largest park site within Bahia (Parcel C, across from Andale Avenue), and reinstall minor amenities, such as benches at some of the other sites.

Basis for Cost Estimate: Costs are based on estimates included in the December 2013 Novato Parks Facility Assesment and Maintenance Analysis.

Basis for Schedule: This project should be implemented and completed in FY 14/15.

Revenue Considerations: Marin County Measure A Parks Sales Tax is the funding source.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	0	23,000					23,000
Construction	430	0	210,000					210,000
Construction Mgt	440	0	17,000					17,000
TOTAL		0	250,000	0	0	0	0	250,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Measure A Parks (310)	410	0	23,000					23,000
Measure A Parks (310)	430	0	210,000					210,000
Measure A Parks (310)	440	0	17,000					17,000
TOTAL		0	250,000	0	0	0	0	250,000
CARRYOVER		0						

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 in FY 14/15.

Revenue Considerations: Community Facilities Maintenance is the funding source for this project.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	-						-
Construction	430	1,885	3,437					5,322
Construction Mgt	440	4,678						4,678
TOTAL		6,563	3,437	-	-	-	-	10,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Com Fac Maint (330)	410	910	(910)					-
Com Fac Maint (330)	430	9,090	(3,768)					5,322
Com Fac Maint (330)	440	-	4,678					4,678
TOTAL		10,000	-	-	-	-	-	10,000
CARRYOVER		3,437						



Dog Park Renovations and Small Dog Area

Project No.: 15-005

Base Code: 452

Funded

Project Objective: To perform repairs and renovations to existing dogpark to address deferred maintenance and make improvements to create a small dog park, enhance the parking lot, improve ADA access and perform other improvements at the park.

Project Description and Background: The dog park improvements are over ten years old, and renovations are required, including to the fencing, pathway and shade structure. In addition a small dog area is to be created. Development of the adjacent parcel is proposed by others for a community garden. The dog park renovations will be coordinated with the adjacent development in an effort to provide benefit to both projects.

Basis for Cost Estimate: Costs are based on preliminary estimates.

Basis for Schedule: This project should be implemented and completed in FY 14/15.

Revenue Considerations: Long Term Maintenance - Facilities is the funding source, together with a donation from the Friends of Dog Bone Meadow in the amount of \$7,000 specifically for creation of the small dog area.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	0	4,000					4,000
Construction	430	0	43,000					43,000
Construction Mgt	440	0	3,000					3,000
TOTAL		0	50,000	0	0	0	0	50,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Facilities LTM (323)	410	0	4,000					4,000
Facilities LTM (323)	430	0	36,000					36,000
Facilities LTM (323)	440	0	3,000					3,000
Restricted Revenue (325)	430	0	7,000					7,000
TOTAL		0	50,000	0	0	0	0	50,000
CARRYOVER		0						

Hill Gymnasium Deferred Maintenance

Project No.: 15-006

Base Code: 452

Funded

Project Objective: To perform repairs and replacements to address deferred maintenance including new HVAC and LED scoreboard, and install new curtain divider.

Project Description and Background: The HVAC and scoreboard are original to the gym construction and are outdated and prohibitively expensive to maintain and operate. Installation of a curtain divider has been identified as a means of increasing programming flexibility and potentially new revenue.

Basis for Cost Estimate: Costs are based on vendor estimates.

Basis for Schedule: This project should be implemented and completed in FY 14/15.

Revenue Considerations: The facility is eligible for use of Quimby funds and Development Impact Fees (DIF Recreation & Cultural). The DIF funds are limited to 20% of total costs per the DIF report.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	0	15,000					15,000
Construction	430	0	125,000					125,000
Construction Mgt	440	0	10,000					10,000
TOTAL		0	150,000	0	0	0	0	150,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Quimby (231)	410	0	12,000					12,000
Quimby (231)	430	0	100,000					100,000
Quimby (231)	440	0	8,000					8,000
DIF-Rec & Cultural (327)	410	0	3,000					3,000
DIF-Rec & Cultural (327)	430	0	25,000					25,000
DIF-Rec & Cultural (327)	440	0	2,000					2,000
TOTAL		0	150,000	0	0	0	0	150,000
CARRYOVER		0						

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, with a maximum permissible Development Impact Fee contribution is the identified funding source for this project.

Project Expenditure	Sub Object	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	22,756	260,960					283,716
TOTAL		22,756	260,960	0	0	0	0	283,716

Funding Source	Sub Object	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Quimby (231)	410	83,416	143,100					226,516
DIF-Rec & Cultural (327)	410		56,900					56,900
TOTAL		83,416	200,000	0	0	0	0	283,416
CARRYOVER		60,660						

IVC Lighting Replacement

Project No.: 15-007

Base Code: 456

Funded

Project Objective: To replace existing field lighting and scoreboard with new fixtures and scoreboard.

Project Description and Background: The City through an MOU with the college is responsible for field maintenance including the field lighting and scoreboard. The existing lighting is outdated and insufficient. New fixtures on the existing poles will correct the deficiency

Basis for Cost Estimate: Costs are based on vendor estimates.

Basis for Schedule: This project should be implemented and completed in FY 14/15.

Revenue Considerations: The facility is eligible for use of Quimby funds and Development Impact Fees (DIF) (Recreation and Culture). The DIF funds are limited to 20% of total costs per the DIF report

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	0	25,000					25,000
Construction	430	0	235,000					235,000
Construction Mgt	440	0	15,000					15,000
TOTAL		0	275,000	0	0	0	0	275,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Quimby (231)	410	0	20,000					20,000
Quimby (231)	430	0	188,000					188,000
Quimby (231)	440	0	12,000					12,000
DIF-Rec & Cultural (327)	410	0	5,000					5,000
DIF-Rec & Cultural (327)	430	0	47,000					47,000
DIF-Rec & Cultural (327)	440	0	3,000					3,000
TOTAL		0	275,000	0	0	0	0	275,000
CARRYOVER		0						



Margaret Todd Senior Center Deferred Maintenance

Project No.: 15-008

Base Code: 456

Funded

Project Objective: To perform repairs and replacements to address deferred maintenance identified in the March 2013 Facility Condition Assessment and Maintenance Analysis.

Project Description and Background: The Conditions Assessment Report identified deferred maintenance items for repair and replacement. Staff has prioritized the needs for this facility and the project will address the same, including repairs to dry rot and replacement of acoustic wall panels, flooring and kitchen equipment.

Basis for Cost Estimate: Costs are based on estimates included in the report.

Basis for Schedule: This project should be implemented and completed in FY 14/15.

Revenue Considerations: Facilities Long Term Maintenance Fund is the identified funding source.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	0	5,000					5,000
Construction	430	0	83,000					83,000
Construction Mgt	440	0	3,000					3,000
TOTAL		0	91,000	0	0	0	0	91,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Facilities LTM (323)	410	0	5,000					5,000
Facilities LTM (323)	430	0	83,000					83,000
Facilities LTM (323)	440	0	3,000					3,000
TOTAL		0	91,000	0	0	0	0	91,000
CARRYOVER		0						

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 14/15	14/15	15/16	16/17	17/18	18/19	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 14/15	14/15	15/16	16/17	17/18	18/19	Total
Quimby (231)	410	65,000						65,000
Quimby (231)	430							0
Quimby (231)	440							0
TOTAL		65,000	0	0	0	0	0	65,000
CARRYOVER		65,000						



Parks Deferred Maintenance

Project No.: 15-009

Base Code: 452

Funded

Project Objective: To perform repairs and replacements to address deferred maintenance identified in the December 2013 Novato Parks Facility Condition Assessment and Maintenance Analysis.

Project Description and Background: The Parks Facility Conditions Assessment Report identified deferred maintenance items for repair and replacement at parks throughout the City. Staff has prioritized the needs, and the project will address the same, including repairs to asphalt pathways and replacement of old amenities including benches and water fountains at parks including, but not limited to Pioneer Park, Hillside Park and Miwok Park.

Basis for Cost Estimate: Costs are based on estimates included in the report.

Basis for Schedule: This project should be implemented and completed in FY 14/15.

Revenue Considerations: Facilities Long Term Maintenance Fund is the identified funding source.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	0	10,000					10,000
Construction	430	0	103,467					103,467
Construction Mgt	440	0	8,000					8,000
TOTAL		0	121,467	0	0	0	0	121,467

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Facilities LTM (323)	410	0	10,000					10,000
Facilities LTM (323)	430	0	103,467					103,467
Facilities LTM (323)	440	0	8,000					8,000
TOTAL		0	121,467	0	0	0	0	121,467
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 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	22,984	5,000					27,984
Construction	430	10,565	57,842					68,407
Construction Mgt	440		5,000					5,000
Equip/Furnish	450	3,228	24,188					27,416
TOTAL		36,777	92,030	0	0	0	0	128,807

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Com Fac Maint (330)	410	9,782	4,056					13,838
Com Fac Maint (330)	430	26,609	(4,056)					22,553
Com Fac Maint (330)	450	27,416						27,416
Facilities LTM (323)	410	10,000	4,146					14,146
Facilities LTM (323)	430	35,000	(4,146)					30,854
Facilities LTM (323)	440	5,000						5,000
Quimby (231)	430	15,000						15,000
TOTAL		63,807	0	0	0	0	0	128,807
CARRYOVER		27,030						



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: Estimate based on received construction bid.

Basis for Schedule: To be completed by end of summer 2014.

Revenue Considerations: Community Facilities Maintenance, Facilities Long Term Maintenance and Quimby.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	17/18	Total
Proj Develop	410	7,000						7,000
Construction	430	25,000	575,000					600,000
Construction Mgt	440	1,000	12,000					13,000
TOTAL		33,000	587,000	0	0	0	0	620,000

Funding Source	Sub Objects	Prior to 14/15	13/14	14/15	15/16	16/17	17/18	Total
Comm Fac Maint (330)	410	7,000						7,000
Comm Fac Maint (330)	430	330,000						330,000
Comm Fac Maint (330)	440	13,000						13,000
Facilities LTM (323)	430	170,000						170,000
Quimby (231)	430	100,000						100,000
TOTAL		620,000			0	0	0	620,000
CARRYOVER		587,000						

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 14/15	14/15	15/16	16/17	17/18	18/19	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 14/15	14/15	15/16	16/17	17/18	18/19	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 14/15.

Revenue Considerations: Measure F and Development Impact Fees (DIF) (Recreation and Culture).

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	272	24,728					25,000
Construction	430	0						0
Construction Mgt	440	0						0
TOTAL		272	24,728	0	0	0	0	25,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Measure F (201)	410	10,000	0					10,000
DIF-Rec & Cultural (327)	430	0	15,000					15,000
TOTAL		10,000	15,000	0	0	0	0	25,000
CARRYOVER		9,728						



**Technology and Organizational Investments
Alphabetical Project Summary Index**

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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 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	60,778	154,222					215,000
TOTAL		60,778	154,222	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 Reserve (298)	410	115,000						115,000
TOTAL		215,000	0	0	0	0	0	215,000

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. As part of Council's adoption of a fiscal sustainability plan, this project will expand to include a variety of key technology projects over the next five years

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, 2019.

Revenue Considerations: Development Impact Fees-General Government Systems, the General Fund, Insurance Reserve, Emergency Reserve and Measure F funds are funding this project.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	268,452	347,155					615,607
Equip/Furnish	450	168,626	96,099					264,725
TOTAL		437,078	443,254	0	0	0	0	880,332

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
DIF-Gen Government (327)	410	136,640						136,640
DIF-Gen Government (327)	450	58,560						58,560
General Fund (101)	410	62,160						62,160
General Fund (101)	450	41,440						41,440
Measure F (201)	410		155,000	155,000	155,000	155,000		620,000
Measure F (201)	450		443,000	1,415,000	505,000			2,363,000
Insurance Reserve (298)	410	60,000						60,000
Emergency Reserve (299)	410	201,200						201,200
TOTAL		560,000	598,000	1,570,000	660,000	155,000	0	3,543,000
CARRYOVER		122,922						



**Transportation, Drainage & Utilities
Alphabetical Project Summary Index**

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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.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	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	867,464	0	0	0	0	867,464

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Gas Tax (272)	410	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	675						675
Utility Reimbursement	430	0	6,750					6,750
Utility Reimbursement	440	0	338					338
TOTAL		96,000	771,464	0		0	0	867,464
CARRYOVER		96,000						

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 Program federal grant, Development Impact Fees Transit/Bicycle and gas tax are the funding sources for this project.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	168,600	86,601					255,201
Construction	430	0		1,429,556				1,429,556
Construction Mgt	440	0		171,547				171,547
TOTAL		168,600	86,601	1,601,103	0	0	0	1,856,304

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
DIF-Transit/Bike (327)	410	109,958						109,958
Gas Tax (272)	430	0		163,970				163,970
Gas Tax (272)	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		86,601						

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. In May 2014 the outer levee was intentionally breached as part of the wetlands creation. To date, no additional issues have been identified with the breach necessitating acceleration of this project.

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 2015/16.

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 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	1,200		90,600				91,800
Construction	430	12,033		599,967				612,000
Construction Mgt	440	6,917		54,283				61,200
TOTAL		20,150	0	744,850	0	0	0	765,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Hamilton CFD (241)	410							0
Hamilton CFD (241)	430	50,000						50,000
Hamilton CFD (241)	440							0
TOTAL		50,000	0	0	0	0	0	50,000
CARRYOVER		29,850						



Hamilton Wetlands Access Road

Project No.: 07-009

Base Code: 431

Partially Funded

Project Objective: Construct 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 16/17 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 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	34,119		69,685	309,869			413,673
Construction	430	0			2,014,152			2,014,152
Construction Mgt	440	0			154,935			154,935
TOTAL		34,119	0	69,685	2,478,956	0	0	2,582,760

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	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 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 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	82,537						82,537
Construction	430	543,760	283,319					827,079
Construction Mgt	440	40,000	18,524					58,524
TOTAL		666,297	301,843	0	0	0	0	968,140

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Gas Tax (272)	410	82,537						82,537
Gas Tax (272)	430	504,193						504,193
Gas Tax (272)	440	31,874						31,874
Measure A (309)	430	322,886						322,886
Measure A (309)	440	26,650						26,650
TOTAL		968,140	0		0	0	0	968,140
CARRYOVER		301,843						



Measure A Group 7 Pavement Rehabilitation

Project No.: 15-001

Base Code: 431

Funded

Project Objective: To rehabilitate the pavement, and address ADA deficiencies on local 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 an eligibility list, 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, Measure B (Vehicle Registration Fee), and Gas Tax funds that will be available in FY 14/15 along with a \$300,000 allocation of Long Term Maintenance - Infrastructure funding. Staff will develop a candidate list of streets sufficient to utilize all the funding available in 14/15.

Basis for Schedule: The project is scheduled for FY 2014/15, including construction in the summer of 2016.

Revenue Considerations: The voter approved TAM Measure A transportation sales tax, TAM Measure B Vehicle Registration Fee and Gas Tax are the funding sources for this project, along with an allocation of Long Term Maintenance - Infrastructure.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	0	80,000					80,000
Construction	430	0	823,473					823,473
Construction Mgt	440	0	80,000					80,000
TOTAL		0	983,473		0	0	0	983,473

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Gas Tax (272)	410	0	80,000					80,000
TAM Measure A (309)	430	0	385,007					385,007
TAM Measure B (308)	430	0	218,466					218,466
Infrastructure LTM (324)	430	0	220,000					220,000
Infrastructure LTM (324)	440	0	80,000					80,000
TOTAL		0	983,473		0	0	0	983,473
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 2016/17.

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 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	0			95,793			95,793
Construction	430	0			798,271			798,271
Construction Mgt	440	0			63,862			63,862
TOTAL		0	0		957,926	0	0	957,926

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	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		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 2017/18.

Revenue Considerations: Measure A and Gas Tax are the funding sources for this project.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	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 14/15	14/15	15/16	16/17	17/18	18/19	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 2018/19.

Revenue Considerations: Measure A and Gas Tax are the funding sources for this project.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	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 14/15	14/15	15/16	16/17	17/18	18/19	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 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	45,969	59,031	35,000				140,000
Construction	430	0						0
Construction Mgt	440	0						0
TOTAL		45,969	59,031	35,000	0	0	0	140,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Gas Tax (272)	410	70,000	35,000	35,000				140,000
TOTAL		70,000	35,000	35,000	0	0	0	140,000
CARRYOVER		24,031						

Nave Drive Multi Use Path

Project No.: 15-011

Base Code: 431

Partially Funded

Project Objective: To improve Nave Drive from Main Gate Road to Bolling Drive to include a multi-use path along the east side and a dedicated left turn lane for southbound traffic entering the Hamilton School/ Gym parking lot.

Project Description and Background: In 2013 staff started receiving requests from residents in the Hamilton area for improved pedestrian facilities along Nave Drive in the vicinity of the Hamilton Meadows school and new gym. Staff applied for a Transportation for Clean Air (TFCA) grant through the Bay Area Air Quality Management District, and an amount equivalent to half the required funds (less a required local match amount) was awarded. Staff continued to receive requests for the improvements and is actively seeking additional funding to close the gap. In addition, since the filing of the TFCA grant, an additional improvement (left turn lane) has been identified as a benefit, increasing the proposed cost.

Basis for Cost Estimate: The costs are based on the engineer's estimate, which is based on preliminary plans only.

Basis for Schedule: Depending upon gap funding source, construction could take place in summer of 2015; however, if federal funding is secured (Active Transportation Plan funding has been applied for) federal aid process could push construction to 2016, in which case an extension of the November 2015 TFCA funding deadline would be required. The TFCA funding requires a 11.47% local match, ATP requires no match.

Revenue Considerations: Partial funding has been secured through the TFCA grant, and local match is being funded with Gas Tax. The remaining funds have not yet been identified.

Project Expenditure	Sub Objects	Prior to						Total
		14/15	14/15	15/16	16/17	17/18	18/19	
Proj Develop	410		70,000					70,000
Construction	430		468,883					468,883
Construction Mgt	440		47,000					47,000
TOTAL			585,883	0	0	0	0	585,883

Funding Source	Sub Objects	Prior to						Total
		14/15	14/15	15/16	16/17	17/18	18/19	
Gas Tax (272)	410		5,000					5,000
Gas Tax (272)	430		38,000					38,000
Gas Tax (272)	440		4,000					4,000
Grant BAAQMD (283)	410		21,000					21,000
Grant BAAQMD (283)	430		140,833					140,833
Grant BAAQMD (283)	440		14,000					14,000
TOTAL		0	222,833	0	0	0	0	222,833
CARRYOVER		0						



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 2015/16. Environmental documentation (CEQA) is underway, and should be complete by the end of 2014. 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. Deferred improvement agreements along this section will also be invoked.

Project Expenditure	Sub Object	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	659,879	333,397	294,603				1,287,879
Acquisition	420	454,317	635,500	280,334				1,370,151
Construction	430	0			2,100,000	8,011,804		10,111,804
Construction Mgt	440	12,664				383,888		396,552
TOTAL		1,126,860	968,897	574,937	2,100,000	8,395,692	0	13,166,386

Funding Source	Sub Object	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
DIF-St/Intersections (327)	410	547,307		374,683				921,990
DIF-St/Intersections (327)	420	685,075						685,075
DIF-St/Intersections (327)	430	0			1,050,000	1,278,920		2,328,920
DIF-St/Intersections (327)	440	0				255,925		255,925
Measure A (309)	410	547,307		(169,297)				378,010
Measure A (309)	420	685,075						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		2,464,764	0	205,386	2,100,000	8,395,692	0	13,165,842
CARRYOVER		1,337,904						

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 2013/14 while the project is being processed by federal government with construction scheduled for summer 2015.

Revenue Considerations: Federal grant pays 90% of project cost, with the city share of local match funding from the Gas Tax fund (project budget included \$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 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	41,720	97,480					139,200
Construction	430	0	556,700					556,700
Construction Mgt	440	0	83,500					83,500
TOTAL		41,720	737,680	0	0	0	0	779,400

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Gas Tax (272)	410	14,000						14,000
Gas Tax (272)	430	55,700						55,700
Gas Tax (272)	440	8,400						8,400
Federal Grants (284)	410	125,200						125,200
Federal Grants (284)	430	501,000						501,000
Federal Grants (284)	440	75,100						75,100
TOTAL		779,400	0		0	0	0	779,400
CARRYOVER		737,680						



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 environmental review and design. Construction costs are based on a preliminary estimate of contract quantities and recent bid prices, and do not include any environmental mitigation measures, the extent of which will not be known until completion of environmental review. 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 is tentatively scheduled to begin construction in the spring of 2015 pending environmental and permit processing.

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 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	112,000	60,000					172,000
Acquisition	420	0						0
Construction	430	0	476,451					476,451
Construction Mgt	440	0	53,841					53,841
TOTAL		112,000	590,292	0	0	0	0	702,292

Funding Source	Sub Object	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	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	79,589						79,589
DIF Drainage (327)	440	9,730						9,730
Measure A (309)	410	45,000						45,000
Measure A (309)	430	113,386						113,386
Measure A (309)	440	9,329						9,329
Utility Reimbursement	410	413						413
Utility Reimbursement	430	4,125						4,125
Utility Reimbursement	440	206						206
Restricted Revenue	410	0	61,964					61,964
Restricted Revenue	430	321,315	(61,964)					259,351
Restricted Revenue	440	32,131						32,131
TOTAL		702,292	0	0	0	0	0	702,292
CARRYOVER		590,292						



Pedestrian Crossing Safety Enhancement Pilot Program

Project No.: 15-012

Base Code: 431

Funded

Project Objective: To investigate and implement pilot installations of available enhancements to pedestrian crossing facilities including but not limited to signs and flashing beacons/ signs/ pavement lights, focusing on existing uncontrolled and mid-block crossings.

Project Description and Background: Staff receives numerous requests for crosswalk enhancements, and without a policy in place, to date has not yet installed any of the enhancements beyond standard markings and signs. The program would include a study to evaluate and recommend enhancements for the various cross walks throughout town, and fund installation of pilot installations for a select few locations.

Basis for Cost Estimate: The costs are based on preliminary estimates of the study and vendor estimates of installations.

Basis for Schedule: to be implemented and pilot installations completed in 14/15

Revenue Considerations: Measure F is the identified funding source for all phases of the project.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410		25,000					25,000
Construction	430		20,000					20,000
Construction Mgt	440		5,000					5,000
TOTAL			50,000	0	0	0	0	50,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Measure F (201)	410		25,000					25,000
Measure F (201)	430		20,000					20,000
Measure F (201)	440		5,000					5,000
TOTAL			50,000	0	0	0	0	50,000
CARRYOVER								



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 14/15	14/15	15/16	16/17	17/18	18/19	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 14/15	14/15	15/16	16/17	17/18	18/19	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 2015/16. 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 may apply for state or federal grant funding to supplement and/or replace the DIF funding.

Project Expenditure	Sub Object	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	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	128,462	696,539	0	0	825,001

Funding Source	Sub Object	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	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	128,462	696,539	0	0	825,001
CARRYOVER		0						



Retaining Wall Assessment and Repairs

Project No.: 14-007

Base Code: 431

Funded

Project Objective: Assess the retaining walls throughout the city, establish an inventory of their condition, and implement repairs.

Project Description and Background: The City owns and maintains a vast yet unknown quantity of retaining walls throughout the City. A database of City-owned retaining walls is necessary to effectively and efficiently manage this portion of the infrastructure. The study will document the condition of each retaining wall for which the City is responsible, and outline replacement strategies and costs as appropriate. 14/15 funding is for repair of wall(s) identified in the report.

Basis for Cost Estimate: Preliminary cost estimates

Basis for Schedule: Study underway in 13/14. First repairs scheduled for 14/15.

Revenue Considerations: Gas Tax funded the initial project phase. The repairs will be funded with Infrastructure Long Term Maintenance.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	15,000	35,000					50,000
Construction	430	0	100,000					100,000
Construction Mgt	440	0						0
TOTAL		15,000	135,000	0	0	0	0	150,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Gas Tax (272)	410	50,000	0					50,000
Infrastructure LTM (324)	430		100,000					100,000
TOTAL		50,000	100,000	0	0	0	0	150,000
CARRYOVER		35,000						

**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 2015/16, 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 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.

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 14/15	14/15	15/16	16/17	17/18	18/19	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	23,407	455,000	220,000	0	0	705,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	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	435,000	240,000	0	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 Rail 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, and PG&E will not advance this project until similar phases on the higher priority District 16 (Novato Boulevard) undergrounding are complete.

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 14/15	14/15	15/16	16/17	17/18	18/19	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 14/15	14/15	15/16	16/17	17/18	18/19	Total
Underground Utility (226)	410	22,275						22,275
Underground Utility (226)	430	0			148,500			148,500
Underground Utility (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 17/18 may change after completion of other priority underground projects, 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, and PG&E will not advance this project until similar phases on the higher priority District 16 (Novato Boulevard) undergrounding are complete.

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

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	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 14/15	14/15	15/16	16/17	17/18	18/19	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 2014/15 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: This project is on hold pending environmental certification and permitting being undertaken for the associated street widening project, 97-001.

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, reflecting the contribution from the developer.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	57,675						57,675
Construction	430	0	344,300					344,300
Construction Mgt	440	0	20,402					20,402
TOTAL		57,675	364,702	0	0	0	0	422,377

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Underground Utility (226)	410	28,600						28,600
Underground Utility (226)	430	228,481						228,481
Underground Utility (226)	440	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		422,377	0	0	0	0	0	422,377
CARRYOVER		364,702						

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. A Corp of Engineering (COE) study and preliminary design was completed for the area. Staff reviewed the COE study, and determined that placement of a box culvert down Railroad Avenue is not feasible due to utility conflicts and inadequate grade. Staff determined that enhancements to the existing ditch on the west side of the railroad tracks would provide the reduced flooding risk. Sonoma Marin Area Rapid Transit (SMART) the owners of the railroad tracks and parallel drainage ditch, may construct the box culvert in the ditch with a class I bike path on top as part of their ongoing track improvements. The City would then reimburse SMART for the cost of the construction.

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: SMART is scheduled to reconstruct the railroad tracks in FY 2013/14; however the subject drainage work is not included the permitting secured by SMART. The schedule will be dependent upon permitting required, and coordination with SMART.

Revenue Considerations: 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% per the DIF 2002 Update.

Project Expenditure	Sub Object	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	92,442	10,000					102,442
Construction	430	0	292,973					292,973
Construction Mgt	440	0	18,119					18,119
TOTAL		92,442	321,092	0	0	0	0	413,534

Funding Source	Sub Object	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Bond B (307)	410	61,785						61,785
DIF-Drainage (327)	410	17,577	3,116					20,693
DIF-Drainage (327)	430	59,960	(780)					59,180
DIF-Drainage (327)	440	5,997	(2,336)					3,661
Gas Tax (272)	410	7,653	12,311					19,964
Gas Tax (272)	430	236,875	(3,082)					233,793
Gas Tax (272)	440	23,687	(9,229)					14,458
TOTAL		413,534	0	0	0	0	0	413,534
CARRYOVER		321,092						



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 was completed in Fiscal Year 2013/14 with construction scheduled for summer 2014.

Revenue Considerations: State grant with the city share of match funding from the Gas Tax fund.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	76,200						76,200
Construction	430	0	360,600					360,600
Construction Mgt	440	0	54,000					54,000
TOTAL		76,200	414,600	0	0	0	0	490,800

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Gas Tax (272)	410	7,700						7,700
Gas Tax (272)	430	36,100						36,100
Gas Tax (272)	440	5,400						5,400
State Grants (283)	410	68,500						68,500
State Grants (283)	430	324,500						324,500
State Grants (283)	440	48,600						48,600
TOTAL		490,800	0	0	0	0	0	490,800
CARRYOVER		414,600						

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 not currently scheduled.

Revenue Considerations: Development Impact Fees will be utilized to fund this project.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total	
Proj Develop	410	5,755		67,678				73,433	300
Construction	430	0			427,470			427,470	0
Construction Mgt	440	0			37,503			37,503	0
TOTAL		5,755	0	67,678	464,973	0	0	538,406	301

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total	
DIF-St/Intersections (327)	410	73,433						73,433	
DIF-St/Intersections (327)	430	100,000			327,470			427,470	
DIF-St/Intersections (327)	440	10,000			27,503			37,503	538,406
TOTAL		183,433	0	0	354,973	0	0	538,406	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. 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 on hold pending development of the civic center master plan.

Revenue Considerations: Cain Lane is currently a private alley, therefore, improvements would be subject to the formation of an assessment district. Measure "B" funds were used for project development of pavement rehabilitation and drainage on Sherman Avenue. Remaining Measure B funds were replaced with Measure A funds as Measure B funds needed 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 14/15	14/15	15/16	16/17	17/18	18/19	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 14/15	14/15	15/16	16/17	17/18	18/19	Total
Chapter 27 (251)	410	11,057						11,057
Measure B (307)	410	53,627						53,627
Measure A (309)	430	3,080		178,867				181,947
TOTAL		67,764	0	178,867	0	0	0	246,631
CARRYOVER		14,137						

SMART Access Improvements

Project No.: 15-013

Base Code: 431

Funded

Project Objective: To construct gap closure improvements to address access deficiencies within the public right-of-way resulting from the development of the Sonoma Marin Area Rail Transit stations at Atherton and Hamilton Parkway.

Project Description and Background: Staff has not yet received plans for the two proposed SMART stations in Novato, but is aware that SMART will be limiting improvements to their property and right-of-way. There will be potential gaps in city pedestrian and bicycle facilities serving the stations depending upon the final configuration of the stations, and this project will implement the gap closures to facilitate the safe transport of pedestrian and bicycle traffic from the city right-of-way to the stations. The exact scope of the improvements is unknown until the station plans are further developed.

Basis for Cost Estimate: Preliminary costs only have been estimated based on assumptions of the station layouts and an evaluation of adjacent city infrastructure.

Basis for Schedule: To be implemented once final design of the stations is known, tentatively the second quarter of FY 14/15, with construction to be complete prior to SMART operation in the first quarter of FY 15/16.

Revenue Considerations: Marin County VRF is the proposed funding source.

Project Expenditure	Sub Objects	Prior to						Total
		14/15	14/15	15/16	16/17	17/18	18/19	
Proj Develop	410		10,000					10,000
Construction	430		82,500					82,500
Construction Mgt	440		7,500					7,500
TOTAL		0	100,000	0	0	0	0	100,000

Funding Source	Sub Objects	Prior to						Total
		14/15	14/15	15/16	16/17	17/18	18/19	
Marin VRF (308)	410		10,000					10,000
Marin VRF (308)	430		82,500					82,500
Marin VRF (308)	440		7,500					7,500
TOTAL		0	100,000	0	0	0	0	100,000
CARRYOVER		0						

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 on 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 2016/17.

Revenue Considerations: Measure A Regional funds and Gas Tax are the sources for this project.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	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 14/15	14/15	15/16	16/17	17/18	18/19	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 Drain Improvements FY 14/15

Project No.: 15-014

Base Code: 431

Funded

Project Objective: To repair and replace storm drain facilities as identified in the Storm Drain Master Plan.

Project Description and Background: The Storm Drain Master Plan will identify deficiencies in the City's storm drain infrastructure based on both capacity (size) and condition of the pipes and structures. The study is anticipated to be completed in 14/15, and this project would fund the priority repairs or replacements identified in the same.

Basis for Cost Estimate: Costs are unknown at this time; however, a starting amount has been allocated. Funding for future projects will be evaluated upon completion of the report.

Basis for Schedule: to be implemented upon completion of the Storm Drain Master Plan, likely in the last quarter of 14/15

Revenue Considerations: Infrastructure Long Term Maintenance as well as the maximum allowable Development Impact Fee (DIF) (Drainage) contribution is the funding source. DIF funds are limited to collector and arterial streets only.

Project Expenditure	Sub Objects	Prior to						Total
		14/15	14/15	15/16	16/17	17/18	18/19	
Proj Develop	410		10,011					10,011
Construction	430		76,331					76,331
Construction Mgt	440		7,508					7,508
TOTAL		0	93,850	0	0	0	0	93,850

Funding Source	Sub Objects	Prior to						Total
		14/15	14/15	15/16	16/17	17/18	18/19	
Infrastructure LTM (324)	410		2,011					2,011
Infrastructure LTM (324)	430		15,331					15,331
Infrastructure LTM (324)	440		1,508					1,508
DIF-Drainage (327)	410		8,000					8,000
DIF-Drainage (327)	430		61,000					61,000
DIF-Drainage (327)	440		6,000					6,000
TOTAL		0	93,850	0	0	0	0	93,850
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 2014/15. 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						Total
		14/15	14/15	15/16	16/17	17/18	18/19	
Proj Develop	410	34,627	299,373					334,000
TOTAL		34,627	299,373	0	0	0	0	334,000

Funding Source	Sub Object	Prior to						Total
		14/15	14/15	15/16	16/17	17/18	18/19	
Clean Storm Water (321)	410	266,800						266,800
DIF-Drainage (327)	410	67,200						67,200
TOTAL		334,000	0	0	0	0	0	334,000
CARRYOVER		299,373						

LED Streetlight Retrofit Phase 3

Project No.: 15-010

Base Code: 431

Funded

Project Objective: To replace all remaining non-LED street light bulbs with energy efficient LED fixtures.

Project Description and Background: In Fiscal Year 2009/10 the City received federal stimulus energy block grant funding and participated in a PG&E on-bill financing loan to convert approximately on third of the City's street lights to more energy efficient LED fixtures. The project would complete the conversion project for the remaining 2,500 lights including cobra heads, globe fixtures on Grant Avenue and lights in city owned parking lots. The reduced operating cost of street lights with LED bulbs, including rates paid for power and maintenance is such that the project has a less than ten year payback. In addition to LED bulbs programmable photocells that shut some street lights off after midnight would be installed consistent with the deployment of the same in the first two phases of the project.

Basis for Cost Estimate: The costs are based on vendor estimates and recent similar bids by other agencies.

Basis for Schedule: The project will commence as early as is practical in 14/15, while PG&E rebates are still available.

Revenue Considerations: Measure F is the proposed funding source. This project will result in on-going operations savings, and has a payback period of less than ten years.

Project Expenditure	Sub Objects	Prior to						Total
		14/15	14/15	15/16	16/17	17/18	18/19	
Proj Develop	410		60,000					60,000
Construction	430		1,060,000					1,060,000
Construction Mgt	440		80,000					80,000
TOTAL			1,200,000	0	0	0	0	1,200,000

Funding Source	Sub Objects	Prior to						Total
		14/15	14/15	15/16	16/17	17/18	18/19	
Measure F (201)	410		60,000					60,000
Measure F (201)	430		1,060,000					1,060,000
Measure F (201)	440		80,000					80,000
TOTAL			1,200,000	0	0	0	0	1,200,000
CARRYOVER		0						



Traffic Signal Upgrade Program

Project No.: 15-015

Base Code: 431

Partially Funded

Project Objective: To upgrade existing traffic signals with new LED lenses, ADA amenities, bike detection and battery back-up.

Project Description and Background: Through a number of past projects, many grant funded, the City has made limited improvements to the 31 city-owned traffic signals. The installed LED lenses are near the end of their service life, battery back-up installations are no longer functional, bike detection is inconsistent across the intersections, and ADA upgrades have been addressed in conformance with the ADA transition plan at signals where CIP projects have been recently undertaken. This program would quantify and address the above deficiencies

Basis for Cost Estimate: Cost estimate is based on an engineer's estimate, and will be refined during the funded project development phase.

Basis for Schedule: Project Development is programmed for 14/15 along with researching funding opportunities for implementing the improvements.

Revenue Considerations: Measure F is identified for the project development phase in 14/15. No funding source has been identified for the improvements.

Project Expenditure	Sub Objects	Prior to						Total
		14/15	14/15	15/16	16/17	17/18	18/19	
Proj Develop	410		25,000					25,000
Construction	430			650,000				650,000
Construction Mgt	440			50,000				50,000
TOTAL		0	25,000	700,000	0	0	0	725,000

Funding Source	Sub Objects	Prior to						Total
		14/15	14/15	15/16	16/17	17/18	18/19	
Measure F (201)	410		25,000					25,000
TOTAL		0	25,000	0	0	0	0	25,000
CARRYOVER		0						

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: Street and Storm Drainage Maintenance funds have been used on this project.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410	95,365	5,000					100,365
Construction	430	14,289	4,761					19,050
Construction Mgt	440	585						585
TOTAL		110,239	9,761	0	0	0	0	120,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
St & Storm Drain Maint (322)	410	75,391						75,391
St & Storm Drain Maint (322)	430	44,609						44,609
Infrastructure LTM (324)	410							0
Infrastructure LTM (324)	430							0
TOTAL		120,000	0	0	0	0	0	120,000
CARRYOVER		9,761						



Traffic, Bicycle and Pedestrian Improvements FY 14/15

Project No.:15-016

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, where such installations are not feasible as part of another CIP project.

Basis for Cost Estimate: Costs are currently unknown. Project development will allow staff to investigate and determine if a project is needed. This project also allows staff to apply for grants.

Basis for Schedule: These projects are small in nature and are completed as need arises and funding is available.

Revenue Considerations: This project is funded by Infrastructure Long Term Maintenance.

Project Expenditure	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Proj Develop	410		5,000					5,000
Construction	430		15,000					15,000
TOTAL		0	20,000	0	0	0	0	20,000

Funding Source	Sub Objects	Prior to 14/15	14/15	15/16	16/17	17/18	18/19	Total
Infrastructure LTM (324)	410		5,000					5,000
Infrastructure LTM (324)	430		15,000					15,000
TOTAL		0	20,000	0	0	0	0	20,000
CARRYOVER		0						

Vineyard Road Improvements

Project No.:15-017

Base Code: 431

Funded

Project Objective: To perform pavement maintenance on the travelled way of Vineyard Road from Wilson Avenue to Sutro Avenue, and pending community feedback, install bicycle lanes, and property owner-funded frontage improvements.

Project Description and Background: Vineyard Road is in need of pavement rehabilitation, and is segregated from annual paving projects due to a number of reasons including the need to evaluate bike lane installations and frontage improvements, and the street's eligibility for federal funding as a major collector/ minor arterial. A number of workshops were held in 2013 to discuss bike lanes for Vineyard Road, which are included in the adopted City Bicycle Plan, but have yet to be implemented. A number of properties lack frontage improvements (curb, gutter and sidewalk), which are typically home owner funded, and staff needs to canvas the neighborhood to investigate the possibility of including this work in the project. ADA improvements, including accessible curb ramps will be included within the project limits.

Basis for Cost Estimate: Costs are based on pavement rehabilitation only. Additional costs and associated funding will be added in the future, if frontage improvements are to be included.

Basis for Schedule: Project Development is scheduled for 14/15. Depending upon the level of improvements to be undertaken, construction could take place in the summer of 2015, but more likely in 2016.

Revenue Considerations: Project Development is funded by Gas Tax. Construction will be funded by a funding swap of Measure A and Gas Tax with a federal STP grant, with gas tax local match.

Project Expenditure	Sub Objects	Prior to						Total
		14/15	14/15	15/16	16/17	17/18	18/19	
Proj Develop	410		83,975					83,975
Construction	430		0	780,000				780,000
Construction Mgt	440			67,170				67,170
TOTAL		0	83,975	847,170	0	0	0	931,145

Funding Source	Sub Objects	Prior to						Total
		14/15	14/15	15/16	16/17	17/18	18/19	
Gas Tax (272)	410		83,975					83,975
Gas Tax (272)	430			217,896				217,896
Gas Tax (272)	440			67,170				67,170
Measure A (309)	430			562,104				562,104
TOTAL		0	83,975	847,170	0	0	0	931,145
CARRYOVER		0						



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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	(463,748)	(382,363)	(310,944)	(211,624)
Revenues				
Investment Earnings	(292)	111	250	253
Special Tax Assessment	510,234	521,216	521,216	547,545
Other	75,000			
Subtotal Revenues	<u>584,942</u>	<u>521,327</u>	<u>521,466</u>	<u>547,798</u>
Transfers In:				
General Fund		7,992		
San Pablo CFD			56,943	7,047
TOTAL FINANCING AVAILABLE	<u>121,194</u>	<u>146,956</u>	<u>267,465</u>	<u>343,221</u>
Expenditures	477,478	447,569	463,581	535,993
Interfund Loan Interest Payment	1,772		1,000	1,050
Transfers Out:				
Debt Service-POB Fund	8,901	10,331	9,766	9,366
Capital Projects	15,406		4,742	29,852
Total Expenditures & Transfers Out	<u>503,557</u>	<u>457,900</u>	<u>479,089</u>	<u>576,261</u>
Fund Balance - End Fiscal Year	<u>(382,363)</u>	<u>(310,944)</u>	<u>(211,624)</u>	<u>(233,040)</u>
Reserved for Long-Term Obligations	404,399	376,234	347,234	318,259
Available Funds - End Fiscal Year	<u>22,036</u>	<u>65,290</u>	<u>135,610</u>	<u>85,219</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	550,266	563,519	559,961	556,076
Revenues				
Investment Earnings	3,208	1,949	2,200	2,222
Special Tax Assessment	173,884	177,067	178,658	180,858
Subtotal Revenues	<u>177,092</u>	<u>179,016</u>	<u>180,858</u>	<u>183,080</u>
TOTAL FINANCING AVAILABLE	<u>727,358</u>	<u>742,535</u>	<u>740,819</u>	<u>739,156</u>
Expenditures	158,091	175,717	178,457	192,243
Transfers Out:				
Debt Service-POB Fund	5,748	6,857	6,286	6,029
Total Expenditures & Transfers Out	<u>163,839</u>	<u>182,574</u>	<u>184,743</u>	<u>198,272</u>
Fund Balance - End Fiscal Year	<u>563,519</u>	<u>559,961</u>	<u>556,076</u>	<u>540,884</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.

Affordable Housing Programs — This fund was created in FY 2013/14 to consolidate the Housing Opportunity, Affordable Housing Trust and the housing program managed by Hello Housing into one fund.

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 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.

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.

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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	689,473	4,549,416	8,120,552	11,456,490
Revenues				
Sales Tax	4,089,401	4,473,532	4,412,104	4,567,000
Investment Earnings	9,491	20,872	33,000	33,330
Equity Transfer			250,000	
Subtotal Revenues	<u>4,098,892</u>	<u>4,494,404</u>	<u>4,695,104</u>	<u>4,600,330</u>
TOTAL FINANCING AVAILABLE	<u>4,788,365</u>	<u>9,043,820</u>	<u>12,815,656</u>	<u>16,056,820</u>
Expenditures				
Equity Transfer/NPFA				1,135,000
Transfers Out:				
General Fund	16,784	411,375		1,426,883
Debt Service-POB Fund	5,748	13,103	19,481	29,888
CIP			272	1,882,728
Equipment Replacement	51,733	12,746		
Total Expenditures & Transfers Out	<u>238,949</u>	<u>923,268</u>	<u>1,359,166</u>	<u>5,526,283</u>
Fund Balance - End Fiscal Year	<u>4,549,416</u>	<u>8,120,552</u>	<u>11,456,490</u>	<u>10,530,537</u>

Summary of 2014/15 Resources Used by Program Element:

	Employees		Personnel	Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Total Hours						
Program Elements:								
Administration	1.00	2,080	201,199	85,000	15,000	4,474,499	4,775,698	4,600,330
Bio Life				212,000	20,000		232,000	
Police Administration	1.00	2,080	70,183				70,183	
Emergency Services				37,500			37,500	
NC3TF	0.25	520	32,538				32,538	
Neighborhood Response Team	3.49	7,259	272,364		26,000		298,364	
PRCS-Youth & Seniors					80,000		80,000	
TOTAL	<u>5.74</u>	<u>11,939</u>	<u>576,284</u>	<u>334,500</u>	<u>141,000</u>	<u>4,474,499</u>	<u>5,526,283</u>	<u>4,600,330</u>



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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Available Funds - Begin Fiscal Year	0	(52,081)	(83,617)	(39,742)
Revenues				
Investment Earnings				
Intergovernmental Reimbursements		235,234	167,459	122,223
Subtotal Revenues	0	235,234	167,459	122,223
Transfers In				
General Fund			31,534	
TOTAL FINANCING AVAILABLE	0	183,153	83,842	82,481
Expenditures				
Transfers Out	52,081	259,750	120,000	98,027
Debt Service-POB Fund		7,020	3,584	2,691
Total Expenditures & Transfers Out	52,081	266,770	123,584	100,718
Available Funds - End Fiscal Year	(52,081)	(83,617)	(39,742)	(18,237)

Summary of 2014/15 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	68,527	28,000	1,500	2,691	100,718	122,223
TOTAL	0.55	1144.00	68,527	28,000	1,500	2,691	100,718	122,223



Fund 210 - Affordable Housing Programs

This fund was created in FY 2013/14 by Council resolution to combine the Housing Opportunity and Affordable Housing Trust funds, as well as transfer the affordable housing program currently managed by Hello Housing, including purchases and resales of affordable housing units at Hamilton, into one consolidated fund.

	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	0	0	0	3,095,244
Revenues				
Investment Earnings				4,090
Affordable Housing Fees				80,700
Equity Transfer			2,915,244	
Subtotal Revenues	0	0	2,915,244	84,790
Transfers In				
Hamilton Trust Fund			180,000	34,000
TOTAL FINANCING AVAILABLE	0	0	3,095,244	3,214,034
Expenditures				
Transfers Out				191,367
Debt Service-POB Fund				683
Total Expenditures & Transfers Out	0	0	0	192,050
Fund Balance - End Fiscal Year	0	0	3,095,244	3,021,984
Reserved for Long-Term Obligations			(1,695,000)	(2,520,000)
Available Funds - End Fiscal Year	0	0	1,400,244	501,984

Long-Term

- Loan to Eden Housing for senior rental housing project
- Loans to Habitat for Humanity

Summary of 2014/15 Resources Used by Program Element:

Program Elements:	Employees		Personnel	Consultant Services	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Total Hours					
Administration	0.12	250	16,367	175,000	683	192,050	84,787
TOTAL	0.12	250	16,367	175,000	683	192,050	84,787

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. This assets and liabilities of this fund were transferred to the new consolidated Affordable

	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	2,050,405	2,054,710	2,068,509	0
Revenues				
Investment Earnings	3,305	1,991	2,200	
Affordable Housing Ordinance In-Lieu Fees		11,808	218,844	
Other	1,000			
Subtotal Revenues	4,305	13,799	221,044	0
Transfers In				
Hamilton Trust Fund				
TOTAL FINANCING AVAILABLE	2,054,710	2,068,509	2,289,553	0
Expenditures				
Equity Transfer			2,289,553	
Total Expenditures & Transfers Out	0	0	2,289,553	0
Fund Balance - End Fiscal Year	2,054,710	2,068,509	0	0
Reserved for Long-Term Obligations	(1,500,000)	(1,500,000)		
Available Funds - End Fiscal Year	554,710	568,509	0	0
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. This assets and liabilities of this fund were transferred to the new consolidated Affordable Housing Programs fund in FY 2013/14.

	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	619,208	622,438	623,971	0
Revenues				
Investment Earnings	3,230	1,533	1,720	
Subtotal Revenues	3,230	1,533	1,720	0
Transfers In				
General Fund				
Capital Projects				
TOTAL FINANCING AVAILABLE	622,438	623,971	625,691	0
Expenditures				
Equity Transfer			625,691	
Total Expenditures & Transfers Out	0	0	625,691	0
Fund Balance - End Fiscal Year	622,438	623,971	0	0
Reserved for Long-Term Receivables		(195,000)		
Available Funds - End Fiscal Year	622,438	428,971	0	0
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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	7,280	6,393	4,118	155
Revenues				
Investment Earnings		34	30	31
Special Assessments	357,470	356,309	356,059	356,500
Subtotal Revenues	<u>357,470</u>	<u>356,343</u>	<u>356,089</u>	<u>356,531</u>
Transfers In:				
General Fund				
Other Funds				
TOTAL FINANCING AVAILABLE	<u>364,750</u>	<u>362,736</u>	<u>360,207</u>	<u>356,686</u>
Expenditures:				
County of Marin-Collection Fees	15,666	15,672	15,693	15,725
JPA Contribution-MCSTOPP	135,282	147,946	154,359	154,814
Other	12,409			
Transfers Out:				
General Fund	150,000	150,000	145,000	140,000
Clean Storm Water Capital Improvement Fund	45,000	45,000	45,000	45,000
Total Expenditures & Transfers Out	<u>358,357</u>	<u>358,618</u>	<u>360,052</u>	<u>355,539</u>
Fund Balance - End Fiscal Year	<u>6,393</u>	<u>4,118</u>	<u>155</u>	<u>1,147</u>



Fund 226 - Underground Utilities

This fund accounts for resources to be utilized for undergrounding City overhead utilities.

	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	973,882	968,599	961,564	961,823
Revenues				
Investment Earnings	5,824	3,461	3900	3,939
Developer in Lieu Fees	22,500			
Subtotal Revenues	<u>28,324</u>	<u>3,461</u>	<u>3,900</u>	<u>3,939</u>
Transfers In:				
Long-Term Maintenance				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>1,002,206</u>	<u>972,060</u>	<u>965,464</u>	<u>965,762</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	33,607	10,496	3,641	274,512
Total Expenditures & Transfers Out	<u>33,607</u>	<u>10,496</u>	<u>3,641</u>	<u>274,512</u>
Fund Balance - End Fiscal Year	<u>968,599</u>	<u>961,564</u>	<u>961,823</u>	<u>691,250</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	93,567	81,921	81,723	81,658
Revenues				
Investment Earnings	534	293	375	380
Other				
Subtotal Revenues	<u>534</u>	<u>293</u>	<u>375</u>	<u>380</u>
TOTAL FINANCING AVAILABLE	<u>94,101</u>	<u>82,214</u>	<u>82,098</u>	<u>82,038</u>
Expenditures	450	491	440	450
Transfers Out:				
Capital Projects Fund	11,730			83,000
Total Expenditures & Transfers Out	<u>12,180</u>	<u>491</u>	<u>440</u>	<u>83,450</u>
Fund Balance - End Fiscal Year	<u>81,921</u>	<u>81,723</u>	<u>81,658</u>	<u>(1,412)</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	2,763,530	1,555,293	1,281,042	1,339,024
Revenues				
Investment Earnings	14,499	4,595	4,050	4,091
Developer in Lieu Fees	43,152	65,100	73,272	88,536
Equity Transfer from Restricted Revenue	77,972			
Subtotal Revenues	<u>135,623</u>	<u>69,695</u>	<u>77,322</u>	<u>92,627</u>
TOTAL FINANCING AVAILABLE	<u>2,899,153</u>	<u>1,624,988</u>	<u>1,358,364</u>	<u>1,431,651</u>
Expenditures				
Transfers Out:				
General Fund	500	343,946		500
Hamilton Recreation				
Capital Projects Fund	1,343,360		19,340	565,660
Total Expenditures & Transfers Out	<u>1,343,860</u>	<u>343,946</u>	<u>19,340</u>	<u>566,160</u>
Fund Balance - End Fiscal Year	<u>1,555,293</u>	<u>1,281,042</u>	<u>1,339,024</u>	<u>865,491</u>

Fund 235 - Art in Public Places

This fund accounts for fees paid by developers to be used for public art projects.

	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	69,425	88,356	93,716	110,161
Revenues				
Investment Earnings	443	335	405	409
Developer in Lieu Fees		5,025	16,040	
Equity Transfer from Restricted Revenue	18,488			
Subtotal Revenues	<u>18,931</u>	<u>5,360</u>	<u>16,445</u>	<u>409</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>88,356</u>	<u>93,716</u>	<u>110,161</u>	<u>110,570</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>88,356</u>	<u>93,716</u>	<u>110,161</u>	<u>45,954</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	361,085	275,899	231,784	237,435
Revenues				
Investment Earnings	2,039	1,042	1,120	1,131
Service Charges	55,891	56,409	60,000	59,000
Subtotal Revenues	<u>57,930</u>	<u>57,451</u>	<u>61,120</u>	<u>60,131</u>
Other Financing Sources				
General Fund		80,000	300,000	300,000
TOTAL FINANCING AVAILABLE	<u>419,015</u>	<u>413,350</u>	<u>592,904</u>	<u>597,566</u>
Expenditures	138,366	181,566	355,469	308,333
Transfers Out:				
Debt Service-POB Fund	4,750			1,597
Total Expenditures & Transfers Out	<u>143,116</u>	<u>181,566</u>	<u>355,469</u>	<u>309,930</u>
Fund Balance - End Fiscal Year	<u>275,899</u>	<u>231,784</u>	<u>237,435</u>	<u>287,636</u>

Summary of 2014/15 Resources Used by Program Element:

	Employees		Personnel	Consultant Services	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Total Hours					
Program Elements:							
Administration	0.40	832	38,033	270,300	1,597	309,930	360,131
TOTAL	<u>0.40</u>	<u>832</u>	<u>38,033</u>	<u>270,300</u>	<u>1,597</u>	<u>309,930</u>	<u>360,131</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	349,334	337,712	303,089	360,580
Revenues				
Investment Earnings	1,998	1,037	1,140	1,151
Service Charges	61,000	59,961	59,000	62,000
Subtotal Revenues	<u>62,998</u>	<u>60,998</u>	<u>60,140</u>	<u>63,151</u>
Other Financing Sources				
Equity Transfer from General Fund				
TOTAL FINANCING AVAILABLE	<u>412,332</u>	<u>398,710</u>	<u>363,229</u>	<u>423,731</u>
Expenditures	73,294	94,279		180,336
Transfers Out:				
General Fund				
Debt Service-POB Fund	1,326	1,342	2,649	3,193
Total Expenditures & Transfers Out	<u>74,620</u>	<u>95,621</u>	<u>2,649</u>	<u>183,529</u>
Fund Balance - End Fiscal Year	<u>337,712</u>	<u>303,089</u>	<u>360,580</u>	<u>240,202</u>

Summary of 2014/15 Resources Used by Program Element:

	Employees Perm FTE	Total Hours	Personnel	Contract/ Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
Program Elements:								
Administration	0.90	1,872	82,336	69,000	29,000	3,193	183,529	63,151
TOTAL	<u>0.90</u>	<u>1,872</u>	<u>82,336</u>	<u>69,000</u>	<u>29,000</u>	<u>3,193</u>	<u>183,529</u>	<u>63,151</u>



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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	883,695	972,143	1,040,161	928,590
Revenues				
Investment Earnings	4,279	3,416	4,100	4,141
Rental Income	290,249	301,695	327,600	360,000
Subtotal Revenues	294,528	305,111	331,700	364,141
Transfers In:				
NPFA Capital Projects				
TOTAL FINANCING AVAILABLE	1,178,223	1,277,254	1,371,861	1,292,731
Expenditures	206,080	237,093	443,271	450,000
Transfers Out:				
NPFA Capital Projects				
Total Expenditures & Transfers Out	206,080	237,093	443,271	450,000
Fund Balance - End Fiscal Year	972,143	1,040,161	928,590	842,731

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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	237,535	230,402	231,643	232,987
Revenues				
Investment Earnings	1,397	827	950	960
Service Charges	3,837	414	394	377
Other	69			
Subtotal Revenues	<u>5,303</u>	<u>1,241</u>	<u>1,344</u>	<u>1,337</u>
Transfers In:				
General Fund				
TOTAL FINANCING AVAILABLE	<u>242,838</u>	<u>231,643</u>	<u>232,987</u>	<u>234,324</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	12,367			6,920
Measure B	69			
Total Expenditures & Transfers Out	<u>12,436</u>	<u>0</u>	<u>0</u>	<u>6,920</u>
Fund Balance - End Fiscal Year	<u>230,402</u>	<u>231,643</u>	<u>232,987</u>	<u>227,404</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	33,285	33,952	22,678	22,317
Revenues				
Special Assessments	46,933	48,401	48,471	54,904
Investment Earnings	197	115	100	101
Other				
Subtotal Revenues	<u>47,130</u>	<u>48,516</u>	<u>48,571</u>	<u>55,005</u>
TOTAL FINANCING AVAILABLE	<u>80,415</u>	<u>82,468</u>	<u>71,249</u>	<u>77,322</u>
Expenditures	46,463	59,790	48,932	51,680
Total Expenditures & Transfers Out	<u>46,463</u>	<u>59,790</u>	<u>48,932</u>	<u>51,680</u>
Fund Balance - End Fiscal Year	<u>33,952</u>	<u>22,678</u>	<u>22,317</u>	<u>25,642</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	67,648	68,085	68,329	68,729
Revenues				
Special Assessments				
Investment Earnings	437	244	400	404
Other				
Subtotal Revenues	<u>437</u>	<u>244</u>	<u>400</u>	<u>404</u>
TOTAL FINANCING AVAILABLE	<u>68,085</u>	<u>68,329</u>	<u>68,729</u>	<u>69,133</u>
Expenditures				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>68,085</u>	<u>68,329</u>	<u>68,729</u>	<u>69,133</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	512	1,743	1,138	1,029
Revenues				
Special Assessments	8,017	8,261	8,461	8,764
Investment Earnings	7	5	2	2
Subtotal Revenues	<u>8,024</u>	<u>8,266</u>	<u>8,463</u>	<u>8,766</u>
TOTAL FINANCING AVAILABLE	<u>8,536</u>	<u>10,009</u>	<u>9,601</u>	<u>9,795</u>
Expenditures	6,793	8,871	8,572	9,386
Total Expenditures & Transfers Out	<u>6,793</u>	<u>8,871</u>	<u>8,572</u>	<u>9,386</u>
Fund Balance - End Fiscal Year	<u>1,743</u>	<u>1,138</u>	<u>1,029</u>	<u>409</u>

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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	49,843	54,541	47,865	41,674
Revenues				
Special Assessments	10,676	10,676	10,676	10,812
Investment Earnings	271	174	199	202
Subtotal Revenues	10,947	10,850	10,875	11,014
TOTAL FINANCING AVAILABLE	60,790	65,391	58,740	52,688
Expenditures	6,249	17,526	17,066	10,818
Total Expenditures & Transfers Out	6,249	17,526	17,066	10,818
Fund Balance - End Fiscal Year	54,541	47,865	41,674	41,870



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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	85,920	90,439	93,746	96,215
Revenues				
Special Assessments	5,360	5,428	5,549	5,826
Investment Earnings	520	326	420	425
Subtotal Revenues	5,880	5,754	5,969	6,251
TOTAL FINANCING AVAILABLE	91,800	96,193	99,715	102,466
Expenditures	1,361	2,447	3,500	4,000
Total Expenditures & Transfers Out	1,361	2,447	3,500	4,000
Fund Balance - End Fiscal Year	90,439	93,746	96,215	98,466



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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	48,559	60,218	63,529	15,968
Revenues				
Special Assessments	12,198	12,461	12,447	12,824
Investment Earnings	309	231	110	111
Subtotal Revenues	12,507	12,692	12,557	12,935
TOTAL FINANCING AVAILABLE	61,066	72,910	76,086	28,903
Expenditures	848	9,381	3,175	3,395
Transfers Out				
Hamilton CFD			56,943	7,047
Total Expenditures & Transfers Out	848	9,381	60,118	10,442
Fund Balance - End Fiscal Year	60,218	63,529	15,968	18,461

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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	19	61	102	143
Revenues				
Special Assessments	14,254	14,253	14,253	14,253
Investment Earnings				
Other				
Subtotal Revenues	<u>14,254</u>	<u>14,253</u>	<u>14,253</u>	<u>14,253</u>
TOTAL FINANCING AVAILABLE	<u>14,273</u>	<u>14,314</u>	<u>14,355</u>	<u>14,396</u>
Expenditures	14,212	14,212	14,212	14,212
Transfers Out				
General Fund				184
Total Expenditures & Transfers Out	<u>14,212</u>	<u>14,212</u>	<u>14,212</u>	<u>14,396</u>
Fund Balance - End Fiscal Year	<u>61</u>	<u>102</u>	<u>143</u>	<u>-</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	15,157	9,841	9,877	9,917
Revenues				
Investment Earnings	66	36	40	40
Subtotal Revenues	<u>66</u>	<u>36</u>	<u>40</u>	<u>40</u>
TOTAL FINANCING AVAILABLE	<u>15,223</u>	<u>9,877</u>	<u>9,917</u>	<u>9,957</u>
Expenditures	5,382			
Total Expenditures & Transfers Out	<u>5,382</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>9,841</u>	<u>9,877</u>	<u>9,917</u>	<u>9,957</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	669,778	895,961	719,632	809,222
Revenues				
Investment Earnings	5,066	3,624	3,290	3,323
Intergovernmental Revenue	1,524,247	1,282,589	1,505,027	1,340,865
Sale of Property				
Other				
Subtotal Revenues	<u>1,529,313</u>	<u>1,286,213</u>	<u>1,508,317</u>	<u>1,344,188</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>2,199,091</u>	<u>2,182,174</u>	<u>2,227,949</u>	<u>2,153,410</u>
Expenditures				
Transfers Out:				
General Fund	817,000	817,000	817,000	817,000
Capital Projects Fund	486,130	645,542	601,727	1,332,088
Total Expenditures & Transfers Out	<u>1,303,130</u>	<u>1,462,542</u>	<u>1,418,727</u>	<u>2,149,088</u>
Fund Balance - End Fiscal Year	<u>895,961</u>	<u>719,632</u>	<u>809,222</u>	<u>4,322</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	0	0	0	0
Revenues				
Investment Earnings				
State Park Bond Proceeds	312,008			
Subtotal Revenues	<u>312,008</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>312,008</u>	<u>0</u>	<u>0</u>	<u>0</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	312,008			
Total Expenditures & Transfers Out	<u>312,008</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 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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	(21,470)	(2,778)	(7,503)	0
Revenues				
Grants	30,497	41,744	18,974	8,095
Investment Earnings				
Subtotal Revenues	30,497	41,744	18,974	8,095
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	9,027	38,966	11,471	8,095
Expenditures	11,805	46,469	11,471	8,095
Fund Balance - End Fiscal Year	(2,778)	(7,503)	0	0

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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	113,085	125,831	102,441	134,291
Revenues				
Investment Earnings	544	266	325	328
Crime Prevention			7,854	
Intergovernmental Revenue	179,842	162,622	92,525	26,810
Other	20,991	29,032	29,146	17,500
Subtotal Revenues	<u>201,377</u>	<u>191,920</u>	<u>129,850</u>	<u>44,638</u>
Transfers In				
General Fund	9,000	7,000	7,000	7,000
TOTAL FINANCING AVAILABLE	<u>323,462</u>	<u>324,751</u>	<u>239,291</u>	<u>185,929</u>
Expenditures	195,214	219,042	105,000	63,800
Transfers Out				
General Fund		3,268		
Equipment Replacement	2,417			
Total Expenditures & Transfers Out	<u>197,631</u>	<u>222,310</u>	<u>105,000</u>	<u>63,800</u>
Fund Balance - End Fiscal Year	<u>125,831</u>	<u>102,441</u>	<u>134,291</u>	<u>122,129</u>

Fund 282 - State COPS Grant

This fund was created to track revenues and expenditures associated with the grant.

	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Available Funds - Begin Fiscal Year	227,173	282,145	352,139	288,814
Revenues				
Intergovernmental	100,000	138,382	121,675	100,000
Subtotal Revenues	<u>100,000</u>	<u>138,382</u>	<u>121,675</u>	<u>100,000</u>
Transfers In				
TOTAL FINANCING AVAILABLE	<u>327,173</u>	<u>420,527</u>	<u>473,814</u>	<u>388,814</u>
Expenditures	39,462	68,388	185,000	100,000
Transfers Out	5,566			
Total Expenditures & Transfers Out	<u>45,028</u>	<u>68,388</u>	<u>185,000</u>	<u>100,000</u>
Available Funds - End Fiscal Year	<u>282,145</u>	<u>352,139</u>	<u>288,814</u>	<u>288,814</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	(1,214)	(1,214)	(1,214)	(101,395)
Revenues				
Grants	1,000,000	10,414	141,026	650,328
Investment Earnings				
Subtotal Revenues	<u>1,000,000</u>	<u>10,414</u>	<u>141,026</u>	<u>650,328</u>
Transfers In				
Federal Grants Fund				
TOTAL FINANCING AVAILABLE	<u>998,786</u>	<u>9,200</u>	<u>139,812</u>	<u>548,933</u>
Expenditures				
Transfers Out				
Capital Projects Fund	1,000,000	10,414	241,207	548,933
Total Expenditures & Transfers Out	<u>1,000,000</u>	<u>10,414</u>	<u>241,207</u>	<u>548,933</u>
Fund Balance - End Fiscal Year	<u>(1,214)</u>	<u>(1,214)</u>	<u>(101,395)</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	(37,491)	1,681	1,681	1,681
Revenues				
Grants	1,888,320	6,026	106,210	1,397,207
Other	1,865			
Subtotal Revenues	<u>1,890,185</u>	<u>6,026</u>	<u>106,210</u>	<u>1,397,207</u>
TOTAL FINANCING AVAILABLE	<u>1,852,694</u>	<u>7,707</u>	<u>107,891</u>	<u>1,398,888</u>
Expenditures				
Transfers Out				
General Fund				
State Grants Fund				
Capital Projects Fund	1,851,013	6,026	106,210	1,397,207
Total Expenditures & Transfers Out	<u>1,851,013</u>	<u>6,026</u>	<u>106,210</u>	<u>1,397,207</u>
Fund Balance - End Fiscal Year	<u>1,681</u>	<u>1,681</u>	<u>1,681</u>	<u>1,681</u>



Fund 285 - Private Grants Fund

This fund was established to track revenue and expenditure activity for private grants.

	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	20,221	20,504	20,670	20,860
Revenues				
Grants				
Investment Earnings	283	166	190	192
Subtotal Revenues	283	166	190	192
TOTAL FINANCING AVAILABLE	20,504	20,670	20,860	21,052
Expenditures				
Transfers Out				
General Fund				
Restricted Revenue Fund				
Total Expenditures & Transfers Out	0	0	0	0
Fund Balance - End Fiscal Year	20,504	20,670	20,860	21,052

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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	1,350	1,358	1,362	1,368
Revenues				
Investment Earnings	8	4	6	6
Subtotal Revenues	<u>8</u>	<u>4</u>	<u>6</u>	<u>6</u>
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	<u>1,358</u>	<u>1,362</u>	<u>1,368</u>	<u>1,374</u>
Expenditures				
Transfers Out				
General Fund-Operations				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>1,358</u>	<u>1,362</u>	<u>1,368</u>	<u>1,374</u>

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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	32,877,564	32,912,590	32,586,066	32,407,761
Revenues				
Developer In Lieu Fees - Municipal Services	1,320			
Investment Earnings	92,083	2,068	2,500	2,525
Bond/Notes Investment Earnings	431,954	221,770	253,975	275,000
Other	(91,555)			
Subtotal Revenues	<u>433,802</u>	<u>223,838</u>	<u>256,475</u>	<u>277,525</u>
TOTAL FINANCING AVAILABLE	<u>33,311,366</u>	<u>33,136,428</u>	<u>32,842,541</u>	<u>32,685,286</u>
Expenditures				
Transfers Out	32,371	32,262	30,000	32,000
General Fund-Operations	366,405	518,100	224,780	230,000
Affordable Housing Programs			180,000	34,000
Total Expenditures & Transfers Out	<u>398,776</u>	<u>550,362</u>	<u>434,780</u>	<u>296,000</u>
Fund Balance - End Fiscal Year	<u>32,912,590</u>	<u>32,586,066</u>	<u>32,407,761</u>	<u>32,389,286</u>
Investments	(30,849,732)	(30,849,732)	(31,028,037)	(31,012,512)
Reserved for Long-Term Obligations	(1,290,000)	(1,215,000)	(1,135,000)	
Available Funds - End Fiscal Year	<u>772,858</u>	<u>521,334</u>	<u>244,724</u>	<u>1,376,774</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	1,256,991	1,192,404	1,194,771	1,199,721
Revenues				
Investment Earnings	7,352	4,275	4,950	5,000
Equity Transfer				
Subtotal Revenues	<u>7,352</u>	<u>4,275</u>	<u>4,950</u>	<u>5,000</u>
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	<u>1,264,343</u>	<u>1,196,679</u>	<u>1,199,721</u>	<u>1,204,721</u>
Expenditures		1,908		
Transfers Out				
General Fund				
Capital Projects Fund	71,939			195,000
Total Expenditures & Transfers Out	<u>71,939</u>	<u>1,908</u>	<u>0</u>	<u>195,000</u>
Fund Balance - End Fiscal Year	<u>1,192,404</u>	<u>1,194,771</u>	<u>1,199,721</u>	<u>1,009,721</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	5,650,265	6,724,346	6,341,257	6,237,697
Revenues				
Investment Earnings		1,434	1,200	1,000
Equity Transfer				
Other				
Subtotal Revenues	-	1,434	1,200	1,000
Transfers In				
General Fund	1,074,081		33,518	
TOTAL FINANCING AVAILABLE	6,724,346	6,725,780	6,375,975	6,238,697
Expenditures				550,000
Transfers Out:				
General Fund		112,222		
Capital Projects Fund		272,301	138,278	62,922
Total Expenditures & Transfers Out	-	384,523	138,278	612,922
Fund Balance - End Fiscal Year	6,724,346	6,341,257	6,237,697	5,625,775
Reserved for Long-Term Obligations	(1,378,707)	(1,378,707)	(982,693)	(585,193)
Available Funds - End Fiscal Year	5,345,639	4,962,550	5,255,004	5,040,582

Long-Term Obligations:

Loan to Redevelopment Obligation Retirement Fund



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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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	2,804,107	2,574,026	2,576,852	1,358,313
Revenues				
Taxes	2,567,041	2,815,765	1,593,401	1,695,461
Investment Earnings	9,688	4,400	5,400	5,455
Other				
Subtotal Revenues	<u>2,576,729</u>	<u>2,820,165</u>	<u>1,598,801</u>	<u>1,700,916</u>
TOTAL FINANCING AVAILABLE	<u>5,380,836</u>	<u>5,394,191</u>	<u>4,175,653</u>	<u>3,059,229</u>
Debt Service	2,746,671	2,757,203	2,757,201	1,861,796
Expenditures	60,139	60,136	60,139	26,425
Total Expenditures & Transfers Out	<u>2,806,810</u>	<u>2,817,339</u>	<u>2,817,340</u>	<u>1,888,221</u>
Fund Balance - End Fiscal Year	<u>2,574,026</u>	<u>2,576,852</u>	<u>1,358,313</u>	<u>1,171,008</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
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	1,071,021	1,111,680	1,154,420	1,196,148
TOTAL FINANCING AVAILABLE	<u>1,071,021</u>	<u>1,111,680</u>	<u>1,154,420</u>	<u>1,196,148</u>
Debt Service	1,071,021	1,111,680	1,154,420	1,196,148
Total Expenditures & Transfers Out	<u>1,071,021</u>	<u>1,111,680</u>	<u>1,154,420</u>	<u>1,196,148</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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	(307,757)	(392,272)	(433,686)	(457,046)
Revenues				
Charges to Departments	728,329	746,177	818,730	825,244
Other	50			
Subtotal Revenues	<u>728,379</u>	<u>746,177</u>	<u>818,730</u>	<u>825,244</u>
Transfers In				
General Fund				
Equipment Replacement Fund				
TOTAL FINANCING AVAILABLE	<u>420,622</u>	<u>353,905</u>	<u>385,044</u>	<u>368,198</u>
Expenditures	801,281	775,503	829,830	812,756
Transfers Out				
Debt Service-POB Fund	11,613	12,088	12,260	12,488
Total Expenditures & Transfers Out	<u>812,894</u>	<u>787,591</u>	<u>842,090</u>	<u>825,244</u>
Fund Balance - End Fiscal Year	<u>(392,272)</u>	<u>(433,686)</u>	<u>(457,046)</u>	<u>(457,046)</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, proceeds from sale of vehicles/equipment, and transfers from other funds. This process allows sufficient funds to accumulate for when a vehicle or piece of equipment is replaced. 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 for MERA is an annual transfer from the General Fund and funds previously deposited into the fund. \$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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	6,135,528	6,316,679	6,300,203	6,613,840
Revenues				
Charges to Departments	572,663	624,166	622,816	732,559
Investment Earnings	19,417	11,942	87,473	14,645
Other	39,674	43,980	10,000	10,000
Subtotal Revenues	631,754	680,088	720,289	757,204
Transfers In				
General Fund	404,003	324,000	360,000	399,000
Measure F	51,733	12,746		
State COPS	5,566			
PD Special Projects	2,417			
Capital Projects		16,127	66,425	
TOTAL FINANCING AVAILABLE	7,231,001	7,349,640	7,446,917	7,770,044
Equipment Acquisition	445,506	493,169	399,856	1,351,534
MERA	415,912	426,611	433,221	439,623
Other	48,889	5,176		23,000
Transfers Out				
Capital Projects	4,015	124,481		80,000
Total Expenditures & Transfers Out	914,322	1,049,437	833,077	1,894,157
Fund Balance - End Fiscal Year	6,316,679	6,300,203	6,613,840	5,875,887
Reserved for Long-Term Obligations	(3,473,658)	(1,236,400)	(936,400)	(936,400)
Reserved Proceeds from Sale of Property	(1,062,500)	(1,062,500)	(1,062,500)	(1,062,500)
Available Funds - End Fiscal Year	1,780,521	4,001,303	4,614,940	3,876,987
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 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	788	792	794	798
Revenues				
Investment Earnings	4	2	4	4
Subtotal Revenues	<u>4</u>	<u>2</u>	<u>4</u>	<u>4</u>
TOTAL FINANCING AVAILABLE	<u>792</u>	<u>794</u>	<u>798</u>	<u>802</u>
Expenditures				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>792</u>	<u>794</u>	<u>798</u>	<u>802</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.

	Previous Actual 2011/12	Previous Actual 2012/13	Projected Actual 2013/14	Adopted Budget 2014/15
Fund Balance - Begin Fiscal Year	9,229,081	10,113,683	10,679,579	11,438,365
Revenues				
Investment Earnings	252,809	199,017	11,257	11,500
Rental Income	2,322,321	2,329,461	2,329,581	2,352,873
Utility Reimbursements	703,884	699,489	697,507	733,183
Other	17,131	12,694	12,936	12,840
Subtotal Revenues	3,296,145	3,240,661	3,051,281	3,110,396
TOTAL FINANCING AVAILABLE	12,525,226	13,354,344	13,730,860	14,548,761
Expenditures				
Debt Service	1,819,254	2,250,513	2,078,427	2,289,728
	592,289	424,252	214,068	201,504
Total Expenditures & Transfers Out	2,411,543	2,674,765	2,292,495	2,491,232
Fund Balance - End Fiscal Year	10,113,683	10,679,579	11,438,365	12,057,529



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Fiduciary Funds Summary Table

Fund #	FUND DESCRIPTION	Actual Cash Balance 6/30/13	Projected Cash Balance 6/30/14	Projected Cash Balance 6/30/15
701	Deposits in Trust	609,955	360,000	375,000
702	Unclaimed Property	21,109	20,500	20,500
711	Redevelopment Obligation Retirement Fund	2,007,011	2,000,000	2,100,000
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
810	Pacheco Valle CFD	0	75,000	90,000
812	Vintage Oaks Special Tax	1,629,678	1,680,000	1,725,000
821	Golden Gate Assessment District Redemption	144,826	150,000	155,000
831	Hamilton CFD Bond Administration	1,203,154	1,250,000	1,290,000
832	Pointe Marin CFD	576,409	580,000	585,000
TOTAL TRUST & AGENCY FUNDS		7,266,334	7,189,692	7,414,692

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

CMMS: Computerized Maintenance Management System

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-Marín 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. 61-14

RESOLUTION ADOPTING THE FINAL CITY OF NOVATO OPERATING AND CAPITAL IMPROVEMENT BUDGETS FOR FISCAL YEAR JULY 1, 2014 THROUGH JUNE 30, 2015. 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 2014/15 and Capital Improvement Program for FY 2014/15 through 2018/19 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 2014/15 and has held a budget hearing on June 10, 2014 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 2014/15 presented by the City Manager in the document “City of Novato Proposed Budget, Fiscal Year 2014/2015,” is hereby approved and adopted as amended.
2. That the total General Fund operating budget is \$29,854,071 and is hereby appropriated for Department expenses as follows:

Central Administration	\$1,661,573
Administrative Services	\$4,725,957
Police	\$11,980,961
Community Development	\$2,093,532
Public Works	\$6,175,706
Parks, Recreation & Community Services	\$3,216,342
Total Operating Budget	\$29,854,071

3. That the transfer to other funds in the amount of \$3,224,488 is hereby appropriated as follows :

Capital Projects (Fund 301)	\$304,304
General Plan Surcharge (Fund 237)	\$300,000
Police Special Projects (Fund 281)	\$7,000
Facilities Long-Term Maintenance (Fund 323)	\$545,000
Infrastructure Long-Term Maintenance (Fund 324)	\$545,000
Pension Obligation Bonds Debt Service (Fund 503)	\$1,124,184
Equipment Replacement (Fund 605)	\$399,000

4. That \$12,649,273 is hereby appropriated for Capital Improvement Programs for Fiscal Year 2014/15 from the funds and for the amounts listed on pages 253-255 in the FY 2014/15 Proposed Budget document (as amended on the attached), including continuing appropriations (carry-overs) from FY 2013/14.

5. That the miscellaneous funds are hereby appropriated as follows:

Measure F Sales Tax (Fund 201)	\$5,526,283
Successor Agency Administration (Fund 205)	\$100,718
Affordable Housing Programs (Fund 210)	\$192,050
Clean Stormwater (Fund 221)	\$355,539
Underground Utility (Fund 226)	\$274,512
Parking Improvement (Fund 227)	\$83,450
Subdivision Park Trust (Quimby) (Fund 231)	\$566,160
Art in Public Places (Fund 235)	\$64,616
General Plan Surcharge (Fund 237)	\$309,930
Automation Surcharge (Fund 238)	\$183,529
Hamilton Community Facilities District (Fund 241)	\$576,261



Hamilton Arts Center (Fund 242)	\$450,000
Pointe Marin Community Facilities District (Fund 243)	\$198,272
Chapter 27 Assessment (Fund 251)	\$6,920
San Marin Landscape Assessment District (Fund 261)	\$51,680
Wildwood Glen Landscape Assessment Dist. (Fund 263)	\$9,386
Hillside Assessment District (Fund 264)	\$10,818
Downtown Landscape & Lighting District (Fund 265)	\$4,000
San Pablo Assessment District (Fund 266)	\$10,442
Eucalyptus Assessment District (Fund 267)	\$14,396
Gas Tax (Fund 272)	\$2,149,088
Justice Assistance Grants (Fund 277)	\$8,095
Police Special Projects (Fund 281)	\$63,800
State COPS Grant (Fund 282)	\$100,000
State Grants (Fund 283)	\$548,933
Federal Grants Fund (Fund 284)	\$1,397,207
Hamilton Trust (Fund 297)	\$296,000
Insurance Reserve (Fund 298)	\$195,000
Emergency Reserve (Fund 299)	\$912,922
Capital Improvement Projects (Fund 301)	\$12,649,273
Marin VRF (Fund 308)	\$318,466
Measure A (Fund 309)	\$1,551,684
Parks Measure A (Fund 310)	\$444,603
Civic Center (Fund 319)	\$37,800
Clean Stormwater CIP (Fund 321)	\$331,456



Facilities Long-Term Maintenance (Fund 323)	\$597,120
Infrastructure Long-Term Maintenance (Fund 324)	\$495,000
Development Impact Fees (Fund 327)	\$1,722,400
Community Facilities Maintenance & Contingency Fund (Fund 330)	\$513,311
G.O. Bond Debt Service (Fund 501)	\$1,888,221
Pension Obligation Bonds Debt Service (Fund 503)	\$1,196,148
Equipment/Vehicle Maintenance (Fund 601)	\$825,244
Equipment Replacement (Fund 605)	\$1,894,157

6. That funds of the Marin Valley Mobile Country Club are hereby appropriated as follows:

Marin Valley Mobile Country Club (Fund 651)	\$2,491,232
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* * * * *

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 24th day of June, 2014, by the following vote, to wit:

AYES:	Councilmembers	Athas, Kellner, MacLeamy
NOES:	Councilmembers	Eklund, Lucan
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. 14-01

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, 2014 through June 30, 2015; 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 \$48,000 for operating expenditures, as follows:

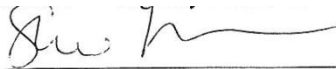
Materials & Supplies	\$35,000
Transfer to General Fund	\$13,000

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, 2014 through June 30, 2015 and all resolutions and conflicts are expressly repealed.

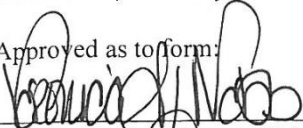
* * * * *

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 24th day of June, 2014, by the following vote, to wit:

AYES:	Agency Members	Athas, Kellner, MacLeamy, Lucan
NOES:	Agency Members	Eklund
ABSTAIN:	Agency Members	None
ABSENT:	Agency Members	None



Sheri Hartz, Secretary

Approved as to form:


Agency Counsel, Novato Public Finance Authority of the City of Novato



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 53-14

RESOLUTION ESTABLISHING THE APPROPRIATIONS LIMIT
OF \$ 88,091,852 FOR THE FISCAL YEAR 2014/15

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 2014/15 appropriations limit is calculated using the following:

- The State of California per capita personal income decrease determined by the California Department of Finance for the calendar year 2013, (0.23%); and
- The County of Marin population increase for the calendar year 2013 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 2014/15 appropriations limit; and that the appropriations limit for Fiscal Year 2014/15 is established to be \$88,091,852.

* * * * *



Budget Resolutions

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 24th day of June, 2014, by the following vote, to wit:

AYES:	Councilmembers	Athas, Eklund, Kellner, MacLeamy, Lucan
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None

Sheri Hartz, City Clerk

Approved as to form:

City Attorney of the City of Novato



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 62-14

RESOLUTION AUTHORIZING PERSONNEL ALLOCATION
CHANGES AND SALARY RANGE CHANGES AS PART OF THE
2014/15 CITY BUDGET

WHEREAS, the City of Novato has reduced its workforce by more than 20% over the past five fiscal years; and

WHEREAS, the City Council has been engaged in a long-term fiscal sustainability planning effort since 2012; and

WHEREAS, the City Council approved its Fiscal Sustainability Strategy in February 2014; and

WHEREAS, the Fiscal Sustainability Strategy recommends adding a number of new staff positions to maintain service levels and restore some functional areas that were previously reduced; and

WHEREAS, the Proposed City of Novato 2014/15 Budget implements the Fiscal Sustainability Strategy by adding these new positions; and

WHEREAS, the Proposed City of Novato 2014/15 Budget recommends several other changes, additions, deletions, and extensions to various City staff positions; and

WHEREAS, several positions in the Administrative Services Department are recommended to have their salary ranges changed; increases to one information technology position based on internal relationships and a decrease to a human resources position.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Novato hereby approves the following personnel allocation changes and salary range changes, as listed in the table below:



Personnel Changes from 2013/2014 Budget			
Beginning Authorized Personnel Total			<u>186.90</u>
<u>Position Eliminations/Reclassifications</u>			
Department	Position	FTE	
Administrative Services	Senior Account Clerk	(1.00)	Eliminated
	Senior Account Clerk	(1.00)	Reclassified
Community Development	Administrative Clerk II	(0.50)	Reduce to 0.5 FTE
Parks, Recreation & Community Services	Senior Administrative Clerk	(0.50)	Reduce to 0.5 FTE
Public Works	Senior Maintenance Worker	(1.00)	Reclassified
Total Position Reductions			(4.00)
<u>Position Additions/Reclassifications</u>			
Department	Position	FTE	
Central Administration	Hamilton Base Reuse Manager	0.50	Increase to 1.0 FTE
Administrative Services	Principal HR Analyst	1.00	New
	Senior Information Technology Analyst	1.00	New
	Technology Business Analyst	1.00	New-Limited Term
	Account Clerk II	1.00	Reclassified
Police	Officer-NC3TF	1.00	New-Grant Funded (0.78 FTE)
	Administrative Clerk II	0.50	Restoration
	Records Specialist	0.50	Restoration
Parks, Recreation & Community Services	Senior Management Analyst	1.00	Restoration
	Gymnastics Instructor	0.50	New
Public Works	Administrative Manager	1.00	New-Limited Term
	Maintenance Worker	1.00	Reclassified
	Maintenance Worker	1.00	Restoration
Total Position Additions			11.00
Ending Authorized Personnel Total			<u>193.90</u>

FY 14/15 Budget - Salary Range Changes					
Current Classification - Salary Changes	Step 1	Step 2	Step 3	Step 4	Step 5
Technology Manager	\$8,692	\$9,126	\$9,583	\$10,062	\$10,565
Human Resources Analyst	\$5,604	\$5,885	\$6,179	\$6,488	\$6,812



* * * * *

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 24th day of June, 2014, by the following vote, to wit:

AYES:	Councilmembers	Athas, Kellner, MacLeamy
NOES:	Councilmembers	Eklund, Lucan
ABSTAIN:	Councilmembers	
ABSENT:	Councilmembers	

Sheri Hartz, City Clerk

Approved as to form:

City Attorney of the City of Novato



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 57-14

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT AND LEVYING ASSESSMENT FOR FISCAL YEAR 2014/15 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 2014/15; and

WHEREAS, the Engineer of Work filed an annual report on June 10, 2014 with the City Clerk, and the City Council adopted Resolution of Intention No. 46-14 to Levy and Collect Assessments within the assessment district for Fiscal Year 2014/15; and

WHEREAS, said Resolution No. 46-14 set a public hearing to be held at the hour of 6:30 p.m. on June 24, 2014, 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 24, 2014, 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 2014/15.

* * * * *



Budget Resolutions

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 24th day of June, 2014, by the following vote, to wit:

AYES:	Councilmembers	Athas, Eklund, MacLeamy, Lucan
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"

**Hillside Park Unit 4 Landscaping Assessment District A-91
Proposed Budget-Fiscal Year 2014/15**

Proposed Expenditures (FY 14/15):

Maintenance and Operations	\$	4,675
Allocated Salaries ²	\$	2,384
Water	\$	2,924
Electricity	\$	200
Admin Services (Internal support) ¹	\$	500
Collection Fees (County of Marin)	\$	136
Subtotal Proposed Expenditures FY 2014/15	\$	10,818
Projected Carryover Fund Balance 2013/14	\$	41,674
Fund surplus	\$	30,856
Contingency Reserve*	\$	41,668
No. of Assessment Units		68
14/15 Unit Assessment:	\$	159.00
Maximum allowable unit assessment	\$	574.31
Proposed Assessment for FY 2014/15	\$	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. 58-14

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR 2014/15 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 2014/15; and,

WHEREAS, the Engineer of Work filed an annual report on June 10, 2014 with the City Clerk, and the City Council adopted Resolution of Intention No. 47-14 to Levy and Collect Assessments within the assessment district for Fiscal Year 2014/15; and

WHEREAS, said Resolution No. 28-13 set a public hearing to be held at the hour of 6:30 p.m. on June 24, 2014, 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 24, 2014 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 2014/15.

* * * * *



Budget Resolutions

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 24th day of June, 2014, by the following vote, to wit:

AYES:	Councilmembers	Athas, Eklund, MacLeamy, Lucan
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 2014/15**

Proposed Expenditures (FY 14/15):

Maintenance and Operations	\$	35,506
Allocated Salaries ²	\$	1,589
Water	\$	10,528
Electricity	\$	386
Admin Services (Internal. support) ¹	\$	500
Collection Fees (County of Marin)	\$	3,170
Subtotal Proposed Expenditures (FY 2014/15)	\$	51,680
Projected Carryover Fund Balance (2013/14)	\$	23,613
Fund surplus	\$	(28,067)
Contingency Reserve*	\$	26,869

No. of Assessment Units	1,585
14/15 Unit Assessment:	34.66
(Maximum allowable unit assessment):	34.66

Proposed Assessment for FY 2014/15 **54,936**

*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.

¹ Finance staff and administrative support

² Staff 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. 59-14

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT
AND LEVYING ASSESSMENT FOR FISCAL YEAR 2014/15
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 2014/15; and

WHEREAS, the Engineer of Work filed an annual report on June 10, 2014 with the City Clerk, and the City Council adopted Resolution of Intention No. 48-14 to Levy Assessments within the assessment district for fiscal year 2014/15; and

WHEREAS, said Resolution No. 48-14 set a public hearing to be held at the hour of 6:30 p.m. on June 10, 2014 in 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 24, 2014, 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 2014/15.

* * * * *



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 24th day of June, 2014, by the following vote, to wit:

AYES:	Councilmembers	Athas, Eklund, MacLeamy, Lucan
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 "C"

**San Pablo Landscape Assessment District A-03
Proposed Budget-Fiscal Year 2014/15**

Proposed Expenditures FY 2014/15:

Maintenance and Operations (City staff reimbursement)	\$	7,047
Allocated Salaries ²	\$	795
Water	\$	1,935
Electricity	\$	127
Admin Services (Internal support) ¹	\$	500
Collection Fees (County of Marin)	\$	38
Subtotal Proposed Expenditures FY 2014/15:	\$	10,442
Projected Carryover Fund Balance 2013/14:	\$	15,945
Fund surplus	\$	5,504
Contingency Reserve*	\$	18,003

No. of Assessment Units:	19
14/15 Unit Assessment:	\$657.84
(Maximum allowable unit assessment)	\$657.84

Proposed Assessment for FY 2014/15: \$ 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. 60-14

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR 2014/15 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 2014/15; and

WHEREAS, the Engineer of Work filed an annual report on June 10, 2014 with the City Clerk, and the City Council adopted Resolution of Intention No. 49-14 to Levy and Collect Assessments within the assessment district for fiscal year 2014/15; and

WHEREAS, said Resolution No. 49-14 set a public hearing to be held at the hour of 6:30 p.m. on June 24, 2014, 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 24, 2014, 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 2014/15.

* * * * *



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 24th day of June, 2014, by the following vote, to wit:

AYES:	Councilmembers	Athas, Eklund, MacLeamy, Lucan
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"

**Wildwood Glen Landscaping Assessment District C-91
Proposed Budget-Fiscal Year 2014/15**

Proposed Expenditures FY 2014/15

Maintenance and Operations	\$	5,115
Allocated Salaries ²	\$	795
Water	\$	2,722
Electricity	\$	160
Admin Services (Internal support) ¹	\$	500
Collection Fees (County of Marin)	\$	94

Subtotal Proposed Expenditures FY 2014/15: \$ 9,386

Projected Carryover Fund Balance 2014/15: \$ 1,029

Fund surplus \$ (8,357)

Contingency Reserve* \$ 407

No.of Assessment Units: 47

14/15 Unit Assessment: \$ 186.46

(Maximum allowable unit assessment) \$ 186.47

Proposed Assessment for FY 2014/15 \$ 8,763.62

*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 6/30/2014**

Due To	Amount	Due From	Amount
Development Impact Fees	117,857	RDA Successor Agency	117,857
General Fund	347,125	Hamilton CFD	347,125
Emergency Reserve	784,315	Redevelopment Obligation Retirement	784,315
Equipment Replacement	687,300	General Fund	687,300
Equipment Replacement	378,504	Novato Public Finance Authority	378,504
Hamilton Trust	1,315,000	Novato Public Finance Authority	1,315,000
RDA Successor Agency	23,916,571	RDA Housing Successor Agency	23,916,571
Total inter-fund loans	27,546,673		27,546,673



FY 14/15 Budgeted Operating Transfers

	Transfers In											Totals
	101	210	237	241	281	301	321	323	324	503	605	
Transfers Out	General Fund	Affordable Housing Prog	General Plan Surcharge	Hamilton CFD	Special Projects	Capital Improvements Program	Clean Stormwater CIP	Facilities Long-Term Maintenance	Infrastructure Long-Term Maintenance	Pension Obligation Bonds	Equipment Replacement	
101 General Fund			300,000		7,000	304,304		545,000	545,000	1,124,184	399,000	3,224,488
201 Measure F Sales Tax	1,426,883					1,882,728				29,888		3,339,499
205 RDA Successor Agency										2,691		2,691
210 Affordable Housing Programs										683		683
221 Clean Stormwater	140,000						45,000					185,000
226 Underground Utility						274,512						274,512
227 Parking Improvement						83,000						83,000
231 Quimby	500					565,660						566,160
235 Art in Public Places						64,616						64,616
237 General Plan Surcharge										1,597		1,597
238 Automation Surcharge										3,193		3,193
241 Hamilton CFD						29,852				9,366		39,218
243 Pt Marin CFD										6,029		6,029
251 Ch 27 Assessments						6,920						6,920
266 San Pablo Assessment Dist				7,047								7,047
267 Eucalyptus Assessment Dist	184											184
272 Gas Tax	817,000					1,332,088						2,149,088
283 State Grant						548,933						548,933
284 Federal Grants						1,397,207						1,397,207
297 Hamilton Trust	230,000	34,000										264,000
298 Insurance Reserve						195,000						195,000
299 Emergency Reserve						62,922						62,922
308 Marin VRF						318,466						318,466
309 Measure A						1,551,684						1,551,684
310 Parks Measure A						250,000				6,029		256,029
319 Civic Center Fund						37,800						37,800
321 Clean Stormwater CIP						331,456						331,456
323 Facilities LT Maint						597,120						597,120
324 Infrastructure LT Maint						495,000						495,000
327 DIF	98,478					1,173,922						1,272,400
330 Community Fac Maint						513,311						513,311
450 NPFA	13,000											13,000
601 Equipment Maint										12,488		12,488
605 Equipment Replacement						80,000						80,000
	2,726,045	34,000	300,000	7,047	7,000	12,096,501	45,000	545,000	545,000	1,196,148	399,000	17,900,741



Restricted Revenue Project Funding

DATE NAME	BEGINNING BALANCE 7/1/2013	FUNDS RECEIVED	FUNDS EXPENDED	INTEREST EARNED	ENDING BALANCE 6/30/2014	PROPOSED USE OF FUNDS
3/29/73 BARRY SWAIN	\$872.75			\$3.83	\$876.59	FUTURE CIP PROJECT
4/11/78 M. BLUMENFIELD	\$21,939.60			\$96.39	\$22,035.99	FUTURE CIP PROJECT
9/21/78 FOUNDERS TITLE	\$2,722.85			\$11.96	\$2,734.81	FUTURE CIP PROJECT
6/1/79 TAM SEWERS, INC.	\$15,781.54			\$69.33	\$15,850.87	FUTURE CIP PROJECT
1/1/80 LEONARD	\$22,030.54			\$96.79	\$22,127.33	FUTURE CIP PROJECT
7/3/86 PERENNIAL HOMES	\$39,464.53			\$173.38	\$39,637.91	FUTURE CIP PROJECT
8/20/87 GLASCOCK HOMES #1	\$52,367.81			\$230.07	\$52,597.88	FUTURE CIP PROJECT
12/11/87 FOUR STAR INVESTMENTS/HILLSIDE PK	\$21,434.02			\$94.17	\$21,528.19	FUTURE CIP PROJECT
6/20/88 ROWLAND 101 PROPERTIES	\$134,519.29			\$590.99	\$135,110.28	FUTURE CIP PROJECT-ROWLAND IMPROVEMENTS
12/27/91 R. W. GUDGEL	\$6,274.75			\$27.57	\$6,302.31	FUTURE CIP PROJECT
3/1/96 BUCK CENTER	\$29,407.99			\$129.20	\$29,537.19	PROJECT 99-007
7/25/96 MASMA CONSTRUCTION	\$36,961.20			\$162.38	\$37,123.58	FUTURE CIP PROJECT
2/4/97 FRANK FONSECA	\$23,148.62			\$101.70	\$23,250.32	FUTURE CIP PROJECT
6/23/98 NOVATO COMM HOSPITAL	\$35,654.57		(\$11,250.00)	\$117.88	\$24,522.45	FUTURE CIP PROJECT
4/10/98 MARIN GREEN VILLAGE	\$1,594.45			\$7.00	\$1,601.46	FUTURE CIP PROJECT
2/22/99 TOLL BROTHERS	\$8,903.80			\$39.12	\$8,942.91	FUTURE CIP PROJECT
1/29/99 NEW HAMILTON PARTNERSHIP	\$7,742.44			\$34.02	\$7,776.46	FUTURE CIP PROJECT
9/30/99 BUCK CENTER FOR RESEARCH	\$1,499.39			\$6.59	\$1,505.98	PROJECT 99-007
4/24/00 GREYSTONE HOMES	\$28,503.73			\$125.23	\$28,628.95	FUTURE CIP PROJECT
10/31/01 SHEA HOMES	\$37,063.36			\$162.83	\$37,226.19	FUTURE CIP PROJECT
7/29/03 SUMMERHILL PALMER LLC #63824	\$106,147.93			\$466.35	\$106,614.28	FUTURE CIP PROJECT
11/24/06 COUNTY OF MARIN GRANT #78962	\$19,879.10			\$87.34	\$19,966.44	PROJECT 07-009
10/31/08 NCP/SHEA HOMES	\$89,573.98			\$393.53	\$89,967.51	LOT 6, MEADOW PARK MAINTENANCE
VARIOUS STREET RESURFACING	\$30,697.40	\$6,500.00		\$149.23	\$37,346.63	STREET RESURFACING PROJECTS
8/19/09 901 SHERMAN AVE	\$47,180.53	\$700.00	(\$606.67)	\$207.94	\$47,481.80	901 SHERMAN FACILITY IMPROVEMENTS
9/21/10 SIGNATURE PROPERTIES	\$5,365.61			\$23.57	\$5,389.19	
9/21/10 SIGNATURE PROPERTIES	\$12,648.24			\$55.57	\$12,703.80	
7/13/11 NORTHWESTERN PACIFIC RAIL	\$100,818.23			\$442.93	\$101,261.16	
7/27/12 NOVATO GATEWAY LLC	\$380,522.33			\$1,671.77	\$382,194.10	PROJECT 97-001
7/27/12 NOVATO GATEWAY LLC	\$130,538.29			\$573.50	\$131,111.79	PROJECT 12-005
7/27/12 NOVATO GATEWAY LLC	\$48,160.79		(\$48,000.00)	\$46.20	\$206.99	PROJECT 02-011
4/17/14 FRIENDS OF DOGBONE MEADOW		\$7,000.00		\$3.63	\$7,003.63	PROJECT 15-005
	\$1,499,419.68	\$14,200.00	(\$59,856.67)	\$6,402.00	\$1,460,165.01	

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.



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CITY OF NOVATO
Adopted Budget
Fiscal Year 2014/2015

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