



# *City of Novato*

## CALIFORNIA

PRESENTED BY  
**MICHAEL S. FRANK**  
*CITY MANAGER*



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

**MADLINE KELLNER**  
*Mayor*

**DENISE ATHAS**  
*Mayor Pro Tem*

**CAROLE DILLON-KNUTSON**  
**PAT EKLUND**  
**JEANNE MACLEAMY**  
*Councilmembers*

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





## ***Questions and Answers***

# **How to Read The City of Novato's Budget**

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

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

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

**A.** The City Council identifies goals each year and these are summarized as an attachment to the City Manager's budget message on Page 10. Accomplishments are listed in each department section, beginning on Page 126.

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

**A.** A summary of City revenues begins on Page 43. This summary explains each of the different revenue sources and its outlook for the future. On Page 74 is a listing of general fund revenues by type, followed by a chart that graphically summarizes this information. Then, on Page 96 is a summary of revenues for all funds by type.

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

**A.** A list of general fund expenditures by department is on Page 78, followed by a chart that graphically summarizes this information. A summary of expenditures for the general fund by function is on Page 81. A summary of expenditures for all funds by department is on Page 99. Beginning on Page 121 is a breakdown by department and program of each of the City's services. A comprehensive list of these services is found in the Table of Contents, beginning on Page TOC-ii. Each of the services (programs) is detailed by how much each one costs, any revenue that the service brings in, and how many people it takes to provide the service.

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

**A.** A summary of capital improvement projects begins on Page 332. CIP project funds are listed beginning on Page 319. Current CIP projects are summarized on Page 335. A separate Capital Improvement Program Budget has complete details on these projects. Copies of that budget can be obtained from the Novato City Clerk's Office, 75 Rowland Way #200, (415) 899-8986.

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

**A.** The Redevelopment Agency Budget is found starting on Page 303.

**California Society of  
Municipal Finance Officers**

*Certificate of Award*

**Excellence in Operating Budget  
Fiscal Year 2010-2011**

*Presented to the*

**City of Novato**

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

*February 24, 2011*



*Ronnie Campbell*  
Ronnie Campbell  
CSMFO President

*Chu Thai*  
Chu Thai, 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, 2010.

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, 2010**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) gave a Distinguished Budget Presentation Award to the City of Novato for its annual budget for the fiscal year beginning July 1, 2010.

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 2011/12

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Team Work | Excellent Customer Service | Ethical Behavior | Honesty and Integrity | Fiscal Responsibility |  
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June 1, 2011

Honorable Mayor and City Council Members  
Novato, California

Subject: FY 2011/2012 Proposed Budget for the City of Novato

Honorable Mayor and Members of the City Council:

We have just lived through the largest and longest recession since the Great Depression and its ripples will be with us for many years to come. Many of our residents have their homes underwater, many are unemployed, median home prices have plummeted, and many retirement accounts are worth much less than they were before the recession.

As a City, we have felt the impact of the recession keenly — for better or worse, cities are funded through property and sales tax. For FY 2011/12, the City's General Fund budget is projected at approximately \$31.8 million. Our property tax revenues have decreased from a high in FY 2008/09 of \$5.7 million to this year's projection of \$5.2 million. Sales tax has also declined over \$500,000 over the past few years. Revenues (property taxes, investment income, and private development projects) continue to decline, however sales tax receipts are seeing a slight increase as the economy begins to slowly recover.

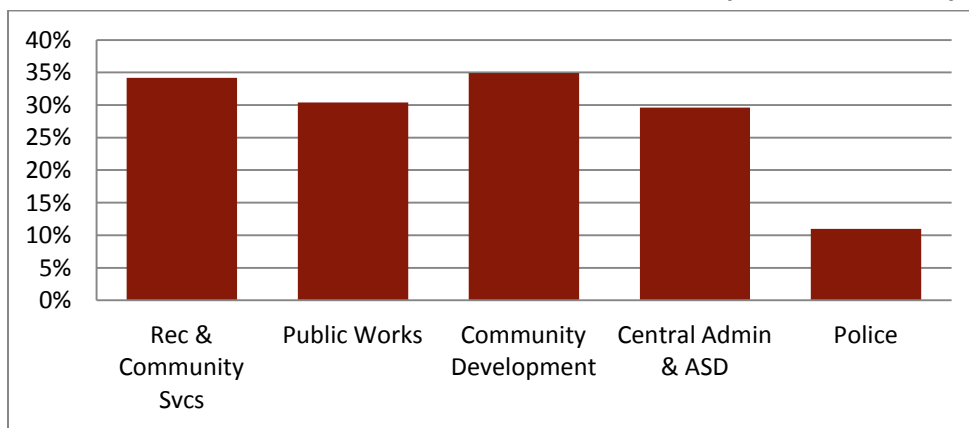
In response to these revenue reductions, deep cuts have been made in operations and programs and 34 positions have been eliminated in the last two years. Despite these impacts, I am very proud of the level of service and dedication that our employees continue to demonstrate in their daily work. Merriam-Webster Dictionary defines ***Resiliency*** "as an ability to recover from or adjust easily to misfortune or change". I believe that resiliency is part of our organization and community culture which allows us to adjust, change, and be flexible as we move forward. As we continue to seek fiscal sustainability for our organization, we will continue to need to be resilient, flexible and creative.



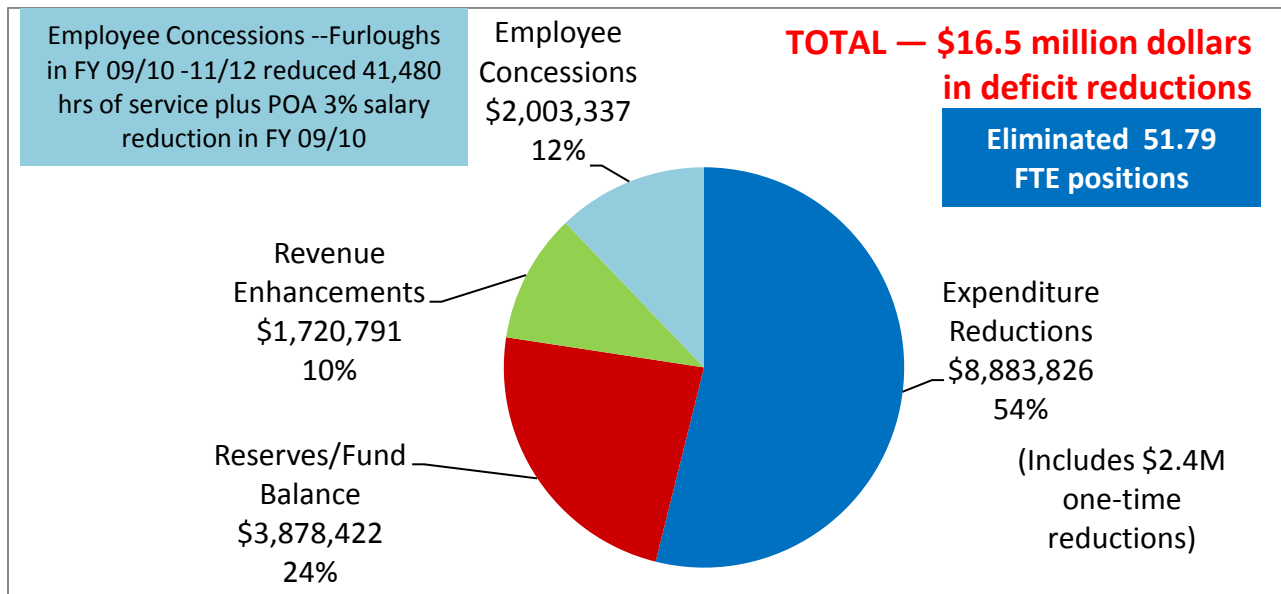
**KEY MESSAGES**

Clearly, this is the second year of one of the most difficult budgets that the City of Novato has ever faced. Last year after extensive discussions and community input, the City Council approved a \$4,035,429 deficit reduction package with impacts to occur during FY 2010/11 and FY 2011/12 as part of a two year phase-in strategy. This translated into 34 positions cut and many services eliminated, reduced or dramatically restructured. Over the last three years, every department budget has been cut by 30-35%, with the exception of Police which has been cut by 11%. Overall, staffing levels have been reduced 20% and starting in July 1, 2011, the City will be down to the same staffing as 1994/95. The graphics below illustrate these facts.

**TABLE 1 - % STAFFING REDUCTIONS PER DEPARTMENT (PAST 4 YEARS)**



**TABLE 2 - 5 YEARS OF DEFICIT REDUCTIONS**





In July 2010, despite these heartbreaking actions, the City still faced over an estimated average \$1.7 million ongoing structural deficit. The choices before the Council were limited – raise revenues via a tax measure or make additional reductions to the budget in FY 2011/12 which would have impacted core city services such as police officers, street and road maintenance, and senior/youth services. We are extremely grateful that the City Council placed Measure F, a temporary sales tax, on the ballot and that the voters approved it by 57% support.

However, the Council has been clear that they want to carefully utilize the estimated \$3.2 million annually in additional sales tax from Measure F to help move the City towards long term fiscal sustainability and eventual health. The Council will begin these discussions over the summer and into the fall.

The bottom line is that the City of Novato does not have the same sources of revenue that many other traditional cities have. 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 fact.

- 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)
- Real Property Transfer Tax is **73%** Less 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 for sales tax which provides a great portion of cities’ funding base.
- No Refuse Franchise Fee – San Rafael gains \$1.5 million and Petaluma gains \$1.4 million annually.
- Impacts Without Compensation – Other entities impact our city streets with no compensation or cost sharing for deterioration of roadways.

## MEASURE F/FISCAL SUSTAINABILITY DISCUSSION

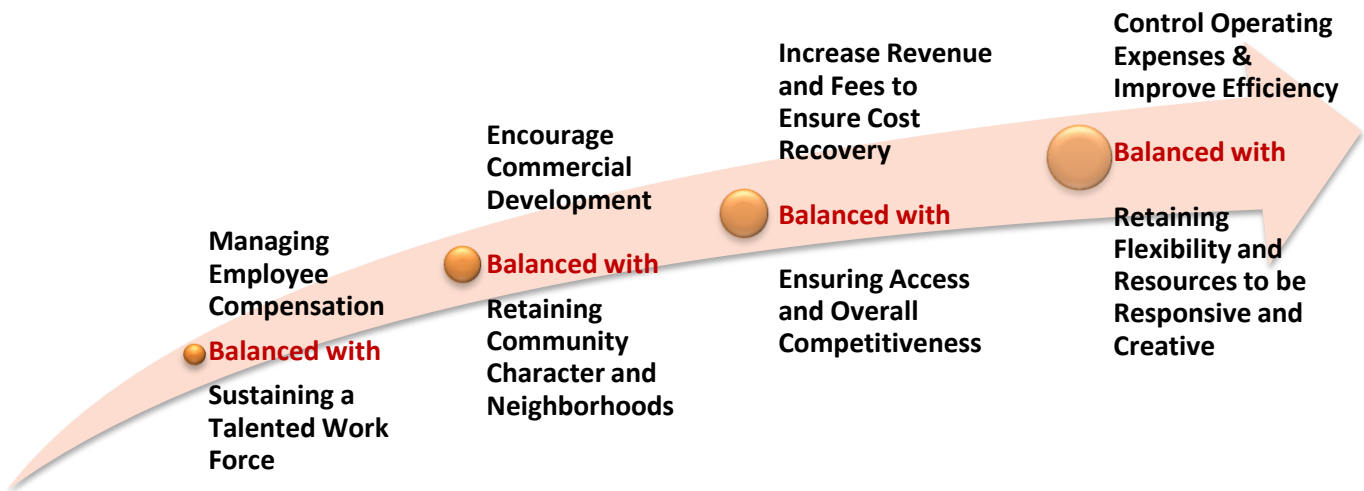
The passage of Measure F by the voters last November was an important action to prevent further reductions in staff and service levels. The Measure provides additional revenues to the City to address its structural deficit. However, the sales tax increase is temporary and expires in five years. Projections demonstrate that the City faces an estimated **\$3.5 million** deficit in the first year after Measure F expires. We have much work to do.

In preparation, Council will begin discussions on actions needed to ensure the City’s long-term fiscal sustainability. As we proceed, we are committed to two key principles – “one time money for one time uses” and retention of our 15% General Fund Reserve policy. These principles provide clear and solid financial prudence which will continue to serve us well.



While we are fortunate to have Measure F funding for the next five years, the City faces significant financial challenges as the underlying structural problem continues to worsen. In addition, there are a variety of tensions present in the choices ahead. These issues will serve as a backdrop for a larger fiscal sustainability discussion the Council will have this summer after the Council takes action on the budget for FY 2011/12.

**TABLE 3 – FISCAL SUSTAINABILITY --- A BALANCING ACT**



**ECONOMIC ENVIRONMENT**

Cities across the California are facing extremely difficult times during this historic economic downturn. The horizon shows some encouraging signs, but most economists believe that the recovery will be a long, slow climb. The stock market still faces great uncertainty and the European debt crisis is still volatile. We have a continued weak job market and high unemployment, plus foreclosures continue. Consumers are remaining cautious in their spending patterns and credit remains tight. While our sales tax is showing some improvement, we remain cautious and concerned about the economy.

**STATE OF CALIFORNIA IMPACTS**

Governor Jerry Brown wasted no time initiating bold visions for ways to address the State’s budget deficit. Unfortunately, local government remains a key target through the proposed elimination of redevelopment agencies. In the last two years, the State forced local redevelopment agencies to pay the state \$1.7 billion as part of the FY 2009/10 State budget plus the legislature and governor have agreed to raid local redevelopment agencies coffers to make an additional \$350 million payment to the state in FY 2010/11. For Novato’s Redevelopment Agency this meant \$2.7 million for FY 2009/10 and another \$550,000 during FY 2010/11. This shift in redevelopment agency funds is not a loan, but a direct take by the State of California. For FY 2011/12, Governor Brown continues to recommend the elimination of redevelopment agencies with uncommitted revenues to be transferred to local educational institutions and all assets to be sold to raise additional funds.

The Governor's May Revise budget proposes \$10.8 billion in solutions to balance the budget and achieve a \$1.2 billion state reserve. This is an improvement from earlier this year when the state faced a projected \$26.6 billion deficit. The state budget is also looking at realigning functions and some police related programs or revenue sources could be impacted.

### **2010-2013 CITY COUNCIL STRATEGIC PLAN**

In FY 2010/11, the City Council initiated a comprehensive strategic planning process that resulted in a three year Strategic Plan with seven goals and 27 strategic initiatives. This strategic direction is guiding staff in it priorities and work projects and has been incorporated into the budget for funding, as needed, for these efforts. Attached to this budget message is a copy of the City Council's 2010-2013 Strategic Plan.

### **FY 2011/12 FINANCIAL OVERVIEW**

The General Fund budget comprises \$31.8 million of the total \$57.3 million City budget. Included in the General Fund budget are expenditures of \$28.4 million not including transfers out; less than \$2.0 million of which are to the Capital Improvement Program.

The FY 2011/12 General Fund budget is balanced using \$470,000 of General Fund reserve. As a reminder, employee concessions and pension reform already negotiated have contributed \$625,000 towards helping with this year's budget deficit. The General Fund will still maintain a fund balance above its policy mandated minimum of 15% of General Fund expenditures.

### **OPERATING BUDGET**

The City Council's remaining \$1.6 million in reductions are slated to take effect on July 1, 2011. Fortunately, the residents of Novato approved Measure F, a temporary ½ cent sales tax, which provides funds to prevent more cuts, funding for key priorities, and allows the City time to move towards fiscal sustainability in a strategic and paced manner.

In light of Measure F, the City Manager's budget recommendations for FY 2011/12 offer only a few key changes from the actions Council approved last year.

- Defer the elimination of two Maintenance Worker positions by one year — Last year, the City eliminated 4 Maintenance Worker positions and this June 30<sup>th</sup>, another 4 positions were to be eliminated – a 35% reduction in two years. Measure F is recommended to fund two Maintenance Worker positions one additional year in order to continue our streamlining of responsibilities in graffiti removal and parks/island maintenance. The City will also be working with other community organizations to transfer the maintenance responsibilities of certain facilities.
- Defer the elimination of Central Receptionist position for one year — Clerical and administrative positions have been cut 27% in the last three years. This position is the general receptionist for all calls and visits from the public at 75 Rowland Way. Similar to maintenance, staff has



requested one more year to reorganize clerical staff in order to absorb the front receptionist position that is slated for elimination.

- Create part-time School Liaison Officer for one year — Staff is recommending a part-time Officer to work with the Novato Unified School District and the City to develop a long term plan and program to work with Novato students and schools. This position will not act as a School Resource Officer, but it will help us look at best practices, models from other agencies, and an overall needs assessment. The goal is to develop a program that is financial sustainable in the long run and that will have strong impacts for our youth and community.

**CAPITAL IMPROVEMENT PROGRAM BUDGET**

The FY 2011/12 Capital Improvement Budget is estimated at \$15.3 million. These are one-time funds that are specialized and are utilized for capital investments. These funds are largely not available to funding ongoing operations, like enhancing the Police or park maintenance staffing. Below are some of the key projects.

- Build a joint-use gymnasium at the Hamilton school in partnership with the Novato Unified School District (replacement for City’s existing Hamilton Gym).
- Construct new City offices building in downtown.
- Build six electrical vehicle charging stations in the community.
- Construct Commuter Bike Connection which will create a Class I multi-use pathway between South Novato Boulevard and Enfrente Road.
- Resurface deck of Atherton Avenue / US 101 Overcrossing Bridge.
- Continue investing in technology and software enhancements.

The City is fortunate to have a number of funding sources for street maintenance. For instance, the City receives funds through Measure A, a county-wide transportation sales tax approved by the voters in 2004 and Measure B, a city-wide general obligation bond for streets, drains and sidewalk improvements passed by the voters in 2000. However, the great majority of Measure B funds need to be spent by March 2012 according to the bond requirements. There is no such restriction on Measure A funds or Gas Tax funding.

Unfortunately, there are four final city projects that were initially planned to be funded by Measure B that will not be able to be completed by the March 2012. These projects have been stalled due to a need to coordinate with other capital projects (like the construction of new city offices downtown) or due to private development activity not occurring as soon as planned. In a unique set of circumstances, staff is recommending shifting a portion of the Measure B funding with Measure A and Gas Tax funding to ensure that the promised street maintenance projects are completed and that all Measure B funding is fully utilized. Below is a table showing the funding swaps that staff is recommending for this year’s CIP budget. A brief description of each project has also been provided for better clarification.





Project Name	Shift Funding From	Shift Funding To	Cost Estimate
Olive Avenue Improvements III	Measure B	Measure A	\$518,000
Rush Creek Drainage	Measure B	Gas Tax	\$330,000
Sherman Avenue/Cain Lane	Measure B	Measure A	\$242,000
Redwood Boulevard / Golden Gate Place	Measure B	Measure A	\$218,000
Slurry Seal 1	Measure B	None	\$363,000
Atherton Avenue Overcrossing	Gas Tax	Measure B	\$238,000
Measure A Group 3 Pavement Rehab	Measure A	Measure B	\$404,000
Measure A Group 4 Pavement Rehab	Measure A	Measure B	\$715,000
Street Resurfacing or Reconstruction	Gas Tax	Measure B	\$273,000
Hill Road/Indian Valley	Measure B	Measure B	\$407,000
Street Resurfacing or Reconstruction	Measure B	Measure B	\$172,000

Olive Avenue Improvements – This project will resurface Olive Avenue from Redwood Boulevard to Railroad Avenue and has been delayed to coordinate with frontage improvements associated with the Trader Joes development and a utility undergrounding project.

Rush Creek Drainage – Flooding in the downtown caused by lack of capacity along Rush Creek resulted in this project being placed within Measure B. Staff has completed the design and negotiated with SMART to include it as part of their Initial Operating Segment construction. This collaboration should provide a cost benefit to Novato.

Sherman Avenue/Cain Lane – These streets are in need of basic reconstruction and rehabilitation. Work has been delayed to allow Council time to consider and adopt a master plan for the Civic Center Area.

Redwood Boulevard / Golden Gate Place – This included roadway rehabilitation of Redwood Boulevard from Olive Avenue to Golden Gate Place and the City owned segment of Golden Gate Place. This project was removed from the Measure B list due to uncertainties associated with the North Redwood Corridor Plan.

Slurry Seal 1 – Measure B identified that any unused funds would be programmed to rehabilitate streets that were completed with Measure B funds early in the rehabilitation program. Staff has evaluated these streets and concluded that none require additional work at this time. This project has been determined unnecessary at this time.

Thus, City staff is recommending that Measure A or Gas Tax funding be substituted for Measure B funds in order to complete the projects and adhere to the requirements of Measure B. Individual Council Members expressed concern about the transfer proposal because of original funding commitments that were made, but members also understood the need for the funding shift. Staff is actively reaching out to individuals and property owners regarding the fund shift to explain this proposal.



## REVENUE & EXPENDITURE TRENDS FY 2010/11 – CURRENT FISCAL YEAR

The recession has impacted all of the City’s revenue sources, but in particular property tax, sales tax, interest earnings and development fees. Overall, revenue was down \$2 million in FY 2009/10 versus the prior year. At the Spring Financial Report in April, staff reminded the Council that FY 2010/11 was the first time that the Annual Statutory Assessed Valuation Adjustment under Proposition 13 was a negative number (-.24%). Property tax is expected to be \$280,000 below budget, interest earnings available to the general fund from the Hamilton Trust fund are down \$185,000, and permit/fees are down \$250,000 (due primarily to declines in development activity in the building and planning function). The one bright spot is sales tax which is projected to be up 3.9% and looks to exceed budget by approximately \$350,000. Despite having conservative revenue estimates a year ago, it is clear that the City’s revenue base has not yet stabilized.

Each department is managing their expenditure budgets diligently and they are on track to spend less than budget for FY 2010/11. Yet, the savings will be less than they were in previous years since we have been decreasing budgets and staff positions. Staff estimates budget savings of \$380,000 with 90% of these savings from vacant positions. The City continues to monitor vacancies carefully and hold vacancies open when possible. The remaining deficit for FY 2010/11 is approximately \$330,000.

## 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.

- Central Administration – Assistant City Manager Cathy Capriola, City Clerk Sheri Hartz, Word Processor Maureen McNiff, and Executive Secretary Vickie Gerber
- Redevelopment – Redevelopment Administrator Ron Gerber and Senior Management Analyst Tom Adams
- Administrative Services – Accountant/Analyst Maureen Chapman, Human Resources Manager Dan Weakley, Management Analyst II Dane Wadle
- Community Development – Director Dave Wallace and Planning & Environmental Services Manager Liz Dunn
- Parks, Recreation & Community Services – Director Pam Shinault, Recreation Operation Manager Kathy Kormos
- Police – Chief Joe Kreins, Captain Jim Berg, Captain Dave Jeffries and Management Analyst Nancy Andrews
- Public Works – Director Jason Nutt, Principal Civil Engineer Jerry Novak and Management Analyst I Patrice Valdivieso

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



**CONCLUSION**

We have made great progress in the City Council's vision of financial sustainability. We still face major hurdles and great uncertainty. However, I am firmly convinced in the resilient ability of this organization, Council and community to overcome these challenges and to deliver a high quality organization and services to the community of Novato.

Sincerely,

Michael Frank  
City Manager

*Attachments:*

*2010-2013 Council Strategic Plan*

## STRATEGIC PLAN GOALS

I.	<p><b>ACHIEVE ACCOUNTABLE AND TRANSPARENT COMMUNITY-BASED PLANNING:</b> Implement a General Plan process that collaboratively engages stakeholders in preparing a plan that is economically sustainable, preserves Novato's unique character and environment, reduces commute trips and greenhouse gas emissions, and is compatible with existing neighborhoods.</p> <p><b>Outcome:</b> An adopted General Plan that has community buy-in, meets State requirements, and preserves Novato's unique character and environment.</p>
II.	<p><b>ACHIEVE FISCAL SUSTAINABILITY:</b> Continue efforts to attain long-term fiscal stability [provision of services and care of community assets] including 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, and passage of a revenue measure.</p> <p><b>Outcome:</b> A balance of ongoing revenues and expenditures that support services and incorporate long-term maintenance of City assets.</p>
III.	<p><b>ENHANCE ENVIRONMENTAL SUSTAINABILITY AND PROMOTE A HEALTHY COMMUNITY:</b> Realized through clean energy initiatives, community planning that supports livable, healthy neighborhoods, and active recreational opportunities utilizing programs, parks and community facilities.</p> <p><b>Outcome:</b> Healthy, fit Novatans living and working in an environment with healthy neighborhoods and access to active recreational programs and first-class community</p>
IV.	<p><b>PROMOTE AN ACTIVE, RESTORED, AND VIBRANT DOWNTOWN:</b> Facilitate a vibrant and restored downtown that enhances both community and retail spaces.</p> <p><b>Outcome:</b> A downtown bustling with shoppers, event-goers, and employees with beautifully renovated historic buildings and active public spaces.</p>
V.	<p><b>FOSTER A THRIVING BUSINESS ENVIRONMENT AND DESTINATION:</b> 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.</p> <p><b>Outcome:</b> The prime business and retail destination in the North Bay and the revenue engine for high quality municipal services and high paying jobs.</p>
VI.	<p><b>IMPROVE SAFETY AND BUILD COMMUNITY CONNECTIONS:</b> Build a strong community by connecting residents, neighborhoods, programs, and support systems for all.</p> <p><b>Outcome:</b> NOVATO CARES – A caring community where neighbors look out for neighbors, residents mobilize to solve problems, and there is a noticeable decrease in crime</p>
VII.	<p><b>PURSUE ORGANIZATIONAL EXCELLENCE:</b> Utilizing industry best practices, technology, training, and accountability, pursue organizational excellence.</p> <p><b>Outcome:</b> An open, transparent, and customer service oriented workforce that is the most efficient and effective organization anywhere</p>



**Primary Goal**

**Novato Strategic Plan Goals**

	ACHIEVE ACCOUNTABLE COMMUNITY-BASED PLANNING	ACHIEVE FISCAL SUSTAINABILITY	ENHANCE ENVIRONMENTAL SUSTAINABILITY AND PROMOTE A HEALTHY COMMUNITY	PROMOTE AN ACTIVE, RESTORED, AND VIBRANT DOWNTOWN	FOSTER A THRIVING BUSINESS ENVIRONMENT AND DESTINATION	IMPROVE SAFETY AND BUILD COMMUNITY CONNECTIONS	PURSUE ORGANIZATIONAL EXCELLENCE
A. Prepare a draft Housing Element that is acceptable to the community and submit to the State							
B. Prepare draft North Redwood Boulevard Corridor Planning Study and design guidelines including economic analysis and submit to Council for							
C. Complete General Plan update process							
D. Provide revenue choices to the Council and the public							
E. Reduce key fixed costs within the City's budget							
F. Generate on-going revenue where appropriate from City-owned assets in Hamilton							
G. Plan for maintaining, protecting, and replacing aging City facilities							
H. Pursue partnerships with other agencies, non profits, and the community							
I. Implement an AB 811 / PACE Program							
J. Pursue environmental sustainability and GHG reductions							
K. Support regional and local efforts to connect Marin communities							
L. Explore and identify local solutions to address the obesity epidemic, primarily through recreation programming							
M. Attract and retain restaurant and retail for Downtown							
N. Conduct final plans for major downtown assets focused on implementation and advancement							
O. Protect and restore historic downtown assets							
P. Support entertainment & events in Downtown							



**Primary Goal**

**Novato Strategic Plan Goals**

	ACHIEVE ACCOUNTABLE COMMUNITY-BASED PLANNING	ACHIEVE FISCAL SUSTAINABILITY	ENHANCE ENVIRONMENTAL SUSTAINABILITY AND PROMOTE A HEALTHY COMMUNITY	PROMOTE AN ACTIVE, RESTORED, AND VIBRANT DOWNTOWN	FOSTER A THRIVING BUSINESS ENVIRONMENT AND DESTINATION	IMPROVE SAFETY AND BUILD COMMUNITY CONNECTIONS	PURSUE ORGANIZATIONAL EXCELLENCE
Q. Business attraction and retention plan							
R. Improve promotion of Novato as a residential, tourist, retail, and business destination							
S. Build community among residents, businesses, non-profits, community organizations, neighborhoods, programs, and support systems for all							
T. Increase public safety through prevention and intervention							
U. Facilitate a strong community services system and other support especially focused on seniors							
V. Support programming, leadership development and services for youth of Novato							
W. Enhance disaster preparedness							
X. Improve efficiency and service through Investment in Technology							
Y. Improve employee recruitment, retention, training, and professional development processes							
Z. Improve workflow processes and efficiency and effectiveness							
AA. Improve effectiveness and efficiency of Boards and Commissions							

<b>Strategic Objectives with Work Plan Items</b>		
	<b>PRIMARY DEPARTMENT OWNER</b>	<b>TIMELINE</b>
<b>A. Prepare a draft Housing Element that is acceptable to the community and submit to the State</b>	Community Development	
1. Facilitate development of CM Ad Hoc Working Group Recommendations	Community Development	YR 1: Jan - Jun
2. Submit Housing Opportunity Sites list to City Council	Community Development	YR 1: Jan - Jun
3. Prepare draft Housing Element and initiate environmental review	Community Development	YR 2: July - Dec
4. Submit draft Housing Element to State	Community Development	YR 2: July - Dec
<b>B. Prepare draft North Redwood Boulevard Corridor Planning Study and design guidelines including economic analysis and submit to Council for approval</b>	Community Development	
1. Submit North Redwood land use recommendations to City Council for discussion and feedback.	Community Development	YR 1: Jan - Jun
2. Prepare draft policies and design guidelines	Community Development	YR 2: July - Dec
3. Public review and comment on draft Study	Community Development	YR 2: July - Dec
4. Submit Study to City Council	Community Development	YR 2: Jan - Jun
5. Work to change regional housing mandates (to be further defined)	Community Development	Ongoing
<b>C. Complete General Plan update process</b>	Community Development	
1. Prepare draft land use plan	Community Development	YR 2: Jan - Jun
2. Develop policy alternatives	Community Development	YR 3: July - Dec
3. Prepare draft general Plan	Community Development	YR 3: Jan - Jun
<b>D. Provide revenue choices to the Council and the public</b>	City Manager's Office	
1. Lead public information program on Measure F	City Manager's Office	Completed
2. Explore feasibility of a citywide Community Facilities District or Development Agreements for new development	Community Development	YR 2: July - Dec
3. Create a process to maximize grant resources	City Manager's Office	YR 1: Jan - Jun
4. Complete comprehensive fee studies including Development Impact Fees and Master Fee Analysis	Administrative Services	YR 2: Jan - Jun
5. Create PRCS Corporate Sponsorship Program	Parks, Recreation, and Community Svcs	YR 2: July - Dec
<b>E. Reduce key fixed costs within the City's budget</b>	City Manager's Office	
1. Resolve location of city offices and eliminate City lease payments	City Manager's Office	YR 1: Jan - Jun
2. Review and proactively work with the Animal Control JPA to reduce the contract with the Humane Society	City Manager's Office	YR 2: Jan - Jun
3. Pension reform and employee concessions for FY 10/11 and 11/12	Administrative Services	Completed
4. Comprehensively review employee benefits and compensation including exploring further pension reform	Administrative Services	YR 2: July - Dec

<b>Strategic Objectives with Work Plan Items</b>		
	<b>PRIMARY DEPARTMENT OWNER</b>	<b>TIMELINE</b>
<b>F. Generate on-going revenue where appropriate from City-owned assets in Hamilton</b>	Redevelopment / Economic Development	
1. Look at alternatives available for SMART Station placement.	Redevelopment / Economic Development	YR 1: July - Dec
2. Work with appropriate Federal Agencies to remove land use constraints where appropriate and optimize ability to fully utilize and generate revenue	Redevelopment / Economic Development	YR 1: Jan - Jun
3. Evaluate and engage a process to more fully utilize City owned properties while respecting the historical nature of some of these assets in Hamilton	Redevelopment / Economic Development	YR 2: July - Dec
<b>G. Plan for maintaining, protecting, and replacing aging City facilities</b>	Public Works	
1. Develop a facility, parks & infrastructure maintenance master plan	Public Works	YR 2: July - Dec
2. Use one-time funds to weatherize and protect aging City facilities	Public Works	YR 1: Jan - Jun
<b>H. Pursue partnerships with other agencies, non profits, and the community</b>	City Manager's Office	
1. Hamilton Pool - Evaluate first summer of operation by City of San Rafael and explore increasing revenue opportunities	Parks, Recreation, and Community Svcs	YR 1: Jan - Jun
2. Hamilton Gym - Reach agreement to build replacement gym in partnership with NUSD	Parks, Recreation, and Community Svcs	YR 1: July - Dec
3. Continue park and island transition planning to accommodate reduced staffing	Public Works	YR 2: Jan - Jun
4. Initiate development of Friends of Parks and Recreation	Parks, Recreation, and Community Svcs	YR 1: Jan - Jun
<b>I. Implement an AB 811 / PACE Program</b>	City Manager's Office	YR 2: July - Dec
1. Work with other jurisdictions to develop a AB811 financing program to encourage energy efficiency and production measures in the community	City Manager's Office	YR 2: July - Dec
<b>J. Pursue environmental sustainability and GHG reductions</b>	Community Development	
1. Reduce City's GHG emissions in City facilities through energy efficiency measures including streetlights	Public Works	YR 2: Jan - Jun
2. Reduce GHG emissions through mobility improvements that reduce vehicle idling, increase walking & biking facilities and enhance transit use	Public Works	Ongoing
3. Integrate sustainability management into the structure of Community Development Department	Community Development	YR 1: Jan - Jun
4. Work with Council to prioritize key Climate Action Plan initiatives for action	Community Development	YR 1: Jan - Jun
5. Update the Green Building Ordinance to incorporate new State requirements	Community Development	YR 1: July - Dec
<b>K. Support regional and local efforts to connect Marin communities</b>	Public Works	
1. Work with State Coastal Conservancy and the Army Corps to complete the Bay Trail through Novato	Parks, Recreation, and Community Svcs	YR 1: Jan - Jun
2. Work to support and coordinate SMART projects in our community including multi-use path	Public Works	YR 2: Jan - Jun
3. Pursue grants and funding to build bike and pedestrian improvements	Public Works	Ongoing



Strategic Objectives with Work Plan Items		
	<b>PRIMARY DEPARTMENT OWNER</b>	<b>TIMELINE</b>
<b>L. Explore and identify local solutions to address the obesity epidemic, primarily through recreation programming</b>	Parks, Recreation, and Community Svcs	
1. Participate in national anti-obesity campaigns such as Get Out Get Active and others as resources permit	Parks, Recreation, and Community Svcs	YR 1: Jan - Jun
<b>M. Attract and retain restaurant and retail for Downtown</b>	Redevelopment / Economic Development	
1. Continue to attract additional restaurants and appropriate retail businesses into downtown	Redevelopment / Economic Development	Ongoing
<b>N. Conduct final plans for major downtown assets focused on implementation and advancement</b>	City Manager's Office	
1. Work to update the master plan of the Civic Center area and Sherman Avenue	City Manager's Office	YR 2: Jan - Jun
2. Work with DNBA to determine the appropriate location for the Farmers' Market	City Manager's Office	YR 1: Jan - Jun
3. 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	Community Development	Ongoing
4. Work with appropriate departments, public and private organizations on plans for the downtown train depot site owned by SMART	Redevelopment / Economic Development	YR 2: Jan - Jun
<b>O. Protect and restore historic downtown assets</b>	City Manager's Office	
1. Historic houses - Market to generate significant interest for sale (or potential long term lease) and redevelopment of two downtown properties while ensuring the historic nature of the homes are retained and compatible use with civic center events	Redevelopment / Economic Development	YR 1: Jan - Jun
2. Determine long term plan for Community House, Hanen House, and Rec/Park building	City Manager's Office	YR 3: July - Dec
<b>P. Support entertainment &amp; events in Downtown</b>	Redevelopment / Economic Development	
1. Facilitate the renovation of the Theater as a film and entertainment center for downtown	Redevelopment / Economic Development	YR 1: Jan - Jun
2. Pursue opportunities to enhance promotion and number of public events in downtown	Redevelopment / Economic Development	YR 2: July - Dec
<b>Q. Business attraction and retention plan</b>	Redevelopment / Economic Development	
1. Promote Novato as a viable business community through improved business/city administration, communication and relationship building	Redevelopment / Economic Development	Ongoing
2. Pursue restaurant and other appropriate retail opportunities that optimize options at retail centers and provide financial support or incentives where appropriate	Redevelopment / Economic Development	Ongoing
3. Develop a business visitation and retention program with a focus on key business sectors	Redevelopment / Economic Development	YR 2: July - Dec
4. Focus efforts on expansion of high paying jobs in bio, green, and other technology sectors	Redevelopment / Economic Development	Ongoing
<b>R. Improve promotion of Novato as a residential, tourist, retail, and business destination</b>	City Manager's Office	
1. Complete design of Wayfinding program and initiate Phase 1 implementation focused on downtown	City Manager's Office	YR 2: July - Dec
2. Create an On-Line Store for City of Novato merchandising and clothing	City Manager's Office	YR 2: July - Dec

Strategic Objectives with Work Plan Items		
	PRIMARY DEPARTMENT OWNER	TIMELINE
<b>S. Build community among residents, businesses, non-profits, community organizations, neighborhoods, programs, and support systems for all</b>	City Manager's Office	
1. Develop and Implement a comprehensive streetscape and park landscape volunteer program	Public Works	YR 1: Jan - Jun
2. Enhance and update citywide volunteer/community contribution program	City Manager's Office	YR 1: Jan - Jun
3. Create "Our Town" E-Newsletter, social networking, and website improvements to enhance communication and promotion	City Manager's Office	Completed
4. Improve the City's web site content to provide clear, timely and on-line information to facilitate public access and engagement	City Manager's Office	Ongoing
5. Create or coordinate existing outreach programs to engage the growing Latino population	City Manager's Office	YR 3: July - Dec
<b>T. Increase public safety through prevention and intervention</b>	Police	
1. Continue partnership with Marin County Major Crimes Task Force and the COPE Team	Police	Ongoing
2. Establish neighborhood enhancement team to provide integrated services (contingent on resources) for crime prevention	Police	YR 2: July - Dec
3. Continue traffic grant programs i.e. DUI, seatbelt, bicycle safety programs, pedestrian safety, etc	Police	Ongoing
4. Develop safety and community programs in concert with other public agencies such as the Schools, Fire District, Sheriff's Office, etc.	Police	Ongoing
<b>U. Facilitate a strong community services system and other support especially focused on seniors</b>	Parks, Recreation, and Community Svcs	
1. City creates and facilitates a multi-agency collaborative effort convening nonprofit, private and public agencies to serve the community	City Manager's Office	YR 3: July - Dec
2. Evaluate moving Novato Independent Elders Program to non-profit agency Services include: referral network regarding housing, financial services, shopping, healthcare, job referrals	Parks, Recreation, and Community Svcs	YR 1: Jan - Jun
3. Determine other gaps and seek partnerships to improve service infrastructure for the community	Parks, Recreation, and Community Svcs	YR 2: Jan - Jun
4. Continue crime prevention educational efforts for seniors, i.e.. Id theft, fraud	Police	Ongoing
5. Continue partnership with D.A. and social services on elder abuse and educational programs	Police	Ongoing
6. Research long term housing and convalescent needs of our aging population	Community Development	YR 2: July - Dec
7. Provide active recreation opportunities for seniors	Parks, Recreation, and Community Svcs	Ongoing
<b>V. Support programming, leadership development and services for youth of Novato</b>	Parks, Recreation, and Community Svcs	
1. Continue and enhance Police Department youth programs	Police	Ongoing
2. Provide broad spectrum of year-round active recreation opportunities and strategically plan programs to occur during school breaks and augmenting seasonal sports, i.e.. soccer	Parks, Recreation, and Community Svcs	Ongoing
3. Research and develop an integrated community based youth development program to enhance youth assets, skills and leadership	Parks, Recreation, and Community Svcs	YR 2: July - Dec

<b>Strategic Objectives with Work Plan Items</b>		
	<b>PRIMARY DEPARTMENT OWNER</b>	<b>TIMELINE</b>
<b>W. Enhance disaster preparedness</b>	Police	
1. Continue employee training, tabletop exercises, and a multi-agency disaster preparedness effort	Police	Ongoing
2. Evacuation route training and planning	Police	Ongoing
3. Business continuity planning in the community	Police	YR 2: July - Dec
4. Facilitate Council discussion on role during an emergency and implement emergency preparedness training	Police	YR 2: July - Dec
5. Establish a strong volunteer corps to support emergencies (EOC Logistics Section effort)	Police	YR 2: Jan - Jun
<b>X. Improve efficiency and service through Investment in Technology</b>	Administrative Services	
1. Implement computerized maintenance management software including vehicle maintenance management program	Public Works	YR 1: Jan - Jun
2. Update Community Development Department software to allow on-line issuance of minor building permits, on-line inspection scheduling, & digital recording & reporting of inspection results	Community Development	YR 1: Jan - Jun
3. Research and potentially implement a HR Information Management System	Administrative Services	YR 1: Jan - Jun
4. Investigate and implement an on-line Recruitment Application Software	Administrative Services	YR 2: July - Dec
5. Research and begin implementation of software to enhance performance evaluations	Administrative Services	YR 2: Jan - Jun
6. Disaster Recovery – Enhance Disaster Recovery Plan to safeguard vital City records, and guarantee the availability of essential IT services: (1) Continue server consolidation and virtualization strategies; (2) Update IT asset documentation and recovery procedures to support business resumption scenario	Administrative Services	YR 1: Jan - Jun
7. Enhanced Broadband and Wireless Access – Replace data communications equipment at the remote City offices: (1) Provide high-speed broadband and wireless ; (2) Eliminate on-going data connection charges; and (3) Reduce telecommunications costs by 30%	Administrative Services	YR 2: July - Dec
8. IT & GIS Evaluation and Strategic Plan	Administrative Services	YR 1: Jan - Jun
9. Develop intranet and employee portal to create efficiencies and improve communication	Administrative Services	YR 2: July - Dec
10. Records Management – Phase 1	City Manager's Office	YR 1: Jan - Jun
<b>Y. Improve employee recruitment, retention, training, and professional development processes</b>	Administrative Services	
1. Improve general marketing and branding for recruitment of employees	Administrative Services	Completed
2. Update and implement an effective Employee Recognition Program	Administrative Services	YR 1: Jan - Jun
3. Provide Interest-based Problem Solving Training for employees	Administrative Services	YR 1: Jan - Jun
4. Provide Customer Service Training	Administrative Services	YR 1: Jan - Jun
5. Develop a comprehensive safety training program and begin implementation	Administrative Services	Ongoing
6. Provide range of supervisor and management training including coaching, mentoring, performance evaluations, change management and discipline	Administrative Services	YR 1: Jan - Jun

<b>Strategic Objectives with Work Plan Items</b>		
	<b>PRIMARY DEPARTMENT OWNER</b>	<b>TIMELINE</b>
<b>Z. Improve workflow processes and efficiency and effectiveness</b>	City Manager's Office	
1. 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	City Manager's Office	YR 1: Jan - Jun
2. Streamline and improve internal processes for workers' comp and liability claim management	Administrative Services	YR 1: Jan - Jun
3. Continue to manage the City's purchasing policy with focus on improving internal processes and procedures, reviewing policy and practices with employees, seeking opportunities to improve the Green Purchasing Policy, and investigating a local preference purchasing policy	Administrative Services	YR 2: Jan - Jun
4. Develop multi-year plan in partnership with all departments to bid out City contracts where appropriate to generate cost savings	Administrative Services	YR 1: Jan - Jun
5. Implement an employee suggestion program	City Manager's Office	YR 1: Jan - Jun
6. Complete a Custodial and Facility Staffing Evaluation	Public Works	YR 1: Jan - Jun
<b>AA. Improve effectiveness and efficiency of Boards and Commissions</b>	City Manager's Office	YR 2: July - Dec

### ***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 2011 is 254,692, an increase of 1% over 2010. Novato, which covers 28 square miles, has a population of 52,311 and 21,158 households. 2010 population numbers for Marin County and Novato were slightly lower than previous estimates based on the 2010 U.S. Census. Novato's population is 65.8% White, 21.3% Hispanic, 6.5% Asian, 2.5% Black and 3.9% all other; the median age is 42.6 years.



*Renovated Council Chambers in Novato City Hall (former 1<sup>st</sup> 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 182 authorized full-time equivalent employees and delivers municipal services through six departments: Central Administration (City Manager, City Clerk, City Attorney, Redevelopment, Housing Services), Administrative Services (Finance, Human Resources, Information Technology, Reprographics, 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.

### ***Employment***

According to the State Employment Development Department, as of June 2011 the Marin County labor market provided 119,800 wage and salary jobs and had an unemployment rate of 8.1%. Of this total, 18,900 jobs (15.8%) were in professional and business services. Other leading sources of wage and salary employment in the County were trade, transportation, and utilities (14.0%), educational and health services (13.6%), government (12.4%), leisure and hospitality (10.1%) and finance, insurance and real estate (5.7%).

Novato's labor market currently provides 23,300 jobs and has an unemployment rate of 9.5%.

## Education

The Novato Unified School District serves over 8,000 students in kindergarten through high school in eight elementary, two middle, two high, and three alternative schools.

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

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

## 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.

Fireman's Fund Insurance Company is the City's largest employer (and Marin County's 4<sup>th</sup> largest) with 896 employees at its Novato campus. Founded in 1863, Fireman's Fund has been providing business and personal insurance for over 145 years. Novato is also home to a number of high-tech companies, including Sonic Solutions, Visual Concepts, and Cytograph. A number of biotechnology businesses have also located in Novato and are growing, as evidenced by recent expansion of BioMarin. Ultragenyx, a BioMarin spinoff, recently 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. Following a major renovation to the building that had stood empty for several years since Shane Company Jewelers closed, Southern Pacific Smokehouse opened at Vintage Oaks in May 2011. There is an active retail area in downtown Novato with shops and restaurants as well as other shopping areas throughout the City.



*Safeway at Hamilton Marketplace*



*Grant Avenue, Downtown*

In 2011, over 4,500 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)**

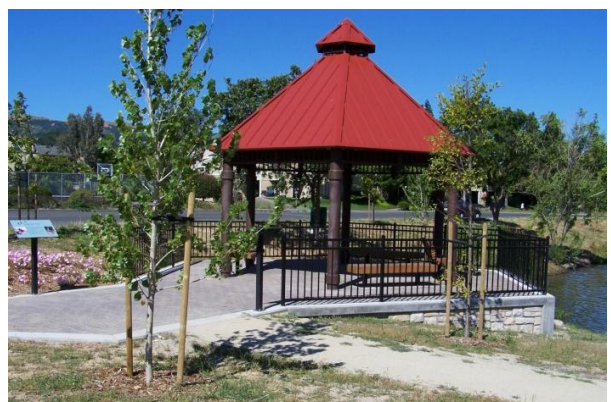
<b>Company/Organization</b>	<b>Type of Industry</b>	<b>Number of Employees</b>
Fireman's Fund	Insurance	896
Novato Unified School District	School District	854
BioMarin Pharmaceuticals	Pharmaceuticals	785
Novato Community Hospital	Hospital	338
Target Store	Retail	291
Brayton Purcell	Law Office	290
Visual Concepts Entertainment	Video Game Developer	290
Costco Wholesale	Bulk Retail Outlet	279
Safeway Stores	Grocery Market	263
Bank of Marin	Bank	223
Buck Institute	Biomedical Research	200

***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.

*Scottsdale Pond Gazebo*





*4<sup>th</sup> of July Parade*

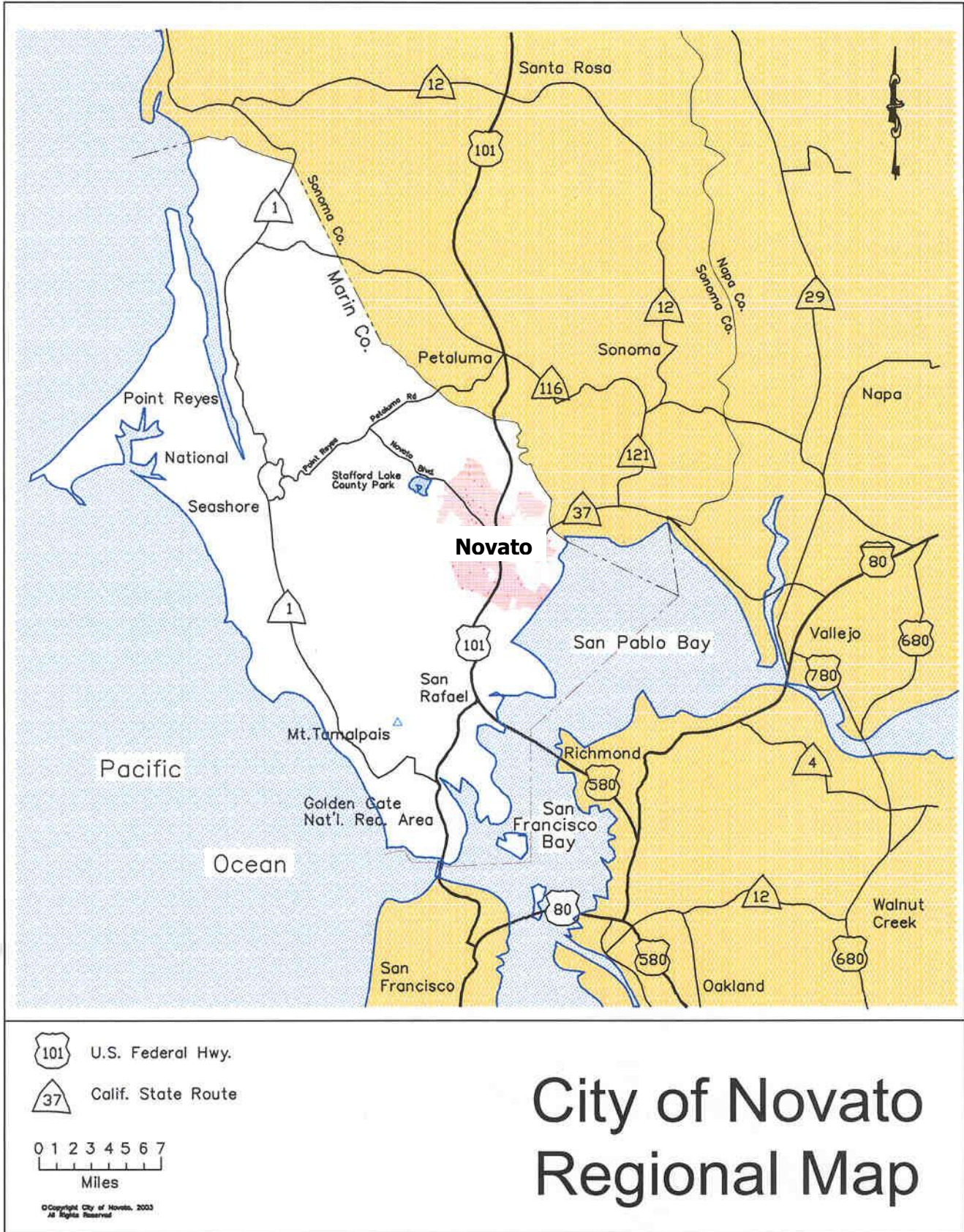
Major community events include the Novato Festival of Art, Wine and Music each June, Nostalgia Days, the Multicultural Festival, the annual 4<sup>th</sup> of July Parade, the Classic Car Show in downtown Novato, Movies in the Park, and the Downtown Farmers' Market held each Tuesday throughout the summer.



*Festival of Art, Wine and Music*







# City of Novato Regional Map



**Novato at a Glance**

**General Information**

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

**Household Characteristics**

Single, No Children	26.8%
Single with Children	13.1%
Married, no Children	29.8%
Married with Children	30.3%

**Population**

Population	52,311
Median Age	42.6

**Population by Ethnic Group**

White	65.8%
Hispanic	21.3%
Asian	6.5%
Black	2.5%
Other	3.9%

**Labor Market**

Total Employment	23,300
Unemployment Rate	9.5%

**Largest Employers**

Fireman's Fund	896
Novato Unified School District	854
BioMarin Pharmaceuticals	785
Novato Community Hospital	338
Target Store	291
Brayton Purcell	290
Visual Concepts Entertainment	290

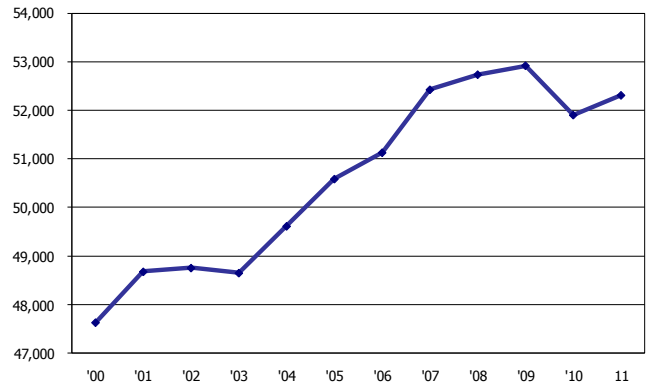
**Educational Attainment (Age 25 and older)**

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	8.5%

**Schools**

Elementary Schools (K-5)	8
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	2.53
Vacancy Rate	4.2%
Single Family Homes	15,468
Multiple Family	5,064
Mobile Homes	626
Owner Occupied Households	67%
Average Home Price	\$592,441
Median Home Price	\$535,250
Median Household Income	\$82,070

**Sources:**

- California Department of Finance
- California Employment Development Department
- Marin County Assessor's Office
- Novato Chamber of Commerce
- Novato Unified School District
- U.S. Census Bureau



***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, 2010 and ending June 30, 2011. The 2010/11 Budget is divided into three sections: budget tables identifying the City’s overall financial plan; operating plans for all City departments, including Redevelopment; 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.

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

***January***

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 the Department Heads to begin preparing their budget proposals for the upcoming fiscal year.

***February***

Staff presents a preliminary budget summary and department issues to Council in a workshop setting. 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 mandatory base budget increases.

<b><i>Budget Calendar</i></b>	
<b>October</b>	Modifications to the format of the budget are reviewed.
<b>December</b>	Budget manual and guidelines are developed.
<b>January</b>	Financial condition of current fiscal year prepared. Budget kick-off meeting. Finance prepares base budgets for departments.
<b>February</b>	Council sets its priorities and goals. Departments submit mandatory base budget increases.
<b>March</b>	Mid-year fiscal review to Council. CIP budget reviewed.
<b>April</b>	Departments submit supplemental requests.
<b>May</b>	City Manager submits budgets to City Council. Public workshops.
<b>June</b>	Public hearings. Budget adopted.
<b>July</b>	New fiscal year begins.
<b>August-September</b>	Final budget document prepared.

***March***

The 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 Projects budget is based on a five-year program for investment in the City's infrastructure.

***April***

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

***May***

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

***May - June***

Citizen input into the budget process is encouraged at several public workshops and public hearings held by the City Council. Council adopts resolutions implementing the operating, capital improvement projects, Redevelopment Agency, and Novato Public Finance Authority budgets, as well as revised fee schedules. The resolutions reflect any changes to the proposed budgets and fee schedule 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***

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The Capital Improvement Program Budget is a five-year program. 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 2011/12 Capital Improvement Program Budget includes \$3,755,431 of new appropriations, as well as \$11,572,511 in carried over funding. Project costs through FY 2015/16 are estimated at \$55,408,061.

Current major projects include:

- Novato Boulevard Improvements between Diablo and Grant - \$13,165,842
- Community Gymnasium at Hamilton - \$3,880,886
- Commuter Bike Connection - \$7,335,248
- Traffic Signal at Redwood/Olive and Redwood Boulevard Pavement Rehabilitation - \$1,063,056
- Proposition 1B Pavement Rehabilitation III - \$782,894
- Street Pavement Rehabilitation 2010/11 - \$497,407
- Measure B Bond Group 7 Pavement Rehabilitation - \$709,617
- Measure B Bond Group 8 Pavement Rehabilitation - \$722,421

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 \$350,000 annually.

The Capital Improvement Projects section beginning on page 319 of this document provides additional detail, including complete project costs and funding information.

## ***Proposition 218***

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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 new 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***

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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***

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- 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***

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The City of Novato prepares its budget and maintains its accounting records on a modified accrual basis. This basis 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 project and may have different accounting treatments.

The City's financial system treats encumbrances as budgeted expenditures in the year the commitment to purchase is made. Encumbrances outstanding at year-end are reported as reserved fund balances since they are neither expenditures nor liabilities. 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 encumbered 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 revenues and other taxes.

### ***Cost Accounting & Allocated Costs***

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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 four program elements — administration, evidence, records management, and communications/dispatch. Direct costs of delivering the service such as materials and supplies, contract services, equipment and other capital outlays are budgeted in each program element. Personnel costs are budgeted at the program element level based upon estimated number of hours to be spent in delivering the program service.

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

### ***Governmental Funds***

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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 unreserved 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), including urban redevelopment.

**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***

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

**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***

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**Trust and Agency Funds** — The 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***

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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 whose operating and maintenance costs have been included in operating budget forecasts.
- f) The City will adopt practices and procedures for capital asset acquisition, maintenance, replacement and retirement.
- g) The City will strive to maintain all of its assets at a level adequate to protect the City's capital investments and minimize maintenance and replacement costs.
- h) The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the City Council for approval.
- i) The City will consider alternative means to finance all new capital improvement projects to determine the least costly financing method.

***Budget Reserve Policies***

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

***Investment Policies***

- a) The collection, deposit, and disbursement of all funds will be appropriately scheduled to ensure the timely investment of funds and payment of expenditures.

- b) The accounting system will provide regular information concerning cash positions and investment performance.
- c) In accordance with the provisions of the California Government Code, the City shall prepare a *Statement of Investment Policies* to be formally adopted by the City Council.

***Operating Budget Policies***

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

Additional Budget Policies are:

- a) The City will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing expenditures, accruing future years' revenues, or rolling over short-term debt.
- b) Provisions will be made for adequate maintenance of capital plant and equipment and for their orderly replacement, within budgetary limits.
- c) The budget will provide for adequate funding of all retirement systems in accordance with contractual commitments.
- d) The City will maintain a budgetary control system to help City staff adhere to the budget.
- e) The City will be held accountable for ensuring that department expenditures stay within budget appropriations.
- f) All requests for City Council action which have a financial impact on the City and/or its various funds shall be reviewed and approved by the City Manager or Assistant City Manager before such requests can be included in the City Council agenda.
- g) Requests for additional positions will only be considered during the City's annual budget process, except in those areas deemed to be of an emergency nature by the City Manager.
- h) New or reclassified positions approved as part of the budgetary process shall be reviewed to determine the appropriateness of the assigned classification and/or salary structure.
- i) Each year, the City will update expenditure projections for the next five years to include estimated operating costs. These projections will be included in a financial forecast to be submitted to the City Council during budget review.

- j) Where possible, the City will integrate performance measurement, service level, and productivity indicators in the City's published budget document.
- k) The City will provide a financial impact analysis of all policy initiatives, service changes, and new programs or projects.
- l) The City will aggressively seek State and Federal funds that are available for capital projects.
- m) Budget amendments or transfers between funds for \$15,000 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 \$15,000 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***

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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, 2011, is comprised of the following:

<b>Type of Indebtedness</b>	<b>Outstanding at June 30, 2011</b>
General Obligation Bonds:	
Series 2007 (Measure B)	\$4,565,000
Series 2004 (Measure B)	4,205,000
Series 2000 (Measure B)	3,270,000
Series 1997A	6,760,000
Series 1993A	1,130,000
Compensated Absences	428,334
Pension Obligation Bonds	18,056,066
Capital Leases	2,759,992
Vehicle Code Promissory Note	54,758
NERA	2,481,930
Redevelopment Agency Debt:	
Hamilton Tax Allocation Bonds 2005	30,380,000
Hamilton Tax Allocation Bonds 2011	17,000,000
CIEDB Loan	3,069,845
OPA Notes Payable	2,084,946
<b>TOTAL GENERAL LONG-TERM DEBT</b>	<b>\$96,245,871</b>

Long-term debt of the fiduciary fund (nonexpendable trust) at June 30, 2011 consisted of the following:

<b>Type of Indebtedness</b>	<b>Outstanding at June 30, 2011</b>
Novato Financing Authority	
Promissory Note - Senior Note	\$10,435,000
<b>TOTAL FIDUCIARY LONG-TERM DEBT</b>	<b>\$10,435,000</b>

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

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

The Prior Bonds were deposited in trust with an escrow agent to provide debt service payments until the bonds mature. The advance refunding meets the requirements of an in-substance debt defeasance and the Prior Bonds were removed from the City's General Long-Term Debt Account Group.

On December 13, 2005, the City of Novato was notified that Marin County Superior Court had made incorrect distributions to various cities. The amount overpaid to the City of Novato was \$602,299, covering the period of July 1999 through June 2006. The Court provided the option of either making a lump sum payment or repaying the amount owed over a five-year period. The City chose the latter option. The annual interest rate is 3.873% and equates to total interest of \$61,167. The scheduled monthly payment, including principal and interest, is \$11,057. This loan will be fully paid in November, 2011.

### ***Measure B Bonds***

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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 consists of \$15 million of work primarily addressing 34 miles of pavement rehabilitation, resurfacing and associated work on more than 200 separate street segments. The project 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, the project has encompassed 22 sub-projects with one to five of these sub-projects being completed each year. The final group of street segment improvements is scheduled to be completed by the end of 2012. The first \$5 million of bonds was issued in August 2000, the second \$5 million was issued in November 2004, and the final \$5 million was issued in March 2007.

### ***Pension Obligation Bonds***

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On June 29, 2006 the City issued \$18.3 million of taxable Pension Obligation Bonds, 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 Accrued Actuarial 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***

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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 bond proceeds will be used to build City administrative offices on City-owned property in the downtown area. The bonds, which mature in 2040, are payable from and secured by tax increment revenues.

### ***Capital Leases***

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On June 28, 2004, the City entered into a Site and Facility Lease Agreement with the City of Novato Public Finance Authority (Authority) for the lease of the Corporation Yard (Property) to the Authority, for the consideration of a lump sum payment of \$1.745 million made by the Authority to the City, which enabled the City to finance improvements to the Property and to pay certain related costs. The Authority (lessor) leased the Property back to the City (lessee) and the City has been making semi-annual lease payments to the Authority, for its use and occupancy of the Property.

The City entered into a five-year capital lease with Dell Computer Corporation in 2008 to replace outdated servers and desktop systems with new equipment utilizing up-to-date and more uniform technology, both hardware and software. The lease provides for replacement after three years and allowed the City to obtain the equipment without the capital outlay necessary if the equipment had been purchased. Lease payments are \$59,333 annually.

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

### ***In-Substance Defeased Debt Outstanding***

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There was no aggregate in-substance defeased debt outstanding at June 30, 2011.

At June 30, 2011, compensated absences expected to be liquidated with expendable, available resources totaled \$1,201,719 and are recorded in the governmental funds. The non-current portion totaling \$428,334 is recorded in the General Long-Term Debt Account Group.

In 1994, the Redevelopment Agency entered into a \$9 million promissory agreement with HNH Associates for the construction and financing of certain on-site and off-site public improvements of the Vintage Oaks Retail Complex. The promissory note bears interest of 8.525% per annum and matures in the fiscal year ending June 30, 2014. Payments consist of two semi-annual installments which began in 1994 and end in the year 2014. The payments are financed by the property tax increments generated by this retail complex.

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

The Novato Financing Authority (NFA) has agreed to two promissory notes with the California Local Government Financing Authority. On March 1, 1997 the California Local Government Financing Authority 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 Senior Promissory Note (\$15.485 million) and the Subordinate Promissory Note (\$1.585 million) were agreed to by the NFA on March 1, 1997. The proceeds were used to permanently finance the acquisition of certain real property constituting the Marin Valley Mobile Home Country Club Park and any structures, site improvements, facilities and fixtures on the site. The real property serves as collateral for the promissory note. The subordinate note was paid off in 2009.

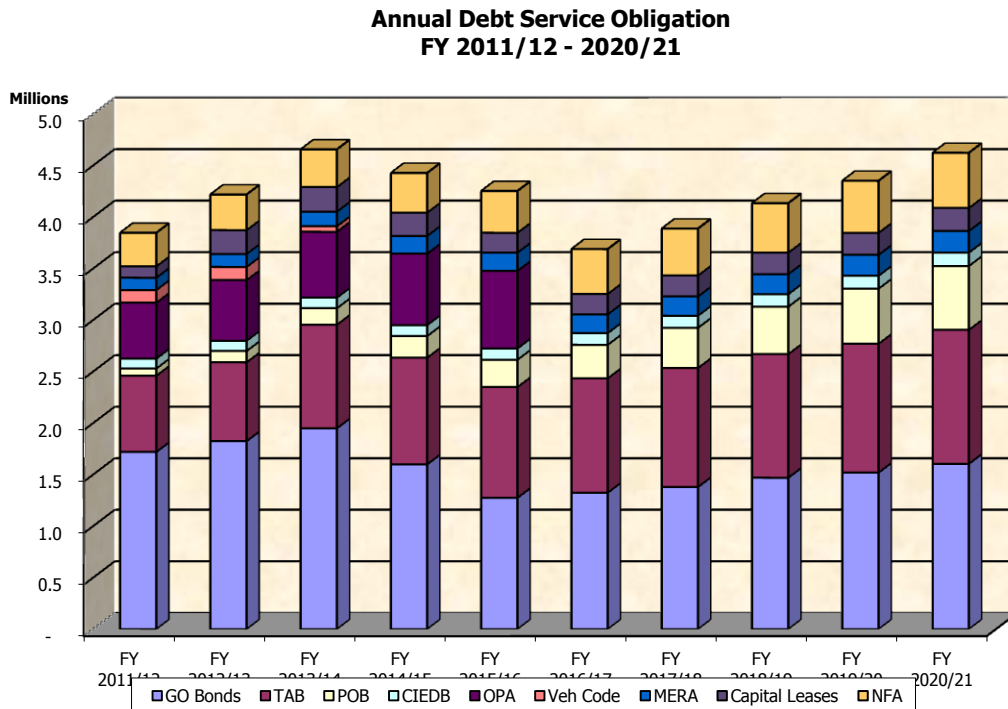
In addition to principal and interest payments, the promissory notes also have scheduled bond expenses through the year 2028. These bond expenses are fees paid to fiscal agents and for insurance costs. Anticipated payments are as follows:

<b>Fiscal Year Ending June 30</b>	
2012	69,690
2013	67,290
2014	64,755
2015	62,070
Thereafter	474,105
<b>TOTAL</b>	<b>\$737,910</b>

*This information was taken from the General Purpose Financial Statements of the City of Novato. For further information regarding the City's accounting and debt management practices, please consult that document.*

### **Annual Debt Service**

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





***Special Assessment Bonds***

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

<b>Bond Description</b>	<b>Balance at June 30, 2011</b>
Golden Gate Plaza, Assessment District No. 93-1	\$1,390,000
Vintage Oaks Public Improvements, Community Facilities District No. 1	\$19,415,000
Hamilton Field, Community Facilities District No. 1994-1	\$17,815,000
Pointe Marin, Community Facilities District No. 2002-1	\$11,060,000

***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 2008/09 through 2011/12**

	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Total Assessed Valuation	\$8,770,509,181	\$8,610,145,909	\$8,462,449,724	\$8,404,199,731
Debt Limitation (15% of Assessed Valuation)	1,315,576,377	1,291,521,886	1,269,367,459	1,260,629,960
Less GO Bonds Outstanding	23,260,000	21,650,000	19,930,000	18,105,000
Legal Debt Margin	1,292,316,377	1,269,871,886	1,249,437,459	1,242,524,960

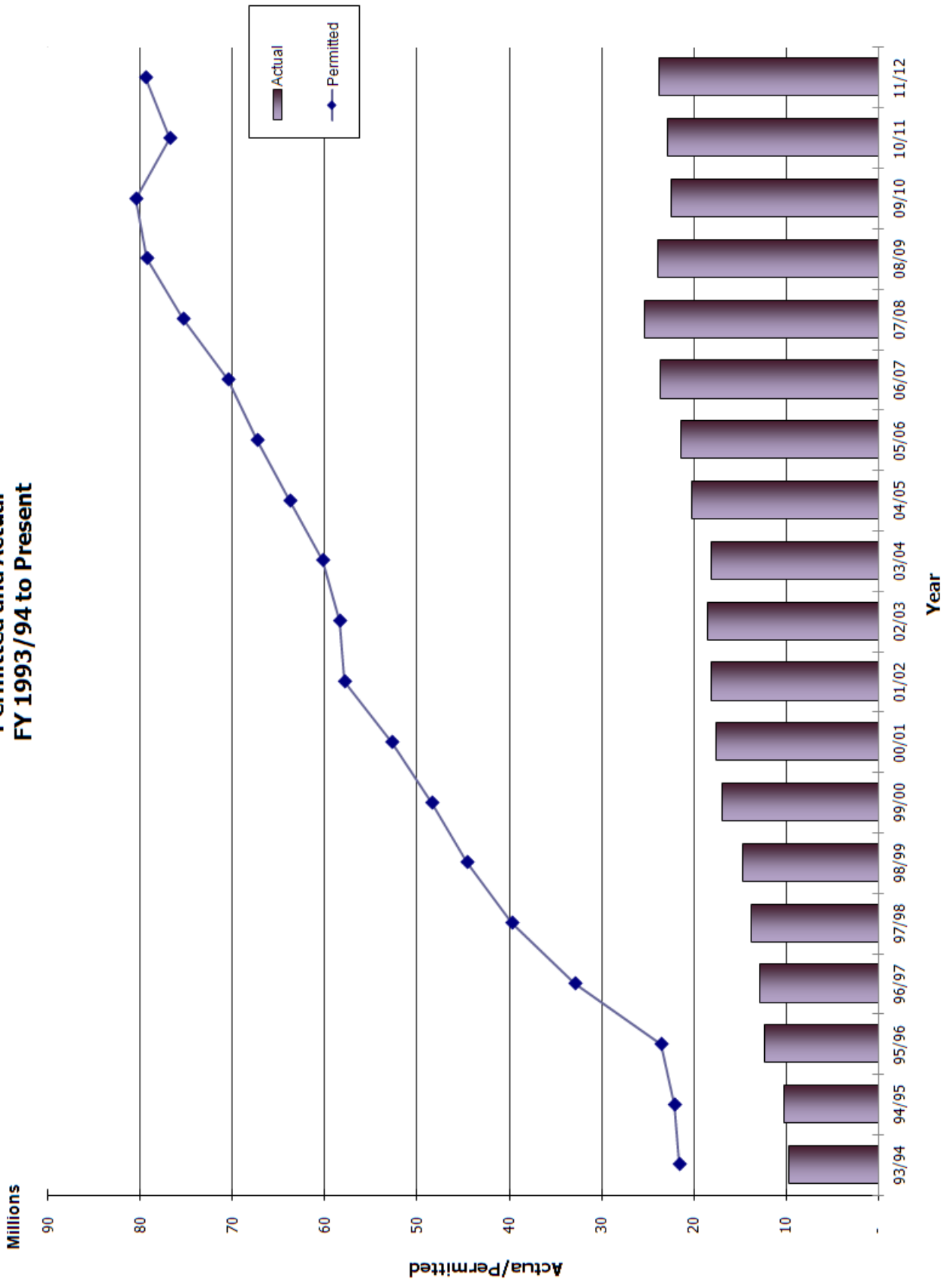
***"Gann" Appropriations Limit***

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.

<b>Proceeds of Taxes</b>	<b>FY 11/12</b>
Real Estate Property Tax	\$5,219,417
Property Tax in Lieu of Sales Tax	2,057,596
Property Tax in Lieu of MVLFF	3,835,596
ERAF Refund	1,370,712
RDA Property Tax Increment	120,370
In-Lieu Property Tax - MVMHCC	65,448
Unsecured Property Taxes	168,300
Supplemental Property Taxes	57,437
Real Property Transfer Tax	125,384
Sales Tax	5,925,089
Hotel Tax	941,825
Business License Tax	837,960
Franchise Tax	1,457,476
Residential Development Tax	3,400
Motor Vehicle License Fees	98,879
Secured Homeowners Exemption	39,834
Gas Tax	1,467,533
<b>Total Proceeds from Taxes</b>	<b>\$23,792,256</b>

For FY 2011/12 the City's appropriation limit is \$79,433,162, an increase of \$2,636,127 from the prior year's limit of \$76,797,035. The City's tax proceeds are estimated to be \$23,792,256 for FY 2011/12. Currently, the City is at 30% of its limit and therefore will not exceed the appropriation limit in the near future. The table that follows identifies the City's legal appropriation limit as required by Proposition 4 compared to actual appropriations for the fiscal years shown.

**Gann Appropriations Limit  
Permitted and Actual  
FY 1993/94 to Present**

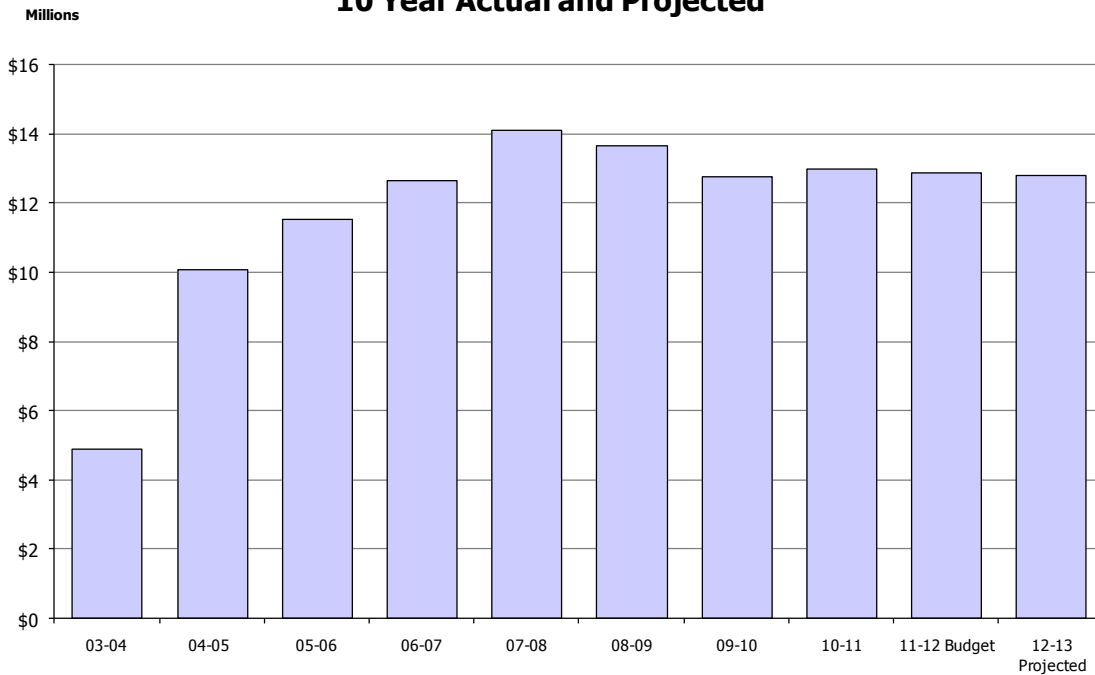


**General Fund Revenue**

**Property Taxes**

**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.

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



**Overview:** Approximately 20% or \$5.6 million of the City’s General Fund revenue is derived from local property taxes. The Property Tax is a major source of revenue for critical City services such as police, public works, recreation and parks. Prior to the passage of Proposition 13 in 1978, property tax revenues accounted for approximately 27% of all General Fund revenues. Other revenues have been used to augment the decrease in this revenue source.

As a result of two State legislative actions, Proposition 57 (also known as the Triple Flip) and the Vehicle License Fee Swap (VLF Swap), property tax revenues increased and sales tax and vehicle license fee revenues decreased beginning in FY 2004/05. The passage of Proposition 57 reduced the City’s sales tax revenue by .25% and replaced it with an equal amount of property tax revenue. The VLF Swap permanently reduced vehicle license fees from 2% to .67% and replaced the resultant revenue loss with an equal amount of property taxes. In FY 2006/07, property tax revenue increased by \$5.6 million relating to replaced sales tax and VLF revenue. The chart above reflects property tax



revenues both before and 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.

The City's Redevelopment Agency receives tax increment revenue based on increases in property value as a result of redevelopment projects. The revenue is generated from three redevelopment project areas: Vintage Oaks, Downtown, and Hamilton. By agreement with the County of Marin, 1% of the property value over a base amount is allocated to the Redevelopment Agency. This allocation is reduced by a required distribution of 20% to the Housing Set Aside Fund and 25.2% to other taxing agencies as pass through amounts.

The City has benefited from increased property taxes over the last several years with the sales and revaluation of homes in Novato. However, the City continues to suffer from the impacts of property tax shifts from the State. Beginning in the early 1990s, the State began a permanent transfer of property tax revenue (ERAF) from cities to school districts to make up for the State's failure to meet its legal obligation to fund education. This has resulted in a cumulative loss of over \$10 million over the past 15 years.

**Outlook:** With the economy recovering very slowly, coupled with actions taken by the County that have lowered the assessed valuation of a large number of Novato properties over the past three years, property tax revenue is expected to remain flat in FY 2011/12, although it is projected to increase slightly 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...**

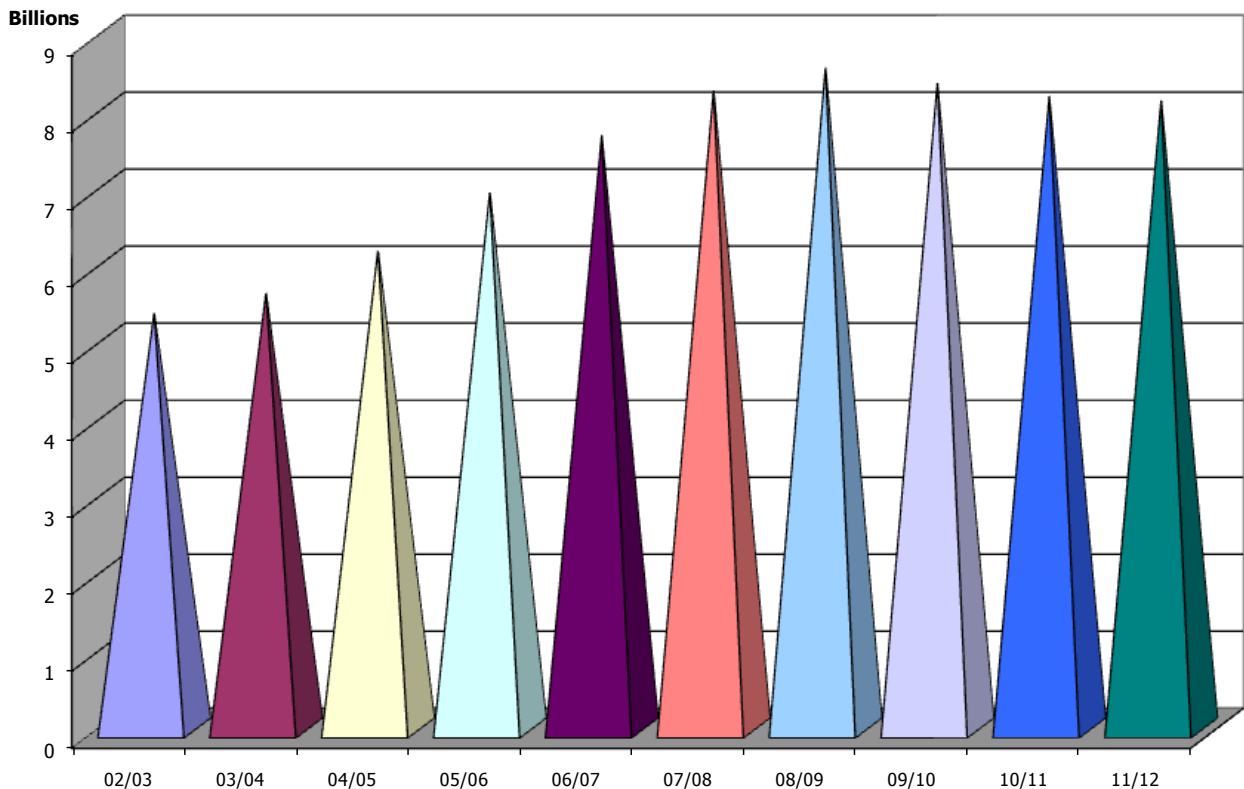
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| ❖ Marin County Free Library                | ❖ Novato Sanitary District         |
| ❖ Flood Control Zone 1                     | ❖ North Marin Water District       |
| ❖ Marin County Open Space District         | ❖ Marin County Office of Education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

***Assessed Valuation***

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

Revenue estimated to be lost to local taxing agencies due to such exemptions is reimbursed from State sources. Such reimbursement is based upon total taxes due upon such exempt values and is not reduced by any amount for estimated delinquencies. The chart below and the tables on the following page present the City's 2011/12 net taxable valuation and the amount of reimbursable exemptions by assessment roll and a ten-year history of (secured) assessed valuations.

**Assessed Valuation FY 2002/03 - 2011/12**





**CITY OF NOVATO**  
**2011/12 Assessed Valuation**

<u>Secured</u>	<u>Unsecured</u>	<u>Total</u>
\$8,154,594,968	\$249,604,763	\$8,404,199,731

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

Fiscal Year	Assessed Valuation	Percentage Change
2002/03	5,389,426,406	7.9%
2003/04	5,650,541,355	4.8%
2004/05	6,199,969,092	9.7%
2005/06	6,954,982,129	12.2%
2006/07	7,699,711,806	10.7%
2007/08	8,285,025,846	7.6%
2008/09	8,574,747,252	3.5%
2009/10	8,378,406,297	(1.4%)
2010/11	8,208,497,925	(2.0%)
2011/12	8,154,594,968	(0.7%)

**CITY OF NOVATO**  
**Source of Net (Secured) Assessed Valuation**  
**In 2011/12 by Type of Property**

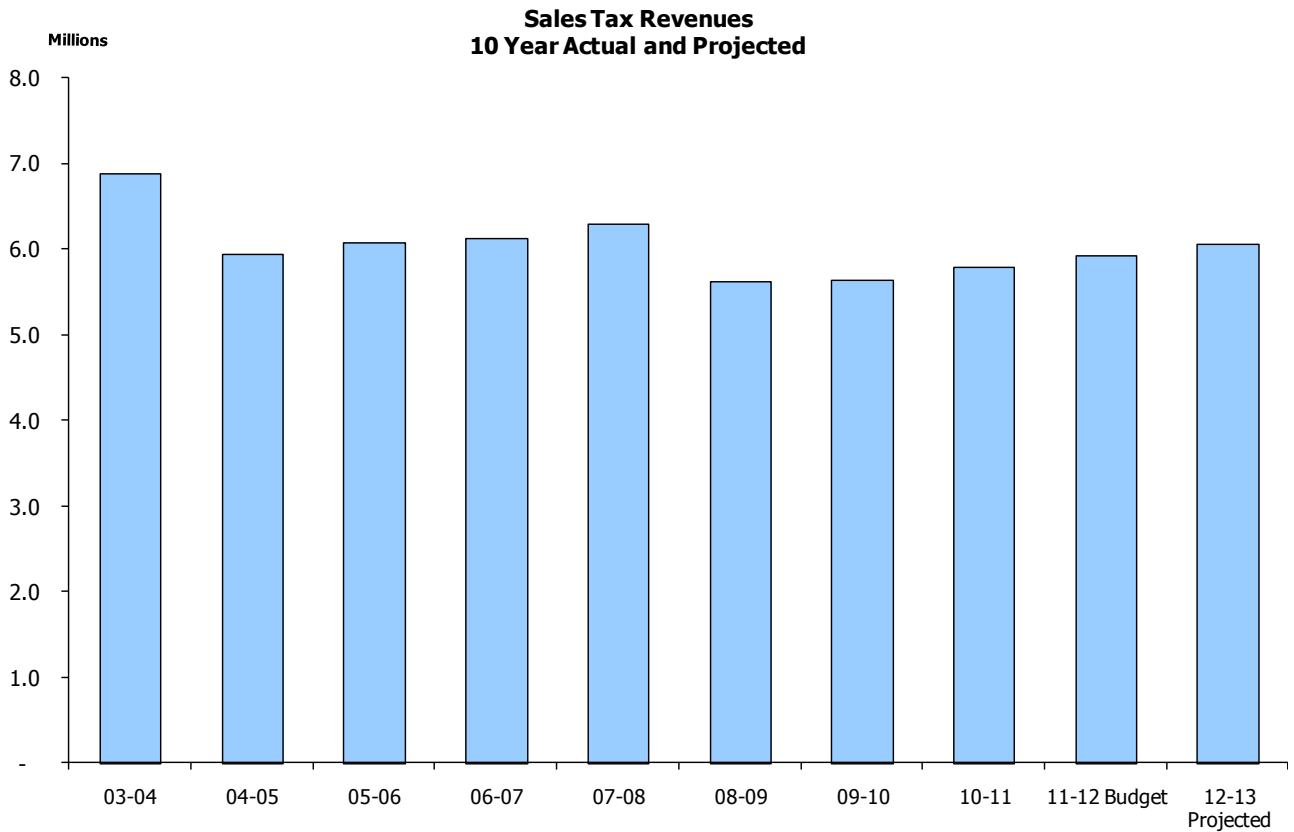
Type of Property	2011/12 (Secured) Assessed Valuation	% of Total
Single-Family Unimproved Lots	\$25,054,592	0.31%
Single-Family Homes	6,193,215,943	75.95%
Multi-Family Homes & Lots	402,856,781	4.94%
Rural and Agricultural	319,505	0.00%
Industrial Unimproved	1,386,080	0.02%
Industrial Improved	277,845,144	3.40%
Commercial Unimproved	45,502,017	0.56%
Commercial Improved	1,205,544,373	14.78%
Other	2,870,533	0.04%
<b>TOTAL</b>	<b>\$8,154,594,968</b>	<b>100.00%</b>

Source: Marin County Assessor's Office



**Sales Taxes**

**Description:** Sales and Use tax is imposed on most retail transactions. The Sales Tax rate in the County of Marin is 9%. Of this, 0.75% is allocated for City and County general operations, 0.25% to the County Transportation Fund, 0.50% for Countywide street improvements, 0.25% to the Sonoma Marin Area Rail Transit and 7.25% to various State funds. In addition to the 0.75% sales tax allocation, the City receives an additional 0.50% designated for Police services, following voter-approval of Proposition 172 in 1993. This is the same percentage received by all municipalities in California.



**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 2009/10, this amount equated to \$1.84 million. As a result, the City’s sales tax revenue has remained below the pre-Proposition 57 levels. Sales tax revenue is expected to account for \$5.9 million, or 20% of all General Fund revenues for FY 11/12.

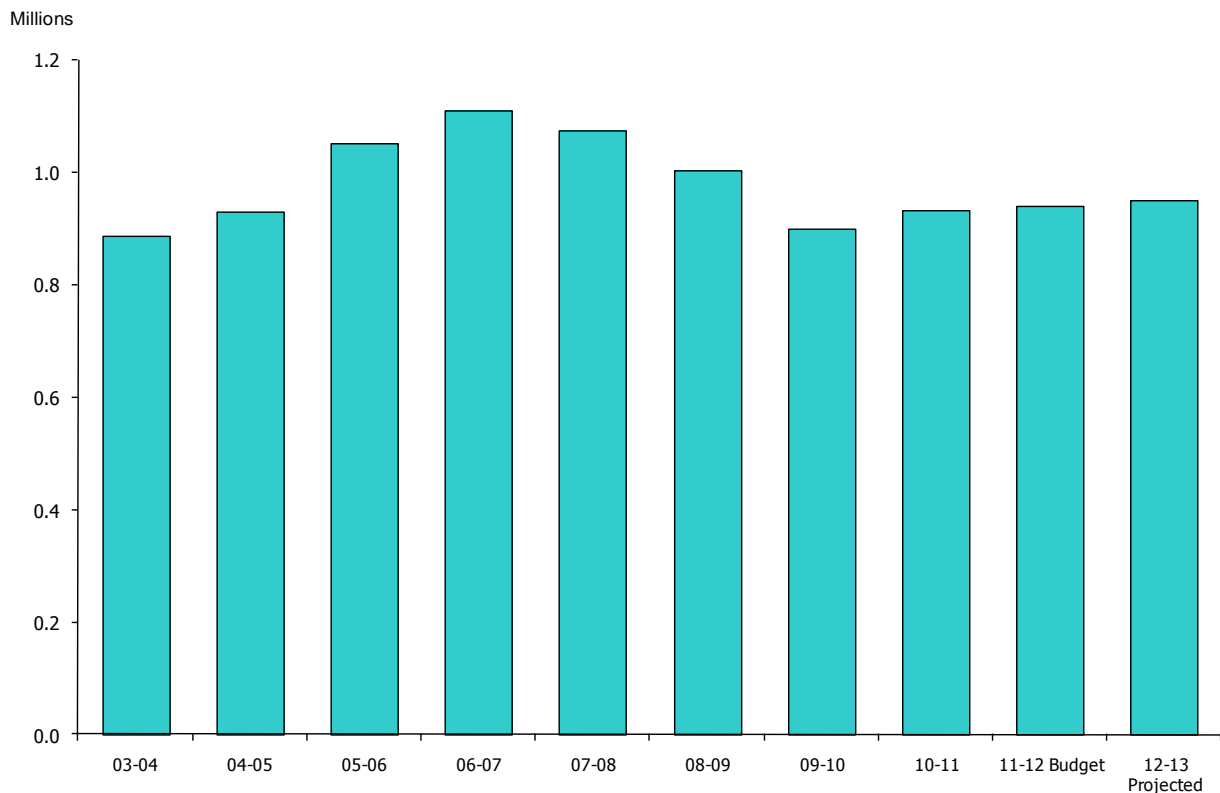
**Outlook:** Sales tax revenue started to improve in FY 09/10 as the economy began to climb out of recession. New retail in Novato also assisted with this positive trend. The continued increase of Internet sales are a concern, as the majority of these transactions have not been subject to California sales tax. Recent action by the state legislature requiring online vendors to collect sales tax on items being delivered within California is being challenged in court. If the law is upheld, Novato’s sales tax revenue should see a further improvement.

**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 11%. In 1997, the tax was raised by voter approval from 8% to 10%. The tax was increased in 2004 by an additional 1%, with an additional increase of 1% in 2011 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 2011/12 is \$941,825, of which \$94,182 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 06/07, then began declining as the economy entered into recession in late 2007. This revenue source grew by 5% in FY 10/11 as the overall economy improved and is projected to increase again slightly in FY 11/12.

### ***Other Taxes***

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**Description:** The City also 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:** The City receives a 5% franchise fee from the gross revenues for cable television services. Cable franchise fees are estimated to be \$830,586 for FY 2011/12; PG&E franchise fees are estimated at \$626,890, an increase of 2% for cable and 2.5% for PG&E.

**Outlook:** Revenues received from both cable franchise and PG&E fees are expected to show modest annual increases over the next few years.

### ***Licenses and Permits***

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

**Outlook:** Residential construction in Novato has slowed over the past few years as the City approaches build-out on the remaining parcels available for development. In addition, the economic recession and tight credit markets have had a negative impact on developers' ability to move forward with construction projects. This revenue source is expected to remain flat in FY 11/12 and to only recover slightly over the next few years as homeowners make improvements to their properties.

### ***Fines, Forfeitures and Penalties***

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**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 have received revenue derived from those individuals who attend traffic school. As a result of this State action, Novato receives approximately \$90,000 annually. Vehicle code fines were \$322,000 in FY 2010/11 and are projected to remain flat for the next few years.

### ***Revenue from Use of Money and Property***

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

**Outlook:** The City's investment portfolio continues to perform above the State Investment Pool. Due to the downturn in the economy, as well as the reduction of the Federal Funds rate to between 0.0% and 0.25% for the past two fiscal years, income on the City's portfolio is predicted to remain fairly flat for the next few years. Revenues from facility rentals are expected to show a modest increase this fiscal year and next, and then decline after that, due to a lease that runs through February 2013.



**Revenue from Other Agencies**

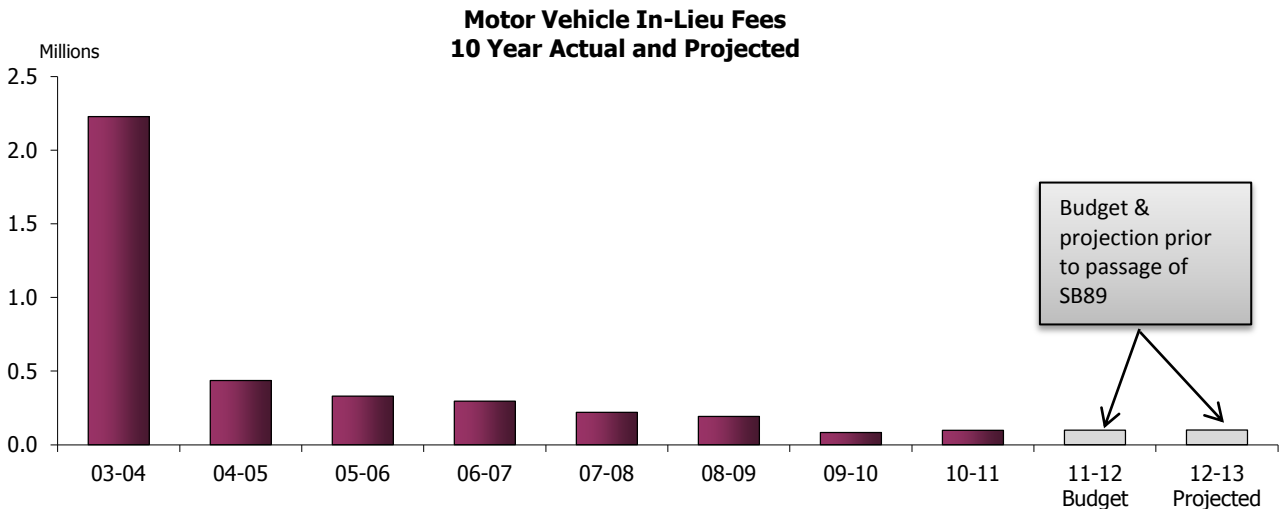
**Description:** The General Fund receives revenues from other cities, the County of Marin, and the State of California. The largest of these revenues is the Motor Vehicle in Lieu Tax (VLF) received from the State of California. VLF is paid initially at the date of purchase of new or used vehicles. In subsequent years, it is remitted as part of the vehicle registration process. Other miscellaneous State funds are provided for abandoned vehicles, peace officer training, and various grants.

**Overview:** Until 1998, the VLF rate in California was 2% of a vehicle’s assessed value. At that time, the State reduced the VLF in two stages to 0.65%. This portion of the fees is a property tax, so this reduction is a property tax relief for the people of California. Until FY 2003/04, the State had backfilled this loss of City revenue. As a result of Proposition 1A (Local Government Agreement) passing in November 2004, VLF will remain permanently at 0.65% of assessed value and the State will no longer backfill the revenues to local government. Instead, beginning in FY 2004/05, the City has been receiving additional property tax revenues to compensate (known as the VLF Swap).

Of the total VLF received by the State, cities receive 17.7%. The fees are distributed as follows:

Local Governments				57.1%
Cities	17.7%	Counties	39.4%	
California Highway Patrol				12.4
Department of Motor Vehicles				9.0
State Highways				10.6
State General Fund				8.7
Other Agencies				2.2

**Outlook:** Since this revenue represents taxation of vehicles, new auto sales are a critical component to growth of this revenue source. Beginning in FY 2005/06, the VLF Swap amount has been increasing at a similar rate to property taxes, and is based on property assessed value increases in the City of Novato. Due to the slowing economy and property reassessments, VLF revenues have been declining over the past few years, and were projected to continue this trend in FY 2011/12. As a result of a trailer bill that was approved as part of the State’s FY 2011/12 budget, Cities will no longer receive VLF funds to support their general funds, other than through the VLF Swap, COPS grants, and booking fees. The chart below represents VLF revenues, excluding the VLF Swap.



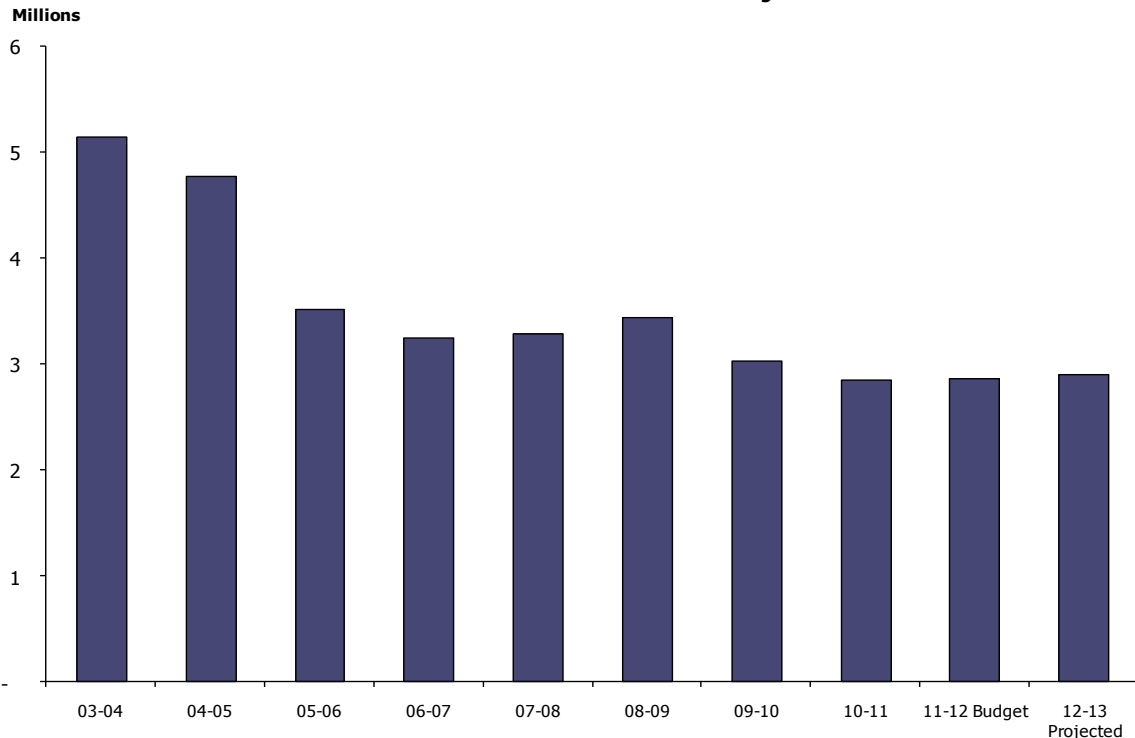
**Other Charges and Revenues**

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

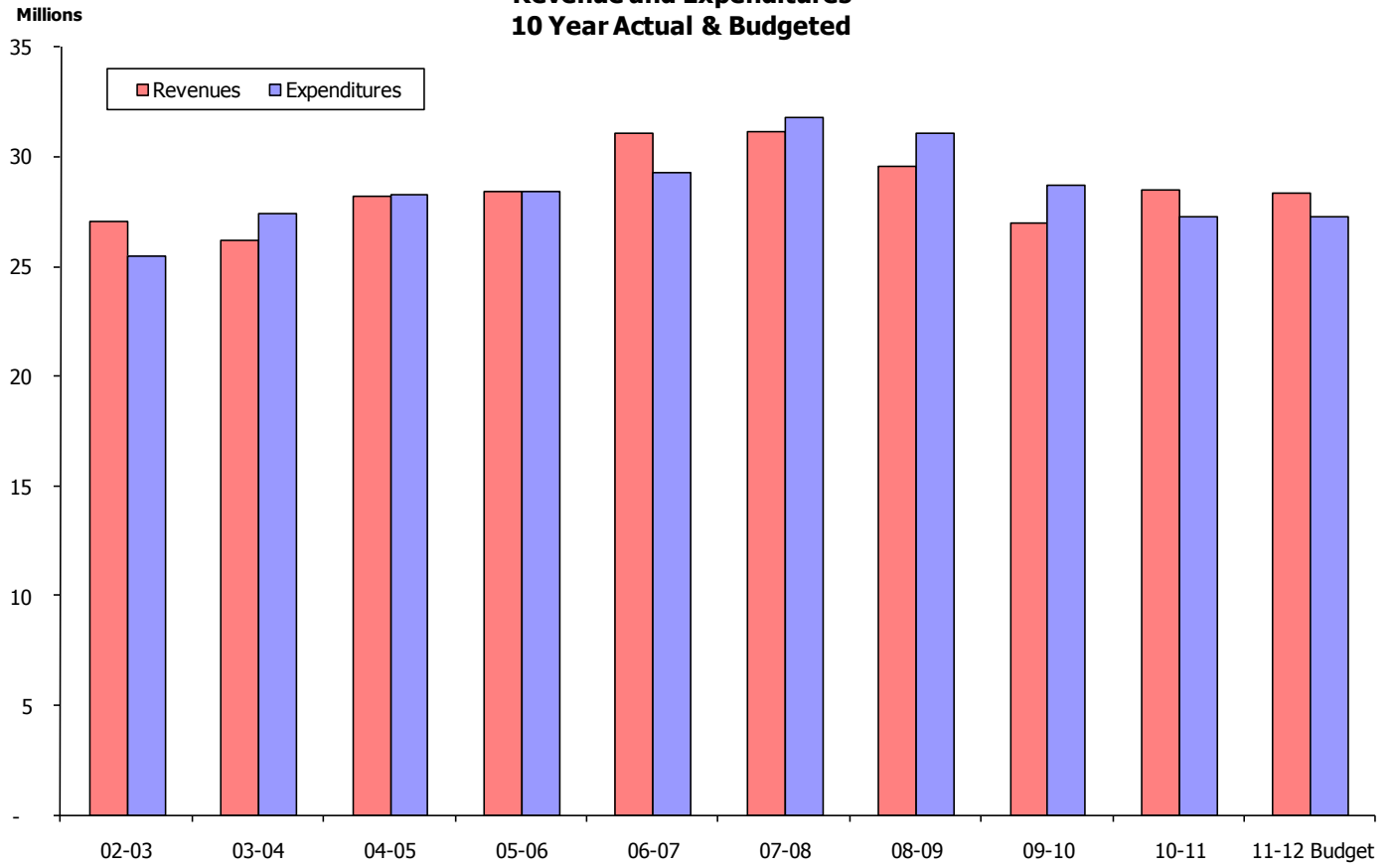
**Overview:** The two largest components of these charges are for Parks, Recreation and Community Services fees (budgeted for FY 2011/12 at \$1.78 million), and plan check and engineering fees (budgeted at \$478,676). Parks, Recreation and Community Services fees are for classes, team sports and other activities offered by the City. Plan check and engineering fees are assessed on individuals and companies that come to the City requesting land use entitlements for business or residential property. Plan check fees are generally 65% of the associated building permit fee. This fee is reduced to 30% when an outside consultant conducts the plan check. Engineering fees are assessed on

**Outlook:** Revenues from recreation programs declined in FY 2010/11, mainly due to program and staffing reductions. This revenue source is projected to partially recover in FY 2011/12 as the department has continued to realign programs and staffing to better accommodate community needs. With the downturn in the economy and only minor in-fill development projects, building permit fees have been declining over the past few years. A comprehensive fee study undertaken in FY 2005/06 indicated that many of the City’s fees should be adjusted to more correctly reflect costs incurred in providing the various programs and services. The revised fees were implemented in September 2006 and are updated annually. Despite the revised fees, overall volume has declined, resulting in level or declining revenues. Overall, these revenues are expected to decline somewhat in FY 2011/12 and only increase slightly in subsequent years.

**Service Charges  
10 Year Actual and Projected**



**General Fund Operating Budget  
Revenue and Expenditures  
10 Year Actual & Budgeted**



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## ***Other Fund Revenues***

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

**Gas Tax** - In 1998/99, the City Council directed that the annual \$600,000 transfer to the General Fund for ongoing street maintenance expenditures be reduced by \$300,000 to fund the underground utility district on South Novato Boulevard. This transfer to the General Fund reverted back to \$600,000 the following year. In FY 2003/04 this amount was adjusted for inflation to \$817,000. It has remained at that level since.

**Affordable Housing Trust** - The Affordable Housing Trust Fund receives monies from developers as may be negotiated to assist in providing below market rate housing. Future ongoing revenues are limited to interest earnings.

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

**Quimby Fees** - Subdivision Park Trust or Quimby Fees are in-lieu fees paid by residential subdivision developers. Collected fees are restricted to Parks and Recreation purposes and are to be used to serve residents of the subdivision from which the fees were received. As fees are received, individual capital projects are recommended to Council for funding. For FY 2011/12 Quimby fees are projected to be \$30,000.

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

**Development Impact Fees** - The City of Novato established public facility impact fees by Resolution 89-97 in order to make reasonable provisions for new facilities. As required by the City's General Plan, new development should provide for adequate public facilities and bear its fair share of providing such facilities. Such fees may include charges for drainage improvements, traffic and roadway improvements and other capital improvements such as parks and public buildings. The City Council approved increases to the City's development impact fees in May 2002. These impact fees are projected to be \$492,313 for FY 2011/12. 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.

**Redevelopment Agency Housing** - Tax increment funds for the housing program are generated from all parcels within the Redevelopment Project Areas: No. 1—Novato (Vintage Oaks), Hamilton, and Downtown. These restricted funds have been used for the interim housing and homelessness prevention programs addressing Novato's at-risk population. With development complete at Hamilton, the City has met its affordable housing requirements for years to come. In FY 2005/06 the RDA



general fund loaned \$23 million to the housing fund, which began repaying this debt with the FY 2006/07 available fund balance. Going forward, the housing fund will repay a minimum of \$500,000 from available funds at fiscal year end.

**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 \$359,300 for FY 2011/12.



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## ***Financial Trends FY 2011/12 through FY 2014/15***

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### ***Revenues – Ongoing***

The City expects that most major revenue sources will remain relatively flat over the next few years, mainly due to the ongoing economic recession.

With the adoption of a redevelopment project area and a Business Improvement District 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 (which opened in April 2010), and Pharmaca Integrative Pharmacy.

As part of the Development Agreement for Hamilton Field, a trust fund was established, the interest income of which is used to support City operations. The trust was fully funded in FY 2006/07 and has begun generating income to the City. In FY 2010/11, this amount was \$410,000. Earnings are expected to increase approximately 2.5% in FY 2011/12 due to the economy and overall investment rates but are estimated to start growing at an increased rate once the economy improves.

The housing developments in the Hamilton Redevelopment Project Area are now generating property tax increment to the Redevelopment Agency.

### ***Expenditures - One-Time***

The City is currently leasing office space and incurring lease expenses of approximately \$700,000 annually to house City employees. Council made a decision in May 2011 to construct an office building on City-owned land in the downtown area with the goal of eliminating the lease payments, when the current lease expires in September 2013.

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

### ***Expenditures – Ongoing***

Over a two-year period beginning with the FY 2010/11 fiscal year, as part of the City's effort to eliminate an ongoing structural general fund deficit of \$5 million, reductions have been made to all department programs and services. A number of employees have taken early retirement and several others unfortunately had to be laid off. Staffing has been reduced by a total of 34 positions. Despite the reduction in expenditures resulting from these actions, a structural deficit averaging \$2.5 million for each of the next five years remains. In recognition of the City's financial circumstances, all bargaining units agreed to significant concessions for FY 2010/11 and FY 2011/12. This is on top of no cost of living adjustments for most employee groups since 2008 and following reductions in pay in conjunction with furloughs for FY 09/10 (5%), FY 10/11 (3.85%), and FY 11/12 (2.4%). The concessions the bargaining units agreed to have not only help reduce the City's structural deficit, but have also addressed a significant portion of the funding gap that remained. Employees will be taking unpaid



furloughs for a third consecutive year in FY 2011-12 of 50 hours, amounting to a 2.4% reduction in pay, in addition to picking up 2% of the employee share of retirement benefits paid to the California Public Employees Retirement System (CalPERS) that was previously paid in full by the City on behalf of employees. This additional 1% of the payment to CalPERS will be effective January 1, 2012. The chart opposite and on the following pages details the approved deficit reduction plan by department for the two year period.



# Community Profile

## Financial Trends

Budget Action Item	Amount	FTE	Part Time hrs
<b>Administrative Services</b>			
CA/ASD-1: Reorganize to create one centralized receptionist for the City offices on the 2nd floor at Rowland.		0.00	
CA/ASD-2: Create a "Grants Coordinator/Volunteer Coordinator" position.	\$ (114,574)	-1.00	
CA/ASD-3: Decentralize and/or contract out some reprographics, copying; Eliminate 0.5 Reprographics Assistant position	\$ 35,031	0.50	
CA/ASD-4: Transition Deputy Director of Administrative Services to Human Resources Manager due to department reorganization	\$ 3,000	0.00	
CA/ASD-5: Reorganize Finance Division to provide better alignment of duties, cross training and accountability. Eliminate Purchasing Agent position and upgrade a 0.6 Account Clerk to a 1.0 Senior Account Clerk position. Realign duties among accounting clerical and technical staff. Shift Senior Account Clerk from Community Development/PW to Finance to centralize financial transaction operations.	\$ 82,607	0.60	
CA/ASD-6: Eliminate Employee Assistance Program services for part-time employees	\$ 8,000	0.00	
CA/ASD-7: Eliminate Senior Administrative Clerk as part of Central Administration reorganization	\$ 76,264	1.00	
CA/ASD-8: Eliminate Assistant to the City Manager position.	\$ 99,005	1.00	
	<b>\$ 189,333</b>		
<b>Citywide</b>			
CW-1: Citywide cell phone evaluation and consolidation	\$ 10,000	0.00	
CW-2: Elimination of City support for additional crossing guard locations not recommended and funded by TAM (Transportation Agency of Marin).	\$ 30,033	0.00	
CW-3: Increase in Animal Control fees will reduce the cost of the Animal Control Joint Powers Authority	\$ 34,535	0.00	
	<b>\$ 74,568</b>		
<b>Community Development</b>			
CD-1: Reorganize the Community Development Department; Transition Deputy Director to a Planning and Environmental Manager. Create Environmental Sustainability function in the Department.	\$ 3,000	0.00	
CD-2: Reduced planning support, expertise, and resources. Eliminate 1.0 Principal Planner position and 1.0 Planner I (50% from Planning and 50% from RDA/ED).	\$ 174,454	2.00	
CD-3: Focus 0.5 Senior Planner on positioning City for additional revenue once there is a development recovery. Shift 0.5 Senior Planner to Economic Development/RDA	\$ 60,204	0.50	
CD-4: Restructure Code Enforcement and Inspection Divisions; eliminate a 1.0 Senior Code Enforcement Officer, and change Multi-Family Dwelling Inspection Program to every other year to accommodate staffing reduction.	\$ 92,903	1.00	
CD-5: Reduce training in all areas except for mandated training for Building Division staff.	\$ 10,000	0.00	
CD-6: Elimination of 1.0 Senior Administrative Clerk	\$ 46,253	1.00	
CD-7: Reduction in contract Minutes service	\$ 15,375	0.00	
	<b>\$ 402,189</b>		



# Community Profile

## Financial Trends

Budget Action Item	Amount	FTE	Part Time hrs
<b>Parks, Recreation and Community Services</b>			
PR-1: Reduce childcare and enrichment programs. Eliminate 1.0 Recreation Supervisor - Child Care and Enrichment. Reduce PT staff at Lu Sutton Child Care and close in the summer. Reduce PT summer staff expense.	\$ 138,042	1.00	2,870
PR-2: Close Hamilton Community Center except for limited revenue producing programs and rental. Facility would not be staffed. Close racquetball courts. Close Boxing ring and discontinue program.	\$ 26,142	0.00	1,058
PR-3: Significantly reduce recreation programs for teens, cultural arts like music and theatre, and athletic programs. Eliminate 1.25 Recreation Coordinator and 1.0 Recreation Supervisor. Discontinue rental of McInnis athletic fields for adult softball leagues.	\$ 190,494	2.25	
PR-4: Reduce Athletic Program and part-time staff.	\$ 7,883	0.00	520
PR-5: Reduce operating supplies in Community Services Division.	\$ 10,050	0.00	
PR-6: Further reduce staff support of Novato Senior Citizens Club. Reduce .25 FTE Recreation Coordinator (Margaret Todd Senior Center).	\$ 18,640	0.25	
PR-7: Discontinue City funding of the Novato Independent Elders Program over a two year period. Try to identify other funding (MCF-\$45K, CDBG-20K, Arnold-25K currently in progress); reduces 0.5 Recreation Supervisor (NIEP) -- Grants received MCF-\$46,000, CDBG (pending but expected)-\$20,800	\$ 66,800	0.50	
PR-8: Historical Guild contribution; changes from elimination of Rec Coordinator to retaining at 50%. Change PR-8 from 0.75 position elimination to reduction by 25% and retention of 50% position due to Guild funding. (Guild funding commitment is \$36,000)	\$ 54,641	0.25	
PR-9: Reduce part-time staff in Teen Center and move other programs and staff downtown.	\$ 28,000	0.00	2,080
PR-10: Close Gymnastics Center Pro Shop.	\$ 22,000	0.00	
PR-11: Reduce Gymnastics program. Reduce 0.50 FTE Gymnastics Instructor.	\$ 40,248	0.50	
PR-12: Transition Deputy Director position into a Recreation Operations Manager. Additional management and supervisory restructuring in Year Two.	\$ 3,000	0.00	
PR-13: Eliminate Senior Management Analyst classification in Department and associated support.	\$ 57,287	0.50	
PR-14: Close dedicated PRCS public counters at 75 Rowland Way and Hamilton Community Center. Eliminate 1.0 Senior Administrative Clerk.	\$ 72,545	1.00	
PR-15: Reduce part-time clerical support to Administration.	\$ 4,900	0.00	
PR-16: Reduce brochure costs by producing 2 times instead of 3 times per year and maximize web presence.	\$ 15,000	0.00	
PR-17: Shift management of Skate Park caretaker facility contract to Public Works.	\$ 15,000	0.00	
PR-18: Revenue loss due to reduced and eliminated programs.	\$ (170,664)	0.00	
PR-19: Reorganize supervisory/management of department based on final reductions and services.		0.00	
PR-20: Eliminate subsidy of Lu Sutton Child Care program and cover additional overhead costs.	\$ 10,000	0.00	
PR-21: Retain the Gymnastic Competitive Girls' Team; retain 1.0 Recreation Supervisor and 1.0 FTE Gymnastics Instructor.	\$ 15,000	0.00	
PR-22: Revenues retained due to non-closure of Lu Sutton Child Care and discontinuation of Competitive Team factored into PR-20 & PR-21		0.00	
PR-23: Discontinue the Novato Independent Elders Program or find other funding; Eliminate 1.0 Recreation Supervisor (NIEP) .	\$ 100,820	1.00	
PR-24: Reduce General Fund investment to MTSC for Sunday building use.	\$ 7,500	0.00	
	<b>\$ 733,328</b>		



**Community Profile**  
**Financial Trends**

Budget Action Item	Amount	FTE	Part Time hrs
<b>Police Department</b>			
PD-1: Eliminate Intern Program & 3 part time interns. - Switched to eliminate CSO and retain Intern Program	\$ 67,314	1.00	
PD-2: Reduce Overtime Budget.	\$ 125,000	0.00	
PD-3: Reduce Emergency Services Preparedness Program.	\$ 38,000	0.00	
PD-4: Eliminate Citizen Academy Program.	\$ 6,000	0.00	
PD-5: Eliminate operating budget for Multicultural Commission.	\$ 5,000	0.00	
PD-6: Eliminate 1.0 Administrative Assistant.	\$ 80,766	1.00	
PD-7: Reduce School Resource Officer Program from 2.0 FTE to 1 .0 FTE Police Officer position, Transfer 1 FTE Officer to funded Coordination of Probation Enforcement Unit (COPE) position. Grant period 3/1/2010 through 2/28/2012.	\$ 93,750	0.00	
PD-8: Eliminate Crime Prevention Program. Eliminate 1.0 Community Service Officer (CSO) .	\$ 93,225	1.00	
PD-9: Restore K-9 Program	\$ -	0.00	
PD-10: Increase False Alarm Fees.	\$ 7,100	0.00	
PD-11: Reorganize Department management and eliminate 1.0 Sergeant and 1.0 Lieutenant Positions.	\$ 368,032	2.00	
PD-12: Eliminate 1.0 Police Record Specialist Position.	\$ 74,525	1.00	
PD-13: Eliminate School Resource Officer Program and transfer remaining Police Officer position to an anticipated vacancy.	\$ 115,961	1.00	
	<b>\$ 1,074,673</b>		



## Community Profile Financial Trends

Budget Action Item	Amount	FTE	Part Time hrs
<b>Public Works Department</b>			
PW-1: Reduce engineering staffing resources; Eliminate 1.0 Engineer I	\$ 93,853	1.00	
PW-2: Reduce part time assistance from student aides currently in the following programs -- GIS Section (\$6,050); Private Projects' Section (\$4,308) and CIP section (\$2,500)	\$ 12,858	0.00	900
PW-3: Reduce streetlight maintenance service levels	\$ 36,000	0.00	
PW-4: Energy savings from solar panel and florescent lighting installations	\$ 66,979	0.00	
PW-5: Utilize Development Impact Fee Fund to support GIS/Basemapping Program	\$ 65,000	0.00	
PW-6: Reduce certain materials, supplies and services department wide.	\$ 9,075	0.00	
PW-7: Reorganize and reduce engineering staffing resources; Eliminate 1.0 Principal Civil Engineer and create overall Division engineer position to oversee the Engineering Division	\$ 134,627	1.00	
PW-8: Reduce engineering staffing resources; Eliminate 1.0 Engineer I	\$ 94,880	1.00	
PW-9: Reduce Geographic Information Systems resources and department support. Eliminate 1.0 Engineering Technician II.	\$ 88,461	1.00	
PW-10: Reduce Street Maintenance staffing resources; Eliminate 2.0 Maintenance Workers in Streets Division.	\$ 138,796	2.00	
PW-11: Reduce Parks and Islands Maintenance staffing resources; Eliminate 2.0 Maintenance Workers in Parks and Islands Division.	\$ 150,492	2.00	
PW-12: Reduce the City's subsidy of the specified parks by collaborating with neighbors or property owners (sharing maintenance, transferring responsibility, or selling property) specific plans for each park will return to Council for review.	\$ -	0.00	
PW-13: Reduce the amount of City funded maintenance of street medians as a result of staffing reductions.	\$ -	0.00	
PW-14: Reduce Equipment Maintenance staffing resources; Eliminate 1.0 Equipment Technician.	\$ 91,874	1.00	
PW-15: Reduce expenditures for asphalt.	\$ 28,120	0.00	
PW-16: Reduce electricity costs.	\$ 10,638	0.00	
PW-17: Reduce water usage.	\$ 19,584	0.00	
PW-18: Reduce certain materials and supplies.	\$ 108,385	0.00	
PW-19: Eliminate proactive Graffiti Removal Program; Eliminate 1.0 Maintenance Worker in Traffic Operations.	\$ 82,604	1.00	
PW-20: Reduce Street Maintenance staffing resources; Eliminate 1.0 Maintenance Worker in Streets Division	\$ 124,604	1.00	
PW-21: Reduce Park and Islands Maintenance Staffing Resources; eliminate 1.0 Maintenance Worker in Parks and Islands Division	\$ 82,604	1.00	
PW-22: Eliminate City maintenance of Little League fields; Eliminate 1.0 Maintenance Worker in Parks and Islands Division	\$ 82,604	1.00	
PW-23: Reduce PG&E costs from street lights	\$ 25,300	0.00	
	<b>\$ 1,547,338</b>		
<b>Total Reduction</b>	<b>\$ (4,021,429)</b>	<b>33.85</b>	<b>7,428</b>
	<b>First Year \$ 2,438,638</b>		
	<b>Second Year \$ 1,582,791</b>		

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

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

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

Due to the projected decrease in revenues as a result of the ongoing recession, coupled with considerable uncertainty about the State’s proposed raid on local government funds, the City’s general fund budget for FY 2011/12 has been balanced using a combination of employee concessions, repayment of loans to the Redevelopment Agency, and use of reserves.



**Novato per Capita General Revenue Information  
June 30, 2009**

Novato was ranked 18<sup>th</sup> out of 20 cities within Sonoma and Marin Counties, having a per capita general revenue income of \$442.70 for the fiscal year ending June 30, 2009, 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 \$858.02.

<b>Rank</b>	<b>City</b>	<b>Population</b>	<b>General Revenue</b>	<b>Per Capita Gen. Rev.</b>
1	Town of Ross	2,401	4,451,691	1,854.10
2	City of Belvedere	2,158	3,953,118	1,831.84
3	Town of Corte Madera	9,739	14,710,821	1,510.51
4	City of Sausalito	7,532	10,033,668	1,332.14
5	City of Mill Valley	14,006	17,408,975	1,242.97
6	City of Larkspur	12,255	12,694,126	1,035.83
7	Town of San Anselmo	12,644	11,588,472	916.52
8	City of San Rafael	58,363	47,872,953	820.26
9	City of Sonoma	9,970	8,000,362	802.44
10	City of Tiburon	8,941	6,646,069	743.33
11	City of Sebastopol	7,734	4,954,418	640.60
12	Town of Fairfax	7,434	4,605,674	619.54
13	City of Santa Rosa	161,496	93,725,645	580.36
14	City of Healdsburg	11,782	6,529,817	554.22
15	City of Cotati	7,409	3,636,185	490.78
16	Town of Windsor	26,676	12,550,730	470.49
17	City of Rohnert Park	53,020	23,670,445	446.44
<b>18</b>	<b>City of Novato</b>	<b>52,921</b>	<b>23,428,067</b>	<b>442.70</b>
19	City of Petaluma	57,739	24,935,540	431.87
20	City of Cloverdale	8,595	3,382,391	393.53

Source: State Controller's Report



# City of Novato Revenue & Expenditures - Comparison of Cities

Source: 2008/2009 State Controllers Report

	<b>Novato</b>	<b>Petaluma</b>	<b>Rohnert Park</b>	<b>San Rafael</b>
	City Total	City Total	City Total	City Total
	\$ per Capita	\$ per Capita	\$ per Capita	\$ per Capita
Population	52,921	57,739	43,020	58,363
Net Assessed Value	\$8,611,071,262	\$7,746,504,373	\$3,901,834,338	\$10,093,557,966
	\$ 162,716	\$ 134,164	\$ 90,698	\$ 172,944
<b>City Revenue</b>				
Taxes	\$26,525,312	\$26,801,657	\$16,142,872	\$52,476,606
Assessments	729,459	-	481,322	4,738,280
Licenses & Permits	1,007,492	513,532	234,610	1,198,466
Fines & Forfeitures	631,227	734,004	223,023	660,338
Use of Money & Property	3,847,039	463,093	1,664,889	684,075
Intergovernmental	2,241,828	5,646,675	1,537,834	6,688,283
Current Service Charge	5,542,936	38,731,262	24,676,745	17,763,848
Other Revenues	2,784,767	16,822,046	6,253,169	724,895
<b>TOTAL REVENUES</b>	<b>\$43,310,060</b>	<b>\$89,712,269</b>	<b>\$51,214,464</b>	<b>\$84,934,791</b>
	\$123	\$65	\$186	\$134
<b>City Expenditures</b>				
General Government	\$6,499,013	\$3,735,799	\$7,999,671	\$7,842,287
Public Safety	13,552,462	24,454,726	20,344,566	43,731,199
Transportation	10,861,500	10,777,299	3,947,808	18,212,464
Community Development	8,577,639	3,881,758	2,215,995	6,537,404
Health	----	25,890,384	18,744,897	----
Culture & Leisure	8,189,597	4,972,606	5,087,436	13,599,562
Public Utilities	----	11,020,115	6,565,144	----
<b>TOTAL EXPENDITURES</b>	<b>\$47,680,211</b>	<b>\$84,732,687</b>	<b>\$64,905,517</b>	<b>\$89,922,916</b>
	\$901	\$1,468	\$1,509	\$1,541



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***Employee Compensation and Benefits***

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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 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 (Community Service Officers, Dispatchers, Records Specialists, and Evidence Technician)

City employees choose from a number of benefit plans (dental, health, life insurance, long-term disability, 125 Plan medical and/or dependent care) available to them through the City using the monthly fringe benefit contribution from the City. The fringe benefit ranges between \$850 and \$1,025, as agreed to in the Unit's MOU or Resolution. Employees hired before August 24, 2010 receive any remaining balance of their fringe benefit contribution not spent on benefits as an addition to their gross salary each month. Employees hired after August 24, 2010 who enroll in a healthcare plan through the City will not receive a cash out of any balances remaining after premiums are deducted. Newly hired employees after August 24, 2010 who do not enroll in a healthcare plan through the City are limited to \$250 per month as an addition to their gross monthly salary.

Effective with the pay period that ended on October 9, 2010, the City pays and reports 6% EPMC (employer paid matching contribution) for Miscellaneous employees (8% for Safety employees) of annual reportable salary on behalf of each employee into the California Public Employees Retirement System (CalPERS). Employees are paying the remaining 1%. This will increase to 2%, effective January 1, 2012. For new employees hired after August 24, 2010, the City pays 6% of the employee's contribution for Miscellaneous, 8% for Safety, but is not reporting the value of EPMC. For new employees hired after September 22, 2011, the effective date of the PERS contract amendment, the City will use the average of the employee's three highest consecutive years as the basis for calculating final compensation for retirement benefits. For new Miscellaneous members hired after August 24, 2010, the City recognizes a retirement benefit cap of 100% for reportable compensation used by CalPERS to calculate retirement benefits. The City participates in CalPERS' "2% at 55" Local Miscellaneous Members Retirement Program and "3% at 55" Local Safety Members Retirement Program. For FY 2010/11, the City's contribution to CalPERS is budgeted at \$3.2 million. \$3 million is budgeted in the General Fund and the balance is budgeted in Redevelopment (Agency and Housing), Hamilton & Pointe Marin Community Facilities Districts, General Plan and Automation Surcharge, NPFA, and Equipment Maintenance Funds. Employees can also participate in several deferred compensation programs.



Employees receive 13 paid holidays (some member of Unit A receive 12), 12 sick leave days, and between 10 and 23 vacation days each year (depending on length of service). Members of Units A, C and F receive 10 days administrative leave and members of Unit G receive 10 days executive leave annually, with an additional 10 days granted at the discretion of the City Manager.

Members of Units A and B receive a \$60 monthly uniform allowance. Some members of Unit D receive an annual uniform and/or boot allowance between \$70 and \$305.

Members of Unit A receive additional compensation if they have earned degrees from an accredited college or university. Unit B members receive additional compensation if they hold California Police Officers Standards and Training (POST) certificates, as well as specialty pay if they are assigned to field training officer, traffic, investigations, and K-9 duties.

Miscellaneous City employees work a "9/80 schedule" which allows them to take every other Friday off. Police employees work either a "4/10" or "3/12" schedule.



# Community Profile

## Employee Compensation & Benefits

### FY 11/12 Payroll Cost Breakdown by Division and Department

Department/Division		Salaries	PERS Retirement	POB Allocation	Other Benefits	Pension Costs as a Percentage of Budget
<b>General Fund</b>						
<b>Central Administration</b>	City Council	30,000	4,448	1,971	20,000	11.0%
	City Manager	324,839	52,483	15,527	53,757	12.3%
	City Clerk	182,444	30,251	8,893	33,231	14.7%
	<b>Department Totals</b>	<b>537,283</b>	<b>87,182</b>	<b>26,391</b>	<b>106,988</b>	<b>7.5%</b>
<b>Administrative Services</b>	Administration	142,918	22,338	6,586	16,621	20.1%
	Human Resources	251,887	41,011	12,114	42,369	10.5%
	Finance	419,972	72,711	20,766	85,280	13.7%
	Information Technology	151,891	24,628	7,355	27,043	6.3%
	Reprographics					
	Citywide Programs	49,048	7,891	2,307	6,661	0.3%
<b>Department Totals</b>	<b>1,015,715</b>	<b>168,578</b>	<b>49,128</b>	<b>177,973</b>	<b>4.6%</b>	
<b>Police</b>	Administration	687,423	189,840	70,108	128,855	24.9%
	Technical Services	1,019,194	164,340	48,119	194,404	12.7%
	Personnel & Training	204,361	35,811	29,376	26,103	12.3%
	Crime Prevention			-		
	Investigations	492,894	136,708	47,002	113,245	19.9%
	Patrol	4,075,842	1,147,375	399,523	931,550	23.4%
	Traffic	363,555	111,484	35,252	91,460	23.9%
	Special Police Services	183,344	41,894	11,751	35,923	17.7%
	Youth Services	3,216	-	-	-	0.0%
	<b>Department Totals</b>	<b>7,029,829</b>	<b>1,827,451</b>	<b>641,130</b>	<b>1,521,539</b>	<b>20.9%</b>
<b>Community Development</b>	Administration	118,680	18,027	5,384	12,366	11.5%
	Code Enforcement	201,427	34,789	10,239	47,181	15.2%
	Planning	448,906	72,652	20,766	70,061	16.1%
	Clerical Services	94,185	16,369	4,903	25,779	16.0%
	Building	379,936	65,600	18,844	77,911	15.0%
	<b>Department Totals</b>	<b>1,243,135</b>	<b>207,436</b>	<b>60,136</b>	<b>233,299</b>	<b>15.1%</b>
<b>Public Works</b>	Administration	282,403	45,712	13,508	46,614	14.5%
	Streetlighting	-	-		-	0.0%
	Project Development	173,335	29,680	8,412	30,337	10.7%
	Capital Project Mgmt.	612,336	105,747	29,563	124,776	13.9%
	<i>Less CIP Reimbursement</i>					
	GIS & Basemapping	109,481	17,298	5,288	19,484	9.9%
	Maintenance Admin.	160,689	27,962	7,932	30,432	13.6%
	Street Maintenance	391,477	68,301	21,151	128,523	7.4%
	Traffic Operations	130,390	22,775	7,018	43,114	6.2%
	Median Islands	172,139	30,088	9,278	56,222	10.3%
	Parks Maintenance	451,203	78,800	24,179	153,425	7.7%
	Building Maintenance	365,485	60,909	20,045	129,153	9.2%
	<b>Department Totals</b>	<b>2,848,939</b>	<b>487,272</b>	<b>146,374</b>	<b>762,080</b>	<b>10.3%</b>
<b>Parks, Recreation &amp; Community Services</b>	Administration	370,416	58,085	17,113	52,866	12.8%
	Children's Programs	311,367	34,054	14,421	54,521	9.6%
	Cultural Programs	76,503	4,855	3,173	6,999	5.3%
	Senior Programs	182,583	24,559	8,701	34,094	8.7%
	Athletic Programs	882,570	91,257	39,269	118,183	9.0%
	<b>Department Totals</b>	<b>1,823,438</b>	<b>212,811</b>	<b>82,676</b>	<b>266,664</b>	<b>9.6%</b>
<b>General Fund Totals</b>		<b>14,498,338</b>	<b>2,990,731</b>	<b>1,005,836</b>	<b>3,068,544</b>	<b>13.7%</b>

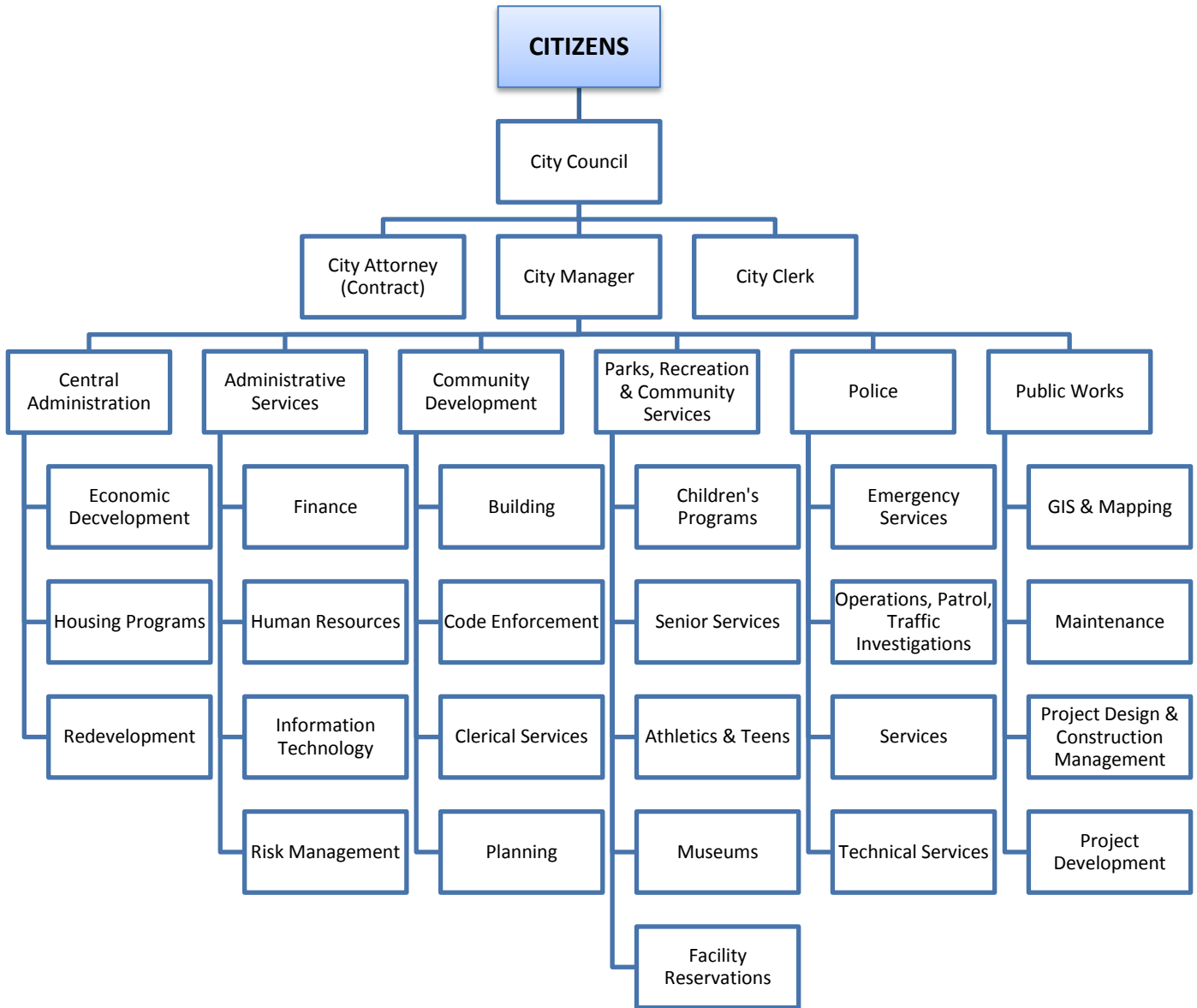


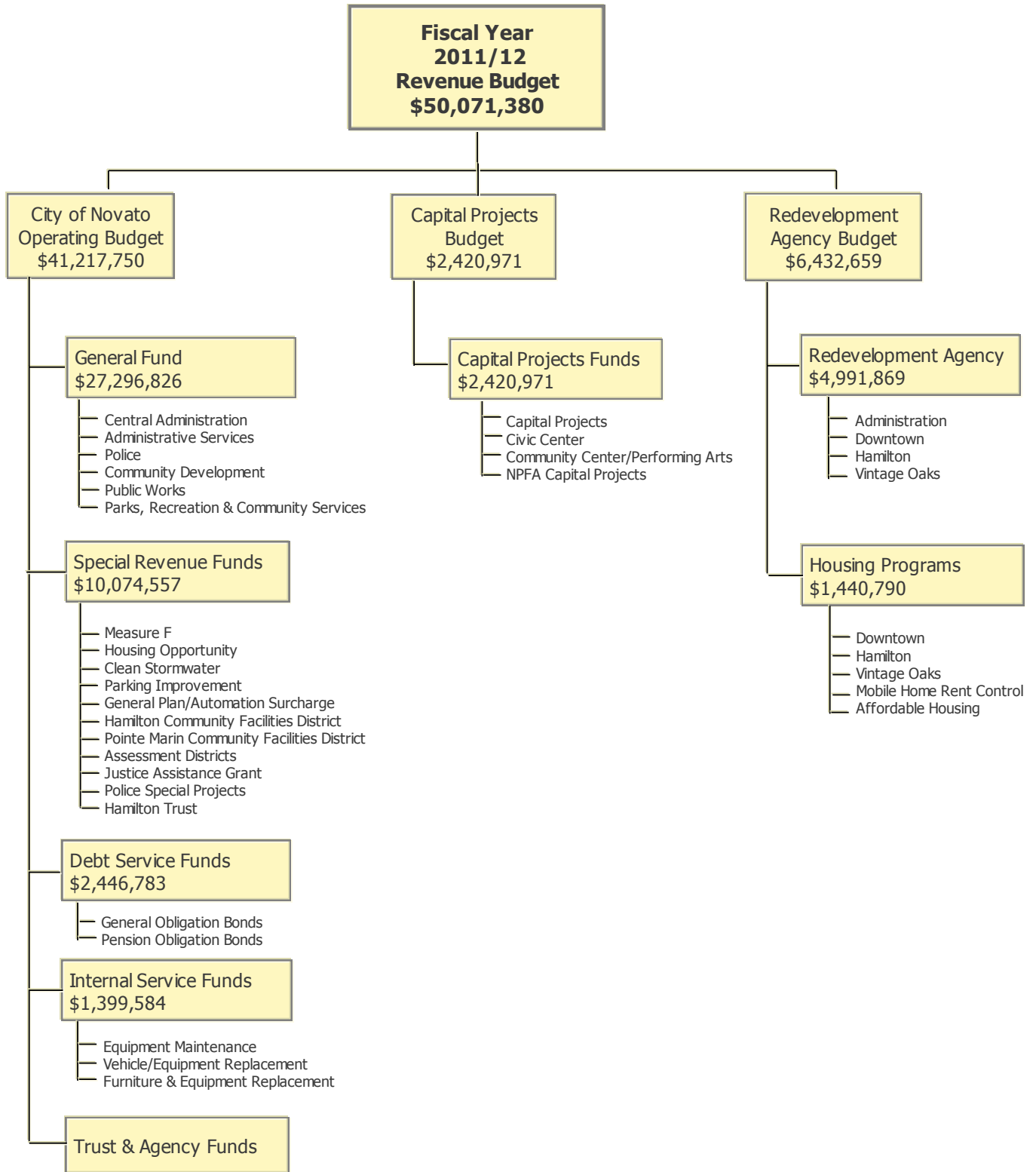
**FY 11/12 Payroll Cost Breakdown by Division and Department**

Department/Division	Salaries	PERS Retirement	POB Allocation	Other Benefits	Pension Costs as a Percentage of Budget
<b>Other Funds</b>					
Measure F	106,743	18,667	5,673	37,390	11.1%
General Plan Update	88,707	15,425	4,326	14,773	3.6%
Automation Surcharge	24,771	4,307	1,346	6,953	6.6%
Hamilton CFD	165,291	28,905	9,278	57,558	8.7%
Pointe Marin CFD	106,743	18,667	5,672	37,390	12.5%
Equipment Maintenance	215,981	37,715	11,441	61,289	6.2%
Novato Public Financing Auth	23,106	3,669	1,009	2,975	4.8%
Redevelopment Agency	385,213	60,943	17,306	46,991	1.5%
RDA Housing Programs	<u>138,403</u>	<u>22,637</u>	<u>6,345</u>	<u>18,231</u>	<u>2.6%</u>
<b>Other Funds Totals</b>	<b>1,254,957</b>	<b>210,936</b>	<b>62,396</b>	<b>283,551</b>	<b>3.2%</b>
<b>Citywide Totals</b>	<b>15,753,295</b>	<b>3,201,666</b>	<b>1,068,232</b>	<b>3,352,095</b>	<b>11.4%</b>

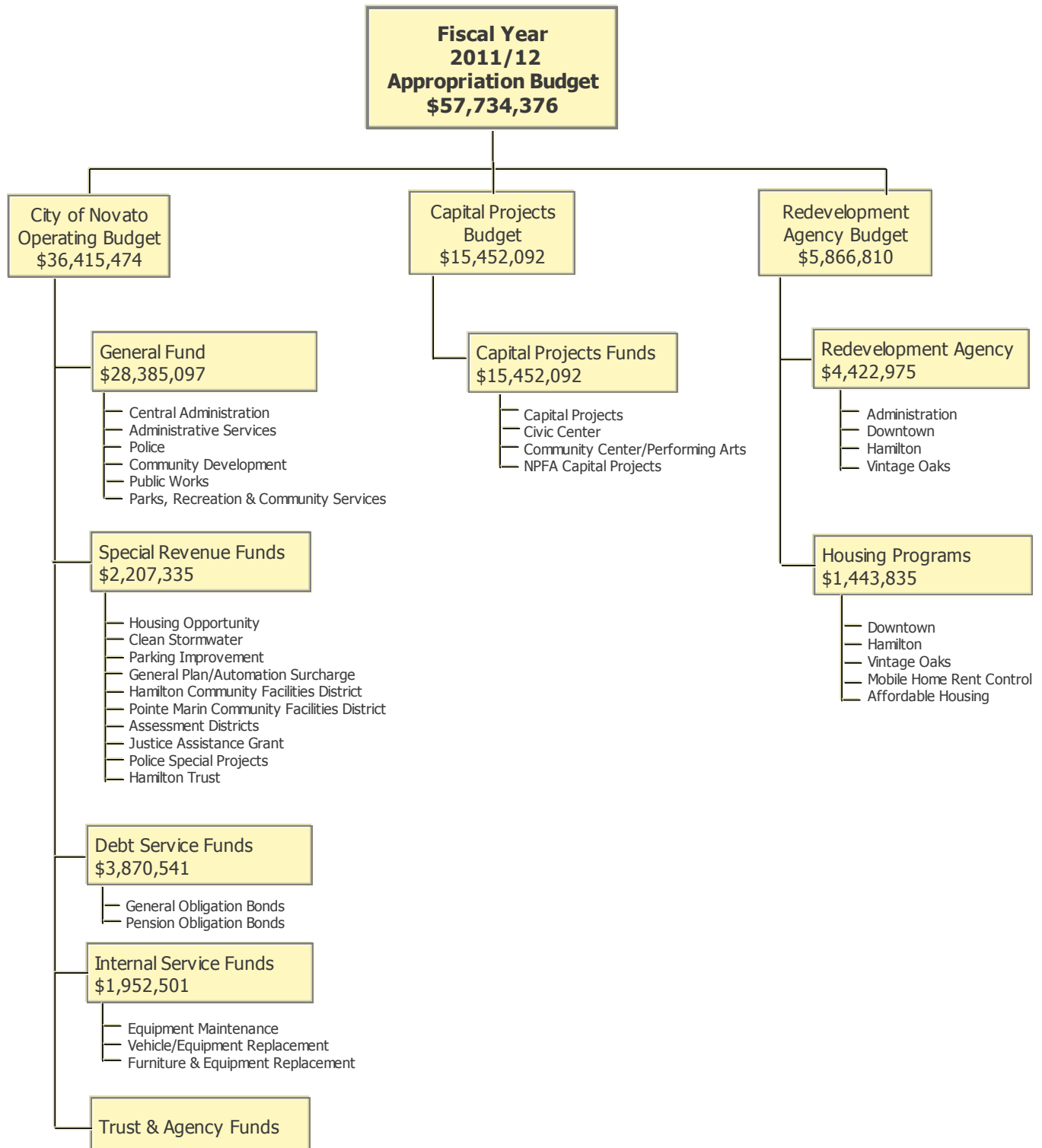


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General Fund Summary

	Adopted	Final	Projected	Adopted	Adopted to Adopted	
	Budget	Budget	Actual	Budget	Increase/(Decrease)	
	FY 2010/11	FY 2010/11	FY 2010/11	FY 2011/12	Dollar	Percent
<b>Beginning Available Fund Balance</b>	0	0	0	0		
<b>Adjusted Fund Balance (audited)</b>	0	0				
<b>Interfund Loan-Hamilton CFD</b>	60,000	60,000	60,000	30,000		
<b>Interfund Loan Repayment-RDA</b>	855,600	855,600	495,600	1,860,000		
<b>Revised Fund Balance</b>	915,600	915,600	555,600	1,890,000		
<b>Revenues</b>						
Taxes	21,635,408	21,635,408	21,896,739	21,970,462	335,054	1.5%
Licenses & Permits	988,506	986,506	906,248	903,721	(84,785)	(8.6)%
Intergovernmental Revenue	450,380	451,115	428,693	361,271	(89,109)	(19.8)%
Service Charges:						
General Government	200,370	200,370	218,017	215,886	15,516	7.7%
Zoning & Subdivision	149,791	149,791	121,457	121,457	(28,334)	(18.9)%
Plan Check Fees	329,904	329,904	257,176	257,176	(72,728)	(22.0)%
Engineering Fees	233,600	233,600	352,442	221,500	(12,100)	(5.2)%
Parks, Recreation & Community Services	1,855,519	1,843,019	1,650,795	1,785,547	(69,972)	(3.8)%
Police Services	137,814	137,814	105,730	107,003	(30,811)	(22.4)%
Other Services	141,883	141,883	146,932	157,133	15,250	10.7%
Fines & Forfeitures	552,500	552,500	550,474	542,967	(9,533)	(1.7)%
Use of Money & Property	382,454	407,454	458,758	467,607	85,153	22.3%
Misc Revenue	130,650	128,050	194,389	185,096	54,446	41.7%
Subtotal Revenues	27,188,779	27,197,414	27,287,850	27,296,826	108,047	0.4%
Transfers In	2,593,061	2,593,061	2,312,515	2,425,107	(167,954)	(6.5)%
<b>Total Revenues and Transfers In</b>	<b>29,781,840</b>	<b>29,790,475</b>	<b>29,600,365</b>	<b>29,721,933</b>	<b>(59,907)</b>	<b>(0.2)%</b>
<b>Total Financing Available</b>	<b>30,697,440</b>	<b>30,706,075</b>	<b>30,155,965</b>	<b>31,611,933</b>	<b>1,455,968</b>	<b>4.8%</b>
<b>Appropriations</b>						
Central Administration	1,517,106	1,517,106	1,553,894	1,574,740	57,634	3.8%
Administrative Services	4,776,580	4,772,309	4,634,375	4,482,681	(293,899)	(6.2)%
Police	11,837,864	11,801,846	11,649,492	11,724,584	(113,280)	(1.0)%
Community Development	1,772,996	1,773,291	1,721,900	1,831,993	58,997	3.3%
Public Works	5,903,366	5,884,830	5,987,747	5,769,749	(133,617)	(2.3)%
Parks, Recreation & Community Services	3,084,745	3,089,406	2,963,774	3,001,350	(83,395)	(2.7)%
Subtotal Appropriations	28,892,657	28,838,788	28,511,182	28,385,097	(507,560)	(1.8)%
Transfers Out	2,004,783	2,034,783	1,644,783	3,426,836	1,422,053	70.9%
<b>Total Use of Funds</b>	<b>30,897,440</b>	<b>30,873,571</b>	<b>30,155,965</b>	<b>31,811,933</b>	<b>914,493</b>	<b>3.0%</b>
<b>Vacancy Factor</b>	<b>200,000</b>	<b>200,000</b>		<b>200,000</b>		
<b>Ending Available Fund Balance</b>	0	32,504	0	0		



**General Fund Revenue Detail**

	<b>Adopted Budget FY 2010/11</b>	<b>Final Budget FY 2010/11</b>	<b>Projected Actual FY 2010/11</b>	<b>Adopted Budget FY 2011/12</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
					<b>Dollar</b>	<b>Percent</b>
<b>Taxes</b>						
Real Estate Property Tax	5,520,683	5,520,683	5,277,293	5,219,417	(301,266)	(5.5)%
Property Tax Administration Fee	(200,045)	(200,045)	(217,725)	(215,548)	(15,503)	7.7%
Property Tax in Lieu of 1/4 Sales Tax	1,876,490	1,876,490	2,057,596	2,057,596	181,106	9.7%
Property Tax in Lieu of VLF	3,848,064	3,848,064	3,874,339	3,835,596	(12,468)	(0.3)%
ERAF Refund	1,472,156	1,472,156	1,384,558	1,370,712	(101,444)	(6.9)%
RDA Property Tax Increment	122,861	122,861	121,586	120,370	(2,491)	(2.0)%
In Lieu Property Taxes/MVMHCC	62,820	62,820	65,868	65,448	2,628	4.2%
Unsecured Property Tax	126,149	126,149	170,000	168,300	42,151	33.4%
Supplemental Property Tax	71,474	71,474	58,017	57,437	(14,037)	(19.6)%
Real Property Transfer Tax	189,924	189,924	125,384	125,384	(64,540)	(34.0)%
General Sales and Use Tax	5,112,432	5,112,432	5,469,151	5,605,880	493,448	9.7%
Public Safety Sales Tax	319,209	319,209	319,209	319,209	0	-
Hotel Tax	882,091	882,091	932,500	941,825	59,734	6.8%
Business License Tax	752,750	752,750	752,807	760,335	7,585	1.0%
Business License Tax - Audit	80,000	80,000	76,856	77,625	(2,375)	(3.0)%
Franchise Tax	1,396,083	1,396,083	1,425,900	1,457,476	61,393	4.4%
Residential Development Tax	2,267	2,267	3,400	3,400	1,133	50.0%
<b>Subtotal</b>	<b>21,635,408</b>	<b>21,635,408</b>	<b>21,896,739</b>	<b>21,970,462</b>	<b>335,054</b>	<b>1.5%</b>
<b>Licenses and Permits</b>						
Building Permits	520,000	520,000	450,000	450,000	(70,000)	(13.5)%
Electric, Plumbing and Mechanical	230,000	230,000	205,000	205,000	(25,000)	(10.9)%
Inspection Fees-Code Compliance	80,000	80,000	74,000	74,000	(6,000)	(7.5)%
Residential Resale Inspection	95,000	103,000	116,279	117,000	22,000	23.2%
Grading & Inspections-Engineering	32,053	30,053	26,201	30,053	(2,000)	(6.2)%
Flood Insurance/Residential Inspection	8,000			-	(8,000)	(100.0)%
Pavement Impact Fees			1,480	0	0	-
Police Permits	12,270	12,270	20,020	14,400	2,130	17.4%
Tree Removal Permit	3,883	3,883	5,818	5,818	1,935	49.8%
Home Occupation Permit	7,300	7,300	7,450	7,450	150	2.1%
<b>Subtotal</b>	<b>988,506</b>	<b>986,506</b>	<b>906,248</b>	<b>903,721</b>	<b>(84,785)</b>	<b>(8.6)%</b>
<b>Intergovernmental Revenue</b>						
Motor Vehicle In-Lieu-Rev Code 11005.	168,930	168,930	97,900	98,879	(70,051)	(41.5)%
Secured Homeowners' Exemption	43,000	43,000	39,834	39,834	(3,166)	(7.4)%
Officer Stand and Train POST	30,000	30,000	30,000	30,000	0	-
State Mandated Costs	-	-	31,940	31,940	31,940	
State Emergency Telephone Line	3,800	3,800	3,800	3,800	0	-
SMIP Fees	750	750	623	623	(127)	(16.9)%
Abandoned Vehicle Program	34,500	34,500	31,066	31,377	(3,123)	(9.1)%
Community Development Block Grant	22,500	22,500	20,689	-	(22,500)	(100.0)%
Federal COPE Grant	125,000	125,000	125,000	83,333	(41,667)	(33.3)%
County Grants	-	-	25,000	18,850	18,850	
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	9,500	10,235	10,441	10,235	735	7.7%
<b>Subtotal</b>	<b>450,380</b>	<b>451,115</b>	<b>428,693</b>	<b>361,271</b>	<b>(89,109)</b>	<b>(19.8)%</b>



**General Fund Revenue Detail**

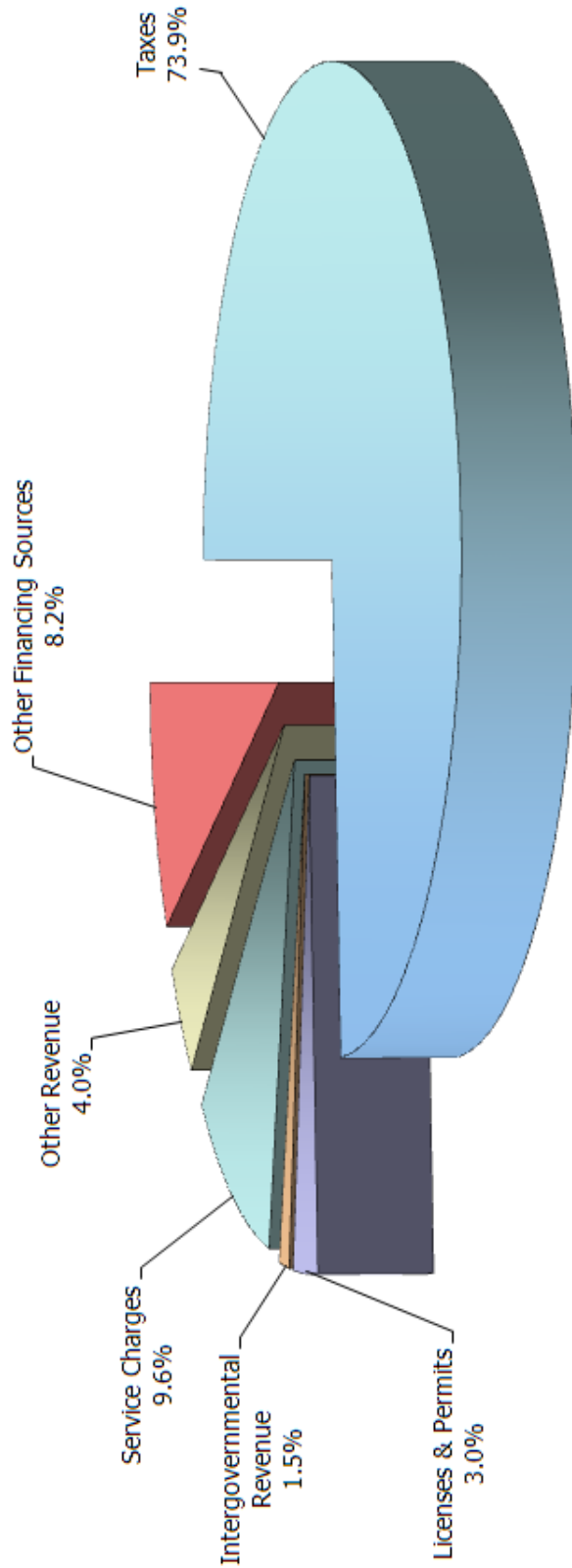
	<b>Adopted Budget FY 2010/11</b>	<b>Final Budget FY 2010/11</b>	<b>Projected Actual FY 2010/11</b>	<b>Adopted Budget FY 2011/12</b>	<b>Adopted to Adopted Increase/(Decrease) Dollar Percent</b>	
<b><u>Service Charges</u></b>						
<b><u>General Government Charges</u></b>						
Business License Application Fee	20,000	20,000	21,440	21,440	1,440	7.2%
Publications and Reports	1,450	1,450	255	255	(1,195)	(82.4)%
Administrative Fees	151,800	151,800	168,072	166,241	14,441	9.5%
Cost Recovery Fees - Clerical	16,150	16,150	14,355	14,355	(1,795)	(11.1)%
Photocopy Services	450	450	725	1,125	675	150.0%
NSF Check Charges	720	720	450	450	(270)	(37.5)%
Special Event Insurance Reimbursemen	3,000	3,000	5,846	5,846	2,846	94.9%
Administrative Fees-Training	6,800	6,800	6,874	6,174	(626)	(9.2)%
<b>Subtotal</b>	<b>200,370</b>	<b>200,370</b>	<b>218,017</b>	<b>215,886</b>	<b>15,516</b>	<b>7.7%</b>
<b><u>Zoning and Subdivision Charges</u></b>						
Planning Flat Fees	9,850	9,850	9,457	9,457	(393)	(4.0)%
Cost Recovery - Private Project	139,941	139,941	110,000	110,000	(29,941)	(21.4)%
Final Site Inspection	-	-	2,000	2,000	2,000	
<b>Subtotal</b>	<b>149,791</b>	<b>149,791</b>	<b>121,457</b>	<b>121,457</b>	<b>(28,334)</b>	<b>(18.9)%</b>
<b><u>Plan Checking Fees</u></b>						
Building Plan Check Fees	232,848	232,848	170,000	170,000	(62,848)	(27.0)%
Building Plan Check/Planning	18,862	18,862	18,593	18,593	(269)	(1.4)%
Building Plan Check/Consultant	1,000	1,000	-	-	(1,000)	(100.0)%
Building Plan Check/School District	932	932	670	670	(262)	(28.1)%
Energy Plan Check Fees	70,560	70,560	65,609	65,609	(4,951)	(7.0)%
Crime Prevention Design Review	5,702	5,702	2,304	2,304	(3,398)	(59.6)%
<b>Subtotal</b>	<b>329,904</b>	<b>329,904</b>	<b>257,176</b>	<b>257,176</b>	<b>(72,728)</b>	<b>(22.0)%</b>
<b><u>Engineering Fees</u></b>						
Engineering Flat Fees	142,100	142,100	136,602	140,000	(2,100)	(1.5)%
Engineering Cost Recovery	80,000	80,000	197,964	60,000	(20,000)	(25.0)%
Final Site Inspection	10,000	10,000	16,376	20,000	10,000	100.0%
Basemapping Products and Services	1,500	1,500	1,500	1,500	0	-
<b>Subtotal</b>	<b>233,600</b>	<b>233,600</b>	<b>352,442</b>	<b>221,500</b>	<b>(12,100)</b>	<b>(5.2)%</b>
<b><u>Police Service Charges</u></b>						
DUI Accident	9,114	9,114	9,000	7,500	(1,614)	(17.7)%
Jail Booking Fees	-	-	38	-	0	-
Vehicle Impound Fees	42,000	42,000	27,300	30,000	(12,000)	(28.6)%
Special Police Services	36,000	36,000	22,092	15,403	(20,597)	(57.2)%
Alarm Services	28,100	28,100	28,100	32,100	4,000	14.2%
Record Releases	22,600	22,600	19,200	22,000	(600)	(2.7)%
<b>Subtotal</b>	<b>137,814</b>	<b>137,814</b>	<b>105,730</b>	<b>107,003</b>	<b>(30,811)</b>	<b>(22.4)%</b>
<b><u>Other Service Charges</u></b>						
Appeals	500	500	400	400	(100)	(20.0)%
Legal Fees Recovered	51,250	51,250	45,000	52,531	1,281	2.5%
Administration Fee - Consult Contracts	24,000	24,000	39,364	39,674	15,674	65.3%
Construction Signs	500	500	332	500	0	-
Gymnastics Liability Insurance	43,833	43,833	43,833	46,025	2,192	5.0%
Plan Storage Fees	21,800	21,800	18,003	18,003	(3,797)	(17.4)%
<b>Subtotal</b>	<b>141,883</b>	<b>141,883</b>	<b>146,932</b>	<b>157,133</b>	<b>15,250</b>	<b>10.7%</b>



**General Fund Revenue Detail**

	<b>Adopted Budget FY 2010/11</b>	<b>Final Budget FY 2010/11</b>	<b>Projected Actual FY 2010/11</b>	<b>Adopted Budget FY 2011/12</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
					<b>Dollar</b>	<b>Percent</b>
<b><u>Parks, Recreation, and Community Services</u></b>						
Administration	104,300	99,300	97,920	117,300	13,000	12.5%
Child Care and Enrichment	451,150	451,150	388,920	451,150	0	-
Cultural Programs	71,000	78,000	78,000	78,000	7,000	9.9%
Senior Citizens	141,800	141,800	126,855	131,800	(10,000)	(7.1)%
Athletics Programs	1,087,269	1,072,769	959,100	1,007,297	(79,972)	(7.4)%
<b>Subtotal</b>	<b>1,855,519</b>	<b>1,843,019</b>	<b>1,650,795</b>	<b>1,785,547</b>	<b>(69,972)</b>	<b>(3.8)%</b>
<b><u>Fines, Forfeits and Penalties</u></b>						
Vehicle Code Fines	300,000	300,000	322,000	320,000	20,000	6.7%
Code Enforcement Fines	154,500	154,500	169,725	165,702	11,202	7.3%
Parking Fines	84,000	84,000	44,300	44,300	(39,700)	(47.3)%
Business License Penalties	9,500	9,500	6,489	6,489	(3,011)	(31.7)%
Cost Recovery Penalties	4,500	4,500	7,960	6,476	1,976	43.9%
<b>Subtotal</b>	<b>552,500</b>	<b>552,500</b>	<b>550,474</b>	<b>542,967</b>	<b>(9,533)</b>	<b>(1.7)%</b>
<b><u>Use of Money and Property</u></b>						
Investment Earnings Allocation	80,800	80,800	80,228	81,833	1,033	1.3%
Other Interest	14,000	14,000	17,779	17,779	3,779	27.0%
Contingency Reserve	13,468	13,468	17,134	14,609	1,141	8.5%
Margaret Todd Senior Center	28,000	28,000	30,042	32,000	4,000	14.3%
O'Hair Property	51,996	51,996	51,996	53,296	1,300	2.5%
Other Property Rentals	122,497	147,497	189,244	194,308	71,811	58.6%
Bus Shelter Advertising	71,693	71,693	72,335	73,782	2,089	2.9%
<b>Subtotal</b>	<b>382,454</b>	<b>407,454</b>	<b>458,758</b>	<b>467,607</b>	<b>85,153</b>	<b>22.3%</b>
<b><u>Miscellaneous Revenue</u></b>						
Sale of Equipment - Auction	2,500	2,500	2,943	2,500	0	-
Private Donations/Contributions	99,500	99,500	94,400	45,500	(54,000)	(54.3)%
Miscellaneous Reimbursements	15,000	15,000	76,550	18,400	3,400	22.7%
Brochure Advertising	8,000	8,000	7,360	8,000	0	-
Equity Transfer				102,000	102,000	
Miscellaneous Revenue	5,650	3,050	13,136	8,696	3,046	53.9%
<b>Subtotal</b>	<b>130,650</b>	<b>128,050</b>	<b>194,389</b>	<b>185,096</b>	<b>54,446</b>	<b>41.7%</b>
<b>Total Revenues</b>	<b>27,188,779</b>	<b>27,197,414</b>	<b>27,287,850</b>	<b>27,296,826</b>	<b>108,047</b>	<b>0.4%</b>
<b><u>Transfers In</u></b>						
Clean Stormwater Fund	178,000	178,000	178,000	149,520	(28,480)	(16.0)%
Development Impact Fund	130,110	130,110	105,266	135,716	5,606	4.3%
Downtown LAD			1,769		0	-
Emergency Response Reserve Fund	404,442	404,442	332,553	470,573	66,131	16.4%
Federal Grants Fund	37,500	37,500	37,500		(37,500)	(100.0)%
Gas Tax Fund	817,000	817,000	817,000	817,000	0	-
Hamilton Trust Fund	595,582	595,582	410,000	420,250	(175,332)	(29.4)%
NPFA Capital Projects Fund	13,000	13,000	13,000	13,000	0	-
Redevelopment Agency Fund	255,653	255,653	255,653	255,653	0	-
Redevelopment Agency Housing Fund	128,860	128,860	128,860	128,860	0	-
Street Bond Fund (Measure B)	32,414	32,414	32,414	34,035	1,621	5.0%
Subdivision Trust Fund	500	500	500	500	0	-
<b>Subtotal</b>	<b>2,593,061</b>	<b>2,593,061</b>	<b>2,312,515</b>	<b>2,425,107</b>	<b>(167,954)</b>	<b>(6.5)%</b>
<b>General Fund Totals</b>	<b>29,781,840</b>	<b>29,790,475</b>	<b>29,600,365</b>	<b>29,721,933</b>	<b>(59,907)</b>	<b>(0.2)%</b>

## General Fund Revenues by Category Fiscal Year 2011/12



Taxes	\$21,970,462
Licenses & Permits	903,721
Intergovernmental Revenue	361,271
Service Charges	2,865,702
Other Revenue	1,195,670
Other Financing Sources	<u>2,425,107</u>
<b>General Fund Total</b>	<b>\$29,721,933</b>



**General Fund Appropriation Detail**

	<b>Adopted Budget FY 2010/11</b>	<b>Final Budget FY 2010/11</b>	<b>Projected Actual FY 2010/11</b>	<b>Adopted Budget FY 2011/12</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
					<b>Amount</b>	<b>Percent</b>
<b><u>Central Administration</u></b>						
City Council	58,566	58,566	59,876	65,678	7,112	12.1%
City Manager	553,436	553,436	564,337	504,182	(49,254)	(8.9)%
City Clerk	266,854	266,854	256,946	350,673	83,819	31.4%
City Attorney	638,250	638,250	672,735	654,207	15,957	2.5%
<b>Subtotal</b>	<b>1,517,106</b>	<b>1,517,106</b>	<b>1,553,894</b>	<b>1,574,740</b>	<b>57,634</b>	<b>3.8%</b>
<b><u>Administrative Services</u></b>						
Administration	143,594	143,994	156,314	192,309	48,715	33.9%
Human Resources	507,183	507,833	467,762	461,782	(45,401)	(9.0)%
Finance	681,599	682,249	660,057	691,373	9,774	1.4%
Information Technology Services	501,740	697,440	604,521	710,890	209,150	41.7%
Reprographics	6,386	(285)	(23,292)	(11,079)	(17,465)	(273.5)%
Citywide Programs	2,936,078	2,741,078	2,769,013	2,437,406	(498,672)	(17.0)%
<b>Subtotal</b>	<b>4,776,580</b>	<b>4,772,309</b>	<b>4,634,375</b>	<b>4,482,681</b>	<b>(293,899)</b>	<b>(6.2)%</b>
<b><u>Police</u></b>						
Administration	1,042,081	1,041,140	1,025,435	1,165,422	123,341	11.8%
Technical Services	1,672,076	1,662,896	1,678,479	1,639,793	(32,283)	(1.9)%
Personnel and Training	529,432	529,432	550,535	361,633	(167,799)	(31.7)%
Crime Prevention	3,400	3,400	4,329	-	(3,400)	(100.0)%
Investigations	1,048,083	1,046,798	1,018,923	821,291	(226,792)	(21.6)%
Patrol	6,624,818	6,601,647	6,456,675	6,823,856	199,038	3.0%
Traffic	614,290	612,849	602,507	637,116	22,826	3.7%
Special Police Services	303,684	303,684	312,609	275,473	(28,211)	(9.3)%
<b>Subtotal</b>	<b>11,837,864</b>	<b>11,801,846</b>	<b>11,649,492</b>	<b>11,724,584</b>	<b>(113,280)</b>	<b>(1.0)%</b>
<b><u>Community Development</u></b>						
Administration	204,348	204,097	177,263	210,071	5,723	2.8%
Code Compliance	295,711	298,241	288,700	301,674	5,963	2.0%
Planning	578,914	578,782	574,768	608,190	29,276	5.1%
Clerical Support Services	132,766	132,766	132,981	136,332	3,566	2.7%
Building Inspection	561,257	559,405	548,188	575,726	14,469	2.6%
<b>Subtotal</b>	<b>1,772,996</b>	<b>1,773,291</b>	<b>1,721,900</b>	<b>1,831,993</b>	<b>58,997</b>	<b>3.3%</b>

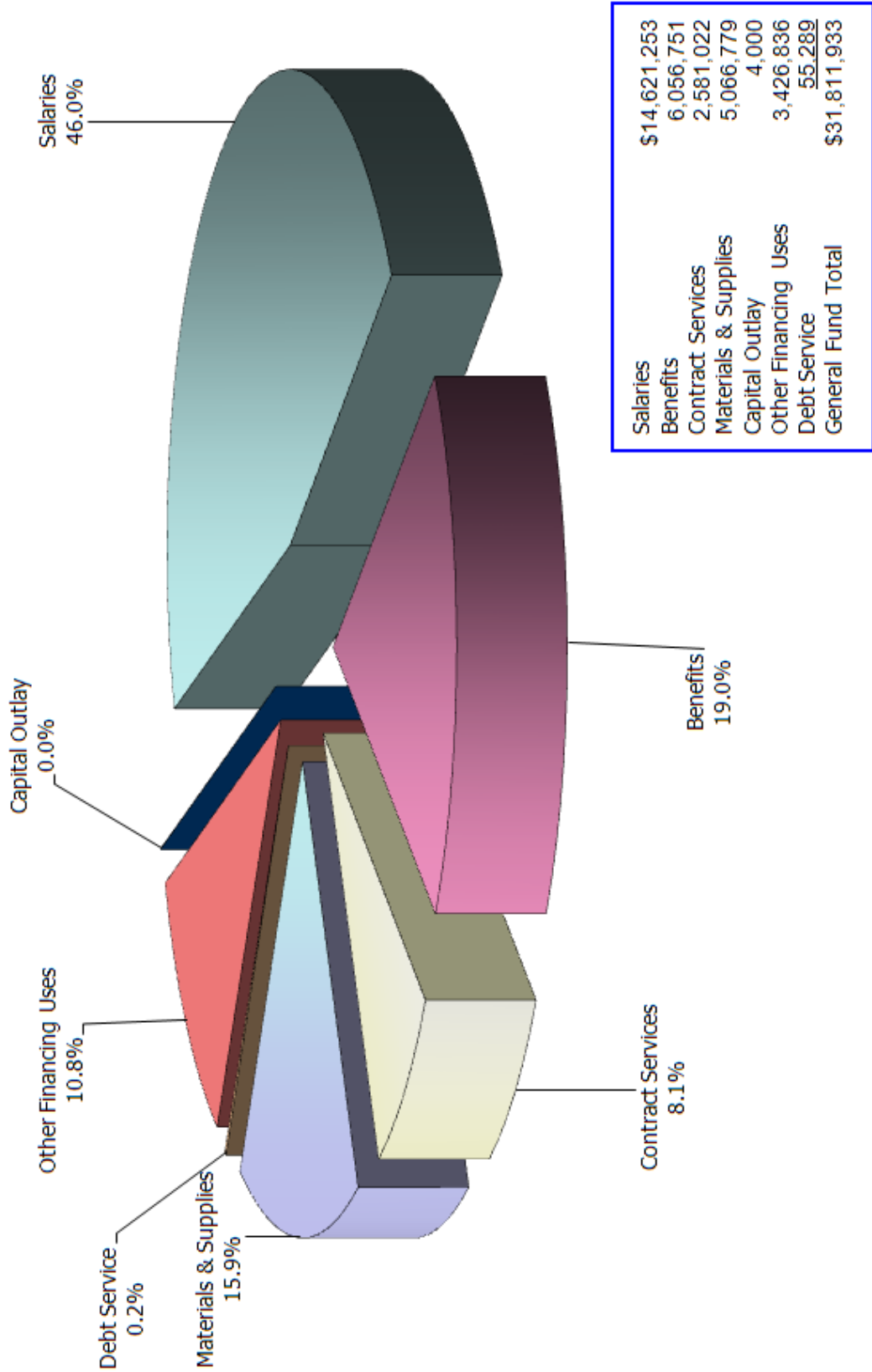




General Fund Appropriation Detail

	Adopted Budget FY 2010/11	Final Budget FY 2010/11	Projected Actual FY 2010/11	Adopted Budget FY 2011/12	Adopted to Adopted Increase/(Decrease)	
					Amount	Percent
<b>Public Works</b>						
Traffic and Engineering Administration	408,524	406,937	394,937	756,939	348,415	85.3%
Street Lighting	368,219	367,944	277,376	-	(368,219)	(100.0)%
Project Development	356,458	356,458	357,109	236,075	(120,383)	(33.8)%
Construction Management	973,381	974,141	964,422	909,813	(63,568)	(6.5)%
<i>Less : Capital Projects Reimbursement</i>	(1,000,000)	(1,000,000)	(783,732)	(800,000)	200,000	(20.0)%
GIS Mapping	227,937	227,937	233,784	210,564	(17,373)	(7.6)%
Maintenance Administration	263,233	242,039	282,062	300,768	37,535	14.3%
Street Maintenance	1,215,513	1,199,221	1,127,453	1,115,681	(99,832)	(8.2)%
Traffic Operations	482,716	485,644	498,523	439,823	(42,893)	(8.9)%
Street Trees and Parkway Maintenance	381,424	374,215	424,569	423,273	41,849	11.0%
Parks Maintenance	1,342,964	1,366,316	1,376,759	1,272,087	(70,877)	(5.3)%
Building Maintenance	882,997	883,978	834,485	904,726	21,729	2.5%
<b>Subtotal</b>	<b>5,903,366</b>	<b>5,884,830</b>	<b>5,987,747</b>	<b>5,769,749</b>	<b>(133,617)</b>	<b>(2.3)%</b>
<b>Parks, Recreation, and Community Services</b>						
Administration	587,958	588,979	584,963	661,417	73,459	12.5%
Child Care and Enrichment	507,227	507,547	492,289	506,088	(1,139)	(0.2)%
Cultural Programs	151,623	151,943	127,105	149,504	(2,119)	(1.4)%
Senior Citizens	381,633	381,633	392,212	303,173	(78,460)	(20.6)%
Athletics Programs	1,456,304	1,459,304	1,367,205	1,381,168	(75,136)	(5.2)%
<b>Subtotal</b>	<b>3,084,745</b>	<b>3,089,406</b>	<b>2,963,774</b>	<b>3,001,350</b>	<b>(83,395)</b>	<b>(2.7)%</b>
<b>SUBTOTAL APPROPRIATIONS</b>	<b>28,892,657</b>	<b>28,838,788</b>	<b>28,511,182</b>	<b>28,385,097</b>	<b>(507,560)</b>	<b>(1.8)%</b>
<b>Transfers Out</b>						
Debt Service Fund-POB	969,182	969,182	969,182	1,005,836	36,654	3.8%
Police Special Projects Fund	12,000	12,000	12,000	9,000	(3,000)	(25.0)%
Capital Projects Fund	603,601	633,601	243,601	2,012,000	1,408,399	233.3%
Equipment Replacement Fund	420,000	420,000	420,000	400,000	(20,000)	(4.8)%
<b>Subtotal</b>	<b>2,004,783</b>	<b>2,034,783</b>	<b>1,644,783</b>	<b>3,426,836</b>	<b>1,422,053</b>	<b>70.9%</b>
<b>TOTAL APPROPRIATIONS</b>	<b>30,897,440</b>	<b>30,873,571</b>	<b>30,155,965</b>	<b>31,811,933</b>	<b>914,493</b>	<b>3.0%</b>

## General Fund Appropriations by Category Fiscal Year 2011/12

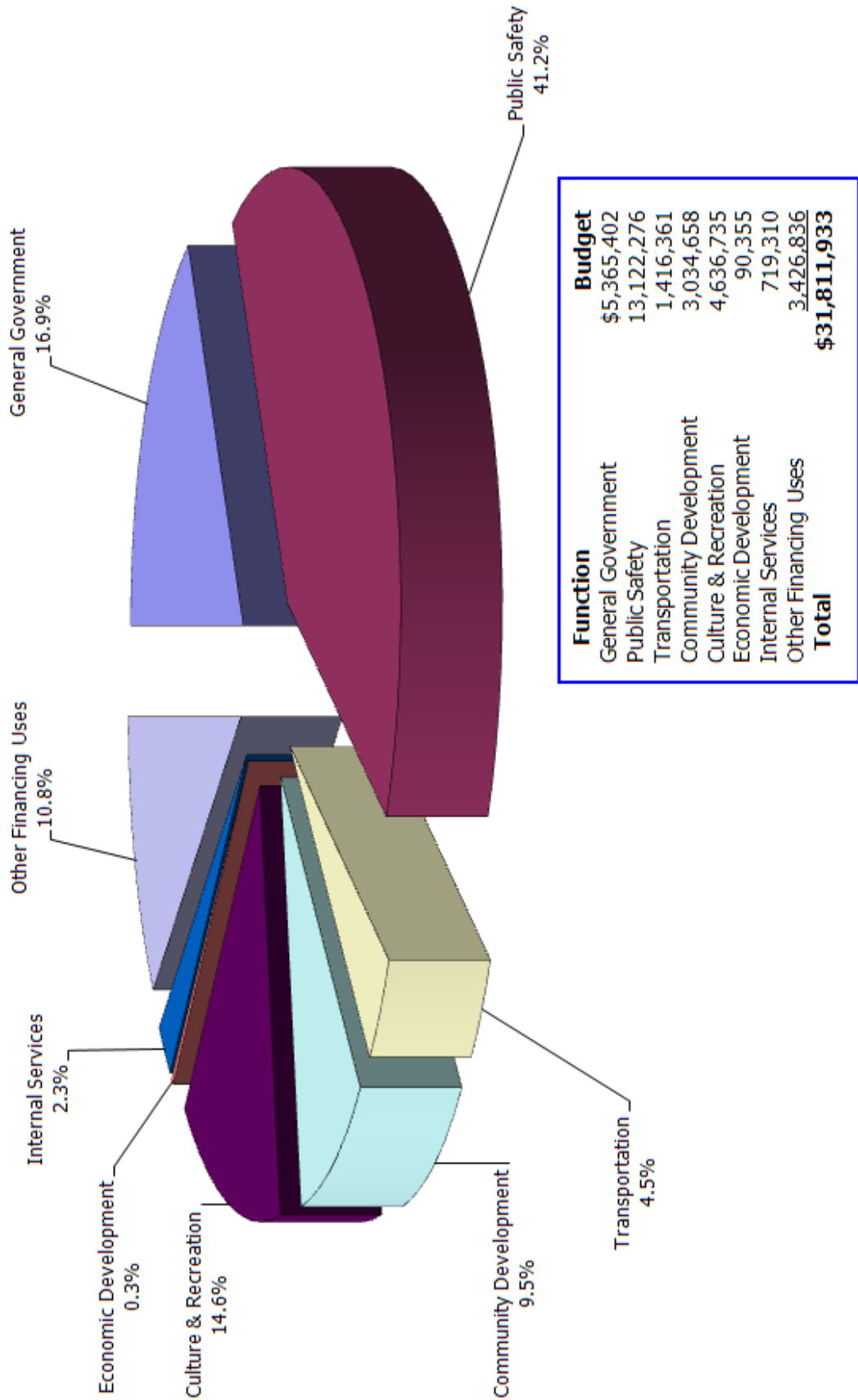




**General Fund Appropriation Summary by Function**

<b>Function</b>	<b>Adopted Budget</b>	<b>Final Budget</b>	<b>Projected Actual</b>	<b>Adopted Budget</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
	<b>FY 2010/11</b>	<b>FY 2010/11</b>	<b>FY 2010/11</b>	<b>FY 2011/12</b>	<b>Dollar</b>	<b>Percent</b>
General Government	5,592,074	5,587,803	5,515,856	5,365,402	(226,672)	(4.1)%
Public Safety	13,258,644	13,222,919	12,952,723	13,122,276	(136,368)	(1.0)%
Transportation	1,478,749	1,433,248	1,380,955	1,416,361	(62,388)	(4.2)%
Community Development	2,912,142	2,922,376	3,156,419	3,034,658	122,516	4.2%
Culture & Recreation	4,791,799	4,844,209	4,683,832	4,636,735	(155,064)	(3.2)%
Economic Development & Opportunity	89,460	89,460	89,400	90,355	895	1.0%
Internal Services	769,789	768,373	731,997	719,310	(50,479)	(6.6)%
Other Financing Uses	2,004,783	2,004,783	1,644,783	3,426,836	1,422,053	70.9%
<b>Total Appropriations</b>	<b>30,897,440</b>	<b>30,873,171</b>	<b>30,155,965</b>	<b>31,811,933</b>	<b>914,493</b>	<b>3.0%</b>

## General Fund Appropriations by Function Fiscal Year 2011/12





**General Fund Revenue Detail History**

	<b>Previous Actual 2005/06</b>	<b>Previous Actual 2006/07</b>	<b>Previous Actual 2007/08</b>	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>
<b><u>Taxes</u></b>						
Secured Property Taxes	4,209,168	5,239,701	5,570,581	5,744,746	5,580,232	5,277,293
Property Tax Administration Fee					(192,988)	(217,725)
Property Tax in Lieu of 1/4 Sales	1,648,229	1,970,551	2,091,689	2,024,428	1,373,407	2,057,596
Property Tax in Lieu of VLF	3,446,929	3,626,561	3,882,104	4,014,463	3,926,596	3,874,339
ERAF Refund	1,503,174	1,221,178	1,967,775	1,393,702	1,502,200	1,384,558
RDA Property Tax Increment	92,918	122,246	121,169	124,625	121,286	121,586
In Lieu Property Taxes/MVMHCC	114,198	55,990	62,640	64,722	62,820	65,868
Property Taxes/Unsecured	131,676	117,089	128,741	127,538	128,723	170,000
Supplemental Assessments	405,202	299,511	312,868	188,631	97,217	58,017
Real Property Transfer Taxes	705,193	439,935	194,165	207,027	227,320	125,384
Sales and Use Taxes	5,798,056	5,849,661	5,917,481	5,268,448	5,323,421	5,469,151
Sales Tax-Public Safety	287,670	281,830	383,506	351,127	323,018	319,209
Hotel Taxes (TOT)	1,053,189	1,112,118	1,075,572	1,004,508	896,684	932,500
Business License Taxes	709,209	717,374	706,165	728,658	723,611	752,807
Business License Tax - Audit	40,735	87,136	138,881	121,090	114,571	76,856
Franchise Taxes	1,147,575	1,296,173	1,355,063	1,402,786	1,377,382	1,425,900
Residential Development Tax	15,423	7,701	7,559	1,498	3,400	3,400
<b>Subtotal</b>	<b>21,308,544</b>	<b>22,444,755</b>	<b>23,915,959</b>	<b>22,767,997</b>	<b>21,588,900</b>	<b>21,896,739</b>
<b><u>Licenses and Permits</u></b>						
Building Permits	732,894	629,625	594,480	634,600	401,234	450,000
Electrical, Plumbing, Mechanical	281,941	254,381	274,678	299,197	178,521	205,000
Inspection Fees-Cost Recovery	867		732			-
Inspection Fees-Code Compliance		57,223	79,282	23,983	79,433	74,000
Residential Resale Inspection	86,898	139,263	113,918	137,907	152,148	116,279
Grading & Inspections-Bldg	35,254	13,290	1,530			-
Grading & Inspections-Eng	10,140	89,366	67,771	31,766	30,453	26,201
Flood Ins/Residential Inspection	6,116	10,474	8,510	10,063	9,132	-
Police Permits	6,692	17,926	18,949	19,486	21,790	20,020
Cat Licenses	4,488	3,322				-
Home Occupation Permit	7,881	9,216	8,253	7,171	7,195	7,450
Tree Removal Permit	3,607	5,451	3,991	5,208	5,117	5,818
<b>Subtotal</b>	<b>1,176,778</b>	<b>1,229,537</b>	<b>1,172,094</b>	<b>1,169,381</b>	<b>885,023</b>	<b>906,248</b>
<b><u>Intergovernmental Revenue</u></b>						
Motor Vehicle In-Lieu	329,904	295,755	219,902	192,082	155,627	97,900
Homeowners' Exemption	43,069	43,548	43,331	41,925	39,804	39,834
POST Reimbursements	29,220	31,538	46,668	53,645	22,473	30,000
Mandated Cost Reimb	83,782	365,487	14,503	25,250	25,457	31,940
Off-Highway Vehicle in-Lieu	866					-
State Emergency Telephone	10,173	4,818	3,707	1,084		3,800
SMIP Fees	164	937	762	941	230	623
Abandoned Vehicle Program	28,592	10,271	54,547	42,416	38,523	31,066
Community Devel. Block Grant					32,000	20,689
High Tech Crimes Task Force	104,113	115,665	79,901	1,037		-
FEMA		32,633		7,125		



General Fund Revenue Detail History

	Previous Actual 2005/06	Previous Actual 2006/07	Previous Actual 2007/08	Previous Actual 2008/09	Previous Actual 2009/10	Projected Actual 2010/11
Jail Booking Reimbursement		68,970				-
State Grants			2,500			-
Police Grants	172			43,000	41,667	125,000
County Grants	641	12,500			1,904	25,000
North Marin Water District	1,800	2,400	2,400	2,400	2,400	2,400
Novato Sanitary District	10,000	10,000	10,000	27,000	10,000	10,000
Reimbursement-Other Agencies				5,400	11,004	10,441
Miscellaneous		4,000	94,000	14,237	361	-
<b>Subtotal</b>	<b>642,496</b>	<b>998,522</b>	<b>572,221</b>	<b>457,542</b>	<b>381,450</b>	<b>428,693</b>
<b>Service Charges</b>						
General Government Charges	162,877	203,598	154,379	154,948	201,906	218,017
Zoning & Subdivision Charges	374,909	320,150	242,203	236,245	160,662	121,457
Plan Checking Fees	650,164	437,633	525,935	661,657	237,290	257,176
Engineering Fees	293,542	307,883	279,519	230,911	165,578	352,442
Police Service Charges	113,403	136,280	131,801	109,148	105,265	105,730
Other Service Charges	211,791	131,830	155,542	171,468	164,596	146,932
<b>Subtotal</b>	<b>1,806,686</b>	<b>1,537,374</b>	<b>1,489,379</b>	<b>1,564,377</b>	<b>1,035,297</b>	<b>1,201,754</b>
<b>Recreation Income</b>						
Administration	38,832	40,322	41,488	50,295	103,875	97,920
Child Care & Enrichment	474,553	475,118	480,672	472,638	436,683	388,920
Cultural Programs	98,142	78,401	71,107	86,549	89,905	78,000
Senior Citizens	125,988	118,404	121,998	140,320	141,778	126,855
Teen Programs	112,308	106,061	170,965	186,738	176,699	-
Athletics	862,368	895,630	912,973	939,953	941,967	959,100
<b>Subtotal</b>	<b>1,712,191</b>	<b>1,713,936</b>	<b>1,799,203</b>	<b>1,876,493</b>	<b>1,890,907</b>	<b>1,650,795</b>
<b>Fines, Forfeits and Penalties</b>						
Vehicle Code Fines	274,139	268,824	272,968	299,249	336,434	322,000
Investigative Fees	201,291	206,602	211,828	215,926	236,925	169,725
Parking Fines	92,579	77,407	70,569	103,220	98,709	44,300
Business License Penalties	7,561	8,901	13,607	10,122	16,558	6,489
Cost Recovery Penalties	20,995	6,865	4,873	4,035	4,908	7,960
<b>Subtotal</b>	<b>596,565</b>	<b>568,599</b>	<b>573,845</b>	<b>632,552</b>	<b>693,534</b>	<b>550,474</b>
<b>Use of Money and Property</b>						
Investment Earnings	190,488	358,064	334,124	160,316	108,445	80,228
Investment Earnings/Other	51,949	312,419	13,484	62,109	13,598	17,779
Investment Earnings/Cont. Reser	20,107	20,541	23,416	14,126	28,449	17,134
City Lease Payment-Corporation `	24,476	1,136,357	584,167			
Margaret Todd Rental	26,339	26,649	31,589	39,105	41,346	30,042
Downtown Buildings Custodial Fe	(448)	1,462	2,006	1,524	2,052	-
Teen Center Rental	1,444	2,537	5,315	5,374	5,680	-
Rental Income/O'Hair	54,216	46,668	52,776	55,032	54,264	51,996
Other Property Rental	91,481	98,010	116,018	126,118	156,303	189,244
Parks	19,917	23,370	34,842	36,045	41,627	
RDA Rent Recovery	9,000	9,000				-
Bus Shelter Advertising	64,411	57,876	61,748	66,375	68,708	72,335
<b>Subtotal</b>	<b>553,380</b>	<b>2,092,953</b>	<b>1,259,485</b>	<b>566,124</b>	<b>520,472</b>	<b>458,758</b>

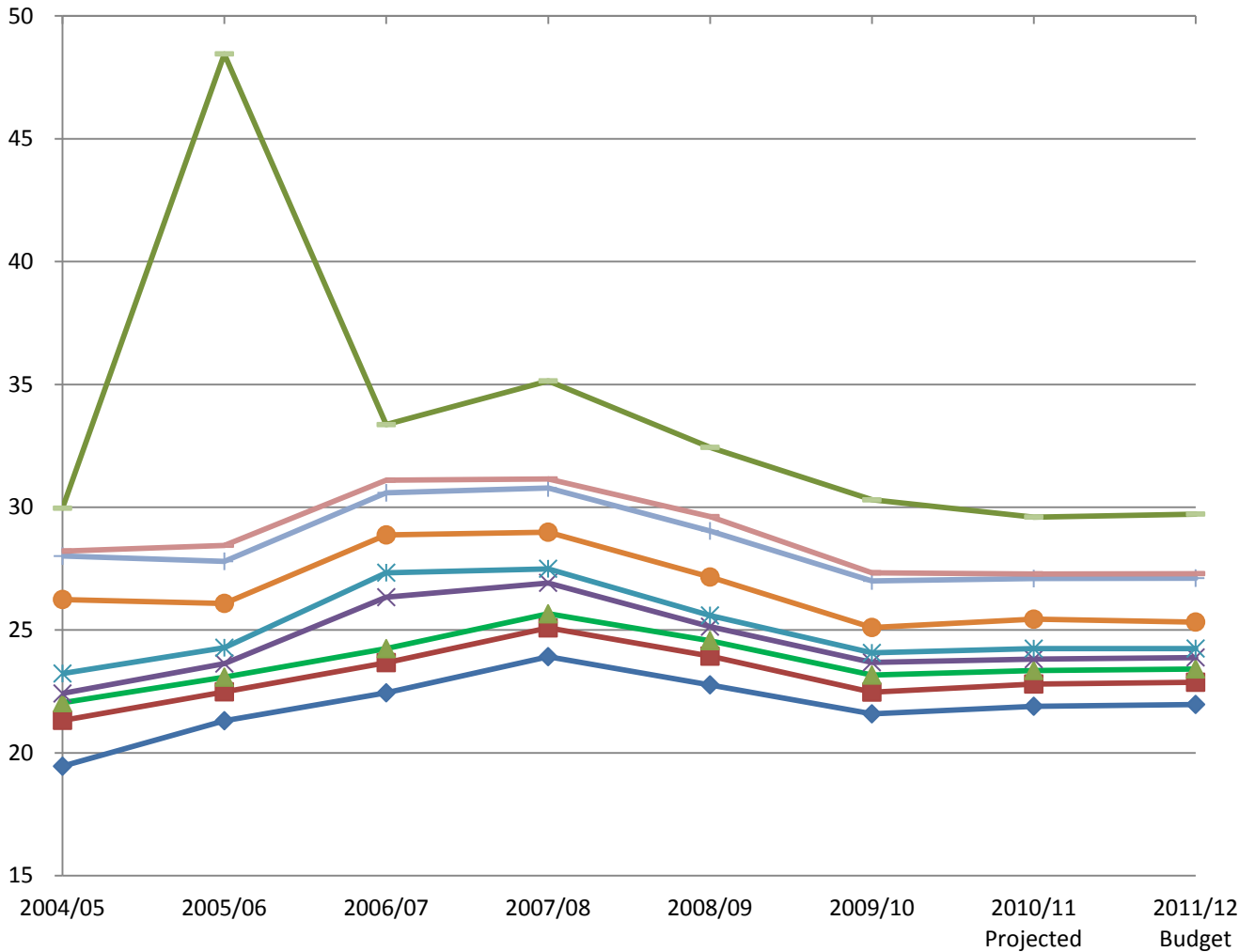


**General Fund Revenue Detail History**

	<b>Previous Actual 2005/06</b>	<b>Previous Actual 2006/07</b>	<b>Previous Actual 2007/08</b>	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>
<b>Miscellaneous Revenue</b>						
Donations/Contributions	61,974	60,288	75,594	71,058	145,635	94,400
Sale of Property	2,183	4,915	5,313	2,286	1,833	2,943
Misc Reimbursements	210,823	73,507	284	14,151	23,558	76,550
Citywide Special Events	72,553	65,600	61,966			-
Brochure Advertising	9,418	6,391	9,260	7,040	9,880	7,360
Tenant Improvement Credit				127,369		-
VLF Reserves for Lease	297,664	388,570	186,710			-
Other Revenue	(8,802)	(80,560)	23,502	33,196	144,114	13,136
Insurance/Litigation Settlements	8,416	796	4,322	326,887	9,700	0
<b>Subtotal</b>	<b>654,229</b>	<b>519,507</b>	<b>366,951</b>	<b>581,987</b>	<b>334,720</b>	<b>194,389</b>
<b>Subtotal Revenues</b>	<b>28,450,869</b>	<b>31,105,183</b>	<b>31,149,137</b>	<b>29,616,453</b>	<b>27,330,303</b>	<b>27,287,850</b>
<b>Other Financing Sources</b>						
<b>Transfers In</b>						
Affordable Housing Trust			332,337			
Civic Center & City Hall Rehab	5,860					
Clean Stormwater	125,000	150,000	155,000	150,000	138,000	178,000
Community Facilities			104,290			
Development Impact Fees	13,433	20,648	51,634	54,252	269,900	105,266
Emergency Response Reserve			635,998	276,017	299,058	332,553
Equipment Replacement	96,000	4,478	336,458			
Federal Grants				37,500	37,500	37,500
Furnishings and Equipment			104,290			
Gas Tax	817,000	817,000	830,300	817,000	817,000	817,000
Hamilton Bond Administration	15,000	15,000	15,000	15,000		
Hamilton Trust	483,713	1,087,584	1,033,337	779,661	586,854	410,000
Insurance Reserve				179,200		
Measure B Street Bond Fund	25,398	26,668	28,001	29,401	30,871	32,414
NPFA Capital Projects	13,000	13,000	13,000	13,000	13,000	13,000
Pension Reserve Fund				50,800		
Redevelopment Agency	48,000	54,144	91,095	94,738	148,038	255,653
Redevelopment Agency Housing	65,400	68,670	94,395	100,762	154,062	128,860
Street & Storm Drain Maint			104,290			
Subdivision Trust	500	500		500	500	500
Other			64,878		475,406	1,769
<b>Debt Proceeds</b>						
Miscellaneous				222,022		
POB Miscellaneous	8,219,380					
POB Safety	10,076,686					
<b>Subtotal</b>	<b>20,004,370</b>	<b>2,257,692</b>	<b>3,994,303</b>	<b>2,819,853</b>	<b>2,970,189</b>	<b>2,312,515</b>
<b>Total Revenues &amp; Transfers</b>	<b>48,455,239</b>	<b>33,362,875</b>	<b>35,143,440</b>	<b>32,436,306</b>	<b>30,300,492</b>	<b>29,600,365</b>

### General Fund Revenue History & Projections by Source Fiscal Years 2004/05 - 2011/12

\$ Millions



- ◆ Taxes
- Licenses & Permits
- ▲ Fines, Forfeits, & Penalties
- ✕ Use of Money & Property
- ✱ Intergovernmental
- Service Charges
- ⊕ Recreation Programs
- Miscellaneous
- Other Funding Sources





**General Fund Appropriation Detail History**

	<b>Previous Actual 2005/06</b>	<b>Previous Actual 2006/07</b>	<b>Previous Actual 2007/08</b>	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>
<b><u>Central Administration</u></b>						
City Council	72,196	105,417	85,981	85,787	65,922	59,876
City Manager	442,763	466,513	441,232	381,151	413,031	564,337
City Clerk	297,897	293,066	371,093	289,411	329,185	256,946
City Attorney	763,458	369,061	623,981	347,808	465,336	672,735
<b>Subtotal</b>	<b>1,576,314</b>	<b>1,234,057</b>	<b>1,522,287</b>	<b>1,104,157</b>	<b>1,273,474</b>	<b>1,553,894</b>
<b><u>Administrative Services</u></b>						
Administration	176,155	188,001	182,931	176,958	182,067	156,314
Human Resources	336,967	392,305	490,807	453,736	439,992	467,762
Finance	730,380	808,792	844,526	851,172	615,236	660,057
Information Technology Services	581,443	608,817	727,584	761,220	483,906	604,521
Reprographics	43,377	43,425	50,180	40,825	17,439	(23,292)
Citywide Programs	2,049,489	2,275,102	2,185,638	2,674,263	2,724,099	2,769,013
<b>Subtotal</b>	<b>3,917,811</b>	<b>4,316,442</b>	<b>4,481,666</b>	<b>4,958,174</b>	<b>4,462,739</b>	<b>4,634,375</b>
<b><u>Police</u></b>						
Administration	1,268,441	1,337,845	1,444,760	1,319,273	1,175,678	1,025,435
Technical Services	1,448,036	1,629,986	1,735,834	1,757,604	1,590,144	1,678,479
Personnel and Training	749,370	370,645	311,201	344,006	305,096	550,535
Crime Prevention	31,074	90,078	95,996	91,948	78,459	4,329
Investigations	783,753	839,069	774,949	808,720	770,451	756,675
Patrol	5,664,747	5,915,848	6,525,754	6,277,756	6,260,851	6,456,675
Traffic	630,532	657,503	721,641	692,624	776,303	602,507
Special Police Services	388,570	367,427	371,408	236,060	236,698	312,609
Youth Services	249,459	232,407	270,462	229,397	249,679	262,248
<b>Subtotal</b>	<b>11,213,982</b>	<b>11,440,808</b>	<b>12,252,005</b>	<b>11,757,388</b>	<b>11,443,359</b>	<b>11,649,492</b>
<b><u>Community Development</u></b>						
Administration	381,681	241,063	206,951	144,937	157,780	177,263
Code Compliance	280,289	308,113	375,283	360,727	333,625	288,700
Planning	826,801	811,863	963,001	1,166,629	856,209	574,768
Clerical Support Services	87,359	214,521	217,011	230,630	139,475	132,981
Building	997,346	856,100	930,537	904,319	584,439	548,188
<b>Subtotal</b>	<b>2,573,476</b>	<b>2,431,660</b>	<b>2,692,783</b>	<b>2,807,242</b>	<b>2,071,528</b>	<b>1,721,900</b>



**General Fund Appropriation Detail History**

	<b>Previous Actual 2005/06</b>	<b>Previous Actual 2006/07</b>	<b>Previous Actual 2007/08</b>	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>
<b>Public Works</b>						
Traffic & Engineering Admin.	499,842	479,783	537,773	547,716	424,740	394,937
Street Lighting	332,790	412,086	384,821	372,038	381,275	277,376
Project Development	322,234	493,925	527,849	562,773	381,199	357,109
Construction Management	206,238	18,989	79,957	7,819	(5,004)	180,690
Base Mapping	209,503	222,279	242,953	298,737	244,390	233,784
Maintenance Administration	125,310	180,858	255,242	246,080	278,648	282,062
Street Maintenance	1,227,888	1,259,714	1,417,176	1,284,810	1,209,149	1,127,453
Traffic Operations	345,107	397,030	410,659	458,925	450,723	498,523
Street Tree/Parkway Maint.	388,986	483,695	492,883	485,974	441,607	424,569
Parks Maintenance	1,254,968	1,423,042	1,614,636	1,430,284	1,295,204	1,376,759
Building Maintenance	763,399	884,928	919,053	907,713	890,072	834,485
<b>Subtotal</b>	<b>5,676,265</b>	<b>6,256,329</b>	<b>6,883,002</b>	<b>6,602,869</b>	<b>5,992,003</b>	<b>5,987,747</b>
<b>Parks, Recreation &amp; Community Services</b>						
Administration	841,738	835,870	851,680	849,347	702,941	584,963
Childcare and Enrichment	503,591	512,980	538,086	551,025	449,828	492,289
Cultural Programs	254,156	237,734	311,839	220,001	183,092	127,105
Senior Programs	431,852	493,683	563,130	493,294	465,355	392,212
Teen Programs	327,895	338,206	411,757	379,461	252,460	
Athletics Programs	1,162,598	1,253,182	1,329,856	1,382,923	1,201,640	1,367,205
<b>Subtotal</b>	<b>3,521,830</b>	<b>3,671,655</b>	<b>4,006,348</b>	<b>3,876,051</b>	<b>3,255,316</b>	<b>2,963,774</b>
<b>Subtotal Expenditures</b>	<b>28,479,678</b>	<b>29,350,951</b>	<b>31,838,091</b>	<b>31,105,881</b>	<b>28,498,419</b>	<b>28,511,182</b>
<b>Transfers Out</b>						
General Plan Surcharge	771,520					
Automation Surcharge	511,915					
Traffic Congestion Relief	258,235					
Police Special Projects	21,754	7,000	7,000	7,000		12,000
Pension Reserve			50,000			
Insurance Reserve		124,000				
Emergency Response Reserve		2,725,850				
Capital Improvement Projects	137,026	1,603,390	1,239,140	209,260	5,421	243,601
Civic Center Fund		1,069,000				
Street/Storm Drain Maintenance	175,171		20,000	20,000		
Long-Term Maintenance		600,000	103,250			
Restricted Revenue			500,004			
Debt Service Fund-POB	18,296,066	877,881	859,216	837,819	934,582	969,182
Equipment Replacement	179,324	314,364	326,928	400,000	430,870	420,000
Furnishings & Equipment		54,850	28,767			
<b>Subtotal</b>	<b>20,351,011</b>	<b>7,376,335</b>	<b>3,134,305</b>	<b>1,474,079</b>	<b>1,370,873</b>	<b>1,644,783</b>
<b>Total Expenditures &amp; Transfers</b>	<b>48,830,689</b>	<b>36,727,286</b>	<b>34,972,396</b>	<b>32,579,960</b>	<b>29,869,292</b>	<b>30,155,965</b>



Revenue Detail History by Fund

	Previous Actual 2006/07	Previous Actual 2007/08	Previous Actual 2008/09	Previous Actual 2009/10	Projected Actual 2010/11	Adopted Budget 2011/12
<b>General Fund (101)</b>						
Taxes	22,444,755	23,915,959	22,767,997	21,588,900	21,896,739	21,970,462
Licenses and Permits	1,229,537	1,172,094	1,169,381	885,023	906,248	903,721
Intergovernmental Revenue	998,522	572,221	457,542	381,450	428,693	361,271
Service Charges	3,251,310	3,288,582	3,440,870	2,926,204	2,852,549	2,865,702
Fines, Forfeits and Penalties	568,599	573,845	632,552	693,534	550,474	542,967
Use of Money and Property	2,092,953	1,259,485	566,124	520,472	458,758	467,607
Miscellaneous Revenue	519,507	366,951	581,987	334,720	194,389	185,096
<b>Totals</b>	<b>31,105,183</b>	<b>31,149,137</b>	<b>29,616,453</b>	<b>27,330,303</b>	<b>27,287,850</b>	<b>27,296,826</b>
<b>Measure F Sales Tax (201)</b>						
Investment Earnings						24,400
Sales Tax					500,000	3,000,000
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>3,024,400</b>
<b>Housing Opportunity Fund (211)</b>						
Investment Earnings	67,265	51,357	26,678	7,066	7,408	7,482
Affordable Housing In-Lieu Fees	205,417	128,800	82,656	70,848		
<b>Totals</b>	<b>272,682</b>	<b>180,157</b>	<b>109,334</b>	<b>77,914</b>	<b>7,408</b>	<b>7,482</b>
<b>Affordable Housing Trust (212)</b>						
Investment Earnings	25,684	106,902	15,135	7,582	7,299	7,372
<b>Totals</b>	<b>25,684</b>	<b>106,902</b>	<b>15,135</b>	<b>7,582</b>	<b>7,299</b>	<b>7,372</b>
<b>Redevelopment Agency Housing (219)</b>						
Investment Earnings	198,543	76,596	(10,095)	3,849	1,500	1,500
Tax Increment:						
Vintage Oaks	200,349	199,232	199,788	197,214	200,000	200,000
Hamilton	993,384	949,605	942,071	840,674	803,900	803,900
Downtown	261,210	298,080	343,727	409,876	395,480	403,390
Mobile Home Rent Control	21,000	21,180	21,363	20,220	22,000	22,000
Developer in Lieu Fees	46,918	28,529	64,114	13,810	7,500	7,500
Other	1,000	1,480	440	2,784	2,500	2,500
<b>Totals</b>	<b>1,722,404</b>	<b>1,574,702</b>	<b>1,561,408</b>	<b>1,488,427</b>	<b>1,432,880</b>	<b>1,440,790</b>
<b>Clean Stormwater (221)</b>						
Investment Earnings	1,320	117	262	300	245	247
Special Assessments	324,764	339,941	356,641	355,641	358,300	359,300
<b>Totals</b>	<b>326,084</b>	<b>340,058</b>	<b>356,903</b>	<b>355,941</b>	<b>358,545</b>	<b>359,547</b>
<b>Underground Utility (226)</b>						
Investment Earnings	50,368	71,172	23,460	12,202	13,282	13,415
In-Lieu Fees	15,000		49,650			
<b>Totals</b>	<b>65,368</b>	<b>71,172</b>	<b>73,110</b>	<b>12,202</b>	<b>13,282</b>	<b>13,415</b>



Revenue Detail History by Fund

	Previous Actual 2006/07	Previous Actual 2007/08	Previous Actual 2008/09	Previous Actual 2009/10	Projected Actual 2010/11	Adopted Budget 2011/12
<b>Parking Improvement Fund (227)</b>						
Investment Earnings	5,627	5,101	3,115	1,588	1,644	1,660
In-Lieu Fees						
<b>Totals</b>	<b>5,627</b>	<b>5,101</b>	<b>3,115</b>	<b>1,588</b>	<b>1,644</b>	<b>1,660</b>
<b>Subdivision Park Trust (Quimby Fees) (231)</b>						
Investment Earnings	106,540	94,467	60,407	27,993	26,485	26,750
In-Lieu Fees	114,556	305,822	379,735	20,090	29,667	30,000
<b>Totals</b>	<b>221,096</b>	<b>400,289</b>	<b>440,142</b>	<b>48,083</b>	<b>56,152</b>	<b>56,750</b>
<b>O'Hair Park Fund (232)</b>						
Investment Earnings	(2)					
<b>Totals</b>	<b>(2)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fishamerica Grant (233)</b>						
Investment Earnings	39	28				
<b>Totals</b>	<b>39</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Art in Public Places (235)</b>						
Developer in Lieu Fees	7,566		66,182			
Investment Earnings	5,360	4,771	2,252	921	860	869
<b>Totals</b>	<b>12,926</b>	<b>4,771</b>	<b>68,434</b>	<b>921</b>	<b>860</b>	<b>869</b>
<b>General Plan Surcharge (237)</b>						
Service Charges	87,067	86,169	88,248	55,903	56,000	56,000
Investment Earnings	44,953	42,300	22,938	7,285	6,347	6,410
Other-Equity Transfer						
<b>Totals</b>	<b>132,020</b>	<b>128,469</b>	<b>111,186</b>	<b>63,188</b>	<b>62,347</b>	<b>62,410</b>
<b>Automation Surcharge (238)</b>						
Service Charges	81,919	85,407	88,213	57,131	56,000	56,000
Investment Earnings	30,615	29,274	11,685	4,431	4,283	4,326
Other-Equity Transfer						
<b>Totals</b>	<b>112,534</b>	<b>114,681</b>	<b>99,898</b>	<b>61,562</b>	<b>60,283</b>	<b>60,326</b>
<b>Hamilton Community Facilities District (241)</b>						
Investment Earnings	48,423	6,765	3,402	1,577	280	283
Special Assessments	369,518	408,415	434,744	490,459	490,459	510,234
Insurance Settlement		106				
<b>Totals</b>	<b>417,941</b>	<b>415,286</b>	<b>438,146</b>	<b>492,036</b>	<b>490,739</b>	<b>510,517</b>
<b>Hamilton Arts Center (242)</b>						
Investment Earnings						4,000
Rental Income					622,961	600,000
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>622,961</b>	<b>604,000</b>



Revenue Detail History by Fund

	Previous Actual 2006/07	Previous Actual 2007/08	Previous Actual 2008/09	Previous Actual 2009/10	Projected Actual 2010/11	Adopted Budget 2011/12
<b>Pointe Marin Community Facilities District (243)</b>						
Investment Earnings	12,348	21,572	13,493	6,871	6,692	6,759
Special Assessments	330,473	153,758	183,074	171,265	165,111	170,884
<b>Totals</b>	<b>342,821</b>	<b>175,330</b>	<b>196,567</b>	<b>178,136</b>	<b>171,803</b>	<b>177,643</b>
<b>Chapter 27 Assessments (251)</b>						
Investment Earnings	18,803	8,305	5,150	2,210	2,193	2,215
Special Assessments	12,093	57,071	5,300	663	452	350
Interfund Loan-Underground Utilities Fund (226)						
<b>Totals</b>	<b>30,896</b>	<b>65,376</b>	<b>10,450</b>	<b>2,873</b>	<b>2,645</b>	<b>2,565</b>
<b>Landscape Assessment District - San Marin (261)</b>						
Investment Earnings	1,975	1,558	1,038	531	482	487
Special Assessments	41,940	43,393	44,650	45,234	44,918	50,827
<b>Totals</b>	<b>43,915</b>	<b>44,951</b>	<b>45,688</b>	<b>45,765</b>	<b>45,400</b>	<b>51,314</b>
<b>Landscape Assessment District - Country Club (262)</b>						
Investment Earnings	2,971	2,629	1,611	825	849	857
<b>Totals</b>	<b>2,971</b>	<b>2,629</b>	<b>1,611</b>	<b>825</b>	<b>849</b>	<b>857</b>
<b>Landscape Assessment District - Wildwood Glen (263)</b>						
Investment Earnings	380	151	124	85	64	65
Special Assessments	7,448	7,688	7,905	7,998	8,107	8,111
<b>Totals</b>	<b>7,828</b>	<b>7,839</b>	<b>8,029</b>	<b>8,083</b>	<b>8,171</b>	<b>8,176</b>
<b>Landscape Assessment District - Hillside (264)</b>						
Investment Earnings	1,502	1,557	1,074	600	641	647
Special Assessments	16,779	20,264	20,264	20,264	20,215	10,812
<b>Totals</b>	<b>18,281</b>	<b>21,821</b>	<b>21,338</b>	<b>20,864</b>	<b>20,856</b>	<b>11,459</b>
<b>Landscape Assessment District - Downtown Landscape Lighting (265)</b>						
Investment Earnings	5,238	5,105	3,114	1,704	1,866	1,885
Special Assessments	9,549	9,230	8,910	8,591	5,191	5,288
<b>Totals</b>	<b>14,787</b>	<b>14,335</b>	<b>12,024</b>	<b>10,295</b>	<b>7,057</b>	<b>7,173</b>
<b>San Pablo Assessment District (266)</b>						
Investment Earnings	769	672	563	417	547	552
Special Assessments	9,080	9,373	10,442	11,723	11,709	12,236
<b>Totals</b>	<b>9,849</b>	<b>10,045</b>	<b>11,005</b>	<b>12,140</b>	<b>12,256</b>	<b>12,788</b>
<b>Eucalyptus Assessment District (267)</b>						
Investment Earnings	71	(32)	(159)	(79)		
Special Assessments	14,169	14,169	14,169	14,169	14,211	14,211
<b>Totals</b>	<b>14,240</b>	<b>14,137</b>	<b>14,010</b>	<b>14,090</b>	<b>14,211</b>	<b>14,211</b>
<b>Scottsdale Assessment District (269)</b>						
Investment Earnings	651	592	362	183	191	193
<b>Totals</b>	<b>651</b>	<b>592</b>	<b>362</b>	<b>183</b>	<b>191</b>	<b>193</b>



Revenue Detail History by Fund

	Previous Actual 2006/07	Previous Actual 2007/08	Previous Actual 2008/09	Previous Actual 2009/10	Projected Actual 2010/11	Adopted Budget 2011/12
<b>Gas Tax Fund (272)</b>						
Intergovernmental Revenue	963,733	968,588	891,932	887,735	1,427,979	1,467,533
Investment Earnings	33,126	13,280	4,969	1,403	2,815	1,934
Other		288				
<b>Totals</b>	<b>996,859</b>	<b>982,156</b>	<b>896,901</b>	<b>889,138</b>	<b>1,430,794</b>	<b>1,469,467</b>
<b>Proposition 12 State Park Bond Fund (273)</b>						
Bond Proceeds					312,008	
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>312,008</b>	<b>0</b>
<b>Traffic Congestion Relief/AB2928 (274)</b>						
Intergovernmental Revenue	363,361		446,590	479,662		
Investment Earnings	23,366	3,697	1,353	1,942	3,741	3,778
<b>Totals</b>	<b>386,727</b>	<b>3,697</b>	<b>447,943</b>	<b>481,604</b>	<b>3,741</b>	<b>3,778</b>
<b>Justice Assistance Grant (277)</b>						
Grants				5,422	21,946	60,289
Investment Earnings	571	270	20	(28)	28	
<b>Totals</b>	<b>571</b>	<b>270</b>	<b>20</b>	<b>5,394</b>	<b>21,974</b>	<b>60,289</b>
<b>Special Projects (281)</b>						
Investment Earnings	3,650	4,702	3,323	1,246	1,148	1,159
Crime Prevention			240	100		
Intergovernmental Revenue	74,132	40,494	37,745	81,460	53,295	116,197
<b>Totals</b>	<b>77,782</b>	<b>45,196</b>	<b>41,308</b>	<b>82,806</b>	<b>54,443</b>	<b>117,356</b>
<b>State Grants Fund (283)</b>						
Intergovernmental Revenue	20,688	172,858	70,115	371,849	15,982	1,104,774
Investment Earnings	1,123					
<b>Totals</b>	<b>21,811</b>	<b>172,858</b>	<b>70,115</b>	<b>371,849</b>	<b>15,982</b>	<b>1,104,774</b>
<b>Federal Grants Fund (284)</b>						
Intergovernmental Revenue	823,566	456,099	36,618	763,605	1,219,095	1,607,528
Investment Earnings	230	(8,530)	5,567	847		
<b>Totals</b>	<b>823,796</b>	<b>447,569</b>	<b>42,185</b>	<b>764,452</b>	<b>1,219,095</b>	<b>1,607,528</b>
<b>Private Grants Fund (285)</b>						
Investment Earnings	5,257	4,449	2,505	1,324	1,355	1,369
<b>Totals</b>	<b>5,257</b>	<b>4,449</b>	<b>2,505</b>	<b>1,324</b>	<b>1,355</b>	<b>1,369</b>
<b>Pension Reserve Fund (296)</b>						
Investment Earnings		980	1,135	17	16	16
<b>Totals</b>	<b>0</b>	<b>980</b>	<b>1,135</b>	<b>17</b>	<b>16</b>	<b>16</b>



Revenue Detail History by Fund

	Previous Actual 2006/07	Previous Actual 2007/08	Previous Actual 2008/09	Previous Actual 2009/10	Projected Actual 2010/11	Adopted Budget 2011/12
<b>Hamilton Trust Fund (297)</b>						
Investment Earnings	1,391,392	1,426,849	1,524,219	712,008	696,260	703,223
Developer in Lieu Fee-Municipal Services	1,129,640	47,775	53,065	45,698	633	700
Developer in Lieu Fee-City Mitigation	6,797,108					
Developer in Lieu Fee-Low Income Sr. Housing	4,200,000					
<b>Totals</b>	<b>13,518,140</b>	<b>1,474,624</b>	<b>1,577,284</b>	<b>757,706</b>	<b>696,893</b>	<b>703,923</b>
<b>Self Insurance Fund (298)</b>						
Investment Earnings	46,049	43,977	25,869	10,983	10,822	10,930
<b>Totals</b>	<b>46,049</b>	<b>43,977</b>	<b>25,869</b>	<b>10,983</b>	<b>10,822</b>	<b>10,930</b>
<b>Emergency and Disaster Response Reserve (299)</b>						
Investment Earnings	39,149	109,544				
<b>Totals</b>	<b>39,149</b>	<b>109,544</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Projects (301)</b>						
Intergovernmental				17,617		
Other	244,110	645,602	1,034,385	36,929	1,343	59,735
<b>Totals</b>	<b>244,110</b>	<b>645,602</b>	<b>1,034,385</b>	<b>54,546</b>	<b>1,343</b>	<b>59,735</b>
<b>Street and Storm Drain Bond Project Funds (Measure B) (307)</b>						
Investment Earnings	174,658	150,818	66,657	28,491	28,274	14,278
Bond Proceeds	5,162,320					
<b>Totals</b>	<b>5,336,978</b>	<b>150,818</b>	<b>66,657</b>	<b>28,491</b>	<b>28,274</b>	<b>14,278</b>
<b>Street Improvement Project Fund (Measure A) (309)</b>						
Intergovernmental	397,547	716,170	1,175,779	1,195,545	564,830	1,515,006
Investment Earnings	7,221	4,394	2,742	2,244	5,587	5,643
<b>Totals</b>	<b>404,768</b>	<b>720,564</b>	<b>1,178,521</b>	<b>1,197,789</b>	<b>570,417</b>	<b>1,520,649</b>
<b>Proposition 1B Street Funds (311)</b>						
Intergovernmental		843,237			779,383	
Investment Earnings		1,221	24,881	5,003	3,750	1,042
<b>Totals</b>	<b>0</b>	<b>844,458</b>	<b>24,881</b>	<b>5,003</b>	<b>783,133</b>	<b>1,042</b>
<b>Clean Renewable Energy Bonds (313)</b>						
Investment Earnings			295	7	3	
Bond Proceeds			1,456,350			
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>1,456,645</b>	<b>7</b>	<b>3</b>	<b>0</b>



**Revenue Detail History by Fund**

	<b>Previous Actual 2006/07</b>	<b>Previous Actual 2007/08</b>	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Civic Center (319)</b>						
Investment Earnings	182,120	181,858	95,232	15,755	3,321	3,354
<b>Totals</b>	<b>182,120</b>	<b>181,858</b>	<b>95,232</b>	<b>15,755</b>	<b>3,321</b>	<b>3,354</b>
<b>Clean Stormwater Capital Improvement Projects (321)</b>						
Investment Earnings	4,044	2,896	2,867	1,982	2,315	2,338
<b>Totals</b>	<b>4,044</b>	<b>2,896</b>	<b>2,867</b>	<b>1,982</b>	<b>2,315</b>	<b>2,338</b>
<b>Street and Storm Drain Maintenance (322)</b>						
Investment Earnings	13,617	35,266	8,561	4,386	4,334	4,377
Other						
<b>Totals</b>	<b>13,617</b>	<b>35,266</b>	<b>8,561</b>	<b>4,386</b>	<b>4,334</b>	<b>4,377</b>
<b>Long-Term Maintenance Fund (323)</b>						
Investment Earnings	11,236	27,226	17,221	8,299	8,600	8,686
Energy Rebates				83,639	60,293	
<b>Totals</b>	<b>11,236</b>	<b>27,226</b>	<b>17,221</b>	<b>91,938</b>	<b>68,893</b>	<b>8,686</b>
<b>Restricted Revenue (325)</b>						
Investment Earnings		617				
<b>Totals</b>	<b>0</b>	<b>617</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Development Impact Fees (327)</b>						
Investment Earnings	504,034	523,561	295,662	147,434	144,407	145,851
- Streets & Intersections	1,464,319	1,281,921	324,292	535,204	429,561	322,171
- Recreational & Cultural Facilities	395,067	143,103	49,551	744,820	54,568	40,926
- Civic Facilities	125,486	57,890	24,986	132,954	31,797	23,848
- Transit/Bicycle Facilities	51,181	44,175	11,076	20,662	15,457	11,593
- Corporation Yard	34,640	27,776	6,961	11,811	9,309	6,982
- General Governmental Systems	54,885	26,384	9,398	59,118	14,773	11,079
- Open Space	90,613	66,508	25,199	156,745	40,977	30,733
- Drainage	98,363	79,162	31,359	106,946	59,975	44,981
<b>Totals</b>	<b>2,818,588</b>	<b>2,250,480</b>	<b>778,484</b>	<b>1,915,694</b>	<b>800,824</b>	<b>638,164</b>
<b>Community Facilities Maintenance &amp; Contingency Fund (330)</b>						
Investment Earnings	33,373	21,877	51,545	11,215	8,190	8,272
<b>Totals</b>	<b>33,373</b>	<b>21,877</b>	<b>51,545</b>	<b>11,215</b>	<b>8,190</b>	<b>8,272</b>
<b>Community Center/Performing Arts Fund (331)</b>						
Investment Earnings	179,583	78,129				
<b>Totals</b>	<b>179,583</b>	<b>78,129</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Teen Center &amp; Gymnastics Center Fund (332)</b>						
Investment Earnings	4,245	3,655				
Interfund Loans-Equity Transfer	1,049,880					
<b>Totals</b>	<b>1,054,125</b>	<b>3,655</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>





Revenue Detail History by Fund

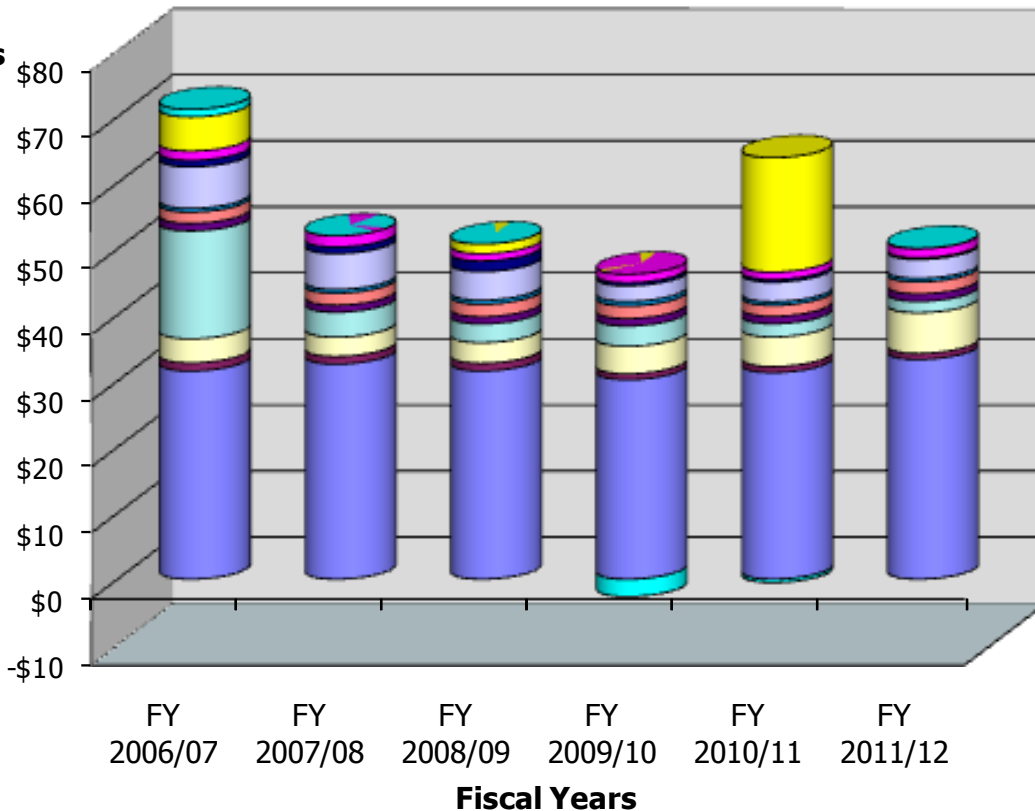
	Previous Actual 2006/07	Previous Actual 2007/08	Previous Actual 2008/09	Previous Actual 2009/10	Projected Actual 2010/11	Adopted Budget 2011/12
<b>Community Center Pool (333)</b>						
Investment Earnings		19				
<b>Totals</b>	19	0	0	0	0	0
<b>Redevelopment Agency (400)</b>						
Investment Earnings	166,695	239,053	721,381	590,942	570,000	570,000
Tax Increment:						
Vintage Oaks	801,395	796,928	799,150	771,555	800,000	800,000
Hamilton	2,838,148	2,854,016	2,826,213	2,448,799	2,411,700	2,411,700
Downtown	744,108	867,285	1,010,605	1,106,613	1,186,440	1,210,169
Bond Proceeds					17,000,000	
State Take-Away				(2,657,292)	(547,090)	
<b>Totals</b>	4,550,346	4,757,282	5,357,349	2,260,617	21,421,050	4,991,869
<b>Novato Public Financing Authority Capital Projects (450)</b>						
Investment Earnings	113,104	36,726	21,247	10,089	11,239	1,676
Rental Income	276,925	824,875	458,958	156,525	157,625	158,400
Donations/Other	127,910				159,109	
<b>Totals</b>	517,939	861,601	480,205	166,614	327,973	160,076
<b>Debt Service Fund - General Obligation Bonds (501)</b>						
Taxes	3,204,839	2,640,036	2,598,033	2,808,395	3,051,308	2,430,748
Investment Earnings	49,243	65,147	36,664	17,650	15,876	16,035
Other	102,461					
<b>Totals</b>	3,356,543	2,705,183	2,634,697	2,826,045	3,067,184	2,446,783
<b>Debt Service Fund - Public Financing Authority (502)</b>						
Investment Earnings	5,570					
<b>Totals</b>	5,570	0	0	0	0	0
<b>Equipment/Vehicle Maintenance (601)</b>						
Charges to Departments	739,139	1,000,514	819,977	737,776	635,979	817,144
Other	2,000	11,035	6,835	1,737		
<b>Totals</b>	741,139	1,011,549	826,812	739,513	635,979	817,144
<b>Equipment/Vehicle Replacement (605)</b>						
Charges to Departments	669,632	674,461	291,235	553,005	487,166	548,924
Investment Earnings	146,388	240,212	77,195	30,429	111,599	28,507
Other	18,704	1,214	37,922	20,785	17,240	5,000
<b>Totals</b>	834,724	915,887	406,352	604,219	616,005	582,431
<b>Furnishings, Fixtures &amp; Equipment Fund (606)</b>						
Investment Earnings	6,210	14,624	19	10	9	9
<b>Totals</b>	6,210	14,624	19	10	9	9
<b>Total Revenues - All Funds</b>	<b>71,116,998</b>	<b>51,963,652</b>	<b>50,740,046</b>	<b>43,522,098</b>	<b>63,292,059</b>	<b>50,071,380</b>

Note: Previous Actual for FY 2006/07 includes bond proceeds (Measure B), and Hamilton Trust Fund Developer-in-Lieu fees. Projected Actual for FY 2010/11 includes bond proceeds (Hamilton TABs).

**Revenues by Category - All Funds**

	<b>Previous Actual FY 2006/07</b>	<b>Previous Actual FY 2007/08</b>	<b>Previous Actual FY 2008/09</b>	<b>Previous Actual FY 2009/10</b>	<b>Projected Actual FY 2010/11</b>	<b>Adopted Budget FY 2011/12</b>
<b>Revenues</b>						
Taxes	31,509,188	32,542,321	31,508,947	30,192,246	31,267,567	33,252,369
Licenses & Permits	1,229,537	1,172,094	1,169,381	885,023	906,248	903,721
Intergovernmental Revenue	3,641,549	2,926,430	3,116,321	4,178,923	4,489,257	6,172,309
Service Charges	16,331,702	3,770,617	2,836,406	3,067,037	2,007,971	1,722,668
Special Assessments	1,135,813	1,063,302	1,086,099	1,126,007	1,118,673	1,142,253
Parks, Recreation & Community Services	1,713,936	1,799,203	1,876,493	1,890,907	1,650,795	1,785,547
Fines, Forfeitures & Penalties	568,599	573,845	632,552	693,534	550,474	542,967
Money & Property	6,269,261	5,428,312	4,329,913	2,368,816	2,956,191	2,870,858
Miscellaneous Revenue	993,988	1,012,553	1,616,372	455,288	415,134	249,831
Interdepartmental Charges	1,408,771	1,674,975	1,111,212	1,290,781	1,123,145	1,366,068
Bond Proceeds	5,162,320	0	1,456,350	0	17,312,008	0
Other Financing Sources	1,152,341	0	0	(2,626,464)	(505,404)	62,789
<b>Total Revenue - All Funds</b>	<b>71,117,005</b>	<b>51,963,652</b>	<b>50,740,046</b>	<b>43,522,098</b>	<b>63,292,059</b>	<b>50,071,380</b>

**Revenue in Millions**



Other Financing Sources	Bond Proceeds	Interdepartmental
Miscellaneous	Use of Money & Property	Fines, Forfeitures & Penalties
Parks & Recreation	Special Assessments	Service Charges
Intergovernmental	Licenses & Permits	Taxes



Expenditure History by Fund

Fund #	Fund Description	Previous Actual 2006/07	Previous Actual 2007/08	Previous Actual 2008/09	Previous Actual 2009/10	Projected Actual 2010/11	Adopted Budget 2011/12
101	<b>General Fund</b>	29,350,951	31,838,091	31,105,881	28,498,419	28,511,182	28,385,097
<b>Special Revenue Funds:</b>							
201	Measure F						212,800
211	Housing Opportunity	21,930	7,800			-	-
212	Affordable Housing Trust				15,108	-	-
219	Redevelopment Agency Housing	969,349	2,457,744	2,270,362	1,516,871	1,476,349	1,443,835
221	Clean Stormwater	144,094	159,597	172,398	172,365	132,952	172,505
226	Underground Utility					-	-
227	Parking Improvement	437	393	376	410	400	400
231	Subdivision Park Trust (Quimby Fees)					-	-
234	Hamilton Recreation/Environmental					-	-
235	Art in Public Places					-	-
237	General Plan Surcharge	8,522	94,918	501,085	176,775	187,223	268,905
238	Automation Surcharge	14,990	298,010	436,982	75,814	66,952	82,531
241	Hamilton Community Facilities District	393,529	342,009	391,972	480,109	472,175	500,956
242	Hamilton Arts Center					452,608	450,000
243	Pointe Marin Community Facilities District	83,256	124,123	179,842	174,997	175,828	191,900
251	Chapter 27 Assessments		26,035	-		3,080	-
261	Landscape Assessment District-San Marin	42,437	47,490	47,012	45,684	52,871	50,360
262	Landscape Assessment District-Country Club			-		-	-
263	Landscape Assessment District-Wildwood Glen	15,586	8,508	5,942	9,518	10,046	9,028
264	Landscape Assessment District-Hillside	21,628	16,050	16,808	14,610	21,171	10,566
265	Downtown Landscape & Lighting Assessment District		2,257	843	267	3,569	5,000
266	San Pablo Assessment District	7,035	9,600	717	2,919	8,447	12,327
267	Eucalyptus Assessment District	18,277	18,277	14,211	14,211	14,211	14,211
269	Scottsdale Assessment District			57		-	-
271	SB300 (State-Local Transportation Partnership)						
272	Gas Tax			400	278	-	-
273	Proposition 12 State Park Bond			-		-	-
274	Traffic Congestion Relief (AB2928)			-		-	-
277	Justice Assistance Grants	15,678	3,935	3,883	10,026	14,865	62,766
281	Special Projects	47,842	40,393	87,575	56,669	116,296	129,580
283	State Grants			-		-	-
284	Federal Grants Fund	6,282	7,100	34,418	64,365	-	-
285	Private Grants			-		-	-
296	Pension Reserve			-		-	-
297	Hamilton Trust	5,919	16,527	31,315	30,892	32,900	33,500
298	Self-Insurance		13,390	2,310	8,449	-	-
299	Emergency and Disaster Response Reserve			-		-	-
	<b>Total Special Revenue Funds</b>	1,816,791	3,694,156	4,198,508	2,870,337	3,241,943	3,651,170



**Expenditure History by Fund**

<b>Fund #</b>	<b>Fund Description</b>	<b>Previous Actual 2006/07</b>	<b>Previous Actual 2007/08</b>	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Capital Project Funds:</b>							
301	Capital Projects	10,663,437	9,695,987	5,807,999	10,714,459	3,512,751	15,327,942
307	Measure B Street Bond Projects						
309	Measure A Street Projects						
311	Proposition 1B Street Funds						
319	Civic Center						
321	Clean Storm Water Capital Improvement	22,839					
322	Street & Storm Drain Maintenance						
323	Long-Term Facilities Maintenance Fund						
325	Restricted Revenue						
327	Development Impact Fees	120,346					
330	Community Facilities						
331	Community Center/Performing Arts	27,000	27,000				
332	Teen Center and Gymnastics Center	5,570					
400	Redevelopment Agency	3,236,469	3,334,181	3,396,775	3,416,775	11,890,168	4,422,975
450	Novato Public Financing Authority Capital Projects	1,256,445	1,409,902	320,655	120,656	137,683	124,150
	<b>Total Capital Projects Funds</b>	<b>15,332,106</b>	<b>14,467,070</b>	<b>9,525,429</b>	<b>14,251,890</b>	<b>15,540,602</b>	<b>19,875,067</b>
<b>Debt Service Funds:</b>							
501	Debt Service Fund - General Obligation Bonds	2,390,864	2,785,784	2,806,116	2,806,116	2,805,559	2,802,309
503	Debt Service Fund - Pension Obligation Bonds	1,027,266	893,986	929,381	986,451	1,027,266	1,068,232
	<b>Total Debt Service Funds</b>	<b>3,418,130</b>	<b>3,679,770</b>	<b>3,735,497</b>	<b>3,792,567</b>	<b>3,832,825</b>	<b>3,870,541</b>
<b>Internal Service Funds:</b>							
601	Equipment/Vehicle Maintenance	757,069	800,089	770,921	770,921	742,550	805,703
605	Equipment/Vehicle Replacement	795,682	665,970	1,022,902	1,052,827	833,348	1,146,798
606	Furnishings and Equipment	243,573	5,121	3,768			
610	Insurance JPA	39,006					
	<b>Total Internal Service Funds</b>	<b>1,835,330</b>	<b>1,471,180</b>	<b>1,797,591</b>	<b>1,823,748</b>	<b>1,575,898</b>	<b>1,952,501</b>
<b>TOTALS</b>		<b>51,753,308</b>	<b>55,150,267</b>	<b>50,362,906</b>	<b>51,236,961</b>	<b>52,702,450</b>	<b>57,734,376</b>



**Department Expenditure Report - All Funds**

<b>Department</b>	<b>Previous Actual 2006/07</b>	<b>Previous Actual 2007/08</b>	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<u>Operating Departments</u>						
Central Administration	1,234,057	1,522,287	1,104,157	1,273,474	1,553,894	1,574,740
Administrative Services	4,316,442	4,481,666	4,958,174	4,462,739	4,634,375	4,482,681
Police	11,440,808	12,252,005	11,757,388	11,443,359	11,649,492	11,724,584
Community Development	2,431,660	2,692,783	2,807,242	2,071,528	1,721,900	1,831,993
Public Works	6,256,329	6,883,002	6,602,869	5,992,003	5,987,747	5,769,749
Parks, Recreation & Community Services	3,671,655	4,006,348	3,876,051	3,255,316	2,963,774	3,001,350
Redevelopment Agency	4,205,818	5,791,925	5,667,137	4,933,646	13,366,517	5,866,810
Hamilton CFD Maintenance	393,529	342,009	391,972	480,109	472,175	500,956
Internal Service	1,835,330	1,471,180	1,797,591	1,823,748	1,575,898	1,952,501
<u>Other Departments (Non-Operating)</u>						
Assessment Districts	231,217	243,895	244,153	245,773	229,456	260,186
Capital Projects	12,095,637	11,132,889	6,128,654	10,835,115	3,650,434	15,902,092
Debt Service	3,418,130	3,679,770	3,735,497	3,792,567	3,832,825	3,870,541
Special Police Projects	47,842	40,393	87,575	56,669	116,296	129,580
Other	174,854	610,115	1,204,446	570,915	947,667	866,613
<b>TOTALS</b>	<b>51,753,308</b>	<b>55,150,267</b>	<b>50,362,906</b>	<b>51,236,961</b>	<b>52,702,450</b>	<b>57,734,376</b>



**Comprehensive Funds Summary**

Fund #	Fund Description	Projected Fund Balance 6/30/11	Adopted Budget FY 11/12			Budgeted Fund Balance 6/30/12
			Revenues	Expenditures	Net Transfers	
<b>Governmental Funds</b>						
101	General Fund	0	27,296,826	(28,385,097)	(1,001,729)	(2,090,000)
	Vacancy Factor					200,000
	Interfund Loan Repayment					1,890,000
<b>Special Revenue Funds</b>						
201	Measure F	500,000	3,024,400	(212,800)	(5,673)	3,305,927
211	Housing Opportunity	2,049,954	7,482	0	0	2,057,436
212	Affordable Housing Trust	619,160	7,372	0	0	626,532
219	Redevelopment Agency Housing	(21,331,085)	1,440,790	(1,443,835)	(135,205)	(21,469,335)
221	Clean Stormwater	7,528	359,547	(172,505)	(194,520)	50
226	Underground Utility	964,465	13,415	0	(56,275)	921,605
227	Parking Improvement	129,654	1,660	(400)	(29,000)	101,914
231	Subdivision Park Trust (Quimby Fees)	2,577,073	56,750	0	(2,094,229)	539,594
234	Hamilton Recreational/Environmental	0	0	0	0	0
235	Art in Public Places	69,380	869	0	(64,616)	5,633
237	General Plan Surcharge	378,408	62,410	(268,905)	(4,326)	167,587
238	Automation Surcharge	339,875	60,326	(82,531)	(1,346)	316,324
241	Hamilton Community Facilities District	(550,171)	510,517	(500,956)	(9,278)	(549,888)
242	Hamilton Arts Center	883,695	604,000	(450,000)	0	1,037,695
243	Pointe Marin Community Facilities District	555,874	177,643	(191,900)	(5,672)	535,945
251	Chapter 27 Assessments	166,413	2,565	0	(8,230)	160,748
261	Landscape Assessment District-San Marin	33,763	51,314	(50,360)	0	34,717
262	Landscape Assessment District-Country Club	67,601	857	0	0	68,458
263	Landscape Assessment District-Wildwood Glen	3,254	8,176	(9,028)	0	2,402
264	Landscape Assessment District-Hillside	49,321	11,459	(10,566)	0	50,214
265	Downtown Landscape & Lighting	146,395	7,173	(5,000)	0	148,568
266	San Pablo Assessment District	42,293	12,788	(12,327)	0	42,754
267	Eucalyptus Assessment District	19	14,211	(14,211)	0	19
269	Scottsdale Assessment District	15,150	193	0	0	15,343
272	Gas Tax	802,328	1,469,467	0	(1,415,736)	856,059
273	Prop 12 State Park Bond	0	0	0	0	0
274	Traffic Congestion Relief (AB2928)	145,379	3,778	0	(149,157)	0
277	Justice Assistance Grants	2,477	60,289	(62,766)	0	0
281	Police Special Projects	55,572	117,356	(129,580)	9,000	52,348
283	State Grants	14,768	1,104,774	0	(1,112,205)	7,337
284	Federal Grants	2,499	1,607,528	0	(1,607,528)	2,499
285	Private Grants	19,955	1,369	0	0	21,324
296	Pension Reserve	1,348	16	0	0	1,364
297	Hamilton Trust	32,941,999	703,923	(33,500)	(420,250)	33,192,172
298	Self-Insurance	1,176,367	10,930	0	(266,939)	920,358
299	Emergency and Disaster Response Reserve	5,317,712	0	0	(470,573)	4,847,139
<b>Special Revenue Funds Total</b>		<b>28,198,423</b>	<b>11,515,347</b>	<b>(3,651,170)</b>	<b>(8,041,758)</b>	<b>28,020,842</b>



Comprehensive Funds Summary

Fund #	Fund Description	Projected Fund Balance 6/30/11	Adopted Budget FY 11/12			Budgeted Fund Balance 6/30/12
			Revenues	Expenditures	Net Transfers	
<b>Capital Project Funds</b>						
301	Capital Projects	(379,300)	59,735	(15,327,942)	15,268,207	(379,300)
307	Street Improvements Bonds (Measure B)	1,961,218	14,278	0	(1,975,496)	0
309	Street Improvement Project Fund (Meas. A)	261,847	1,520,649	0	(975,551)	806,945
311	Proposition 1B Street Projects	781,852	1,042	0	(782,894)	0
319	Civic Center	233,497	3,354	0	(15,120)	221,731
321	Clean Storm Water Capital Improvement	217,407	2,338	0	(40,021)	179,724
322	Street & Storm Drain Maintenance	326,929	4,377	0	(47,621)	283,685
323	Long-Term Maintenance	494,188	8,686	0	(62,000)	440,874
327	Development Impact Fees	12,048,773	638,164	0	(3,166,891)	9,520,046
330	Community Facilities Maint. & Contingency	916,578	8,272	0	(132,807)	792,043
400	Redevelopment Agency	26,528,677	4,991,869	(4,422,975)	(272,959)	26,824,612
450	Novato Public Finance Auth. Capital Projects	(687,497)	160,076	(124,150)	(34,009)	(685,580)
<b>Capital Projects Funds Total</b>		<b>42,704,169</b>	<b>7,412,840</b>	<b>(19,875,067)</b>	<b>7,762,838</b>	<b>38,004,780</b>
<b>Debt Service Funds</b>						
501	Debt Service - General Obligation Bonds	2,705,698	2,446,783	(2,802,309)	0	2,350,172
503	Debt Service - Pension Obligation Bonds	0	0	(1,068,232)	1,068,232	0
<b>Debt Service Funds Total</b>		<b>2,705,698</b>	<b>2,446,783</b>	<b>(3,870,541)</b>	<b>1,068,232</b>	<b>2,350,172</b>
<b>Internal Service Funds</b>						
601	Equipment/Vehicle Maintenance	(318,858)	817,144	(805,703)	(11,441)	(318,858)
605	Equipment/Vehicle Replacement	6,101,121	582,431	(1,146,798)	223,858	5,760,612
606	Furnishings and Equipment	787	9	0	0	796
<b>Internal Service Funds Total</b>		<b>5,783,050</b>	<b>1,399,584</b>	<b>(1,952,501)</b>	<b>212,417</b>	<b>5,442,550</b>
<b>Trust and Agency Funds:</b>		<b>5,252,436</b>				<b>4,894,692</b>
<b>Trust and Agency Funds Total</b>		<b>5,252,436</b>			<b>0</b>	<b>4,894,692</b>
<b>Grand Total All Funds</b>		<b>84,643,776</b>	<b>50,071,380</b>	<b>(57,734,376)</b>	<b>0</b>	<b>76,623,036</b>

**Five Year Revenue and Appropriations Projection**

	FY 10/11 Projected Actual	FY 11/12 Adopted Budget	FY 12/13 Projected	FY 13/14 Projected	FY 14/15 Projected	FY 15/16 Projected	FY 16/17 Projected
Revenues & Transfers In	29,600,365	29,721,933	29,360,629	30,058,195	30,764,995	31,532,765	32,323,376
Appropriations & Transfers Out	30,155,965	31,811,933	31,719,920	33,311,437	34,366,902	35,458,521	36,587,880
<b>Subtotal Revenue Over (Under) Appropriations</b>	<b>(555,600)</b>	<b>(2,090,000)</b>	<b>(2,359,291)</b>	<b>(3,253,242)</b>	<b>(3,601,907)</b>	<b>(3,925,756)</b>	<b>(4,264,504)</b>
<i>INTERFUND LOAN REPAYMENT/(INCREASE)</i>	555,600	1,890,000	30,000	30,000	30,000	30,000	30,000
<i>VACANCY FACTOR</i>		200,000	200,000	200,000	200,000	200,000	200,000
<b>Revenues Over (Under) Appropriations</b>	-	-	<b>(2,129,292)</b>	<b>(3,023,243)</b>	<b>(3,371,907)</b>	<b>(3,695,756)</b>	<b>(4,034,503)</b>
<b>Projected Cumulative Fund Balance</b>	-	-	<b>(2,129,292)</b>	<b>(5,152,535)</b>	<b>(8,524,442)</b>	<b>(12,220,198)</b>	<b>(16,254,701)</b>



**Five Year Revenue Projection - General Fund**

	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
	<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>					
PROPERTY TAXES	12,791,532	12,679,328	12,836,985	13,168,455	13,574,370	13,992,843	14,424,217
SALES AND USE TAX	5,788,360	5,925,089	6,073,216	6,255,413	6,474,352	6,700,954	6,935,487
OTHER TAXES	3,316,847	3,366,045	3,417,380	3,461,167	3,505,802	3,551,304	3,597,397
LICENSES AND PERMITS	906,248	903,721	911,742	926,458	944,827	963,634	982,815
INTERGOVERNMENTAL REVENUE	428,693	361,465	260,270	261,269	262,278	263,297	264,320
SERVICE CHARGES	2,852,549	2,865,732	2,907,059	2,949,871	3,003,441	3,058,312	3,114,185
FINES & FORFEITURES	550,474	542,967	542,968	542,968	542,968	542,968	542,968
USE OF MONEY & PROPERTY	458,758	467,607	471,323	455,986	431,039	435,042	439,082
MISC. REVENUE	194,389	184,872	52,872	52,872	52,872	52,872	52,872
OTHER FINANCING SOURCES	2,312,515	2,425,107	1,886,814	1,983,736	1,973,046	1,971,539	1,970,033
<b>TOTAL</b>	<b>29,600,365</b>	<b>29,721,933</b>	<b>29,360,629</b>	<b>30,058,195</b>	<b>30,764,995</b>	<b>31,532,765</b>	<b>32,323,376</b>

**Revenue Assumptions:**

Most revenue sources estimated to remain flat or increase by 1% in FY 12/13, then increase between 2.5% and 3% annually.  
 Use of money and property increases between 1% and 2.5% annually  
 Hamilton Trust Funds earnings available to the General Fund increase an average of 3% annually

**Five Year Appropriations Projection - General Fund**

	<u>FY 10/11</u> <u>Projected</u> <u>Actual</u>	<u>FY 11/12</u> <u>Adopted</u> <u>Budget</u>	<u>FY 12/13</u> <u>Projected</u>	<u>FY 13/14</u> <u>Projected</u>	<u>FY 14/15</u> <u>Projected</u>	<u>FY 15/16</u> <u>Projected</u>	<u>FY 16/17</u> <u>Projected</u>
Personnel	21,155,813	20,647,560	22,168,711	23,167,106	23,981,759	24,700,987	25,441,785
Contract Services	2,421,725	2,608,806	2,630,380	2,765,333	2,782,489	2,921,958	3,068,418
Materials & Supplies	4,869,474	5,124,731	5,322,993	5,593,162	5,775,818	5,964,740	6,159,841
Capital Outlay	64,170	4,000					
Transfers	1,644,783	3,426,836	1,597,836	1,785,836	1,826,836	1,870,836	1,917,836
<b>TOTAL</b>	<b>30,155,965</b>	<b>31,811,933</b>	<b>31,719,920</b>	<b>33,311,437</b>	<b>34,366,902</b>	<b>35,458,521</b>	<b>36,587,880</b>

**Expenditure Assumptions:**

Expenditure projections assume no new programs or additional staff over the five year period  
 Payroll expenditures increase approximately 4.4% in FY 12/13 following cessation of furloughs and employee concessions  
 Beginning in FY 13/14, payroll expenditures increase an average of 2.5% annually  
 Beginning in FY 12/13, most operating expenditures increase 2.5%; utilities and insurance increase 5% annually  
 Beginning in FY 12/13, annual transfer to Long-Term Maintenance fund begins; first year at \$150,000 and subsequent years at \$300,000



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
<b>101</b>	<b>General Fund</b>									
	Central Administration	❖					❖			
	Administrative Services	❖					❖	❖		
	Police		❖					❖		
	Community Development				❖					
	Public Works		❖	❖	❖	❖			❖	
	Parks, Recreation & Community Services					❖				
	Operating Transfers									❖
	<b>Special Revenue Funds</b>									
201	Measure F Sales Tax Fund		❖	❖	❖	❖				
211	Housing Opportunity Fund						❖			
212	Affordable Housing Trust Fund	❖								❖
219	Redevelopment Agency Housing Program						❖	❖		❖
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						❖			❖
273	State Prop 12 & 40 Park Bonds Fund									❖
274	Traffic Congestion Relief (AB2928)									❖
277	Local Law Enforcement Block Grants		❖			❖				



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
281	Special Police Projects		❖							❖
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									❖
<b>Capital Projects Funds</b>										
301	Capital Projects Fund		❖	❖	❖	❖	❖		❖	❖
307	Street Improvement Bonds (Measure B 2007)							❖		❖
309	Street Improvement Fund (Measure A)									❖
311	Proposition 1B Street Projects			❖						❖
319	Civic Center Fund			❖					❖	❖
321	Clean Stormwater Capital Improvement Fund									❖
322	Street & Storm Drain Maintenance Fund			❖						❖
323	Long Term Maintenance									❖
325	Restricted Revenue Fund									❖
327	Development Impact Fees Fund									❖
330	Community Facilities Maintenance & Contingency					❖		❖		❖
400	Redevelopment Agency						❖	❖		❖
450	City of Novato Public Financing Authority	❖				❖	❖	❖		❖
<b>Debt Service Funds</b>										
501	General Obligations Bonds	❖						❖		
503	Pension Obligation Bonds							❖		
<b>Internal Services Funds</b>										
601	Equipment Maintenance								❖	
605	Equipment Replacement							❖	❖	❖
606	Furnishings, Fixtures & Equipment Replacement Fund					❖			❖	❖



**General Fund Expenditures by Department - FY 1968/69 - FY 2011/12**

	<b>1968/69</b>	<b>1969/70</b>	<b>1970/71</b>	<b>1971/72</b>	<b>1972/73</b>	<b>1973/74</b>	<b>1974/75</b>
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
<b>Total</b>	<b>1,105,931</b>	<b>1,244,482</b>	<b>1,412,329</b>	<b>1,441,533</b>	<b>1,759,518</b>	<b>1,997,010</b>	<b>2,608,842</b>
	<b>1975/76</b>	<b>1976/77</b>	<b>1977/78</b>	<b>1978/79</b>	<b>1979/80</b>	<b>1980/81</b>	<b>1981/82</b>
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
<b>Total</b>	<b>2,997,888</b>	<b>3,264,531</b>	<b>3,848,614</b>	<b>4,124,057</b>	<b>4,170,964</b>	<b>5,165,661</b>	<b>5,561,556</b>
	<b>1982/83</b>	<b>1983/84</b>	<b>1984/85</b>	<b>1985/86</b>	<b>1986/87</b>	<b>1987/88</b>	<b>1988/89</b>
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
<b>Total</b>	<b>5,580,355</b>	<b>5,937,802</b>	<b>6,910,382</b>	<b>7,838,906</b>	<b>9,046,083</b>	<b>9,300,407</b>	<b>10,824,055</b>
	<b>1989/90</b>	<b>1990/91</b>	<b>1991/92</b>	<b>1992/93</b>	<b>1993/94</b>	<b>1994/95</b>	<b>1995/96</b>
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			
<b>Total</b>	<b>10,883,428</b>	<b>12,554,386</b>	<b>15,252,214</b>	<b>15,365,096</b>	<b>15,874,726</b>	<b>15,688,030</b>	<b>17,248,558</b>
	<b>1996/97</b>	<b>1997/98</b>	<b>1998/99</b>	<b>1999/00</b>	<b>2000/01</b>	<b>2001/02</b>	<b>2002/03</b>
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
<b>Total</b>	<b>18,807,484</b>	<b>20,351,134</b>	<b>20,510,076</b>	<b>23,146,207</b>	<b>23,730,869</b>	<b>25,778,999</b>	<b>25,481,254</b>
	<b>2003/04</b>	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Central Administration	1,310,387	1,348,771	1,464,760	1,449,097	1,586,450	1,104,157	1,273,474
Administrative Services	3,632,190	3,734,286	4,033,927	4,349,783	4,464,997	4,958,174	4,462,739
Police	9,938,760	11,056,634	11,313,464	12,154,720	12,274,264	11,757,388	11,443,359
Community Development	2,914,967	2,824,892	2,648,378	2,863,585	2,605,456	2,807,242	2,071,528
Public Works	6,113,510	5,673,962	5,503,657	7,184,724	6,721,376	6,602,869	5,992,003
Parks & Recreation	3,562,217	3,699,750	3,502,495	3,967,015	3,845,486	3,876,051	3,255,316
<b>Total</b>	<b>27,472,031</b>	<b>28,338,295</b>	<b>28,466,681</b>	<b>31,968,924</b>	<b>31,498,029</b>	<b>31,105,881</b>	<b>28,498,419</b>
	<b>2010/11</b>	<b>2011/12</b>					
Central Administration	1,517,106	1,574,740					
Administrative Services	4,772,309	4,482,681					
Police	11,803,846	11,724,584					
Community Development	1,773,291	1,831,993					
Public Works	5,884,830	5,769,749					
Parks & Recreation	3,089,406	3,001,350					
<b>Total</b>	<b>28,840,788</b>	<b>28,385,097</b>					



**General Fund Expenditures by Department - FY 1968/69 - FY 2011/12  
(As a percentage)**

	<b>1968/69</b>	<b>1969/70</b>	<b>1970/71</b>	<b>1971/72</b>	<b>1972/73</b>	<b>1973/74</b>	<b>1974/75</b>
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%
	<b>1975/76</b>	<b>1976/77</b>	<b>1977/78</b>	<b>1978/79</b>	<b>1979/80</b>	<b>1980/81</b>	<b>1981/82</b>
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%
	<b>1982/83</b>	<b>1983/84</b>	<b>1984/85</b>	<b>1985/86</b>	<b>1986/87</b>	<b>1987/88</b>	<b>1988/89</b>
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%
	<b>1989/90</b>	<b>1990/91</b>	<b>1991/92</b>	<b>1992/93</b>	<b>1993/94</b>	<b>1994/95</b>	<b>1995/96</b>
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%			
	<b>1996/97</b>	<b>1997/98</b>	<b>1998/99</b>	<b>1999/00</b>	<b>2000/01</b>	<b>2001/02</b>	<b>2002/03</b>
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%
	<b>2003/04</b>	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Central Administration	4.77%	4.76%	5.15%	4.53%	5.04%	3.55%	4.47%
Administrative Services	13.22%	13.18%	14.17%	13.61%	14.18%	15.94%	15.66%
Police	36.18%	39.02%	39.74%	38.02%	38.97%	37.80%	40.15%
Community Development	10.61%	9.97%	9.30%	8.96%	8.27%	9.02%	7.27%
Public Works	22.25%	20.02%	19.33%	22.47%	21.34%	21.23%	21.03%
Parks & Recreation	12.97%	13.06%	12.30%	12.41%	12.21%	12.46%	11.42%
	<b>2010/11</b>	<b>2011/12</b>					
Central Administration	5.26%	5.55%					
Administrative Services	16.55%	15.79%					
Police	40.93%	41.31%					
Community Development	6.15%	6.45%					
Public Works	20.40%	20.33%					
Parks & Recreation	10.71%	10.57%					



Personnel Allocations

<u>DEPARTMENT</u>	<u>2005/06</u>	<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<b>ADOPTED BUDGET 2011/12</b>
<b><u>CENTRAL ADMINISTRATION</u></b>							
<b>City Manager</b>							
City Manager	0.80	0.80	0.60	0.60	0.60	0.60	0.60
Assistant to the City Manager	0.70	0.55	0.90	0.90	0.75	0.85	--
Sr. Management Analyst	--	--	--	--	--	0.85	1.00
Management Analyst II	--	--	--	--	--	--	0.10
Sr Administrative Clerk	--	--	--	--	--	1.00	1.00
Executive Secretary	1.00	1.00	0.70	0.70	0.70	0.70	0.70
<b>Subtotal</b>	<b>2.50</b>	<b>2.35</b>	<b>2.20</b>	<b>2.20</b>	<b>2.05</b>	<b>4.00</b>	<b>3.40</b>
<b>City Clerk</b>							
City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Secretary	--	--	0.30	0.30	0.30	0.30	0.30
Word Processor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Clerk II	1.00	1.00	1.00	1.00	--	--	--
<b>Subtotal</b>	<b>3.00</b>	<b>3.00</b>	<b>3.30</b>	<b>3.30</b>	<b>2.30</b>	<b>2.30</b>	<b>2.30</b>
<b>TOTAL CENTRAL ADMINISTRATION</b>	<b>5.50</b>	<b>5.35</b>	<b>5.50</b>	<b>5.50</b>	<b>4.35</b>	<b>6.30</b>	<b>5.70</b>
<b><u>ADMINISTRATIVE SERVICES</u></b>							
<b>Administration</b>							
Assistant City Manager	0.90	0.80	0.70	0.70	0.70	0.60	0.65
Sr Management Analyst	--	--	0.25	--	--	--	--
Management Analyst II	--	0.25	--	0.30	0.30	0.20	0.45
<b>Subtotal</b>	<b>0.90</b>	<b>1.05</b>	<b>0.95</b>	<b>1.00</b>	<b>1.00</b>	<b>0.80</b>	<b>1.10</b>
<b>Human Resources</b>							
Deputy Director, Admin Services	--	--	0.70	0.70	0.70	--	--
Human Resources Manager	1.00	0.65	--	--	--	1.00	0.90
Assistant to the City Manager	--	0.15	--	--	--	--	--
Human Resources Analyst	--	1.00	1.00	1.00	1.00	1.00	0.80
Administrative Clerk II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Management Analyst II	--	0.10	--	--	--	0.50	0.25
<b>Subtotal</b>	<b>2.00</b>	<b>2.90</b>	<b>2.70</b>	<b>2.70</b>	<b>2.70</b>	<b>3.50</b>	<b>2.95</b>
<b>Finance</b>							
Finance Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accountant/Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Purchasing Agent	1.00	1.00	1.00	1.00	1.00	--	--
Senior Account Clerk	1.00	1.00	--	--	--	3.00	3.00
Payroll Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Account Clerk II	1.00	1.00	1.60	1.60	1.60	--	--
<b>Subtotal</b>	<b>6.00</b>	<b>6.00</b>	<b>5.60</b>	<b>5.60</b>	<b>5.60</b>	<b>6.00</b>	<b>6.00</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2005/06</u>	<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>ADOPTED BUDGET 2011/12</u>
<b>Information Technology Services</b>							
Deputy Director, Admin Services	--	--	0.22	0.22	0.22	--	--
Information Technology Manager	--	--	0.80	0.80	0.80	0.85	0.85
Human Resources Manager	--	0.25	--	--	--	--	--
Management Analyst II	0.45	0.25	--	--	--	0.10	--
Information Systems Supervisor	1.00	--	--	--	--	--	--
Information Systems Assistant	2.00	1.50	1.50	1.50	1.00	1.00	1.00
<b>Subtotal</b>	<b>3.45</b>	<b>2.00</b>	<b>2.52</b>	<b>2.52</b>	<b>2.02</b>	<b>1.95</b>	<b>1.85</b>
<b>Reprographics</b>							
Information Technology Manager	--	--	0.05	0.05	0.05	--	--
Reprographic Assistant	1.00	1.00	1.00	1.00	0.50	--	--
<b>Subtotal</b>	<b>1.00</b>	<b>1.00</b>	<b>1.05</b>	<b>1.05</b>	<b>0.55</b>	<b>0.00</b>	<b>0.00</b>
<b>Citywide Programs</b>							
Deputy Director, Admin Services	--	--	0.08	0.08	0.08	--	--
Human Resources Manager	--	0.10	--	--	--	--	0.10
Information Technology Manager	--	--	0.15	0.15	0.15	0.15	0.15
Human Resources Analyst	--	--	--	--	--	--	0.20
Management Analyst ii	0.15	--	--	--	--	--	--
Information Systems Assistant	--	0.50	0.50	0.50	--	--	--
<b>Subtotal</b>	<b>0.15</b>	<b>0.60</b>	<b>0.73</b>	<b>0.73</b>	<b>0.23</b>	<b>0.15</b>	<b>0.45</b>
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>13.50</b>	<b>13.55</b>	<b>13.55</b>	<b>13.60</b>	<b>12.10</b>	<b>12.40</b>	<b>12.35</b>
<b><u>POLICE</u></b>							
<b>Administration</b>							
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
Lieutenant	1.00	--	1.00	--	--	--	--
Sergeant	--	1.00	--	1.00	1.00	--	--
Emergency Services Manager	--	1.00	1.00	1.00	--	--	--
Sr Management Analyst	--	--	--	--	--	--	0.75
Management Analyst	0.63	0.63	0.63	0.63	0.63	0.63	--
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Word Processor	1.00	--	--	--	--	--	--
<b>Subtotal</b>	<b>6.63</b>	<b>6.63</b>	<b>6.63</b>	<b>6.63</b>	<b>5.63</b>	<b>4.63</b>	<b>4.75</b>
<b>Technical Services</b>							
Technical Services Manager	1.00	1.00	1.00	1.00	--	--	--
Evidence Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Dispatch Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Sr Dispatcher	--	--	2.00	2.00	2.00	2.00	2.00
Dispatcher	8.00	9.00	7.00	7.00	7.00	7.00	7.00
Records Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Specialist	3.00	3.00	3.00	3.00	3.00	3.00	2.00
<b>Subtotal</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>15.00</b>	<b>15.00</b>	<b>14.00</b>





Personnel Allocations

<u>DEPARTMENT</u>	<u>2005/06</u>	<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>ADOPTED BUDGET 2011/12</u>
<b>Professional Standards</b>							
Sergeant	1.50	1.00	1.00	1.00	1.00	2.00	1.00
Officer	1.00	1.00	--	--	--	--	--
<b>Subtotal</b>	<b>2.50</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>1.00</b>
<b>Crime Prevention</b>							
Community Service Officer	1.00	1.00	1.00	1.00	1.00	--	--
<b>Subtotal</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Criminal Investigations</b>							
Lieutenant	--	--	--	--	--	--	--
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Officer	4.00	4.00	5.00	5.00	5.00	5.00	4.00
Administrative Assistant	--	1.00	1.00	1.00	1.00	--	--
Administrative Clerk II	0.50	--	--	--	--	--	--
<b>Subtotal</b>	<b>5.50</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>6.00</b>	<b>5.00</b>
<b>Patrol Administration &amp; Operations</b>							
Lieutenant	2.00	2.00	2.00	3.00	3.00	3.00	2.00
Sergeant	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Corporal	--	--	--	--	--	--	2.00
Officer	30.00	30.00	31.00	31.00	31.00	30.00	29.00
K-9 Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Community Services Officer	1.00	1.00	1.00	1.00	--	--	--
<b>Subtotal</b>	<b>41.00</b>	<b>41.00</b>	<b>42.00</b>	<b>43.00</b>	<b>42.00</b>	<b>41.00</b>	<b>41.00</b>
<b>Traffic</b>							
Sergeant	0.50	1.00	1.00	1.00	1.00	1.00	1.00
Officer	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Community Services Officer	1.00	1.00	1.00	1.00	1.00	--	--
<b>Subtotal</b>	<b>4.50</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Special Police Services</b>							
Sergeant-High Tech Crimes Task Force	1.00	1.00	1.00	--	--	--	--
Officer-Major Crimes Task Force	--	--	--	--	--	1.00	1.00
Officer-COPE Grant						1.00	0.67
<b>Subtotal</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>	<b>1.67</b>
<b>Youth Services</b>							
Officer	2.00	2.00	2.00	2.00	2.00	1.00	--
<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>0.00</b>
<b>TOTAL POLICE</b>	<b>79.13</b>	<b>80.63</b>	<b>81.63</b>	<b>81.63</b>	<b>78.63</b>	<b>75.63</b>	<b>71.42</b>



Personnel Allocations

ADOPTED  
BUDGET  
2011/12

DEPARTMENT	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	ADOPTED BUDGET 2011/12
<b>COMMUNITY DEVELOPMENT</b>							
<b>Administration</b>							
Community Development Director	0.93	0.53	0.53	0.53	0.73	0.73	0.70
Senior Management Analyst	0.75	--	--	--	--	--	--
Management Analyst	--	0.75	0.85	--	--	--	--
<b>Subtotal</b>	<b>1.68</b>	<b>1.28</b>	<b>1.38</b>	<b>0.53</b>	<b>0.73</b>	<b>0.73</b>	<b>0.70</b>
<b>Code Enforcement</b>							
Supervising Code Compliance Officer	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Senior Code Compliance Officer	--	1.00	1.00	0.95	0.95	--	--
Code Compliance Officer	1.95	1.95	0.95	1.00	1.00	1.00	1.00
Housing Inspector	--	--	1.00	1.00	1.00	1.00	1.00
Management Analyst	--	--	0.05	--	--	--	--
Office Supervisor	--	--	0.05	0.05	0.05	0.05	0.05
Senior Administrative Clerk	--	--	--	0.15	0.15	0.10	0.10
Administrative Clerk II	--	--	0.15	--	--	--	--
<b>Subtotal</b>	<b>2.90</b>	<b>3.90</b>	<b>4.15</b>	<b>4.10</b>	<b>4.10</b>	<b>3.10</b>	<b>3.10</b>
<b>Planning</b>							
Community Development Director	--	0.40	0.40	0.40	0.20	0.20	0.20
Deputy Director	--	--	--	1.00	1.00	--	--
Planning/Environmental Svcs Manager	1.00	--	1.00	--	--	1.00	1.00
Principal Planner	1.00	1.50	1.25	1.25	1.00	--	--
Senior Planner	2.00	2.00	3.00	3.00	2.00	1.50	1.50
Planner I & II	3.00	3.00	3.00	3.00	1.50	1.00	1.00
Management Analyst	--	--	0.05	--	--	--	--
Senior Administrative Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Account Clerk	0.50	0.50	0.50	0.50	0.50	--	--
<b>Subtotal</b>	<b>8.50</b>	<b>8.40</b>	<b>10.20</b>	<b>10.15</b>	<b>7.20</b>	<b>4.70</b>	<b>4.70</b>
<b>Clerical Services</b>							
Office Supervisor	0.25	0.50	0.45	0.45	0.45	0.45	0.45
Senior Administrative Clerk	--	--	--	2.10	1.35	0.90	0.90
Administrative Clerk II	0.50	2.25	2.10	--	--	--	--
Word Processor	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>Subtotal</b>	<b>1.25</b>	<b>3.25</b>	<b>3.05</b>	<b>3.05</b>	<b>2.30</b>	<b>1.85</b>	<b>1.85</b>
<b>Building</b>							
Chief Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst	0.25	--	--	--	--	--	--
Management Analyst	--	0.25	0.05	--	--	--	--
Senior Building Inspector	--	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector I & II	4.00	3.00	3.00	3.00	2.00	2.00	2.00
Supervising Code Compliance Officer	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Sr Code Compliance Officer	0.05	0.05	0.05	0.05	0.05	--	--
Plan Check Engineer	1.00	1.00	--	--	--	--	--
Office Supervisor	0.75	0.50	0.50	0.50	0.50	0.50	0.50
Senior Administrative Clerk	--	--	--	0.75	0.75	0.50	0.50
Administrative Clerk II	1.50	0.75	0.75	--	--	--	--
Senior Account Clerk	0.20	0.20	0.20	0.20	0.20	--	--
<b>Subtotal</b>	<b>8.80</b>	<b>7.80</b>	<b>6.60</b>	<b>6.55</b>	<b>5.55</b>	<b>5.05</b>	<b>5.05</b>
<b>General Plan Surcharge</b>							
Principal Planner	--	0.50	0.75	0.75	1.00	1.00	1.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.50</b>	<b>0.75</b>	<b>0.75</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Automation Surcharge</b>							
Senior Administrative Clerk	--	--	--	--	0.75	0.50	0.50
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.75</b>	<b>0.50</b>	<b>0.50</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>23.13</b>	<b>25.13</b>	<b>26.13</b>	<b>25.13</b>	<b>21.63</b>	<b>16.93</b>	<b>16.90</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2005/06</u>	<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>ADOPTED BUDGET 2011/12</u>
<b>PUBLIC WORKS</b>							
<b>Engineering and Traffic Administration</b>							
Public Works Director	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Principal Civil Engineer	--	0.05	0.05	0.05	0.15	0.15	--
Principal Engineering Technician	1.00	0.70	0.70	--	--	--	0.30
Senior Engineering Technician	--	0.20	0.20	0.20	0.20	0.20	--
Senior Engineer	--	0.05	0.05	0.05	0.10	0.10	0.10
Engineer I & II	1.05	1.15	1.15	1.15	--	--	--
Management Analyst	--	1.00	1.00	1.00	1.00	1.00	1.00
Senior Administrative Clerk	1.00	1.00	0.80	0.80	0.80	--	--
Administrative Clerk II	0.40	--	0.20	0.20	0.20	0.20	0.20
Word Processor	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>Subtotal</b>	<b>4.80</b>	<b>5.50</b>	<b>5.50</b>	<b>4.80</b>	<b>3.80</b>	<b>3.00</b>	<b>2.95</b>
<b>Street Lighting</b>							
Senior Engineer	0.10	--	--	--	--	--	--
Senior Engineering Technician	--	0.10	0.10	0.10	0.10	0.10	--
<b>Subtotal</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.00</b>
<b>Project Development</b>							
Public Works Director	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Principal Civil Engineer	1.00	1.00	1.00	1.00	0.90	0.90	0.10
Senior Engineer	1.00	0.95	1.95	0.95	0.90	0.90	0.90
Engineer I & II	1.95	1.95	1.85	1.85	0.50	0.50	0.50
GIS Coordinator	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Engineering Technician I & II	0.30	0.30	0.30	0.30	0.30	0.30	--
Senior Account Clerk	0.30	0.30	0.30	0.30	0.30	--	--
<b>Subtotal</b>	<b>4.95</b>	<b>4.90</b>	<b>5.80</b>	<b>4.80</b>	<b>3.30</b>	<b>3.00</b>	<b>1.90</b>
<b>Construction Management</b>							
Principal Civil Engineer	1.00	0.95	0.95	0.95	0.95	0.95	0.90
Senior Engineer	1.90	2.00	2.00	1.00	1.00	1.00	1.00
Engineer I & II	4.00	3.90	4.00	4.00	4.50	3.50	2.50
GIS Coordinator	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Principal Engineering Technician	1.00	1.30	1.30	1.00	--	--	0.70
Senior Engineering Technician	1.00	1.70	1.70	1.70	1.70	1.70	1.00
Engineering Technician II	2.25	1.25	1.25	1.25	1.25	1.25	1.00
Senior Administrative Clerk	--	--	0.20	0.20	0.20	--	--
Administrative Clerk II	0.60	--	0.80	0.80	0.80	0.80	0.80
<b>Subtotal</b>	<b>11.85</b>	<b>11.20</b>	<b>12.30</b>	<b>11.00</b>	<b>10.50</b>	<b>9.30</b>	<b>8.00</b>
<b>GIS Mapping</b>							
GIS Coordinator	0.65	0.65	0.65	0.65	0.65	0.65	0.65
Engineering Technician I	0.45	1.20	1.20	1.20	1.20	1.20	0.75
<b>Subtotal</b>	<b>1.10</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>	<b>1.40</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2005/06</u>	<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<b>ADOPTED BUDGET 2011/12</b>
<b>Maintenance Administration</b>							
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
<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Street Maintenance</b>							
Maintenance Supervisor	0.68	0.68	0.68	0.68	0.68	0.68	0.68
Senior Maintenance Worker	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Maintenance Worker	5.00	5.00	5.00	5.00	5.00	3.00	2.00
<b>Subtotal</b>	<b>9.68</b>	<b>9.68</b>	<b>9.68</b>	<b>9.68</b>	<b>9.68</b>	<b>7.68</b>	<b>6.68</b>
<b>Traffic Operations</b>							
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	1.00	1.00	2.00	2.00	2.00	2.00	1.00
<b>Subtotal</b>	<b>2.25</b>	<b>2.25</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>	<b>2.25</b>
<b>Street Tree/Parkway Maintenance</b>							
Maintenance Supervisor	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Senior Maintenance Worker	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Worker	2.62	3.62	3.62	3.62	2.62	1.62	1.62
<b>Subtotal</b>	<b>3.92</b>	<b>4.92</b>	<b>4.92</b>	<b>4.92</b>	<b>3.92</b>	<b>2.92</b>	<b>2.92</b>
<b>Parks Maintenance</b>							
Maintenance Supervisor	0.70	0.70	0.70	0.70	0.70	0.70	0.70
Senior Maintenance Worker	1.00	1.00	1.00	2.00	2.00	2.00	1.00
Maintenance Worker	8.38	9.38	9.38	8.38	8.38	7.38	6.38
<b>Subtotal</b>	<b>10.08</b>	<b>11.08</b>	<b>11.08</b>	<b>11.08</b>	<b>11.08</b>	<b>10.08</b>	<b>8.08</b>
<b>Building Maintenance</b>							
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
<b>Subtotal</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Measure F Sales Tax</b>							
Maintenance Worker	--	--	--	--	--	--	<b>2.00</b>
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>
<b>Hamilton Community Facilities</b>							
Maintenance Supervisor	0.07	0.07	0.07	0.07	0.07	0.07	0.07
Maintenance Worker	2.00	3.00	3.00	3.00	3.00	3.00	3.00
<b>Subtotal</b>	<b>2.07</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>
<b>Pte Marin Community Facilities</b>							
Maintenance Worker	--	1.00	1.00	2.00	2.00	2.00	2.00
<b>Subtotal</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Equipment/Vehicle Maintenance</b>							
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
Equipment Technician	2.00	3.00	2.00	2.00	2.00	1.00	1.00
<b>Subtotal</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>
<b>TOTAL PUBLIC WORKS</b>	<b>62.80</b>	<b>68.55</b>	<b>71.55</b>	<b>69.55</b>	<b>65.55</b>	<b>58.25</b>	<b>53.25</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2005/06</u>	<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>ADOPTED BUDGET 2011/12</u>
<b><u>PARKS, RECREATION &amp; COMMUNITY SERVICES</u></b>							
<b>Administration</b>							
Recreation Director	0.98	0.98	0.98	1.00	1.00	1.00	1.00
Deputy Director	1.61	1.61	1.70	1.00	1.00	--	--
Recreation Operations Manager	--	--	--	--	--	0.81	0.83
Division Manager	0.02	0.02	0.02	--	--	--	--
Recreation Supervisor	0.23	0.23	0.23	0.15	0.05	0.08	0.08
Recreation Coordinator	--	--	--	--	--	--	0.35
Senior Management Analyst	1.00	1.00	1.00	1.00	0.50	--	--
Office Supervisor	0.96	0.96	0.96	1.00	0.89	0.96	0.96
Sr Administrative Clerk	0.05	0.15	0.55	0.87	0.58	0.20	0.23
Administrative Clerk II	0.91	0.78	0.61	0.51	0.40	--	--
Word Processor	0.32	--	--	--	--	--	--
<b>Subtotal</b>	<b>6.08</b>	<b>5.73</b>	<b>6.05</b>	<b>5.53</b>	<b>4.42</b>	<b>3.05</b>	<b>3.45</b>
<b>Child Care and Enrichment Programs</b>							
Recreation Operations Manager	--	--	--	--	--	0.06	0.06
Division Manager	0.22	0.22	0.16	0.16	0.22	--	--
Recreation Supervisor	0.80	0.75	0.75	0.75	0.82	0.82	0.82
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00	1.21	1.02
Office Supervisor	--	--	--	--	0.02	0.02	0.02
Sr Administrative Clerk	0.19	0.19	0.19	0.19	0.19	0.07	0.07
Administrative Clerk II	0.31	0.31	0.16	0.26	0.26	--	--
Word Processor	0.08	--	--	--	--	--	--
Child Care Teacher	1.75	1.75	1.75	1.75	1.75	1.75	1.75
<b>Subtotal</b>	<b>4.35</b>	<b>4.22</b>	<b>4.01</b>	<b>4.11</b>	<b>4.26</b>	<b>3.93</b>	<b>3.74</b>
<b>Cultural Programs</b>							
Recreation Director	0.02	0.02	0.02	--	--	--	--
Deputy Director	0.05	0.05	0.05	--	--	--	--
Recreation Operations Manager	--	--	--	--	--	0.05	0.05
Division Manager	0.45	0.45	0.46	0.46	0.35	--	--
Recreation Supervisor	0.20	0.25	0.25	0.25	0.18	0.18	0.18
Recreation Coordinator	--	0.75	0.75	1.00	1.00	0.60	0.15
Office Supervisor	0.04	0.04	0.04	--	0.01	0.01	0.01
Sr Administrative Clerk	0.15	0.15	0.10	0.10	0.15	0.02	0.02
Administrative Clerk II	0.03	0.06	0.03	0.03	0.06	--	--
Word Processor	0.02	--	--	--	--	--	--
<b>Subtotal</b>	<b>0.96</b>	<b>1.77</b>	<b>1.70</b>	<b>1.84</b>	<b>1.75</b>	<b>0.86</b>	<b>0.41</b>
<b>Senior Citizens</b>							
Division Manager	0.33	0.33	0.38	0.38	0.43	--	--
Recreation Operations Manager	--	--	--	--	--	0.08	0.06
Recreation Supervisor	2.00	2.00	2.00	2.00	2.00	1.95	0.95
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00	0.50	0.58
Office Supervisor	--	--	--	--	0.01	0.01	0.01
Senior Administrative Clerk	--	1.00	0.70	0.55	0.76	0.76	0.73
Administrative Clerk II	0.47	--	--	--	--	--	--
Word Processor	0.04	--	--	--	--	--	--
<b>Subtotal</b>	<b>3.84</b>	<b>4.33</b>	<b>4.08</b>	<b>3.93</b>	<b>4.20</b>	<b>3.30</b>	<b>2.33</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2005/06</u>	<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<b>ADOPTED BUDGET 2011/12</b>
<b>Teen Programs</b>							
Division Manager	0.26	0.26	0.26	0.19	0.19	--	--
Recreation Supervisor	0.47	0.47	1.47	0.35	0.18	--	--
Recreation Coordinator	1.00	1.00	--	0.90	1.00	--	--
Office Supervisor	--	--	--	--	0.01	--	--
Senior Administrative Clerk	0.20	0.20	0.20	0.20	0.15	--	--
Administrative Clerk II	0.08	0.10	0.12	0.12	0.10	--	--
<b>Subtotal</b>	<b>2.01</b>	<b>2.03</b>	<b>2.05</b>	<b>1.76</b>	<b>1.63</b>	<b>0.00</b>	<b>0.00</b>
<b>Athletics</b>							
Division Manager	0.72	0.72	0.72	0.81	0.81	1.00	1.00
Recreation Supervisor	3.30	3.30	3.30	3.50	3.77	2.97	2.97
Recreation Coordinator	--	--	--	0.10	--	--	--
Gymnastics Instructor	4.25	4.25	4.25	4.25	3.25	2.75	2.25
Office Supervisor	--	--	--	--	0.06	--	--
Senior Administrative Clerk	1.41	1.31	1.26	1.09	1.17	1.95	1.95
Administrative Clerk II	0.20	0.25	0.58	0.58	0.18	--	--
Word Processor	0.04	--	--	--	--	--	--
<b>Subtotal</b>	<b>9.92</b>	<b>9.83</b>	<b>10.11</b>	<b>10.33</b>	<b>9.24</b>	<b>8.67</b>	<b>8.17</b>
<b>TOTAL PARKS, RECREATION &amp; COMMUNITY SERVICES</b>	<b>27.16</b>	<b>27.91</b>	<b>28.00</b>	<b>27.50</b>	<b>25.50</b>	<b>19.81</b>	<b>18.10</b>
<b>Redevelopment Agency</b>							
City Manager	0.20	0.20	0.40	0.40	0.40	0.40	0.40
Assistant City Manager	0.10	0.20	0.30	0.30	0.30	0.40	0.35
Redevelopment Administrator	1.00	1.00	1.00	1.00	1.00	0.90	0.90
PRCS Deputy Director	0.34	0.34	0.25	--	--	--	--
Housing Coordinator	--	1.00	1.00	1.00	1.00	1.00	1.00
Project Manager	--	--	1.00	--	--	--	--
Community Development Director	0.07	0.07	0.07	0.07	0.07	0.07	0.10
Senior Planner	1.00	1.00	--	--	--	0.50	0.50
Planner I	--	--	--	--	0.50	--	--
Assistant to the City Manager	0.30	0.30	0.10	0.10	0.10	0.15	--
Senior Management Analyst	0.40	0.40	0.75	1.00	1.50	1.05	0.90
Management Analyst II	--	--	--	--	--	0.20	0.20
Management Analyst I	--	--	1.00	1.70	0.70	--	--
<b>Subtotal</b>	<b>3.41</b>	<b>4.51</b>	<b>5.87</b>	<b>5.57</b>	<b>5.57</b>	<b>4.67</b>	<b>4.35</b>
<b>Novato Public Financing Authority</b>							
Redevelopment Administrator	--	--	--	--	--	0.10	0.10
Assistant to the City Manager	--	--	--	--	0.15	--	--
Senior Management Analyst	--	--	--	--	--	0.10	0.10
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.15</b>	<b>0.20</b>	<b>0.20</b>
<b>GRAND TOTAL PERSONNEL</b>	<b>214.63</b>	<b>225.63</b>	<b>232.23</b>	<b>228.48</b>	<b>213.48</b>	<b>194.19</b>	<b>182.27</b>

**Personnel Changes from 2010/2011 Budget**

**Beginning Authorized Personnel Total** **194.19**

**Position Eliminations/Reclassifications**

<b>Department</b>	<b>Position</b>	<b>FTE</b>	
Central Administration	Assistant to the City Manager	(1.00)	Eliminated
Police	Management Analyst II	(0.63)	Reclassified
Police	Lieutenant	(1.00)	Eliminated
Police	Sergeant	(1.00)	Eliminated
Police	School Resource Officer	(1.00)	Eliminated
Police	Officer - COPE Grant	(0.33)	Grant completed
Police	Records Specialist	(1.00)	Eliminated
Public Works	Principal Civil Engineer	(1.00)	Eliminated
Public Works	Engineer I	(1.00)	Eliminated
Public Works	Engineering Technician	(1.00)	Eliminated
Public Works	Maintenance Worker	(2.00)	Eliminated
Parks, Recreation & Community Services	Recreation Supervisor-NIEP	(1.00)	Eliminated
Parks, Recreation & Community Services	Recreation Coordinator-Museum	(0.50)	Eliminated
Parks, Recreation & Community Services	Recreation Coordinator	(0.06)	Reduced from .81 FTE
Parks, Recreation & Community Services	Gymnastics Instructor	(0.50)	Eliminated
<b>Total Position Reductions</b>			<b>(13.02)</b>

**Position Additions/Reclassifications**

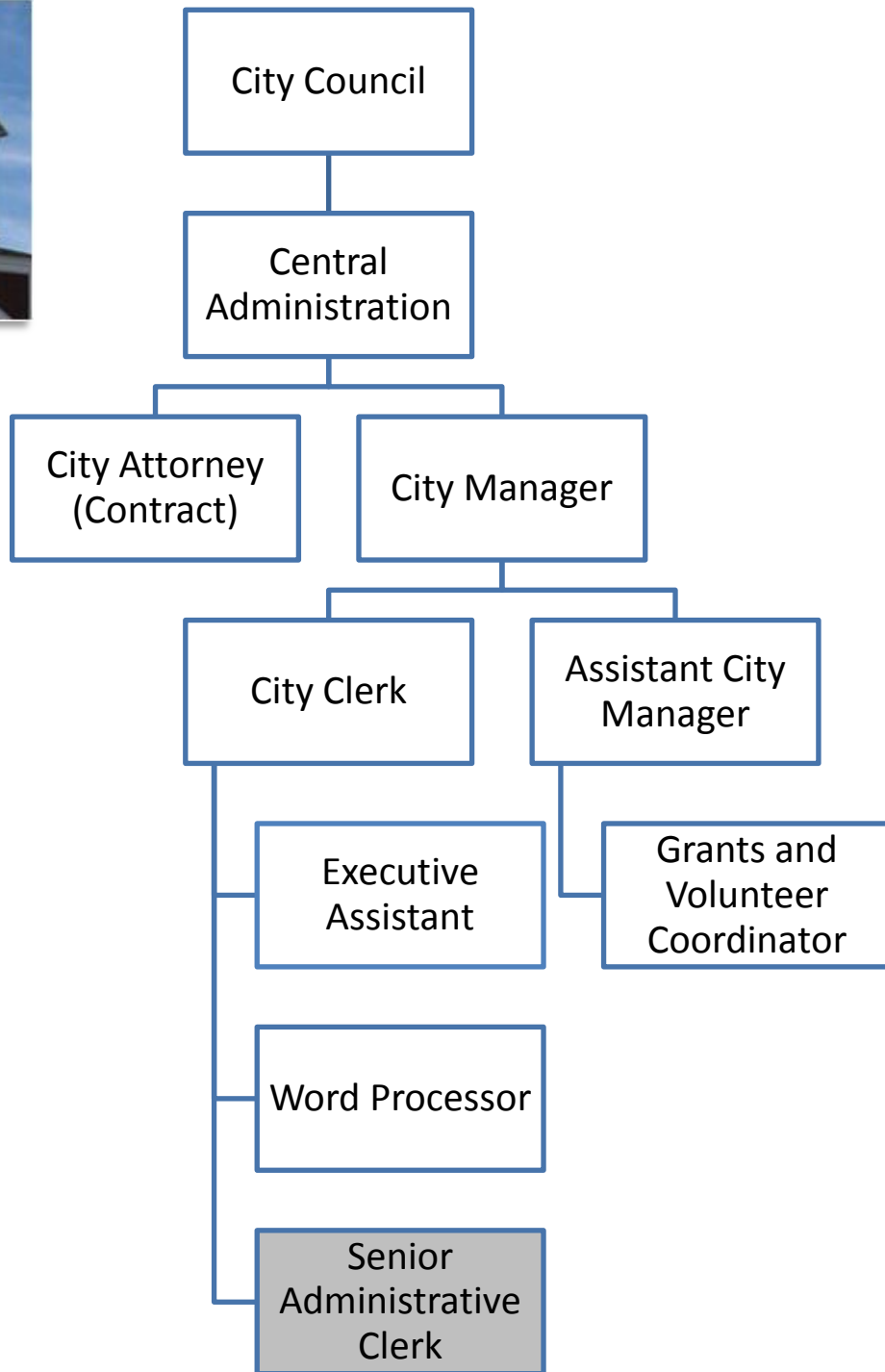
<b>Department</b>	<b>Position</b>	<b>FTE</b>	
Police	Sr. Management Analyst	0.75	Reclassified
Parks, Recreation & Community Services	Recreation Coordinator	0.35	Limited term grant
<b>Total Position Additions</b>			<b>1.10</b>

**Ending Authorized Personnel Total** **182.27**



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**Note:**  
Position was scheduled to be eliminated FY 2011/12. City Manager recommend, and Council approved, a one-year deferral on the elimination of the Senior Administrative Clerk.

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**Revenue & Appropriation Summary**

	<b>Adopted Budget 2010/11</b>	<b>Final Budget 2010/11</b>	<b>Adopted Budget 2011/12</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
				<b>Dollar</b>	<b>Percent</b>
<b><u>Revenues</u></b>					
Legal Fees Recovered	51,250	51,250	52,531	1,281	2.50%
Photocopy Services	450	450	844	394	87.56%
State Mandated Costs			19,905	19,905	-
<b>Department Total</b>	<b>51,700</b>	<b>51,700</b>	<b>73,280</b>	<b>21,580</b>	<b>41.74%</b>
<b><u>Appropriations</u></b>					
City Council	58,566	58,566	65,678	7,112	12.14%
City Manager	553,436	553,436	504,182	(49,254)	(8.90)%
City Clerk	266,854	266,854	350,673	83,819	31.41%
City Attorney	638,250	638,250	654,207	15,957	2.50%
<b>Department Total</b>	<b>1,517,106</b>	<b>1,517,106</b>	<b>1,574,740</b>	<b>57,634</b>	<b>3.80%</b>

***Department Mission Statement***

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The mission of the Central Administration Department is to provide valuable overall policy direction through the City Council and general management and administrative services through 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***

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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 implementation of goals and objectives.

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 11/12***

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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.

- Continue to focus on City's long-term fiscal sustainability.
- Work with Council, newly-formed Measure F Oversight/Citizens Finance Committee and community on proposals to achieve fiscal sustainability.
- Implement Council approved direction on City offices.
- Work with Animal Control JPA to reduce contract with the Humane Society.
- Work with other jurisdictions to develop AB 811 financing program to encourage energy efficiency.
- Continue public outreach communication efforts.
- Provide more content on City's website and improve overall site.

- Continue to utilize social networking and e-newsletter communication tools.
- Continue records management project.

### ***Department Notes***

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The primary focus for FY 10/11 was the budget. Central Administration took the necessary actions to implement the first round of budget reductions adopted by the Council. These actions resulted in a reduction of city expenditures by \$2.4 million.

Along the same lines, Central Administration took the lead on the public information program for Measure F. The Council, City Manager and Assistant City Manager engaged in a broad outreach effort to outline the rationale behind Council's adoption of the Measure F ordinance. This effort involved presentations to community groups about the City's fiscal condition and how Measure F fit into the City's long-term goal of achieving fiscal sustainability. The voters approved Measure F in November 2010 with 57% of the vote. Since the approval of Measure F, Central Administration has begun implementing its provisions. For instance, the Central Administration department brought a resolution to Council establishing the Measure F Oversight/Citizens Finance Committee. The first Committee meeting was held in April 2011.

The Council also adopted a three-year Strategic Plan in December 2010. This plan outlines a number of goals and objectives over the next three years for the Novato community. Central Administration has guided the effort to implement the Plan and ensure that objectives are completed on the timeline outlined by the City Council.

In early 2011, Central Administration took a number of actions in response to the Governor's proposal to eliminate redevelopment agencies. In addition to advocacy efforts, the department led the effort to protect redevelopment assets and properties. A number of properties were transferred from the Redevelopment Agency to the City. In addition, the City was able to sell a bond of approximately \$17 million to repay the RDA's obligation to the City general fund and other City funds. The funds repaid to the general fund will be used primarily to construct a new City office.

Central Administration worked with a project management consultant on the City's offices project. The City's current lease at 75 Rowland expires in September 2013. The City currently pays approximately \$700,000 a year in lease payments. In an effort to eliminate these lease payments and move the City offices to a more central location within the City, the Council approved the building of the City offices near the current Council Chambers in May 2011.

Finally, the City Clerk conducted an effort to revise the City's Record Retention Program. The department organized training for all employees on record retention and initiated Phase I of this project. Additional actions will be pursued in future years.

City Council meetings are available on the internet through the City's website, [www.novato.org](http://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:** \$65,678**Personnel Allocation:** 5.00**Revenue:** 0

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**Program Description**

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

**Program Elements**

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**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.

**Program: City Council**

Division Number 0100

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Contract/			Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours	Personnel	Consultant Services	Material & Supplies		
<b>Program Elements:</b>								
Policy Development	5.00		8,500	54,448		11,230	65,678	
<b>TOTAL</b>	<b>5.00</b>	<b>0</b>	<b>8,500</b>	<b>54,448</b>	<b>0</b>	<b>11,230</b>	<b>65,678</b>	<b>0</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	60,392	54,577	47,609	47,609	54,448
Contract Services	12,389	3,231	0	0	0
Materials and Supplies	12,256	7,364	10,957	10,957	11,230
Capital Outlay					0
<b>TOTAL</b>	<b>85,037</b>	<b>65,172</b>	<b>58,566</b>	<b>58,566</b>	<b>65,678</b>

**Department****Name:** Central Administration**Program:** City Manager**Budget:** \$504,182**Personnel Allocation:** 3.40**Revenue:** 0**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.

Provides overall Redevelopment Agency administrative and management services and directs Agency resources to carry out Agency policies and programs for the benefit of designated project areas, and the community as a whole.

**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 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.

**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:** Promote the economic vitality of the community through redevelopment and other tools. Provide executive staff assistance to the Economic Development Commission in implementing the Economic Development Master Plan (EDMP).

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

**Program Accomplishments FY 10/11**

- Built positive working relationships and made dozens of presentations to numerous public agencies and community organizations as part of the City's public engagement and outreach effort associated with successful Measure F program.
- Initiated efforts with the City Council to review the administrative policy manual and working practices.
- Continued Public Information program under the Assistant to the City Manager for improved information to the public via web and actively follow-up on citizen questions/concerns.
- Created "Our Town" newsletter to help facilitate public engagement.



- Created Grants and Volunteer Coordinator position in order to maximize grant resources and develop a volunteer program.
- Activated social media sites (Facebook, Twitter) to communicate with the community.
- Initiated Records Management Initiative – Phase I.
- Created interdepartmental teams to enhance collaboration among City staff (Website Team, Development Team, Graffiti Team, etc.).
- Developed 2010-2013 Strategic Plan.
- Worked with Downtown Novato Business Association to determine location of Novato Farmer’s Market.
- Communicated expectations of transparency and customer accountability in effort to model the City's values to enhance organizational culture.

***Program Goals FY 11/12***

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- Continue Grants and Volunteer program.
- Update master plan of Civic Center area and Sherman Avenue.
- Initiate conversations with Council, Measure F Oversight Committee and community on actions needed to ensure City’s long-term fiscal sustainability.
- Complete design of Wayfinding Program and initiate Phase I implementation focused on downtown.
- Create an on-line store for City of Novato merchandising and clothing.
- Implement an employee suggestion program.

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**Program: City Manager**

Division Number 0200

**Summary of 2011/12 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Material		Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE			Services	& Supplies			
<b>Program Elements:</b>									
General Management	3.40		5,780	429,159	63,248	11,775		504,182	30
<b>TOTAL</b>	<b>3.40</b>	<b>0</b>	<b>5,780</b>	<b>429,159</b>	<b>63,248</b>	<b>11,775</b>	<b>0</b>	<b>504,182</b>	<b>30</b>

	Previous Actual	Previous Actual	Adopted Budget	Final Budget	Adopted Budget
	2008/09	2009/10	2010/11	2010/11	2011/12
<b>Program Inputs:</b>					
Personnel Services	314,404	323,639	480,249	480,249	429,159
Contract Services	51,236	75,823	61,705	61,705	63,248
Materials and Supplies	8,462	13,569	11,482	11,482	11,775
Capital Outlay	7,049				0
<b>TOTAL</b>	<b>381,151</b>	<b>413,031</b>	<b>553,436</b>	<b>553,436</b>	<b>504,182</b>

**Department****Name:** Central Administration**Program:** City Clerk**Budget:** \$350,673**Personnel Allocation:** 2.30**Revenue:** \$20,719**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 10/11**

- Initiated an effort to revise the City's Records Retention program in cooperation with all departments.
- Adopted Records Retention Schedule for legal and policy direction by the City Council to all departments.
- Facilitated initial Records Management training for impacted City employees.
- Assisted with public noticing and televising of all the special budget meetings and workshops.

**Program Goals FY 11/12**

- Continue efforts to implement Records Management program as resources permit.
- Utilize new TRAKit e-government system to manage Council questions and community emails/requests.
- Investigate other technology enhancements to improve operations.

**Program: City Clerk**

Division Number 0400

**Summary of 2011/12 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<b>Program Elements:</b>									
Administration	2.30		3,910	245,926	72,293	32,454		350,673	20,719
<b>TOTAL</b>	<b>2.30</b>	<b>0.00</b>	<b>3,910</b>	<b>245,926</b>	<b>72,293</b>	<b>32,454</b>	<b>0</b>	<b>350,673</b>	<b>20,719</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	258,064	249,947	223,199	223,199	245,926
Contract Services	11,905	65,321	11,993	11,993	72,293
Materials and Supplies	19,442	13,917	31,662	31,662	32,454
Capital Outlay					0
<b>TOTAL</b>	<b>289,411</b>	<b>329,185</b>	<b>266,854</b>	<b>266,854</b>	<b>350,673</b>

**Department****Name:** Central Administration**Program:** City Attorney**Budget:** \$654,207**Personnel Allocation:** 0.00**Revenue:** \$52,531

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**Program Description**

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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**

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

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

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

**Program: City Attorney**

Division Number 0800

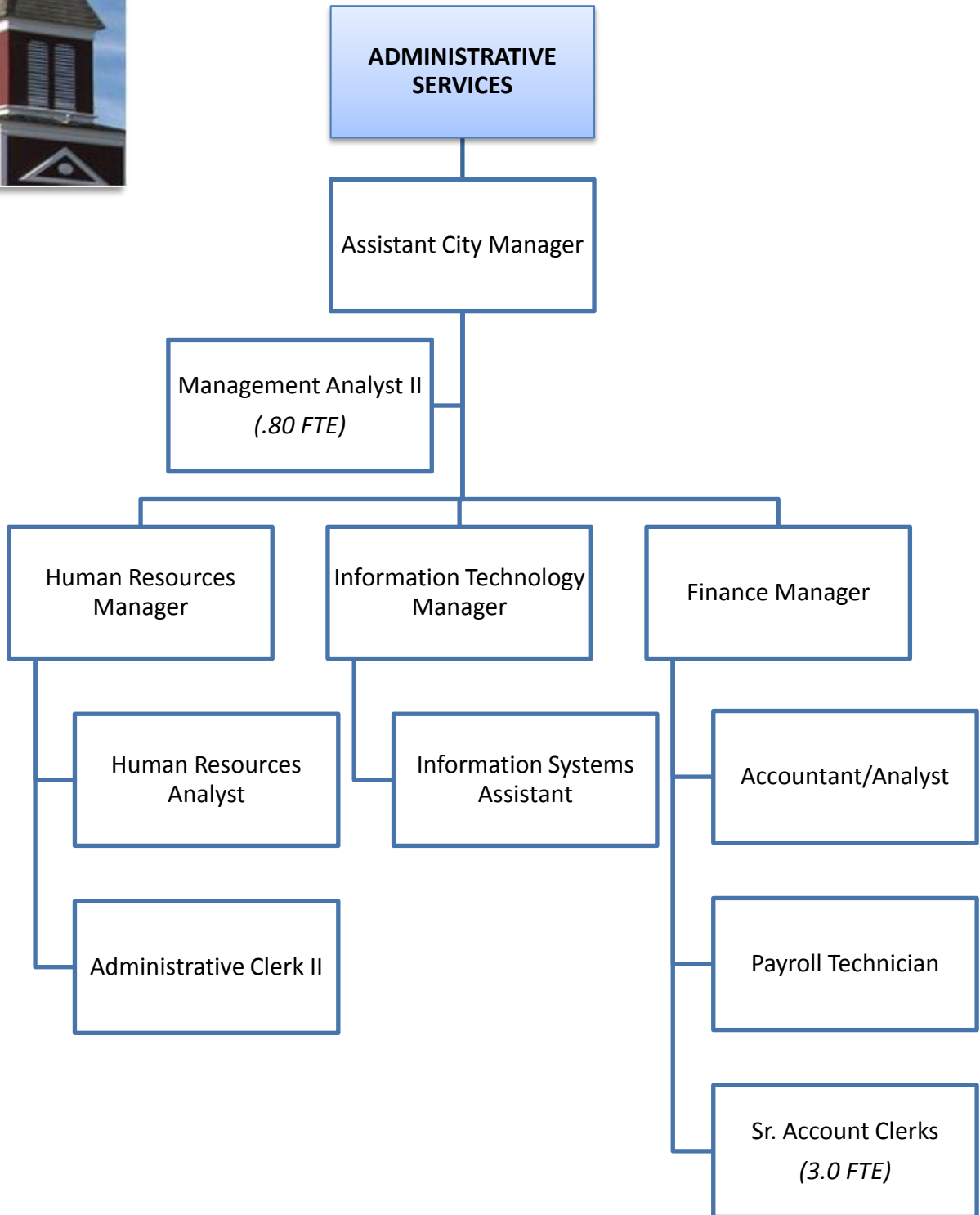
**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
General Services					147,088			147,088	
Cost Recovery Services					52,531			52,531	52,531
Litigation					454,588			454,588	
<b>TOTAL</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>654,207</b>	<b>0</b>	<b>0</b>	<b>654,207</b>	<b>52,531</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
<b>Program Inputs:</b>					
Contract Services	347,808	465,336	638,250	638,250	654,207
<b>TOTAL</b>	<b>347,808</b>	<b>465,336</b>	<b>638,250</b>	<b>638,250</b>	<b>654,207</b>

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## Revenue &amp; Appropriation Summary

	<b>Adopted Budget 2010/11</b>	<b>Final Budget 2010/11</b>	<b>Adopted Budget 2011/12</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
				<b>Dollar</b>	<b>Percent</b>
<b>Revenues</b>					
Administrative Fees	151,500	151,500	165,941	14,441	9.53%
Business License Tax - Audit	80,000	80,000	77,625	(2,375)	(2.97)%
Business License Application Fees	20,000	20,000	18,272	(1,728)	(8.64)%
Returned Check Charges	720	720	450	(270)	(37.50)%
Publications & Reports	1,000	1,000	175	(825)	(82.50)%
Miscellaneous Revenues	9,500	9,500	21,941	12,441	130.96%
<b>Department Total</b>	<b>262,720</b>	<b>262,720</b>	<b>284,404</b>	<b>21,684</b>	<b>8.25%</b>
<b>Appropriations</b>					
Administration	143,594	143,994	192,309	48,715	33.93%
Human Resources	507,183	507,833	461,782	(45,401)	(8.95)%
Finance	681,599	682,249	691,373	9,774	1.43%
Information Technology Services	501,740	680,040	710,890	209,150	41.68%
Reprographics	6,386	(285)	(11,079)	(17,465)	-
Citywide Programs	2,936,078	2,758,478	2,437,406	(498,672)	(16.98)%
<b>Department Total</b>	<b>\$4,776,580</b>	<b>\$4,772,309</b>	<b>\$4,482,681</b>	<b>(293,899)</b>	<b>(6.15)%</b>

***Department Mission Statement***

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The mission of the Administrative Services Department is to provide comprehensive and effective staff services to other City departments. 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***

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Under the supervision of the Assistant City Manager, Administrative Services provides staff services to other departments, including human resources, purchasing, information technology services, budget, financial oversight, accounting and payroll, as well as direct services to the public, such as business licenses and other permits.

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

Human Resources: 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.

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. Finance manages the City's AS/400 mainframe computer system, which utilizes comprehensive financial applications designed for the public sector. Finance also prepares monthly, quarterly and annual revenue and expenditure reports, maintains cost accounting records, manages the annual external audit, and performs various internal audits. Finance also oversees reprographics for the City.

Information Technology Services: The Information Technology Division manages the City's data and telecommunications systems and networks and provides services and support to end-users in all departments. The Division is responsible for network applications used by all employees, and assists departments with business-specific application support. Services to end-users include desktop, printer, telephone and voice mail systems support. The Division is also responsible for the City's Internet, telephone system, and remote access services and for managing support provided by professional and technical consultants.

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 2011/2012

- Improve City internal operations by developing an Intranet and true employee portal to enhance efficiencies and improve communication.
- Prepare for, research and negotiate employee compensation contracts with labor groups.
- Continue the management and employee training initiative started in FY 10/11.
- Implement updated performance evaluation system.
- Implement employee recognition initiative.
- Complete total compensation study in preparation for labor negotiations.
- Complete studies and analysis to determine appropriate staffing levels.
- Complete classification study for clerical, administrative and other key positions.
- Complete MVMCC negotiations related to Delegation Agreement.
- Implement various technology initiatives, including website, Human Resource Information System (HRIS), and IT/GIS study.
- Research new telephone system.

## Department Notes

Over the past year, the Administrative Services Department (ASD) worked closely with the City Manager's Office to implement the 2010/2011 budget. ASD employees also assisted in actions that protected the City's redevelopment assets in response to the proposed elimination of redevelopment at the state level. In addition, the department provided support for the City Manager's Office on the public outreach program associated with Measure F.

Other key initiatives in the 2010/11 fiscal year included implementing an extensive management and employee training program. Department staff organized an intensive interest-based problem solving training program as well as customer service and website training.

The Administrative Services Department has also taken the lead on a number of technological initiatives designed to improve the effectiveness and efficiency of city operations. Staff added new content to the City's website and helped market the City through social media tools such as Facebook and Twitter.

In the coming year, the department will provide additional support in preparation for the City's fiscal sustainability discussion and the Measure F Oversight Committee/Citizens Finance Committee. The staff will also conduct various research projects associated with employee compensation and will help complete various staffing studies designed to enhance efficiencies. ASD employees will proceed with additional technology initiatives. For example, staff proposes an extensive telecommunications system upgrade which will generate approximately \$115,000 in ongoing savings.



**Department Name:** Administrative Services

**Program:** Administration

**Budget:** \$192,309

**Personnel Allocation:** 1.10

**Revenue:** 0

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### ***Program Description***

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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***

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**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 and the Employment Risk Management Authority.

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

### ***Program Accomplishments FY 2010/2011***

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- Worked with City Manager's Office to implement Measure F public information program.
- Provided staff assistance to Council representative on Marin County Council of Mayors and Councilmembers.
- Organized and developed broad employee training program:
  - Interest-Based Problem Solving;
  - Customer Service;
  - Website Content Management Software Training;
  - Sexual Harassment/Discrimination.
- Upgraded City website – enhanced features, added new content, improved homepage and enhanced ease of use by the public.
- Implemented Customer Response Management Software (TRAKiT e-government system) to allow city to manage code enforcement, graffiti and other service and information requests.
- Provided assistance to City Manager in response to proposed elimination of Redevelopment Agency:
  - Prepared documents to transfer assets (cash and property) from Novato RDA and affiliated JPAs to City;
  - Worked with staff and bond counsel to repay RDA funds owed to various City accounts.

- Engaged in legislative advocacy for Assembly Bill 1103 by Assembly Member Jared Huffman related to housing element law.
- Provided assistance in negotiation of sublease for current City offices at 75 Rowland Way helping save the city \$150,000 over the next 2+ years.
- Conducted various employee recruitments including Finance Manager, Management Analyst, Child Care Teacher, Police Officer and others.
- Assisted with development and implementation of FY 10/11 and FY 11/12 budget reduction strategies.
- Worked with departments on timely and comprehensive performance evaluations for employees.

***Program Goals FY 2011/2012***

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- Overall goal: take actions to improve organizational excellence (see Department Goals).
- Provide additional employee training:
  - Additional Interest-Based Problem Solving training (Facilitating Public Meetings and Community Engagement).
- Continue to work on comprehensive safety training program.
- Undertake process mapping and re-engineering initiatives to improve efficiency of work-flow processes.

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**Program: Administration**

Division Number 1000

**Summary of 2011/12 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<b>Program Elements:</b>									
Administration	1.10		1,870	181,877		10,432		192,309	
<b>TOTAL</b>	<b>1.10</b>		<b>1,870</b>	<b>181,877</b>	<b>0</b>	<b>10,432</b>	<b>0</b>	<b>192,309</b>	<b>0</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
<b>Program Inputs:</b>					
Personnel Services	169,355	174,400	133,416	133,416	181,877
Contract Services					0
Materials and Supplies	7,603	7,667	10,178	10,578	10,432
Capital Outlay					0
<b>TOTAL</b>	<b>176,958</b>	<b>182,067</b>	<b>143,594</b>	<b>143,994</b>	<b>192,309</b>

**Department Name:** Administrative Services

**Program:** Human Resources

**Budget:** \$461,782

**Personnel Allocation:** 2.95

**Revenue:** 0

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### ***Program Description***

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

### ***Program Elements***

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**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.

**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.

**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.

### ***Program Accomplishments FY 2010/2011***

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- Successfully concluded labor negotiations with six employee unions and two other non-represented employee groups resulting in 2 year agreements.
- Coordinated approximately 1,700 hours of employee training in Interest-Based Problem Solving, customer service, harassment and discrimination prevention, management and supervision, and office productivity software.
- Coordinated the retirement incentive programs and the transition of employees who were subject to layoff.
- Developed a voluntary separation incentive program.
- Implemented citywide 80 hour furlough program.
- Worked with the Police Department to re-establish the Corporal classification as an active position.

- Coordinated with the Police Department to begin process of issuing employee ID cards to non-Police Department staff.
- Significantly improved performance in biennial risk control audit conducted by the Bay Cities Joint Powers insurance Authority.
- Assumed responsibility for coordination of citywide volunteer program.

***Program Goals FY 2011/2012***

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- Continue management and employee training.
- Initiate and complete labor negotiations with all eight employee units.
- Implement new Human Resources Information System.
- Conduct classification reviews of selected classification series.
- Coordinate second phase of 2011 early retirement program.

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**Program: Human Resources**

Division Number 1100

**Summary of 2011/12 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<b>Program Elements:</b>									
Benefits Administration	2.95		5,015	335,267	101,281	25,234		461,782	
<b>TOTAL</b>	<b>2.95</b>	<b>0.00</b>	<b>5,015</b>	<b>335,267</b>	<b>101,281</b>	<b>25,234</b>	<b>0</b>	<b>461,782</b>	<b>0</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	291,108		383,755	383,755	335,267
Contract Services	127,791		98,810	98,810	101,281
Materials and Supplies	34,837		24,618	25,268	25,234
Capital Outlay					0
<b>TOTAL</b>	<b>453,736</b>	<b>0</b>	<b>507,183</b>	<b>507,833</b>	<b>461,782</b>

**Department Name:** Administrative Services

**Program:** Finance

**Budget:** \$691,373

**Personnel Allocation:** 6.00

**Revenue:** \$278,558

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### ***Program Description***

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

### ***Program Elements***

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**Accounting and Administration:** Prepare monthly internal financial reports and all required state and federal reports for the City, 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; manage the AS/400 mainframe computer system. Responsibility for design and implementation of internal control; cost recovery rate calculations; and supervision of accounts payable, payroll, business license, and purchasing programs.

Manage the year-round development process of the detail budget, operating program budget, and assist with the Capital Improvement Budget. Monitor and control expenditures to ensure that budget is not exceeded. Authorize and process budget transfers and amendments, travel requests, requisitions, and payment authorizations. Manage contracts with Maximus 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 190 regular full- and part-time employees and 105 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/Accounts Receivable:** Billing, collection and records maintenance for approximately 4,500 businesses with total license taxes of approximately \$830,000 and business license application fees of \$20,000. Invoice and collect accounts receivable; process and deposit cash receipts.

**Accounts Payable:** Process payment for all City obligations for purchased materials and services within vendor's terms, with an approximate volume of 4,500 disbursements annually.

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

***Program Accomplishments FY 10/11***

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- Researched and implemented Positive Pay for accounts payable transactions to reduce City's exposure to potential fraudulent activity in its general checking account.
- Received an Excellence in Budgeting Award from the California Society of Municipal Finance Officers (CSMFO) for the 12<sup>th</sup> consecutive year, earning a 100% rating for the first time.
- Received a Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the 11<sup>th</sup> consecutive year.
- Successfully implemented numerous changes to payroll processing necessitated by negotiated contracts with all City bargaining units that included revisions to retirement and fringe benefits, furloughs, and leave accruals.
- Began cross-training of accounting staff to increase flexibility within the division and improve customer service.
- Streamlined various internal processes and procedures to minimize impacts to departments and outside vendors resulting from elimination of City's Purchasing Agent position.
- Worked with Administration to prepare documents transferring assets from Novato RDA and affiliated JPAs to City.
- Calculated balances due to various City funds by RDA and processed repayments from fund balance and bond proceeds.
- Prepared and mailed Request for Proposal (RFP) for audit services and contracted with a new audit firm, resulting in savings to the City of \$20,000 over the next three years.

***Program Goals FY 11/12***

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- Manage City's purchasing policy with focus on improving internal processes and procedures, reviewing policy and practices with employees, seeking opportunities to improve the Green Purchasing Policy, and investigating a local preference purchasing policy.
- Continue cross-training of accounting staff, as well as provide external training to enhance employee skills.
- Prepare a master list of City contracts to bid over time.
- Prepare and mail RFP for banking services.
- Research new financial software application.

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**Program: Finance**

Division Number 1200

**Summary of 2011/12 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>									
Accounting and Administration	6.00	0.08	10,366	577,963	77,577	35,833		691,373	278,558
<b>TOTAL</b>	<b>6.00</b>	<b>0.08</b>	<b>10,366</b>	<b>577,963</b>	<b>77,577</b>	<b>35,833</b>	<b>0</b>	<b>691,373</b>	<b>278,558</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
<i>Program Inputs:</i>					
Personnel Services	563,653	533,391	570,955	570,955	577,963
Contract Services	254,701	48,228	75,685	75,685	77,577
Materials and Supplies	32,818	33,617	34,959	35,609	35,833
Capital Outlay					0
<b>TOTAL</b>	<b>851,172</b>	<b>615,236</b>	<b>681,599</b>	<b>682,249</b>	<b>691,373</b>

**Department Name:** Administrative Services

**Program:** Information Technology Services

**Budget:** \$710,890

**Personnel Allocation:** 1.85

**Revenue:** 0

### ***Program Description***

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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***

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**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. These functions include:

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

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

**Support** – Installs and configures the computer equipment and applications for all City departments, and provides hardware and software support to employees.

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

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

### ***Program Accomplishments FY 2010/2011***

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- Enhanced technical recovery strategy for mission critical systems, applications, and citywide data shares:
  - Server consolidation and virtualization effort completed with 73% of the Windows servers converted from physical systems to virtual machines;
  - Enterprise data moved to storage area network (SAN) for real-time data protection, and high availability;
  - Asset tracking tools in place with the ability to generate on-demand reports for the computing environment and to provide a dynamic detailed snap-shot of IT resource standards and configurations;

- Disaster recovery plan validated with the successful recovery of the City's file server (hosted all user and department data shares) to a virtual system after a hardware failure, and with zero down-time during business hours.
- Enhanced broadband and wireless access:
  - Installed high-speed wireless Internet access at the Police Department, City Hall, and the Council Chambers for public and staff use;
  - Replaced communications equipment at several remote locations;
  - Upgrades resulted in the elimination of redundant data connection lines and reduced annual telecommunication charges by 32%.
- IT & GIS evaluation and strategic plan:
  - Developed in conjunction with Public Works GIS staff a technology needs assessment and strategic direction request for proposal to be released by fiscal year-end.

***Program Goals FY 2011/2012***

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- Pursue desktop virtualization as a more cost effective alternative to hardware replacement at the end of the Dell computer lease December 31, 2012.
- Implement an integrated telecommunications solution that includes commonly used business features for voice and video, VPN, firewall, encryption, dial access, and Ethernet switching in a single all-in-one platform to replace current PBX system.
- Assist and support enterprise technology initiatives to ensure timely and successful completion.
- Provide training opportunities for software packages used by City staff, in particular Microsoft suite.

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**Summary of 2010/11 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<b>Program Elements:</b>									
Computer System Management	1.85		3,145	203,562	144,748	362,580		710,890	
<b>TOTAL</b>	<b>1.85</b>	<b>0.00</b>	<b>3,145</b>	<b>203,562</b>	<b>144,748</b>	<b>362,580</b>	<b>0</b>	<b>710,890</b>	<b>0</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	211,516	208,748	199,613	199,613	203,562
Contract Services	136,640	101,172	141,218	123,818	144,748
Materials and Supplies	191,042	93,964	160,909	356,609	362,580
Debt Service		59,334			
Capital Outlay	222,022	20,688			0
<b>TOTAL</b>	<b>761,220</b>	<b>483,906</b>	<b>501,740</b>	<b>680,040</b>	<b>710,890</b>

**Department Name:** Administrative Services

**Program:** Reprographics

**Budget:** (\$11,079)

**Personnel Allocation:** 0

**Revenue:** \$0

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**Program Description** \_\_\_\_\_

As part of the deficit reductions approved by Council in March 2010, the reprographics assistant position was eliminated at the end of FY 2009/10. With this cutback, reprographics is solely a clearing house for citywide postage and paper for large copying jobs.

**Program Elements** \_\_\_\_\_

**Centralized Mail/Photocopy Services:** Personnel from each department are now responsible for metering outgoing U.S. mail. Received mail is sorted by the administrative clerk assigned to Central Administration. The large copier in Reprographics 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.

**Summary of 2011/12 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Internal Service Charges	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE								
<b>Program Elements:</b>										
Centralized Photocopy						18,921	(30,000)		(11,079)	
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	-	-	-	<b>18,921</b>	<b>(30,000)</b>	-	<b>(11,079)</b>	-

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	68,197	8,094			-
Contract Services	6,747	21,731			-
Materials and Supplies	21,312	24,355	36,386	29,715	18,921
Internal Service Charges	(55,431)	(36,741)	(30,000)	(30,000)	(30,000)
Capital Outlay					-
<b>TOTAL</b>	<b>40,825</b>	<b>17,439</b>	<b>6,386</b>	<b>(285)</b>	<b>(11,079)</b>

**Department Name:** Administrative Services

**Program:** Citywide Programs

**Budget:** \$2,437,406

**Personnel Allocation:** 0.45

**Revenue:** \$5,846

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### ***Program Description***

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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***

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**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 ABAG and the League of California Cities, that provide information and services to assist the Council and staff in the administration of City business.

**Special Programs:** Programs that benefit the City, or that are not department specific, are budgeted in this element, including the annual payment to the Chamber of Commerce to promote tourism and the Congestion Management payment.

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

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

**Rowland Avenue Offices:** This program is used to track expenses for leased City Hall offices.

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

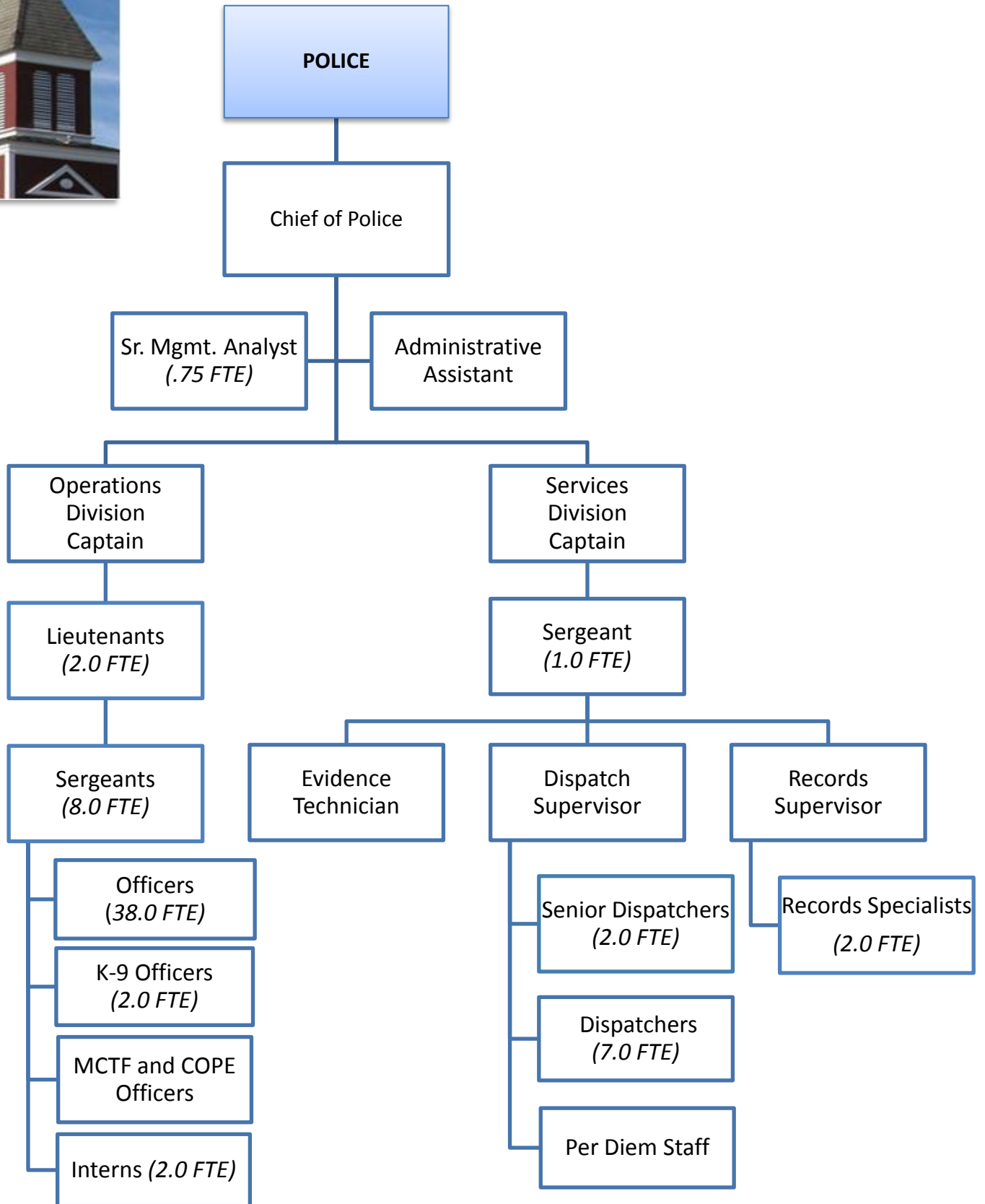


**Summary of 2011/12 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<b>Program Elements:</b>									
Risk Management	0.30		510	39,493		391,966		431,459	5,846
Memberships						30,076		30,076	
Telephone Services	0.15		255	24,106	2,382	47,763		74,251	
Special Programs					116,200	448,490		564,690	
Cable Television					44,126			44,126	
Marin GSA					50,640			50,640	
Rowland Avenue Offices						645,011		645,011	
Animal Control					592,733			592,733	
City Owned Property						420	4,000	4,420	
<b>TOTAL</b>	<b>0.45</b>	<b>0.00</b>	<b>765</b>	<b>63,599</b>	<b>806,081</b>	<b>1,563,726</b>	<b>4,000</b>	<b>2,437,406</b>	<b>5,846</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	94,393	78,503	304,179	304,179	63,599
Contract Services	778,140	832,723	971,844	952,344	806,081
Materials and Supplies	1,772,230	1,785,873	1,656,055	1,497,955	1,563,726
Capital Outlay	27,000	27,000	4,000	4,000	4,000
<b>TOTAL</b>	<b>2,671,763</b>	<b>2,724,099</b>	<b>2,936,078</b>	<b>2,758,478</b>	<b>2,437,406</b>

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**Revenue & Appropriation Summary**

	<b>Adopted Budget 2010/11</b>	<b>Final Budget 2010/11</b>	<b>Adopted Budget 2011/12</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
				<b>Dollar</b>	<b>Percent</b>
<b>Revenues</b>					
Sales Tax - Public Safety	319,209	319,209	319,209	-	0.00%
State Emergency Telephone Line	800	800	800	-	0.00%
Other Agency Reimbursement	9,500	9,500	13,635	4,135	43.53%
State Mandated Cost Reimbursement			12,035	12,035	-
COPE Grant Reimbursement	125,000	125,000	83,333	(41,667)	(33.33)%
Officer Stand & Train - POST	30,000	30,000	30,000	-	0.00%
Record Releases	22,600	22,600	22,000	(600)	(2.65)%
Alarm Permits	28,100	28,100	32,100	4,000	14.23%
Vehicle Code Fines	300,000	300,000	320,000	20,000	6.67%
Parking /Other Fines	84,000	84,000	44,300	(39,700)	(47.26)%
Traffic/Police Permits	7,770	7,770	11,800	4,030	51.87%
DUI/Accident	9,114	9,114	7,500	(1,614)	(17.71)%
Vehicle Impound Fees	42,000	42,000	30,000	(12,000)	(28.57)%
Special Police Services	36,000	36,000	15,000	(21,000)	(58.33)%
North Marin Water District	2,400	2,400	2,400	-	0.00%
Miscellaneous Revenues	3,000	3,000	3,403	403	13.43%
<b>Department Total</b>	<b>\$1,019,493</b>	<b>\$1,019,493</b>	<b>\$947,515</b>	<b>(71,978)</b>	<b>(7.06)%</b>
<b>Appropriations</b>					
Administration	1,042,081	1,036,140	1,165,422	123,341	11.84%
Technical Services	1,672,076	1,667,896	1,639,793	(32,283)	(1.93)%
Professional Standards	529,432	524,432	361,633	(167,799)	(31.69)%
Crime Prevention	3,400	3,400	0	(3,400)	(100.00)%
Investigations	1,048,083	1,046,798	821,291	(226,792)	(21.64)%
Patrol	6,624,818	6,606,647	6,823,856	199,038	3.00%
Traffic	614,290	612,849	637,116	22,826	3.72%
Special Police Services	303,684	303,684	275,473	(28,211)	(9.29)%
<b>Department Total</b>	<b>\$11,837,864</b>	<b>\$11,801,846</b>	<b>\$11,724,584</b>	<b>(113,280)</b>	<b>(0.96)%</b>

***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, police 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, Hostage Negotiation Team, Special Police programs and General Orders review and updates.

Services Division: The Services Division Captain is responsible for the Professional Standards Section, Dispatch Section, Records and Property Section, Volunteers in Policing, Emergency Services, and other duties, including, budget oversight, grant management, and purchasing.



*Traffic officers with off-road motorcycles*

***Department Goals FY 11/12***

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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**Department Notes**

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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 undertakes community-oriented initiatives daily, such as:

- Avoid the 13 and anti-drinking and driving campaigns;
- Seatbelt enforcement programs to promote driver and passenger safety;
- Share the Road program to enhance safety between motorists and bicyclists;
- Participates in Special Olympic Torch Run;
- Participates in Safe Routes to School programs;
- Supports the Police Advisory and Review Board, to provide community participation in Police Department policies and procedures;
- Supports the Multicultural Commission to promote diversity;
- Youth Access to Alcohol Enforcement program;
- Youth Police Academy giving youth in our community an opportunity to receive an inside look at law enforcement;
- Girls Forum workshops offering instruction on sexual assault prevention; and
- Speakers Bureau.



*Youth Police Academy*

**Department Name:** Police

**Program:** Administration

**Budget:** \$1,165,422

**Personnel Allocation:** 4.75

**Revenue:** \$46,138

**Program Description**

Administration handles scheduling, crime analysis, grant writing, budget development oversight, confidential files, training, staff reports, police 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 programs and activities.

**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, Volunteers in Policing, 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 and act as the Hate Crimes Response Team.

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



**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 2010/11***

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- Enhanced technology in our joint Emergency Operations Center located at the Fire District Headquarters facility.
- Conducted four joint community evacuation exercises involving over 1,500 homes.
- Trained key city employees in the State's earthquake disaster course.
- Recruited and trained five new volunteers.
- Collaborated with the Center for Volunteer and Nonprofit Leadership to advertise volunteer opportunities.
- Received \$461,650 in State and Federal grants.
- Submitted over \$1.2 million in grant applications to several State and Federal funding agencies.
- Updated the community alert/notification system (TENS).
- Held 19 Get Ready classes for both local businesses and residents which included 588 individuals.
- Established a Live Scan fee to recover administrative expense involved in this process.
- Amended the False Alarm ordinance to increase fines to recover response costs related to false alarms.
- Collaborated with Marin County Office of Education, San Rafael Police and Marin County Sheriff's office to develop and present Gang Awareness Training.

***Program Goals FY 2011/12***

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

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**Program: Administration**

Division Number 2000

**Summary of 2011/12 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<b>Program Elements:</b>									
Office of the Chief	2.00		3,400	390,390		39,398		429,788	403
Operations Admin.	1.00		1,700	260,848		3,694		264,542	
Services Administration	1.75		2,975	354,880	2,123	38,242		395,245	32,100
Police Review Board						842		842	
Volunteers in Policing						8,377		8,377	
Emergency Services					22,475	44,153		66,628	13,635
<b>TOTAL</b>	<b>4.75</b>	<b>0.00</b>	<b>8,075</b>	<b>1,006,118</b>	<b>24,598</b>	<b>134,706</b>	<b>0</b>	<b>1,165,422</b>	<b>46,138</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	1,097,884	1,049,466	882,572	882,572	1,006,118
Contract Services	46,504	21,358	26,196	26,196	24,598
Materials and Supplies	174,885	104,854	133,313	127,372	134,706
Capital Outlay					0
<b>TOTAL</b>	<b>1,319,273</b>	<b>1,175,678</b>	<b>1,042,081</b>	<b>1,036,140</b>	<b>1,165,422</b>

**Department Name:** Police

**Program:** Technical Services

**Budget:** \$1,639,793

**Personnel Allocation:** 14.00

**Revenue:** \$40,235

***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 delivers 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, 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 Agency and Novato Sanitary District for after hours service requests.

***Program Accomplishments FY 10/11***

- Upgraded 24 hour phone and radio recordings to digital data, with back-up at the Marin County Sheriff’s office.
- Upgraded 911 equipment and software.
- Improved the “Alpha” index to an online database.
- Located an on-site storage are for large homicide evidence such as vehicles and motorcycles.
- Enhanced the integrated mapping system within CAD.
- Co-sponsored grant application with Marin County District Attorney’s office to obtain state of the art Digital Evidence Storage system.

***Program Goals FY 11/12***

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.

PD

**Program: Technical Services**

Division Number 2100

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Administration						0		0	3,000
Evidence	1.00		1,700	84,959	3,821	6,154		94,934	
Records Management	3.00	0.02	5,142	287,075	81,708	110,973		479,756	34,035
Communications/ Dispatch	10.00	0.02	17,042	1,007,902	29,298	27,903		1,065,103	3,200
<b>TOTAL</b>	<b>14.00</b>	<b>0.04</b>	<b>23,883</b>	<b>1,379,936</b>	<b>114,827</b>	<b>145,030</b>	<b>0</b>	<b>1,639,793</b>	<b>40,235</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	1,503,206	1,382,815	1,409,008	1,420,508	1,379,936
Contract Services	104,357	89,322	112,290	112,290	114,827
Materials and Supplies	140,962	111,453	150,778	135,098	145,030
Capital Outlay	9,079	6,554			0
<b>TOTAL</b>	<b>1,757,604</b>	<b>1,590,144</b>	<b>1,672,076</b>	<b>1,667,896</b>	<b>1,639,793</b>

**Department Name:** Police

**Program:** Professional Standards

**Budget:** \$361,633

**Personnel Allocation** 1.00

**Revenue:** \$30,000

***Program Description***

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

***Program Elements***

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

**Training and Development (POST):** This element provides ongoing training for Police Department personnel as required by POST, as well as other Federal, State, and local laws and mandates. POST has established 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 10/11***

- Hired four police officers, three police interns, one dispatcher, and three volunteers.
- Trained police officers in accordance with mandated POST guidelines.
- Coordinated the in-house testing process for three specialty positions.
- Coordinated and arranged for department employees to attend 8,358 hours (mostly state mandated) of training.
- Presented POST approved training totaling 1,076 hours, resulting in \$12,840 savings to the City.
- Continued the volunteer team to manage and deliver the Get Ready Program.
- Implemented a testing process for the Daily Training Bulletins.
- Established a personnel recruitment team, updated the Master Training Plan and the Field Training Officer program.
- Held the first Youth Academy providing an educational opportunity for youth in the community.



*Range training*

***Program Goals FY 11/12***

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: Professional Standards**

Division Number 2200

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Training & Development	0.25		425	122,184	500	42,157		164,841	
Training & Develop-POST	0.25		425	47,908		57,700		105,608	30,000
Recruitment & Selection	0.50		850	91,184				91,184	
<b>TOTAL</b>	<b>1.00</b>	<b>0.00</b>	<b>1,700</b>	<b>261,276</b>	<b>500</b>	<b>99,857</b>	<b>0</b>	<b>361,633</b>	<b>30,000</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	271,508	253,291	431,511	426,511	261,276
Contract Services			500	500	500
Materials and Supplies	72,498	51,805	97,421	97,421	99,857
Capital Outlay					0
<b>TOTAL</b>	<b>344,006</b>	<b>305,096</b>	<b>529,432</b>	<b>524,432</b>	<b>361,633</b>

**Department**

**Name:** Police

**Program:** Investigations

**Budget:** \$821,291

**Personnel Allocation:** 5.00

**Revenue:** \$8,400

**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. 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 and gang registrants. Detectives are also assigned to general investigation, which includes burglary, arson, auto theft, check fraud, grand theft, and narcotics registrants.

**Narcotics Investigations:** One full-time police officer is assigned to the Marin County Major Crimes Task Force. This task force, which is comprised of officers from allied agencies, concentrates on narcotic offenses in the County of Marin.

**Child Abuse:** Detectives investigate child physical and sexual abuse cases and work in collaboration with Marin Child Protective Services, Marin Rape Crisis Unit, Jeanette Prandi Children’s Center and other child and youth-serving organizations.

**School Resource Program:** The second of two School Resource Officers was eliminated through department budget reductions for FY 2011/12. Programs previously offered through School Resource Officers, including investigations of school-related crime, missing juveniles, and child abuse cases, and attendance at expulsion hearings, school attendance review boards, and a variety of school-related committees will be eliminated and/or performed by on-duty patrol officers.

**Program Accomplishments FY 10/11**

- 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).
- Assisted Marin Abused Women’s Shelter and Marin County Domestic Violence Coordinating Council (DVCC) with Domestic Violence update training for Marin County police officers.
- Provided training classes for County law enforcement agencies on domestic violence investigations.
- Offered a series of training presentations on gang awareness education and identification to Marin County school staff for parents and educators.

**Program Goals FY 11/12**

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: Investigations**

Division Number 2600

**Summary of 2011/12 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<b>Program Elements:</b>									
Criminal Investigations	5.00		8,500	741,940	28,808	50,543		821,291	8,400
<b>TOTAL</b>	<b>5.00</b>	<b>0.00</b>	<b>8,500</b>	<b>741,940</b>	<b>28,808</b>	<b>50,543</b>	<b>0</b>	<b>821,291</b>	<b>8,400</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	952,743	941,277	954,608	954,608	741,940
Contract Services	31,659	28,029	28,063	28,063	28,808
Materials and Supplies	53,715	50,824	65,412	64,127	50,543
Capital Outlay					0
<b>TOTAL</b>	<b>1,038,117</b>	<b>1,020,130</b>	<b>1,048,083</b>	<b>1,046,798</b>	<b>821,291</b>

**Department Name:** Police

**Program:** Patrol

**Budget:** \$6,823,856

**Personnel Allocation:** 41.00

**Revenue:** \$639,209

***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 hot crime areas in the city.

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

**Bicycle Patrol Program:** This element employs several 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 10/11***

- Continued the Top the Cops drag racing program at Infineon Raceway.
- Offered the Safe Holiday program with school presentations.
- Handled 20,911 calls for service.
- Continued a Youth Alcohol Education grant program to educate the community on the impacts surrounding underage drinking.
- Continued to enhance the Patrol vehicles' MDCs and digital camera systems.
- Located a site for a satellite office at Hamilton. This office provides space for officers to use when writing reports, conducting follow up phone calls and making computer inquiries.
- Developed a new Public Nuisance ordinance and updated the Intern program.

***Program Goals FY 11/12***

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: Patrol**  
Division Number 2700

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Debt Service	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours							
<b>Program Elements:</b>										
Patrol Administration	2.00		3,400	452,591		683			453,274	
Patrol Operations	37.00	2.0	67,060	5,442,865	34,338	504,136	55,289		6,036,628	639,209
Range Activities						19,853			19,853	
K-9 Program	2.00		3,400	265,221	8,615	40,265			314,101	
<b>TOTAL</b>	<b>41.00</b>	<b>2.00</b>	<b>73,860</b>	<b>6,160,677</b>	<b>42,953</b>	<b>564,937</b>	<b>55,289</b>	<b>0</b>	<b>6,823,856</b>	<b>639,209</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	5,672,780	5,665,502	5,979,978	5,987,233	6,160,677
Contract Services	22,354	22,480	41,905	39,650	42,953
Materials and Supplies	438,177	440,176	470,241	447,070	564,937
Debt Service	132,693	132,693	132,694	132,694	55,289
Capital Outlay	11,752				0
<b>TOTAL</b>	<b>6,277,756</b>	<b>6,260,851</b>	<b>6,624,818</b>	<b>6,606,647</b>	<b>6,823,856</b>

**Department Name:** Police**Program:** Traffic**Budget:** \$637,116**Personnel Allocation:** 4.00**Revenue:** \$85,200**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 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 the 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 10/11**

- 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.
- Obtained four new Light Detection and Ranging (LIDAR) devices, allowing officers to measure the speed of vehicles.
- Submitted and received funding for a \$135,557 Office of Traffic Safety (OTS) grant for Youth Bicycle Education and Enforcement program.
- Received two grants from OTS: \$17,294 for sobriety checkpoint enforcement and a \$2,158 grant for seatbelt enforcement.
- Submitted California Highway Patrol Challenge Award for Traffic Enforcement.
- Conducted pedestrian enforcement operation.
- Participated in Avoid the 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 495 collisions and issued 1,813 speeding citations, 2,583 hazard violations, 859 seatbelt non-compliance citations and 1,445 parking violation citations.

**Program Goals FY 11/12**

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.

PD

**Program: Traffic**  
Division Number 2800

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Administration	1.00		1,700	179,608	5,253	51,718		236,579	
Traffic Operations	3.00		5,100	386,890	500	13,147		400,537	44,300
Special Traffic Services									40,900
<b>TOTAL</b>	<b>4.00</b>	<b>0.00</b>	<b>6,800</b>	<b>566,498</b>	<b>5,753</b>	<b>64,865</b>	<b>0</b>	<b>637,116</b>	<b>85,200</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	632,282	712,318	540,060	540,060	566,498
Contract Services	2,834	2,837	5,125	5,125	5,753
Materials and Supplies	57,508	61,148	69,105	67,664	64,865
Capital Outlay					0
<b>TOTAL</b>	<b>692,624</b>	<b>776,303</b>	<b>614,290</b>	<b>612,849</b>	<b>637,116</b>

**Department Name:** Police

**Program:** Special Police Services

**Budget:** \$275,473

**Personnel Allocation:** 1.67

**Revenue:** \$98,333

**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, Special Response Team/Hostage Negotiation Team, Police Explorer Program, Chaplain Program, Open House, Special Events, and the Citizen’s Police Academy.

**Program Elements**

**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:** This two-year limited term Federal grant is administered by the Marin County Sheriff’s Department. 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 funding for this position will cease February 29, 2012.

**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.



SWAT team

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 (Youth Reserve) Program:** This element gives young adults and teenagers the opportunity to view a potential law enforcement career. The Youth Reserves assist patrol officers with minor cases, providing traffic control at City events, and other light duties. Youth Reserves are often called upon to assist at special events.

**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 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 10/11*** \_\_\_\_\_

- Completed one Girls Forum workshops on sexual assault prevention,
- Held joint critical incident and hostage training,
- Updated SRT weapons system,
- Held training on use of new equipment and weapons,
- Held SWAT certification training,
- Obtained equipment from a Homeland Security grant,
- Assigned one officer to the Marin County COPE team and one officer assigned to the Marin County Major Crimes Task Force.

***Program Goals FY 11/12*** \_\_\_\_\_

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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PD

**Program: Special Police Services**

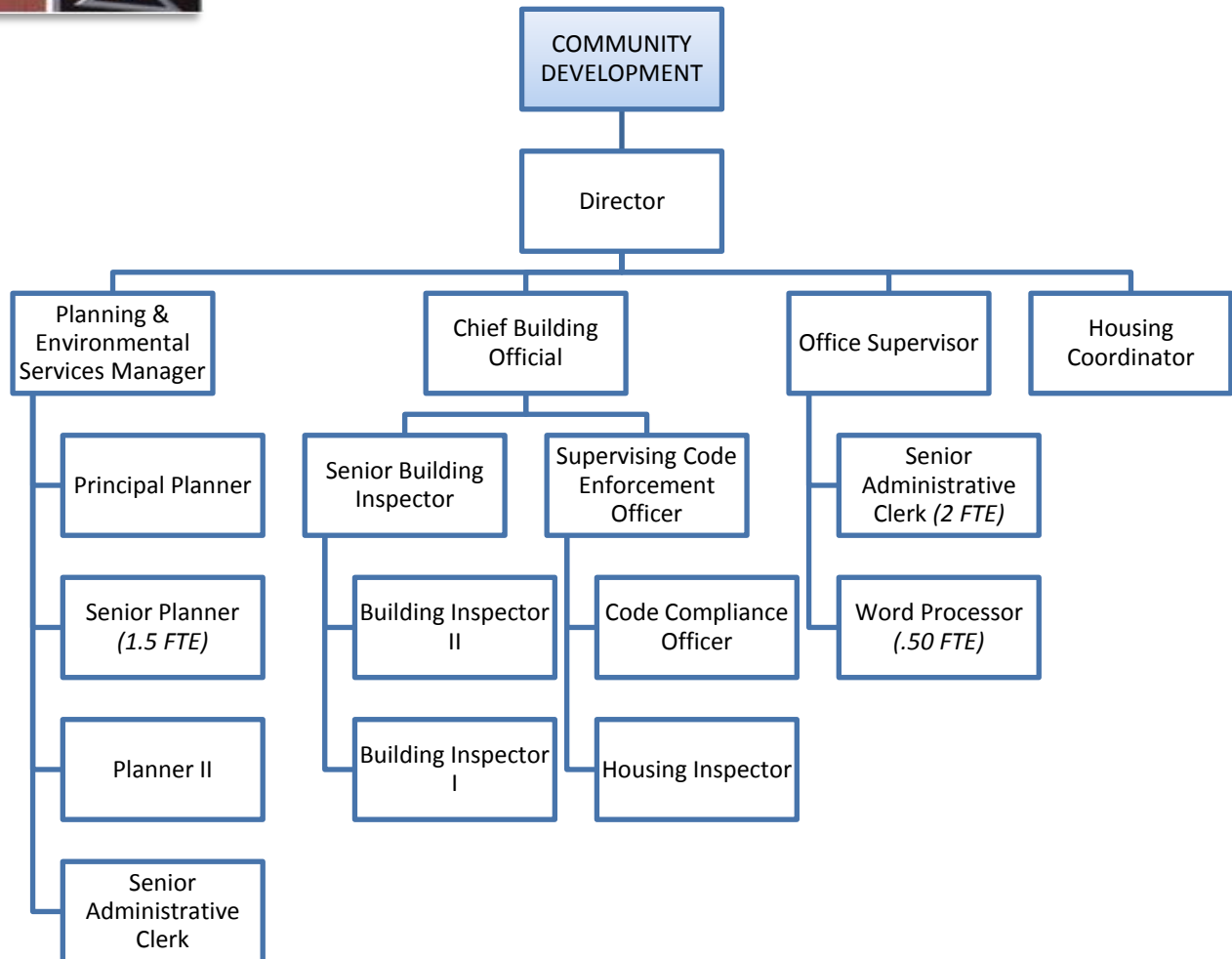
Division Number 2900

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Major Crimes Task Force	1.00		1,700	135,768	1,517			137,285	
COPE	0.67		1,139	89,219				89,219	83,333
Special Response Team				18,709		10,059		28,768	
Explorers						158		158	
Chaplain Program						1,366		1,366	
Special Events				18,677				18,677	15,000
<b>TOTAL</b>	<b>1.67</b>	<b>0.00</b>	<b>2,839</b>	<b>262,373</b>	<b>1,517</b>	<b>11,583</b>	<b>0</b>	<b>275,473</b>	<b>98,333</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	34,358	193,164	290,904	290,904	262,373
Contract Services	193,849	38,817	1,480	1,480	1,517
Materials and Supplies	7,853	4,717	11,300	11,300	11,583
Capital Outlay					0
<b>TOTAL</b>	<b>236,060</b>	<b>236,698</b>	<b>303,684</b>	<b>303,684</b>	<b>275,473</b>

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## Revenue &amp; Appropriation Summary

	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
<b>Revenues</b>					
Publications & Reports	300	300	80	(220)	(73.33)%
Building Plan Check/School District	932	932	670	(262)	(28.11)%
Abandoned Vehicle Program	34,500	34,500	31,377	(3,123)	(9.05)%
Building Permit Investigative Fees	150,000	150,000	155,000	5,000	3.33%
Residential Inspection Fees	175,000	175,000	191,000	16,000	9.14%
Plan Storage Fees	21,800	21,800	18,003	(3,797)	(17.42)%
Administration Fees	27,800	27,800	44,042	16,242	58.42%
Cost Recovery Fees - Clerical Fees	15,150	15,150	14,355	(795)	(5.25)%
Home Occupation Permit	7,300	7,300	7,450	150	2.05%
Tree Removal Permit	3,883	3,883	5,818	1,935	49.83%
Planning Flat Fees	9,850	9,850	9,457	(393)	(3.99)%
Cost Recovery - Private Projects	139,941	139,941	110,000	(29,941)	(21.40)%
Planning Final Site Inspection			2,000	2,000	-
Building Plan Check/Planning	18,862	18,862	18,593	(269)	(1.43)%
Appeals	5,000	5,000	11,102	6,102	122.04%
Cost Recovery Penalties	4,500	4,500	6,476	1,976	43.91%
Building Plan Check Fees	232,848	232,848	170,000	(62,848)	(26.99)%
Building Plan Check/Consultants	1,000	1,000	-	(1,000)	(100.00)%
Energy Plan Check Fees	70,560	70,560	65,609	(4,951)	(7.02)%
Crime Prevention Plan Check	5,702	5,702	2,304	(3,398)	(59.59)%
Building Permits	520,000	520,000	450,000	(70,000)	(13.46)%
Electrical, Plumbing, & Mechanical Permit	230,000	230,000	205,000	(25,000)	(10.87)%
<b>Department Total</b>	<b>\$1,674,928</b>	<b>\$1,674,928</b>	<b>\$1,518,336</b>	<b>(156,592)</b>	<b>(9.35)%</b>
<b>Appropriations</b>					
Administration	204,348	204,097	210,071	5,723	2.80%
Code Enforcement	295,711	298,241	301,674	5,963	2.02%
Planning	578,914	578,782	608,190	29,276	5.06%
Clerical Support Services	132,766	132,766	136,332	3,566	2.69%
Building Inspection	561,257	559,405	575,726	14,469	2.58%
<b>Department Total</b>	<b>\$1,772,996</b>	<b>\$1,773,291</b>	<b>\$1,831,993</b>	<b>58,997</b>	<b>3.33%</b>

**Department Mission Statement**

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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**

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The Community Development Department is responsible for administering land use policies, environmental regulations, and design standards based on Federal, State and local requirements.

The Planning Division administers the Novato General Plan, the local governing policy document that reflects the City's vision of land use and development and which provides policy direction for department operations.

The City's Housing Program manages affordable housing located throughout the City and is integrated into housing planning activities.

The Building Division is responsible for regulating and maintaining construction projects according to State Building and Housing Codes. This Division also assists in staffing the City's One-Stop Shop and Faxmit permitting services. Online issuance of minor building permits will be initiated in FY 2011/12.

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 multifamily inspection program, which was transferred from the County of Marin to the City of Novato in 2007. The multifamily inspection program complements the residential resale inspection program by providing ongoing monitoring of the overall conditions of a range of housing types.

The Community Development Department provides staffing to various commissions and committees, with the Planning Division providing technical assistance to the Planning Commission and Design Review Commission. Currently, the Planning Division is also working with the General Plan Steering Committee and the City Manager's Ad Hoc Housing Working Group on advanced planning projects. Building and Code Enforcement staffs provide assistance to the Novato Housing, Zoning and Building Codes Appeals Board.

The Department is committed to completing key programs that will bolster the City's economic base and enhance its environmental character. The Department has been overseeing the review of important retail/mixed use projects, including Hanna Ranch and Burdell Commons. The Department prepared a green building ordinance for civic and commercial development to complement the existing green building ordinances for single and multifamily residential projects and recently updated those ordinances to be consistent with new State law provisions.

The Community Development Department works closely with the Redevelopment Agency to encourage and foster quality projects on the few remaining opportunity sites within the City.

The City of Novato has demonstrated leadership in providing an array of affordable housing opportunities. The Community Development Department facilitated approval of Warner Creek, a 60 unit senior housing project affordable to very low income residents. The project will be under construction in FY 2011/12.

The Community Development Department strives to collect fees that reflect the true costs of providing services, to operate efficiently, and to develop innovative programs for improved services.

### ***Department Goals FY 2010/11***

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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***

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- The Department is adjusting priorities in order to maintain a high level of customer service while functioning with reduced staffing
- The Planning Division has engaged in an extensive public outreach effort related to the Housing Element update and facilitated the City Manager's Ad Hoc Housing Working Group in developing housing site and policy recommendations
- An update of the General Plan and a study of the North Redwood area were placed on hold due the intense community interest and staffing demands for the Housing Element update
- The Department is working to improve department effectiveness and customer service, particularly the efficiency of home resale inspections and online issuance of minor building permits
- Housing staff has been working to minimize the impacts on the City's deed restricted housing program caused by the downturn in the housing market
- Several large scale development projects, including Hanna Ranch and Burdell Commons, are under review by the Department
- The Community Development staff is collaborating with the Redevelopment Administrator on economic development efforts and beneficial use of City-owned land.

### **Environmental Management**

As environmental sustainability becomes integrated into the policies and work practices of the City, the City Council has transferred responsibility for this activity to the Community Development Department. The Planning and Environmental Manager has lead responsibility for these efforts in coordination with the City Council, City Manager and other departments. A major goal will be the prioritization of initiatives in the Climate Change Action Plan for Council review and consideration during the next year.

Through the American Reinvestment and Recovery Act (ARRA) of 2009, the City was awarded an Energy Efficiency and Conservation Block Grant (EECBG) from the Department of Energy for \$481,900. With the first \$100,000 of this grant, the City prepared and the Council approved the final Climate Change Action Plan (CCAP), and the final Energy Efficiency and Conservation Strategy (EECS). Two projects were initiated with these funds:

- An Energy Efficient Streetlight Conversion Program in which 430 High Pressure Sodium Vapor (SPSV) and Metal Halide (MH) streetlights will be replaced with energy efficient equivalents; and
- A Municipal Financing Program where the City will participate in a municipal financing program to allow Novato property owners to fund energy efficiency improvements and renewable energy installations through an assessment on their property bill.

In December 2010, the City Council approved a recommendation to reallocate \$85,000 of the City's EECBG funds from the Municipal Financing Program to the Energy Efficient Streetlight Conversion Program. With this reallocation of funds, 683 streetlights will be retrofitted. The reallocation is a result of a local Property Assisted Clean Energy (PACE) program that would take a first position in a home mortgage, and due to the foreclosure crisis, the national mortgage guarantee organizations (Federal Housing Finance Agency, Freddie Mac and Fannie Mae) have not agreed to subordinate their mortgage to being paid after repayment of a PACE loan. The issue of loan supremacy caused most local PACE programs to discontinue their loan programs. Staff continues to work with the City of San Rafael, the County of Marin, and the Sonoma County Energy Independence Program (SCEIP), to investigate ways to reestablish the Municipal Financing Program.

### Code Enforcement

The Code Enforcement Division continues to engage property owners and tenants in programs to enhance the quality of life in Novato with attention to living conditions and the appearance of the community. Graffiti abatement remains a prime focus and will continue with new and enhanced methods for action in FY 2011/12. Code Enforcement has partnered with Administrative Services, Novato Police and Public Works departments in an effort to revise our current enforcement of nuisance graffiti. A pilot volunteer program has been initiated and early results appear successful. Code Enforcement anticipates working with a volunteer throughout the upcoming fiscal year to help address a greatly increased level of code complaints.



The Division has been conducting monthly public hearings before the Zoning, Housing and Building Codes Appeal Board to reduce the backlog of cases and enhance compliance. Several properties have been declared a public nuisance, which resulted in the property owners abating violations. FY 2010/11 has again seen numerous changes in California Building Codes. Code Enforcement staff, along with the Building Division, worked with various organizations and citizens to explain the new and complex changes in State laws and to help citizens.

The resale inspection program continues to ensure safe, reliable housing in the community. Changes in processing resale reports will allow for an enhanced availability of completed reports. The previous 10-day processing has been reduced to five days, with many reports available within one to two days. Code Enforcement is researching the feasibility for online scheduling and report retrieval. Code Enforcement is now conducting Federal Emergency Management Agency (FEMA) flood identification for resale properties. These new procedures have enabled staff to process resale reports in one business day. Code Enforcement will continue to explore ways to make our resale services more efficient and helpful for the public.



The Division's response to citizen complaints may experience delays for investigation and resolution due to the overwhelming number of citizen complaints. It is hoped that, with the assistance of volunteers, staff can retain a high level of customer service in responding to citizen complaints. Life safety issues will receive priority, but all complaints are important and will be investigated. The City of Novato remains committed to working with tenants, property owners and property managers in an effort to ensure safe housing for the community.

Code Enforcement staff will continue to assist and educate citizens in building and housing law changes. Representatives from Planning, Building, and Code Enforcement are currently available Monday through Thursday to assist citizens with permit issuance and to answer questions.

### **Planning Division**

Advanced planning activities have been a major focus for the Planning Division, specifically the update to the City's Housing Element. In June 2010, staff prepared an initial proposal that identified housing opportunity sites within Novato. However, there was considerable community concern over the location of the sites, and the proposed density that would be permitted. From August 2010 to October 2010, three work sessions were held with the City Council and residents to continue discussions regarding the issue of affordable housing. In October, the City Manager announced the formation of the City Manager's Ad Hoc Housing Working Group with a goal of identifying housing opportunity sites, as required by State General Plan Law, consistent with community-wide values; address challenges associated with existing as well as future affordable housing sites in the City, after determining the extent of the problems; and determine how the City and its citizens can influence State and regional policies that affect Novato, including the next series of ABAG's affordable housing allocations to cities and counties in the region. The process with the Working Group concluded in June 2011, with a recommendation to the City Council on a series of sites to incorporate into the City's draft Housing Element. In FY 2011/12 staff will prepare the draft Housing Element and will bring this document for review by the Planning Commission and City Council.

Staff put the Redwood Boulevard study process on hold in June 2010, as the issue of identifying additional affordable housing sites created significant debate in the community, strained limited staff resources, and over-lapped with planning work in the Redwood Boulevard study area. Staff plans to resume discussion of the Redwood Boulevard study with the Planning Commission early in the new fiscal year. In addition, staff will resume work on the General Plan update process. The City will need to identify a new partner in preparing the General Plan and its companion environmental document, since the previous consultant was released from its contract with the City in December 2010.

Larger scale private development applications have decreased substantially, but the Division is working on two major development proposals, as well as numerous small projects. Staff has been working extensively with the EIR consultant and development team on The Commons at Mount Burdell (Fireman's Fund) project proposed by American Assets. With a range of proposed uses that includes a hotel, fitness center, residential, retail, and offices, this project has attracted attention from the Novato Housing Coalition and Sustainable Novato. Staff expects that a draft EIR will be released in fall 2011 for public comments, and a decision on this project could be made by City Council in 2012.

Staff is also working with the development team that purchased the Hanna Ranch site. A formal

application was submitted in May 2010 with a proposal to develop the property with a three- or four-story 116 room hotel, a single story 13,500 square foot retail building, a 42,200 square foot two-story building with retail on street level and office space above, and two 5,000 square foot restaurant building sites. Approximately 55% of the site (primarily the hillside area) will remain unimproved and that area will be restored to its natural state. Staff anticipates that the draft EIR will be released for public comments in June 2011, and then brought to the Council for a decision on this proposal in fall 2011.

Development application review takes up only a portion of staff time. Although the number of cost recovery development proposals submitted has declined, demand for One-Stop Shop permits and public information is still strong. Planning staff continues to spend considerable time handling fixed fee applications which are not always fully cost covered, performing tasks such as addressing properties, responding to general information requests and inquiries at the counter and by phone, providing information to customers interested in development opportunities, and assisting other Community Development Department divisions and other City departments.

The staffing level for FY 2010/11 has been extremely challenging. In the previous two fiscal years, a total of four planner positions were eliminated. In addition, beginning in FY 2010/11, one of the four remaining planners had half of his time dedicated to the Redevelopment Agency. Another planner is dedicated to managing the General Plan update process, which leaves 2.5 FTE planners available for development review and the many activities listed above. Overall, this represents more than a 50% reduction in Planning staff. The Division maintained its ability to process planning applications; however, providing daily service to residents and businesses at the front counter and by phone, and managing a workload of small and larger projects is a constant balancing act of prioritizing competing service demands.

### **Clerical Services**

Demand for permit services decreased slightly in FY 2010/11 as a result of moderate residential and nonresidential construction activity. One-Stop-Shop activity has remained near historic levels, however. Phase II of the CRW TrakIt.NET Enterprise initiative has been partially completed with the implementation of online records search. The ePermits database link is available from the City's Building Division home page and is accessible 24 hours a day. Citizens, contractors, real estate agents, architects, and other interested parties have the ability to view Building permits, Planning projects and Code Enforcement records. The site offers 24-hour, real-time status of current plan check reviews, closed code enforcement cases and building inspection results.

Completion of Phase II of the overall system upgrades will include online permit processing for minor building permits. Contractors currently enrolled in the Faxmit Permit Program will be the first to migrate to the internet-based permitting program and the system will be available to the public approximately 90 days later. Processing permits online enables the Department to provide improved service to its citizens while alleviating the staff from many of the permitting related tasks. The final phase of this initiative will be the addition of Internet-based inspection scheduling, which should be complete before the end of the year. Internet-based technology enables the Department to provide contractors and citizens with a streamlined and cost-effective solution. In addition, by August 2011, the Department will install a computer station in the reception area for the public to use in accessing online records, scanned building records, and submit of service requests.

Despite a decline in construction activity in FY 2010/11, staff has remained busy due to the elimination of a full-time front counter clerical position as a result of the City's budget reduction efforts. One-Stop Shop service continues to be offered four days per week for two hours each day, with the number of customers served during this time increasing, and with peak attendance occurring between late April and mid-October. Staff continues to monitor the feasibility of maintaining these hours to ensure service to the public is not negatively impacted.

### **Building Division**

New residential and commercial development has been active, but on a smaller scale than it was several years ago. The residential remodel market, which expanded over the last two years, remains strong with short sales and foreclosures feeding remodeling activity. New homeowners are phasing in remodeling projects for long-term residency and investors are making repairs and upgrades before placing the homes up for sale or rent.

Permits issued at our popular One-Stop Shop continue to generate most of the inspections for residential remodels, additions, and other minor work. These inspection requests continue at a very steady level and will be enhanced in FY 2011/12 by the new Internet-based system for minor building permits. Staff will be expanding the online service to additional types of permits in the future.

The real estate market continues to be slow in comparison to four to six years ago; however, there is some new construction activity. The Landing at Hamilton, last year's only new subdivision, is still under construction. This 28-home subdivision is located between the US Coast Guard hangar and South Gate subdivision. Rudnick Estates (Plum St), a 28-home subdivision, will finish the last of the subdivision work in late summer and will start construction of the first phase of the homes in early fall. Canyon Green, a 25-unit subdivision on the site of the old Novato Hospital, may begin construction during the next fiscal year.

The 61-unit Warner Creek Senior Housing project starts construction this summer and should be completed in about a year.

The Division continues to work with commercial builders for nonresidential uses including new construction, alterations and tenant improvements. Bio Marin continues to acquire buildings to expand and improve its facilities in various locations within Bel Marin Keys Industrial Park, and the company has also moved some administrative offices to 100 Wood Hollow Drive, keeping the Building Division busy with tenant improvement inspections. In-N-Out Burger Corporation is investigating construction opportunities on Enfrente Road and, if approved, the new restaurant could be completed in the next fiscal year.

In FY 2011/12, much of the Division's work will still focus on smaller residential projects but several ongoing and new commercial projects will balance the workload. The new building for Circle Bank on the corner of Grant Avenue and Redwood Boulevard is scheduled to be completed in April 2012 and will further enhance the redevelopment of downtown Novato. The new laboratory building for the Buck Institute continues with the interior work ahead of



*Circle Bank building, 999 Grant Avenue*

scheduled completion in June 2012.

Other Division highlights include:

- Over 70% of the total building permits issued are processed at our busy One-Stop Shop serving an average of 70 to 80 citizens each week.
- There has been a steady increase in energy conservation permits such as photovoltaic electrical systems for both commercial and residential projects.
- The Green Building requirements were amended in January 2011 to include the statewide California Green Building Standards Code. Developers and property owners have accepted sustainable building requirements to help improve the environment and reduce energy use.
- The enhancement of the CRW permit software provides automated inspection requests, online inspections results, and the ability to check the status of permit reviews, projects, record searches and will soon include online minor permit issuance.
- The Division's web pages are regularly updated with changes to the codes, new forms, bulletins and consumer alerts. These provide complete instructions to the public on the various steps of the permit process, as well as other pertinent information.

## Housing

The annual report to the State on the City's Housing Element was prepared by staff and was approved by City Council. The Division is working with the City's Redevelopment Agency to investigate very low-income senior housing opportunities. The Division has been in contact with developers and non-profit organizations to facilitate partnerships for providing affordable housing.

The Housing Coordinator continues to monitor existing affordable units. The Division has been dealing with the difficult situation created by current economic conditions. Three affordable units in Meadow Park were purchased by the Redevelopment Agency in FY 2008/09 to preserve their affordable housing restriction. The units were sold the following year, despite difficulties caused by the downturn in the housing market, and staff worked with the City Council on developing guidelines for handling future similar situations.

The City of Novato became a CDBG (Community Development Block Grant) entitlement City in 2007. Staff worked with the City Council on the most recent local allocation of CDBG funds, and will be discussing management of administrative activities with the City Council later this year as the City's agreement with the County for those services will be expiring.

**Department Performance Measures**

	<b>Actual FY 09/10</b>	<b>Actual FY 2010/11</b>	<b>Projected FY 2011/12</b>
<b>Building Inspection Performance Measures:</b>			
Number of annual inspections	5,205	4,675	4,700
Percentage of inspections completed on scheduled day	99%	99%	99%
<b>Code Enforcement Performance Measures:</b>			
Number of annual complaints	1,500	2,200	2,300
Percentage of complaints by category			
Building	45%	50%	45%
Abatement	20%	20%	25%
Zoning	30%	35%	25%
Engineering/Other	5%	5%	5%
Percent of complaints resolved within 12-month period	75%	75%	70%
<b>Planning Performance Measures:</b>			
Number of private projects received	72	112	100
Number of private projects approved	59	93	83
Number of hours spent on private projects	1,546	1,800	1,600
Average hours per project	21	16	16
<b>Clerical Support Services Performance Measures:</b>			
Total number of permits processed/issued	2,586	2,332	2,078
Percentage of all permits issued under One-Stop Shop Program	72%	78%	75%
Average time to process approved One-Stop Shop Permits	12 minutes	12 minutes	12 minutes

**Department****Name:** Community Development**Program:** Administration**Budget:** \$210,071**Personnel Allocation:** 0.70**Revenue:** \$750

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**Program Description**

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The Community Development Director plans and manages the overall activities of the Department, including the Planning, Building and Code Enforcement Divisions, as well as the Housing Coordinator, and provides policy direction regarding services provided to the Council and community.

**Program Elements**

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**Administration:** The 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. 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 2010/11**

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- Began integration of environmental services into Community Development.
- Implemented updates and enhancements to the Department's web site.
- Led community outreach on Housing Element Update.

**Program Goals FY 2011/12**

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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 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Administration	0.70		1,190	149,073		57,411		206,484	750
Sustainability					2,101	1,486		3,587	
<b>TOTAL</b>	<b>0.70</b>	<b>0.00</b>	<b>1,190</b>	<b>149,073</b>	<b>2,101</b>	<b>58,897</b>	<b>0</b>	<b>210,071</b>	<b>750</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	106,096	132,465	141,897	141,897	149,073
Contract Services	263		2,050	2,050	2,101
Materials and Supplies	38,578	25,315	60,401	60,150	58,897
Capital Outlay					0
<b>TOTAL</b>	<b>144,937</b>	<b>157,780</b>	<b>204,348</b>	<b>204,097</b>	<b>210,071</b>

**Department****Name:** Community Development**Program:** Code Enforcement**Budget:** \$301,674**Personnel Allocation:** 3.10**Revenue:** \$388,079

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**Program Description**

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Code Enforcement staff reports to the Chief Building Official and provide services related to Community Development, including administration, complaint investigation, resale home inspection services, resale permit issuance, and multifamily housing inspections.

**Program Elements**

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**Administration:** This function reviews and writes new ordinances relating to housing inspection and zoning issues. The position 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. Administration 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, hazardous material incidents, and conducts community outreach programs in cooperation with the Police Department and Fire District. This section also supervises field operations.

**Resale Inspection Services:** Coordinates and directs inspection program prior to the sale of single family and condominium residences.

**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.

**Multifamily Housing Inspection:** Coordinates with property owners of apartment complexes, hotels and motels for access to apartments and rooms for housing inspection. Identifies 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 2010/11**

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- Improved processing time for issuance of resale inspection reports from 10 days to five days, with many reports available within one to two days.
- Worked on a difficult remediation of an illegal medical marijuana dispensary.
- Conducted monthly public hearings before the Zoning, Housing and Building Codes Appeal Board to reduce the backlog of cases and enhance compliance.

**Program Goals FY 2011/12**

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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 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Code Enforcement	1.70		2,890	159,192	6,830	11,447		177,469	271,079
Resale Inspection	1.35		2,295	119,146				119,146	117,000
One-Stop Shop	0.05		85	5,059				5,059	
<b>TOTAL</b>	<b>3.10</b>	<b>0.00</b>	<b>5,270</b>	<b>283,397</b>	<b>6,830</b>	<b>11,447</b>	<b>0</b>	<b>301,674</b>	<b>388,079</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
<b>Program Inputs:</b>					
Personnel Services	347,392	317,719	272,383	272,383	283,397
Contract Services	960	2,320	6,663	6,663	6,830
Materials and Supplies	12,375	13,586	16,665	19,195	11,447
Capital Outlay					0
<b>TOTAL</b>	<b>360,727</b>	<b>333,625</b>	<b>295,711</b>	<b>298,241</b>	<b>301,674</b>

**Department****Name:** Community Development**Program:** Planning**Budget:** \$608,190**Personnel Allocation:** 4.70**Revenue:** \$182,985**Program Description**

The Planning Division consists of seven program elements providing public services, including: Public Information, Current Planning, Long-Range Planning, Public Projects, Affordable Housing Program, One-Stop Shop, and Administrative Services. The Planning Division staffs the Planning Commission and Design Review Committee.

**Program Elements**

**Planning Administration:** Directs activities of the Planning Division and coordinates interaction with other City departments and outside agencies. Staff is responsible for prioritizing workloads and implementing Council goals and projects. Administration manages and provides support to professional planning positions, a number of consultant planners contracted on an as-needed basis, and various commissions and committees. This element provides direction to planning staff on a wide range of personnel, policy and procedural issues. Planning Administration defines best practices and procedures for each program element and is responsible for development and implementation of staff training and support. It 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. Administration is wholly responsible for verifying and ensuring the quality and efficiency of the Planning Division's work product.

**Public Information:** Provides a wide array of information to individuals, governmental interests, community groups, property owners, contractors, and developers who are seeking permits, information, or data on a variety of land use, zoning, and local planning policies or programs. This element is the initial point of public contact for planning operations including permits, zoning regulations, and fees. It receives all initial applications for various development or zoning permits and responds to all routine information requests at the public counter and to all general phone and web site inquiries. This element also assists the Building Division during the City's One-Stop Shop public counter operations. It reviews over-the-counter planning and building permits for a range of activities as well as assists code enforcement activities by researching complaints related to zoning violations.

**Public Projects (CIP):** Provides services to other City departments to assist in the capital improvement program (CIP) and other special projects. This element is responsible for a variety of tasks such as: performance of environmental reviews required under the California Environmental Quality Act (CEQA), General Plan consistency review, coordination of inter-agency referrals, public outreach programs, public noticing, preparation of staff reports, and participation in the budget preparation process for the overall City CIP program.

**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 provides support to the Redevelopment Agency and 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 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.

**Private Project Processing:** Staff is engaged in processing a variety of entitlement activities including 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 Committee 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.

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

### ***Program Accomplishments FY 2010/11*** \_\_\_\_\_

- Continued work on two major development proposals and many smaller scale applications.
- Engaged in a major public outreach and education effort to facilitate planning for housing in Novato and update of the City's Housing Element.

### ***Program Goals FY 2011/12*** \_\_\_\_\_

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 2011/12 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<b>Program Elements:</b>									
Administration	1.25		2,125	189,844		16,454		206,298	29,267
Public Information	0.80		1,360	90,123				90,123	
Planning Commission	0.25		425	35,722		106		35,828	
Special Projects	0.20		340	24,066				24,066	
General Plan/ Long-Range Planning	0.42		714	55,478				55,478	
Private Project Processing	1.38		2,346	149,122				149,122	153,718
Design Review Committee	0.35		595	43,672				43,672	
Housing & Svcs Commission	0.05		85	3,603				3,603	
<b>TOTAL</b>	<b>4.70</b>	<b>0.00</b>	<b>7,990</b>	<b>591,630</b>	<b>0</b>	<b>16,560</b>	<b>0</b>	<b>608,190</b>	<b>182,985</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
<b>Program Inputs:</b>					
Personnel Services	1,134,551	834,998	562,488	562,488	591,630
Contract Services	7,581	4,708			0
Materials and Supplies	24,497	16,422	16,426	16,294	16,560
Capital Outlay					0
<b>TOTAL</b>	<b>1,166,629</b>	<b>856,128</b>	<b>578,914</b>	<b>578,782</b>	<b>608,190</b>

**Department Name:** Community Development

**Program:** Clerical Support Services

**Budget:** \$136,332

**Personnel Allocation:** 1.85

**Revenue:** \$31,837

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### ***Program Description***

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

### ***Program Elements***

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**Department Support Services:** Staffed by an office supervisor and senior administrative clerks, this program provides clerical support services vital to the operations of the Department. Administrative clerks screen, accept, and forward permit applications to appropriate divisions for review and approval. Minor residential permits are issued by the administrative clerks during normal work hours in addition to the One-Stop Shop hours. Current construction schedules often require that clerical staff process 15 to 25 residential and commercial building permits per week. The Faxmit program, available on a daily basis, allows contractors to obtain certain types of permits without the need to come to City Hall.

The administrative clerks perform the cashiering function for the department, collecting and processing fees associated with applications, permits, business licenses, residential resale reports, etc. Department Support Services 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. Administrative clerks assist 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. Typical items processed are staff reports, resolutions, ordinances, and public notices. Reports are produced for the City Council, Planning Commission, Design Review Committee, and Zoning Administrator. Complex projects include project specifications, requests for proposals, and zoning code updates. This element provides technical support in the areas of template setup, shared drive directories, Microsoft Office Suite applications, and other computer skill resources to staff. With desktop publishing capabilities, this element creates public information pamphlets, brochures, and other departmental graphic services while providing support for the update and maintenance of the City's website.

***Program Accomplishments FY 2010/11*** \_\_\_\_\_

- Continued activity at One-Stop Shop serving 60 to 70 citizens each week (60% of permits issued are processed in this manner).

***Program Goals FY 2011/12*** \_\_\_\_\_

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: Clerical Support Services**

Division Number 4300

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Dept. Support Services	0.60		1,020	44,556				44,556	31,837
Word Processing	0.50		850	36,081				36,081	
One-Stop Shop	0.75		1,275	55,695				55,695	
<b>TOTAL</b>	<b>1.85</b>	<b>0.00</b>	<b>3,145</b>	<b>136,332</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>136,332</b>	<b>31,837</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	230,627	139,365	132,766	132,766	136,332
Contract Services					0
Materials and Supplies	3	110			0
Capital Outlay					0
<b>TOTAL</b>	<b>230,630</b>	<b>139,475</b>	<b>132,766</b>	<b>132,766</b>	<b>136,332</b>

**Department****Name:** Community Development**Program:** Building**Budget:** \$575,726**Personnel Allocation:** 5.05**Revenue:** \$914,685**Program Description**

The Building Division manages five program elements providing public services, including: Administration/Plan Review, Housing and Building Codes Board, Building Inspection, One-Stop Shop, and Building Plan Review.

**Program Elements**

**Administration/Plan Review:** Supervises and directs daily activities of Building Inspectors and Administrative Clerks. This element is responsible for all building plan processing, tracking and final issuance of permits. Minor permits, including Faxmit permits, are processed by the Administrative Clerks on a daily basis. This element also plans, implements, and directs all divisional administrative functions and participates in the preparation of the Department's budget.

**Housing and Building Codes Appeals Board:** Acts on all matters pertaining to building and housing. Comprised of six Novato citizens, the Board is chartered under the authorization of the State Uniform Building Code and provides decisions on substandard properties as well as a variety of Code interpretations and appeals relative to the Building Official's actions. Public hearings are convened at the request of the Code Enforcement Division to determine if a public nuisance or code violation exists.

**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. In addition, under the authority of the Municipal Code, building inspection staff is responsible for plan review and inspection of all new commercial and residential construction, including remodels and additions. This element is responsible for numerous and progressive inspections of foundations, structural frames, electrical systems, mechanical systems, and plumbing systems, as well as California state energy conservation measures and disabled access requirements. In support of this effort, this element maintains inspection records and reports, and has successfully adhered to the City's 24-hour inspection response goal despite significantly increased demand. The building inspection staff collaborates with Code Enforcement Officers when necessary to accomplish the Community Development Department's increasingly complex code enforcement duties. One Building Inspector staffs One-Stop Shop for permit review and to answer questions, in conjunction with field inspection responsibilities.

**One-Stop Shop:** This designated front counter time of four days a week is primarily managed by the Building Division and issues building permits to citizens and contractors over-the-counter. This service provides the public with a coordinated review, response, and approval of minor permits from Building and Planning staff. One-Stop Shop hours are also coordinated with the Public Works counter hours so citizens

may obtain assistance from Public Works staff. This coordination between the two departments provides the public with an opportunity to ask questions and receive assistance during regularly scheduled times.

**Building Plan Review Services:** Provides applicants with coordinated plan review as it pertains to civil engineering and advanced structural aspects during the permit application process. This section monitors and coordinates all major plan review activities and is responsible for contracting with private consultants on complex projects. This section also performs field inspections to ensure compliance with approved plans.

### ***Program Accomplishments FY 2010/11***

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- Implemented new State required energy conservation provisions.
- Processed an increasing number of energy conservation type permits (i.e. photovoltaic electrical systems for commercial and residential projects).
- Updated the nonresidential Green Building Ordinance and the single family and multifamily residential Green Building Ordinances.
- Performed final inspections for major new facilities: Whole Foods, Millworks and BioMarin.
- Issued building permits for third new building at the Buck Institute.
- Launched and implemented the successful Automated Inspection Request System which integrates several software programs and allow applicants to request building inspections through an automated inspection request phone line.

### ***Program Goals FY 2011/12***

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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**

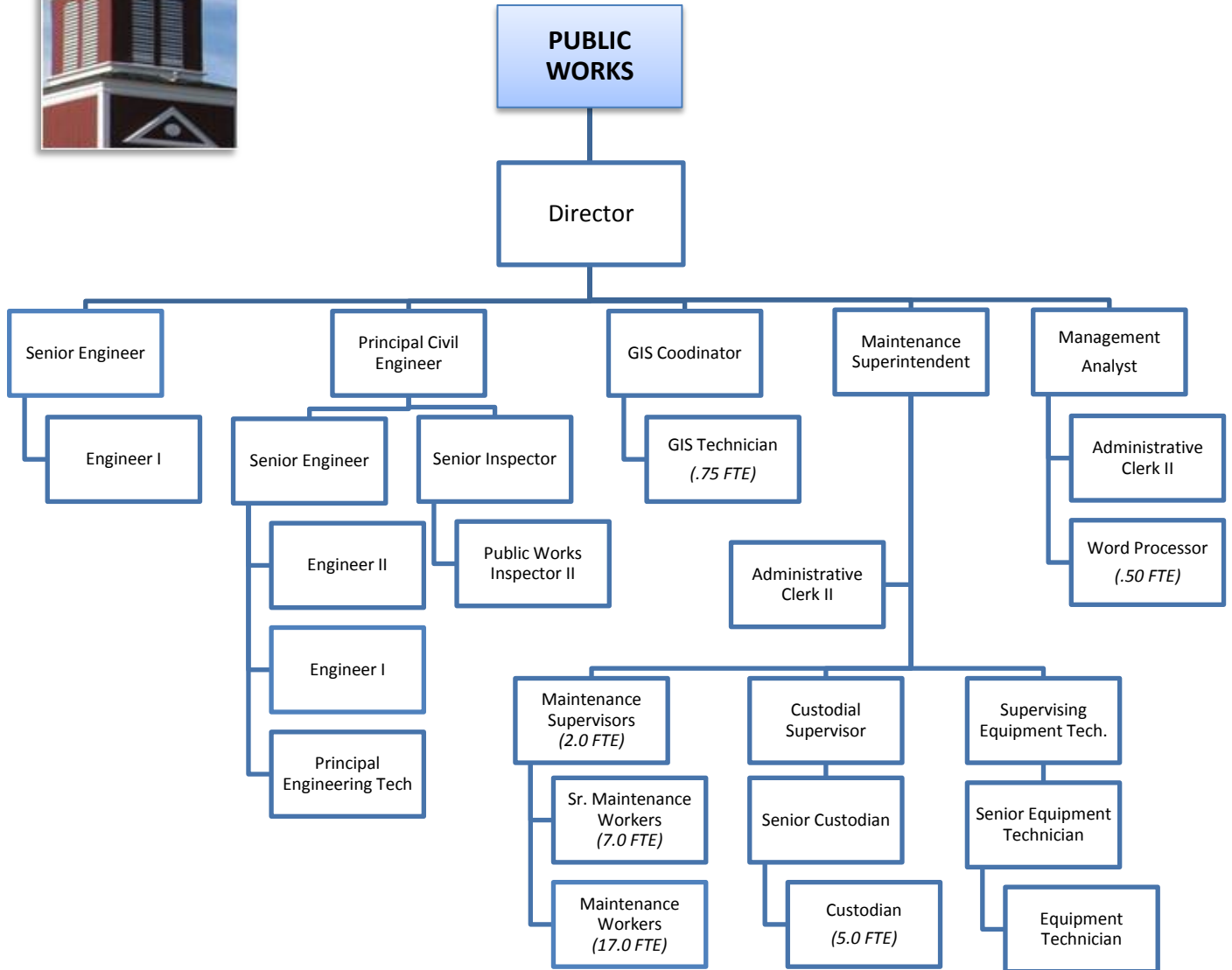
Division Number 4400

**Summary of 2011/12 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<b>Program Elements:</b>									
Administration & Plan Review	0.65		1,105	93,535	1,010	10,354		104,899	259,685
Permit Services	1.00		1,700	75,360	12,608			87,968	
Housing & Building Codes	0.10		170	12,254				12,254	
Building Inspection	2.30		3,910	226,857		28,306		255,163	655,000
One-Stop Shop	0.45		765	48,230				48,230	
Building Site Services	0.55		935	67,212				67,212	
<b>TOTAL</b>	<b>5.05</b>	<b>0.00</b>	<b>8,585</b>	<b>523,448</b>	<b>13,618</b>	<b>38,660</b>	<b>0</b>	<b>575,726</b>	<b>914,685</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	653,758	515,473	509,510	509,510	523,448
Contract Services	229,194	42,229	13,300	13,300	13,618
Materials and Supplies	21,367	26,737	38,447	36,595	38,660
Capital Outlay					0
<b>TOTAL</b>	<b>904,319</b>	<b>584,439</b>	<b>561,257</b>	<b>559,405</b>	<b>575,726</b>

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**Revenue & Appropriation Summary**

	<b>Adopted Budget 2010/11</b>	<b>Final Budget 2010/11</b>	<b>Adopted Budget 2011/12</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
				<b>Dollar</b>	<b>Percent</b>
<b>Revenues</b>					
Intergovernmental Revenue	10,000	10,000	10,000	-	0.00%
Administrative Fees-Consultant Contracts	3,300	3,300	2,300	(1,000)	(30.30)%
Encroachment and Grading Permits	30,053	30,053	30,053	-	0.00%
Flood Insurance/Residential Inspection	8,000	8,000	-	(8,000)	(100.00)%
Engineering Flat Fees	142,100	142,100	140,000	(2,100)	(1.48)%
Engineering Cost Recovery	80,000	80,000	60,000	(20,000)	(25.00)%
Engineering Final Site Inspection	10,000	10,000	20,000	10,000	100.00%
Basemapping Products & Services	1,500	1,500	1,500	-	0.00%
Park & Facilities Rentals	16,300	16,300	22,700	6,400	39.26%
Miscellaneous Fees	7,300	7,300	10,011	2,711	37.14%
<b>Department Total</b>	<b>\$308,553</b>	<b>\$308,553</b>	<b>\$296,564</b>	<b>(11,989)</b>	<b>(3.89)%</b>
<b>Appropriations</b>					
Traffic and Engineering Administration	408,524	406,937	756,939	348,415	85.29%
Street Lighting	368,219	367,944	-	(368,219)	(100.00)%
Project Development	356,458	356,458	236,075	(120,383)	(33.77)%
Construction Management	973,381	974,141	909,813	(63,568)	(6.53)%
<i>Less Capital Projects Reimbursement</i>	<i>(1,000,000)</i>	<i>(1,000,000)</i>	<i>(800,000)</i>	<i>200,000</i>	<i>-</i>
GIS & Mapping	227,937	227,937	210,564	(17,373)	(7.62)%
Maintenance Administration	263,233	272,039	300,768	37,535	14.26%
Street Maintenance	1,215,513	1,181,439	1,115,681	(99,832)	(8.21)%
Traffic Operations	482,716	489,426	439,823	(42,893)	(8.89)%
Street Trees & Parkway Maintenance	381,424	366,215	423,273	41,849	10.97%
Parks Maintenance	1,342,964	1,358,316	1,272,087	(70,877)	(5.28)%
Building Maintenance	882,997	883,978	904,726	21,729	2.46%
<b>Department Total</b>	<b>\$5,903,366</b>	<b>\$5,884,830</b>	<b>\$5,769,749</b>	<b>(133,617)</b>	<b>(2.26)%</b>

***Department Mission Statement***

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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***

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

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

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

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

**Administration**

The Administration Section includes the Director, a Management Analyst, an Administrative Clerk II and a Word Processor shared with the Community Development Department. Section duties include cost recovery billing oversight, word processing, budget and grant administration, department purchase and expense management, training and mentoring, personnel functions, project prioritization, and department workload management. The section provides technical information to the Council and the City Manager on day-to-day operations, maintenance, and construction of City infrastructure.

**Engineering Division**

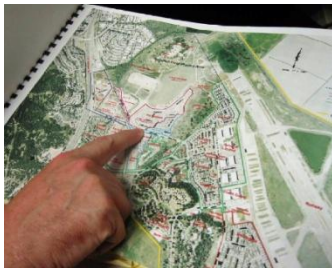
The Public Works Director oversees the Engineering Division, which includes Project Development, Capital Improvement Program (CIP) Project Design and Construction Management, and Special Projects/Mandated Programs. A Principal Civil Engineer oversees CIP. A GIS Coordinator oversees GIS and Mapping.

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

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

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

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



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

## **Maintenance Division**

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

The Streets and Drainage Section responds to low level hazardous material spills, plays an integral role in emergency services preparation and response, manages the City's storm discharge program (National Pollutant Discharge Elimination System/NPDES) maintains two storm water pump stations and the Hamilton levee and keeps the City in compliance with many mandated government programs. Other functions include inspection and repair of streets, city-owned sidewalks and drains, street sweeping and tree removal.



*Street repair*

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

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



*Stafford Grove Park*

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

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

The Equipment Maintenance Section is responsible for scheduling regular maintenance of all City-owned vehicles and equipment. Key functions consist of routine preventative maintenance, coordination with outside vendors for certain repair work, and conversion of police vehicles to patrol status. Other responsibilities include monitoring the fuel tank systems, the vehicle emissions program, hazardous material disposal, and maintaining environmental compliance with State and Federal regulations and programs.

### ***Department Goals FY 10/11***

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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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**Department Notes**

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**Traffic and Engineering Administration**

- Assisted with traffic control plan development and monitoring of Capital Improvement Program (CIP) projects, encroachment permit projects, and response to public input.
- Continued implementation of the storm water pollution prevention program by monitoring, outreach, education, BMP inclusion in development plans and projects such as curb stenciling and business notification.
- Worked with staff on several 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.

**Project Development**

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

Staff continues to implement floodplain management practices to secure additional discounts on flood insurance for Novato residents in the SFHA.

**Project Design and Construction Management**

In FY 2010/11, three pavement rehabilitation projects were completed: the Economic Stimulus Pavement Rehabilitation; Novato Boulevard Pavement Rehabilitation West (Measure A Regional); and the second project utilizing the first installment of State Proposition 1B street rehabilitation funds. The section continues to use new 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, staff managed installation of an above ground diesel tank at the Corporation Yard, an emergency generator installation and HVAC replacement at Margaret Todd Senior Center, and HVAC replacement at the police department. The section strives to implement new technologies in an effort to better utilize existing funding and potentially upgrade additional facilities with cost savings, while providing a more than satisfactory product to the public.



*DeLong Avenue rehabilitation*

**GIS and Mapping**

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

informed decisions relating to infrastructure, public safety, and growth management.

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

Novato, San Rafael and the Marin Municipal Water District, as large agencies, maintain their own Enterprise-wide Geographical Information Systems. As members participating in MarinMap they continue to reduce the cost of GIS database development and maintenance through sharing and joint initiatives. It is through this leveraging that agencies can provide for cost-effective GIS solutions within their own organizations, including applications not supported by MarinMap.

MarinMap provides the optimal environment for the storage, maintenance, frame of reference and retrieval of core GIS and attribute data. This information, used in conjunction with local information (datasets and layers) not shared with MarinMap, provides an ideal environment for a local Enterprise GIS including the technology, personnel, and other resources to create, maintain, visualize, search, and share geospatial data and services serving the entire city (multiple departments). Many local datasets are not shared or posted in MarinMap due to their unique local content and include police reporting districts and beats, wildland-urban interface zones, local storm drainage systems, park and recreation facilities, fair political practice mapping, building permit records, redevelopment and overlay districts, parcel lineage, historic assessor mapping, FEMA Letters of Map Changes (LOMCs), and traffic safety data.

### **Maintenance Division**

The Maintenance Division continues to perform all required functions throughout the City despite significant budget pressures and an overall reduction in personnel. In addition to their normal duties, maintenance crews patched and repaired streets in preparation for upcoming engineering projects, managed the Hamilton Pool complex through its first full season of operation, and performed critical repairs to the Hamilton Levee.

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

The Division continues to provide assistance in the following areas:

- Streetscape Maintenance Coalition, a citizen committee formed by Council 15 years ago, is still actively involved in the Adopt-an-Island program, landscaping seed money grants and Novato Clean and Green Day;
- Coordination with other City staff and the various developers at Hamilton in the design of facilities to be maintained;
- The street sweeper hotline that gives the weekly sweeper schedule;
- Winter storm flood monitoring and remediation;
- NPDES work program to reduce the discharge of pollutants into City waterways;
- Annual creek inspection program;
- Annual creek bank repair stabilization program;

- Drainage systems debris removal program;
- Hamilton CFD Committee;
- Assist volunteers with graffiti removal program;
- Preparatory work for Engineering Division paving projects; and
- Studying multiple measures designed to streamline services, increase efficiency, and reduce overall maintenance costs. These include purchasing more efficient equipment, re-negotiating service contracts, reducing or eliminating maintenance at various sites, and increasing reliance on volunteers.

### **Maintenance Administration**

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

### **Streets and Drainage**

The section has a wide variety of responsibilities involved with street maintenance and coordination with other sections within the Division. One of the primary duties of the section is maintenance of the various roadway surfaces throughout the City. Staff repairs potholes, fills cracks with elastic repair material, and installs paving skin patches on streets that require such work. In addition, crews remove City-owned trees that have damaged street facilities, and repair those facilities (curb, gutter, sidewalk and drainage facilities).

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

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

### **Traffic Operations**

The section is responsible for maintaining the safety regulation elements of the City's public roadways, including maintaining all signs and pavement markings within the City. The 10-year program begun in FY 1996/97 for replacing all painted traffic markings with thermoplastic on streets not affected by Measures F and B was completed in June 2006. New computerized sign-making equipment purchased several years ago has provided staff with the ability to expand sign

operations to fabricate a wide assortment of sign styles as needed. This includes street signs, traffic regulatory signs, City logos, and special signs needed for City projects. The section currently works with a contractor to maintain a total of 27 traffic signal systems and 13 newly installed video cameras for bicycle detection at crosswalks. Another maintenance responsibility is the two pump stations at Hamilton. Staff also continues to respond to graffiti removal requests within 36 hours of notification.

### **Median Island Maintenance**

This Section continues to provide maintenance to all of the City's median islands, roadside landscapes, open space areas, City-owned street trees, and landscapes around City buildings. This Section provides many other services such as installation of banners and Christmas 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 14th year, the Novato Streetscape Coalition continues to be highly successful and very supportive of the Islands Maintenance Section. Working with the Streetscape Coalition, the section helps to coordinate 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.



*Median island on DeLong Avenue*

### **Parks Maintenance**

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

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

### **Hamilton and Pointe Marin Community Facilities District (CFD) Maintenance**

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

### **Building Maintenance**

Building Maintenance provides services to 26 buildings throughout the City with a staff of seven (supervisor, lead, and five custodians). Services provided by the section continued to increase during the fiscal year due to an increase in private rentals and City meetings at 901 Sherman Avenue. Services provided by Building Maintenance include the following:



- Meeting set up five days per week at 901 Sherman Avenue.
- Provide higher level of custodial services due to various recreational programs and staff moves to the vacant Teen Center offices and newly remodeled Gymnastics Center office spaces.
- Inspect, clean and monitor solar panels installed on various City buildings.
- Set up for City meetings and weekend usage in the west wing of Building 503 at Hamilton. An increase in custodial requirements in Building 503 is anticipated in FY 2011/12 as additional staff is now occupying office space there.
- Provide increased custodial services at the Hamilton Pool due to increased usage.
- Address and keep up with graffiti removal throughout the City.
- Address challenges associated with maintaining adequate staffing levels for new responsibilities.
- Continue work on a facilities maintenance cost analysis, and create a long-range schedule to address deferred maintenance and custodial tasks.
- Continue to manage additional tasks as required, including: annual maintenance contracts with fire and security alarm equipment monitoring and quarterly testing, bleacher quarterly testing and maintenance, Title 19 Certifications, refuse bins, HVAC Maintenance contracts and repairs, fire extinguisher testing, elevator maintenance, and roll up door inspections.
- Continue to provide services in high demand for general repairs including: electrical, light replacements, wood floor maintenance, minor plumbing repairs, door repairs, bleacher repairs, minor roof repairs, seasonal services to gutters, internal service requests and work orders.
- Provide services to the City while being flexible in scheduling repair items and performing set-up and tear down requirements for each meeting and facility rental. The Division's greatest challenge is to provide a standard level of service to City facilities, staff, and the general public while working with limited staff and reduced budget.

### **Equipment/Vehicle Maintenance**

Efficiencies continue to be implemented to improve customer satisfaction and reduce excessive expenditures, such as the utilization of a computer-based tracking and billing system that incorporates all City vehicle maintenance activities. The billing and tracking system provides the various user departments with an up-to-date itemization of vehicle maintenance costs. Staff competitiveness with private vendors is verified by soliciting bids for major repairs and vehicle modifications, which continues to confirm that in-house repairs and vehicle modifications by the City garage maintenance staff are economical. A total of 141 vehicles, 37 pieces of heavy equipment, 176 pieces of miscellaneous equipment, five emergency generators, four solar power sites, and two pump stations are being serviced. The section also maintains permit compliance with Federal, State and County agencies for fuel tank operations and hazardous materials management, storage and disposal. Staff maintains compliance with permit requirements for the Corporation Yard, the Police Station and the Hamilton Pool facility.

### ***Department Performance Measures***

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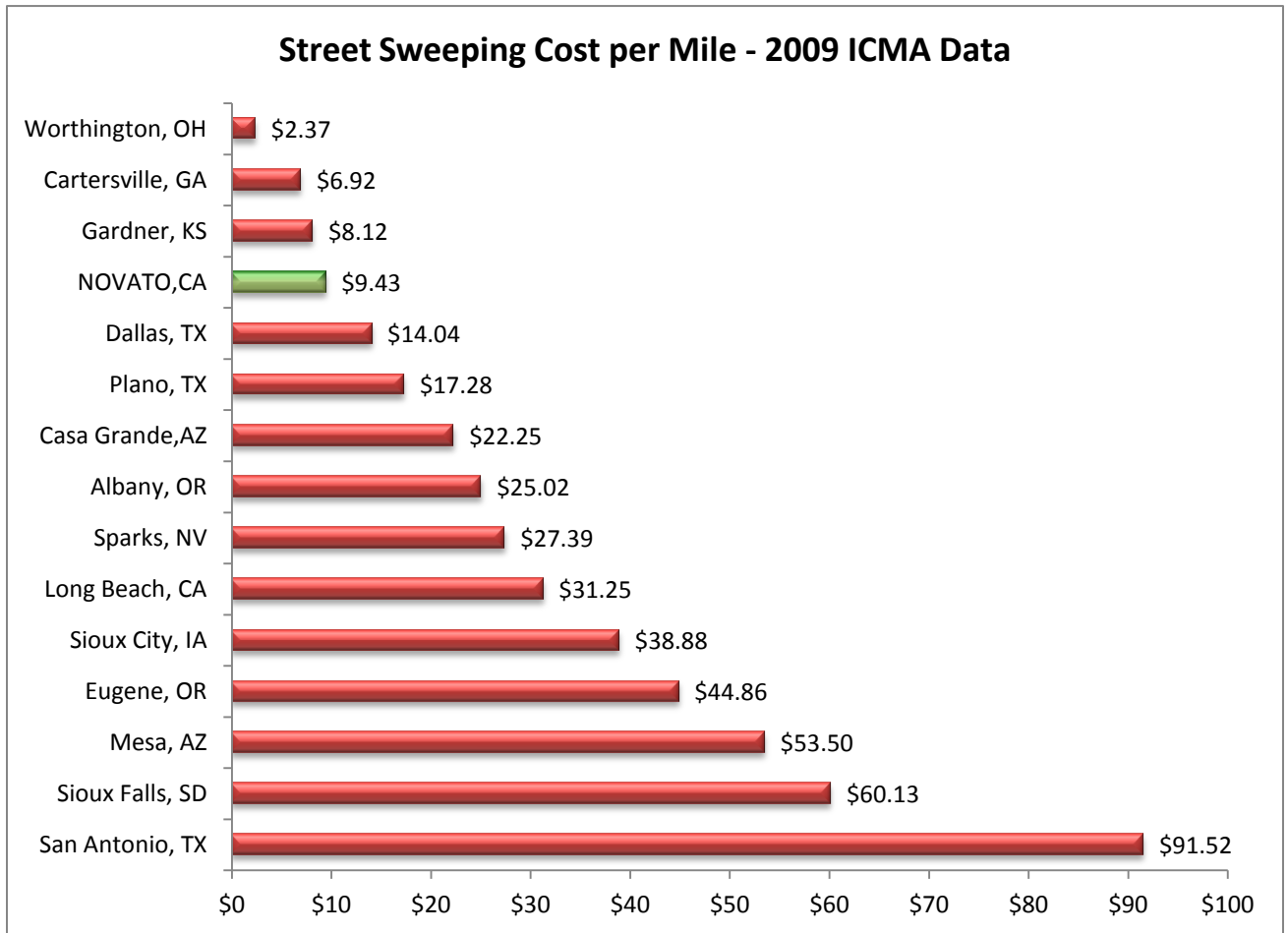
**Engineering Division:** Coordination has been established with Building, Planning, and Parks through regular staff meetings. Planning and Engineering manage private development projects and guide them through the review and entitlement processes before the Design Review Committee and Planning Commission to ensure that projects are completed in compliance with applicable codes and standards, while considering the wishes of the public. This has resulted in higher quality projects within the community and reduced need for outsourcing engineering services. The Engineering staff meets monthly with staff from the Maintenance, Building, and Planning Divisions to coordinate activities. The CIP component of the Division works with the

Building Division, the public, and the contractors that provide construction services in an effort to provide quality facilities with minimal disruption to the public, timely project completion, and within-budget costs.

Performance is measured through the timely and cost-effective completion of projects in the Capital Improvement Program and the provision of efficient and practical facilities to serve the community. The success of the division is also indicated by the timely review of development plans and recommendation of practical and equitable conditions on development in accordance with the Novato Municipal Code. The success of our floodplain management activities is measured by the flood insurance premium discounts afforded to the public from our participation in the NFIP's voluntary CRS program. Servicing the public, the City Council and City staff with accurate information in a useful format for consideration and assistance in making decisions is another measure of success.

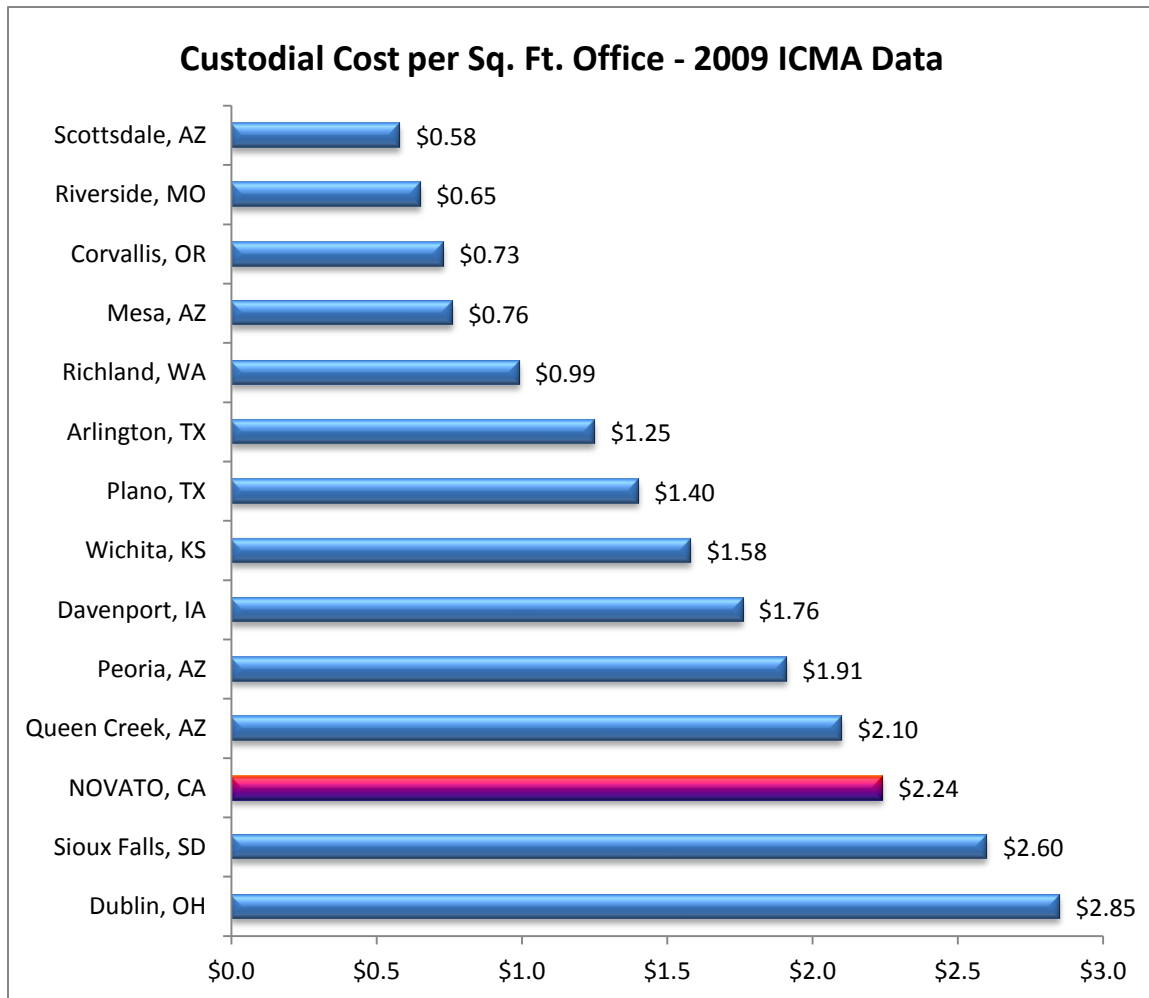
**Maintenance Division:** Comparison studies are utilized to show how the City's Maintenance Division compares with other jurisdictions. This in itself does not demonstrate the effectiveness of the work; however, it provides a general measure against other cities doing similar work. The numbers become significant when customer satisfaction is taken into account. The combination of the relative position of Novato in comparison with other cities and the level of citizen satisfaction with the service provides a more meaningful measure of performance. In other areas of service, response to internal customers from other departments and their satisfaction with the timeliness and appropriateness of response is the measure of success.

The first performance measure is a comparison study of street sweeping expenditures per linear mile swept. Data was collected for 94 cities and the 15 cities used in the comparison are representative of the total sample. The comparison does not reflect contract versus in-house sweeping, nor does it address the efficiency or frequency of the sweeping being done. In order to measure effectiveness, annual customer satisfaction surveys in areas of the City chosen at random are being conducted. The only comments we have received on our sweeping schedule deal with the conflicts that arise when garbage pickup and street sweeping occur on the same day. In addition, customer satisfaction surveys of residents near individual street repair work projects have been taken, with very positive results. The following graph compares our street sweeping costs with the other jurisdictions used in the survey.



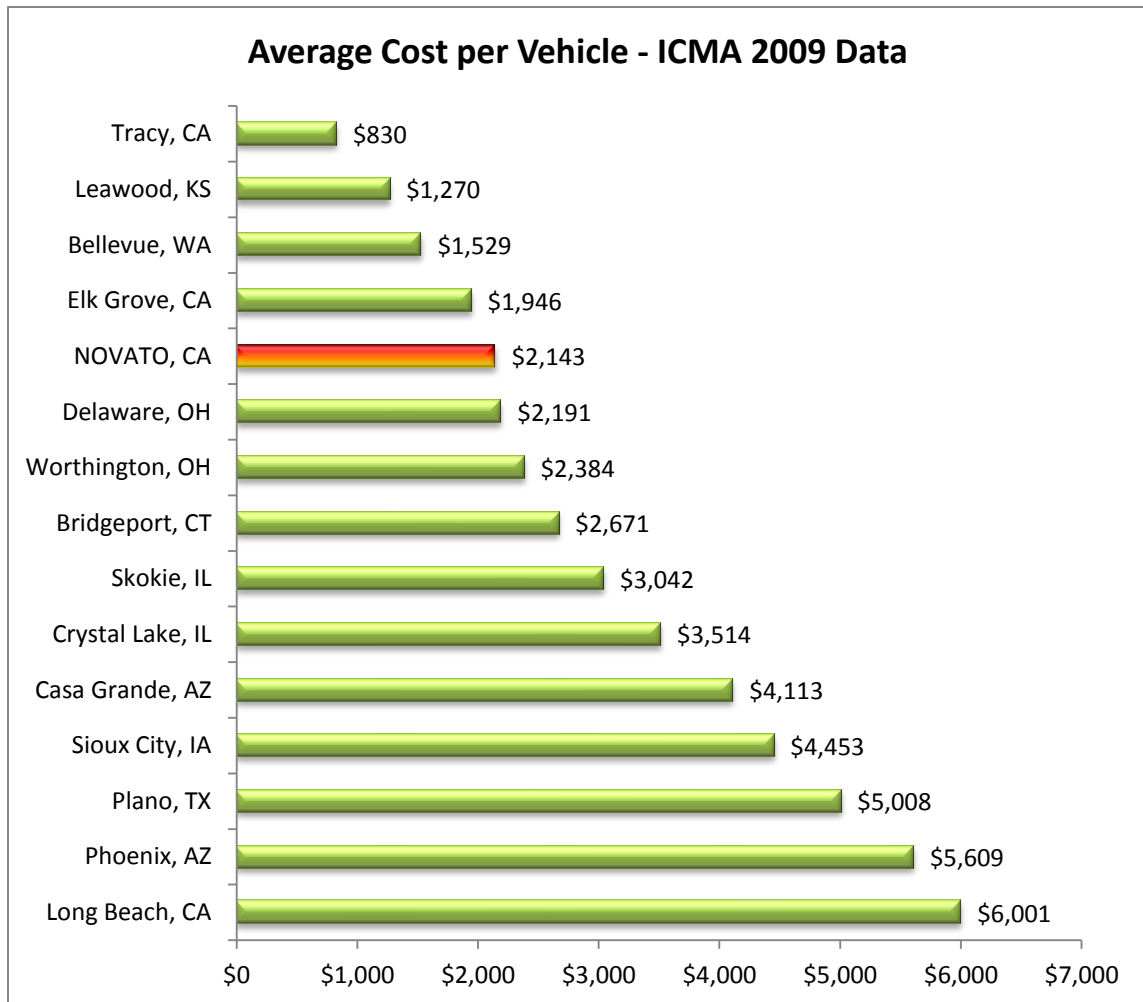
**Novato 2008/09**                      **\$9.43**  
**2008/09 ICMA Average**           **\$51.40**

In the Building Maintenance Division, custodial expenditures per square foot of office building space were compared. The comparison chart is shown below. A study of other facilities was not conducted due to a lack of data from other cities. The Police Department was the main building studied as it includes a wide variety of office types, including a training room, locker room, and dispatch center. The current City Hall offices were not included as they are leased facilities and do not require full maintenance services by City staff. Due to the dual role of our Building Maintenance staff, separating out the custodial functions from the maintenance functions was not possible, so the overall cost reflects the combined work effort. The cost of the custodial/building maintenance effort is very competitive with other cities of comparable size.



**Novato 2008/09** **\$2.24**  
**2008/09 ICMA Average** **\$1.53**

The final performance measure deals with equipment maintenance operations. This graph compares the average operations and maintenance cost per unit to 15 other cities. Novato's costs are significantly lower than the overall median cost. Novato compares favorably with cities of similar size, indicating that this program is cost-effective. The equipment shop is multi-faceted in its training and scope of responsibility. Staff maintains not only the entire City vehicle fleet but also over 250 pieces of equipment ranging from backhoes to chainsaws.



**Novato 2008/09** **\$2,143**  
**2008/09 ICMA Average** **\$4,011**

The comparison studies discussed and the graphs illustrating the data should be used in concert to fully evaluate performance. The most recent data used in these studies is from FY 2008/09. Comparison data is from the 2009 ICMA Annual Report. Our overall service to the public remains at a high level. Although we have experienced several key position losses due to attrition, the remaining workforce is highly adaptive and has risen to the challenge of providing a high level of service. Maintenance staff receives very few complaints about service levels and remains proactive in its maintenance philosophy. There are still some issues with street sweeping on trash pick-up days. Because of our limited capabilities it is nearly impossible to avoid some overlap with the disposal service's schedule. This issue is usually resolved by returning to the affected area on another day to finish sweeping.

**Department Name:** Public Works

**Program:** Traffic and Engineering Administration

**Budget:** \$744,818

**Personnel Allocation:** 2.85

**Revenue:** \$311

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### ***Program Description***

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This program provides administrative services to support all engineering and maintenance functions in the Public Works Department and traffic engineering support services for the City. This program serves both internal customers (City Council and staff) and external customers (Novato residents, businesses, community groups and other public agencies). For FY 11/12, the Street Lighting Division has been moved into Administration, under the Traffic Engineering section.

### ***Program Elements***

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

**Traffic Engineering/Traffic Safety:** As assigned, duties involve the day-to-day operation and repair of City owned and operated traffic signal systems, review of and response to the City's signal maintenance contractor, training and coordination with the Maintenance Division staff on signal functionality, implementation of new equipment, review of the emergency vehicle preemption signal equipment, review of interconnect/coordination operations, and periodic review of the City's signal equipment application.

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

**Street Lighting:** The City Engineer and Principal Engineering Technician in the CIP Design and Construction Management Section administer the City's streetlight maintenance program, which was formerly under the jurisdiction of the Marin Street Light Acquisition Joint Powers Authority (JPA).

Streetlight management is administered by the Marin General Services Authority (MGSA). The MGSA also provides funding for management of the Taxicab Regulation Program, contracts with wireless providers to utilize agency streetlights, and provides oversight on energy issues. MGSA is also responsible for the MarinMap Project following its transfer from the Marin Telecommunications Agency (MTA).

Staff coordinates the routine maintenance of the streetlight system inventory with the maintenance contractor employed by the MGSA. Staff monitors and expedites payment for streetlight energy usage with the current provider, Pacific Gas and Electric Company.

**Committees/Commissions:** Under this program element, staff is assigned to the Bicycle/Pedestrian Advisory Committee (B/PAC), the Solid Waste Committee, and the Safe Routes to School Committee. Several work products are required for these committees, including: agenda preparation and posting;

meeting scheduling; investigation and staff report preparation; meeting attendance; minutes generation and appropriate follow-up including Council scheduling as needed. The appropriate committee addresses major work projects such as traffic calming measures, bikeways planning, school safety efforts, grant program coordination, recycling programs, household hazardous waste disposal, and grant funding recommendations.

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

***Program Accomplishments FY 10/11*** \_\_\_\_\_

- Assisted with traffic control plan development and monitoring of Capital Improvement Program (CIP) projects, encroachment permit projects, and response to public input.
- Worked with staff on several 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.

***Program Goals FY 11/12*** \_\_\_\_\_

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.

**PW**

**Department Name:** Public Works  
**Budget:** \$12,121  
**Revenue:** \$10,000

**Program:** Special Projects/  
Mandated Programs  
**Personnel Allocation:** 0.10

**Program Description**

This program provides design, administration and management for a variety of special projects and support programs undertaken by the City. This year, the administrative and private project development staffs are handling the tasks under this program. In addition, staff in this section administers the National Pollution Discharge Elimination System (NPDES) storm water management program and other mandatory special programs. The section also provides administrative and coordination support for other functions within the Public Works Department. Staff in the section provides services to City personnel and the citizens of Novato.

**Program Elements**

**Special/Mandated Program Administration:** The City engineer and principal civil engineers handle the administrative functions of the Department in the areas of workflow, budget preparation, policy and procedure input, grant processing and coordination of work between departments.

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

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

**Program Accomplishments FY 10/11**

- Continued implementation of the storm water pollution prevention program by monitoring, outreach, education, Best Management Practices (BMP) inclusion in development plans, and projects such as curb stenciling and business notification.
- Staff has worked diligently to position the City to be compliant with anticipated requirements in the upcoming revised NPDES Phase II permit, scheduled for release by the State in June 2011.
- Engineering staff worked closely with Maintenance staff to ensure continued compliance with the Fish and Game Code under our recently obtained Routine Maintenance Agreement for the City's storm drain system activities.

**Program Goals FY 11/12**

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.



**PW****Program: Traffic and Engineering Administration/Mandated Program Administration**

Division Number 4500

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Administration	2.45		4,165	307,424	848	37,173		345,445	311
Traffic Engineering & Streetlighting	0.40		680	55,686	12,519	325,759		393,964	
Traffic Safety					5,409			5,409	
Storm Water Pollution Prevention	0.10		170	12,121				12,121	10,000
<b>TOTAL</b>	<b>2.95</b>	<b>0.00</b>	<b>5,015</b>	<b>375,231</b>	<b>18,776</b>	<b>362,932</b>	<b>0</b>	<b>756,939</b>	<b>10,311</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	492,286	390,978	351,940	351,940	375,231
Contract Services	8,968	9,637	19,792	17,832	18,776
Materials and Supplies	46,462	24,125	36,792	37,165	362,932
Capital Outlay					0
<b>TOTAL</b>	<b>547,716</b>	<b>424,740</b>	<b>408,524</b>	<b>406,937</b>	<b>756,939</b>

**Department Name:** Public Works

**Program:** Street Lighting

**Budget:** 0

**Personnel Allocation:** 0

**Revenue:** 0

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**Program Description**

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For FY 11/12, this division is being moved into Administration, under the Traffic Engineering section, as part of the City's ongoing efforts to streamline its operations and improve customer service within a much-reduced employee workforce.

**PW**

**Program: Street Lighting**

Division Number 4600

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Administration								0	
Operations & Maintenance								0	
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
<b>Program Inputs:</b>					
Personnel Services	10,483	10,200	12,414	12,414	0
Contract Services	14,335	1,200	1,230	1,230	0
Materials and Supplies	347,220	369,875	354,575	354,300	0
Capital Outlay					0
<b>TOTAL</b>	<b>372,038</b>	<b>381,275</b>	<b>368,219</b>	<b>367,944</b>	<b>0</b>

**PW**

**Department Name:** Public Works

**Program:** Project Development

**Budget:** \$236,075

**Personnel Allocation:** 1.90

**Revenue:** \$252,053

### ***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 10/11***

- Staff processed and organized several projects requiring right-of-way evaluation and vacation, including the office building project at 999 Grant Avenue.
- Engineering staff coordinated with MCSTOPPP and facilitated training workshops for key personnel working on the storm water pollution prevention program.
- 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. Staff provided engineering expertise to the City's property manager for septic system evaluation at O'Hair Park.

***Program Goals FY 11/12***

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- 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.
- 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.

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**PW**

**Program: Project Development**

Division Number 4700

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Private Projects Engineering	1.90	0.06	3,355	233,352		2,723		236,075	252,053
<b>TOTAL</b>	<b>1.90</b>	<b>0.06</b>	<b>3,355</b>	<b>233,352</b>	<b>0</b>	<b>2,723</b>	<b>0</b>	<b>236,075</b>	<b>252,053</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	560,408	378,117	353,800	353,800	233,352
Contract Services					0
Materials and Supplies	2,365	3,082	2,658	2,658	2,723
Capital Outlay					
<b>TOTAL</b>	<b>562,773</b>	<b>381,199</b>	<b>356,458</b>	<b>356,458</b>	<b>236,075</b>

PW

**Department Name:** Public Works

**Program:** Project Design and Construction Management

**Budget:** \$109,813

**Personnel Allocation:** 8.00

**Revenue:** \$800

**Program Description**

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

**Program Elements**

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

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

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

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



***Program Accomplishments FY 10/11***

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- Completed Novato Boulevard Pavement Rehabilitation West (Eucalyptus to San Marin) (Measure A Regional Roads).
- Completed Economic Stimulus Pavement Rehabilitation.
- Completed the second project utilizing the first installment of State Proposition 1B street rehabilitation funds.
- Continued implementation of new 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.
- Completed emergency generator installation and HVAC replacement at Margaret Todd Senior Center.
- Completed HVAC replacement at the Police Department.
- Completed conversion of 850 High Pressure Sodium Street Lights to energy efficient Light Emitting Diodes (LED).

***Program Goals FY 11/12***

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- Set up four underground utility districts (Novato Boulevard, Olive Avenue (2) and Railroad Avenue).
- Begin environmental assessment for Grant Avenue Bridge Rehabilitation.
- Begin City Offices design and environmental assessment.
- Begin analysis of San Marin Drive and Simmons Lane (traffic signal, roundabout).
- Continue pavement rehabilitation through Measure A, Measure B, Proposition 1B and Gas Tax.
- Complete construction of Commuter Bike Connection project.
- Complete environmental phase of Novato Boulevard Improvements from Diablo to Grant.
- Complete design and construction of Traffic Signal at Redwood Boulevard and Olive Avenue.
- Complete citywide audit and update of Americans with Disabilities Act (ADA) Transition Plan.
- Complete installation of five electrical vehicle charging stations.

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**Program: Project Design & Construction Management**

Division Number 4800

**Summary of 2011/12 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	CIP Reimburse	Total Budget	Program Revenues
	Perm	Temp							
<b>Program Elements:</b>									
Administration	1.25		2,125	153,044				153,044	
Special Assessment Dist.								0	300
Private Projects Engineering						32,323		32,323	
Capital Projects Engineering	4.75		8,075	497,611		34,374		531,985	500
Less: Reimbursed Fees							(800,000)	(800,000)	
Field Technical Support	2.00		3,400	191,452		1,009		192,461	
<b>TOTAL</b>	<b>8.00</b>	<b>-</b>	<b>13,600</b>	<b>842,107</b>	<b>0</b>	<b>67,706</b>	<b>(800,000)</b>	<b>109,813</b>	<b>800</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	1,061,307	1,012,400	924,493	924,493	842,107
Contract Services	38		0	0	0
Materials and Supplies	58,105	33,801	48,888	49,648	67,706
CIP Reimburse	(1,111,631)	(1,051,205)	(1,000,000)	(1,000,000)	(800,000)
Capital Outlay					
<b>TOTAL</b>	<b>7,819</b>	<b>(5,004)</b>	<b>(26,619)</b>	<b>(25,859)</b>	<b>109,813</b>

**PW**

**Department Name:** Public Works

**Program:** GIS and Mapping

**Budget:** \$210,654

**Personnel Allocation:** 1.40

**Revenue:** \$1,500

### ***Program Description***

This program provides citywide mapping and geographical information systems (GIS) services, applications, maintenance and updates. Personnel assigned to the program are responsible for the coordination of the GIS and mapping operations, design, development, implementation, training, and applications maintenance. The program provides GIS and comprehensive mapping services to City staff, the public, and other agencies. Departmental and citywide needs are identified and addressed through an established work plan. Included within the FY 2010/11 work plan is the development of a Technology Assessment and Master Plan evaluating current IT and GIS environments. The plan will identify the key issues facing the City regarding technology, both short-term and long-term, and issue a report of findings. It is anticipated that the recommended priorities, phasing, and action plan with associated costs will be implemented in FY 2011/12.

### ***Program Elements***

**Base Mapping and GIS Administration:** This element provides assistance with the operation and maintenance of the citywide mapping and GIS. Every department within the City is an internal customer receiving both electronic and hard copy documents through this program. This element also provides for web-based GIS available to all city staff via the Intranet.

The City collects Development Impact Fees (DIF) for new developments. The General Government Systems portion of this fee was created partially to support the operation and maintenance of the citywide mapping and GIS Program, but has been underutilized. The FY 2011/12 budget reflects an annual transfer of \$65,000 to support the GIS/Base Mapping program. Several GIS projects, products, and applications are supported or funded through other department budgets and the MarinMap project.

Work under this element includes maintaining and upgrading Citywide mapping products, parcel databases, software and hardware. In addition, staff works with other staff and consultants to operate and provide internal services and products/information associated with applications for Planning, Engineering, Police, Maintenance, infrastructure management, graphics, public noticing, etc. The viability and continued success of the program is crucial to the operations of the City, and is dependent upon maintaining current and up-to-date maps and data, for City employees and other potential users wishing to utilize City mapping products and services.

External users such as other agencies, consultants, engineers, and surveyors, also utilize these products. The above services are partially cost recovered through the City's mapping products and service fee schedule. Revenue is also generated through data licensing and use agreements.

**Operations and Maintenance:** Under this element, staff manages the City's topographic base mapping program and provides for related needs such as products, services, database support, and digital orthoimagery. This information serves as the core framework for our GIS, mapping operations, and many applications that benefit the City, its consultants, and the general public. Staff administers the aerial

mapping update program typically performed through photogrammetric consultant services. City staff and consultants maintain a number of databases. The countywide approach to mapping coordination and consistency is being implemented through MarinMap, which includes many local agencies and the County of Marin.

***Program Accomplishments FY 10/11***

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- Development of an RFP for a Technology Assessment and Master Plan evaluating the IT and GIS environments, to identify key technology issues facing the City.
- Acquisition of a high-resolution color orthoimagery update, covering the greater Novato area.
- Continued rectification of boundary and parcel layer to fit high-resolution orthoimagery.
- Enhancements to our FEMA National Flood Insurance Program application to provide quick identification of over 70 Letter of Map Changes (LOMCs) and hyper-links to flood zone information, supporting documentation, and LOMCs not otherwise supported by FEMA.
- Working with the Police Department and Marin County Sheriff staff, implemented the new Four Beat System, together with Police reporting districts for the Novato area.
- Completed implementation and posting of Special Financing Districts Feature Class to our MapGuide GIS. Work included hyper-links to resolutions, and other supporting documentation for each district.
- Posted critical infrastructure information for Emergency Operations Center (EOC) operations identifying PG&E's gas transmission lines throughout Novato, and Tsunami Inundation Map for Emergency Planning for the Novato area.
- Initial phases of work were completed to automate our storm drainage master plan into our GIS.
- Initiated digitizing all apparent drainage, access, park and open space, and roadway easements throughout the City, including hyperlinks to deeds and related documents.
- Processed and posted to the MarinMap application server over 150 street segments included in one or more CIP projects together with critical project information.
- Initiated a street sign inventory, collection and maintenance application to address City needs and recently adopted (mandated) minimum sign retro reflectivity standards.

***Program Goals FY 11/12***

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- Implementation of the Technology Assessment and Master Plan.
- Develop CIP application in order to more effectively meet the needs of the day-to-day CIP project information, tracking, and to improve accessibility.
- Continue phased implementation of the street sign inventory, collection and maintenance application
- Continued maintenance and updating of GIS data to provide the most current information, which is also used as "source" data for the CRW TrakIt permitting application.
- Continue to sustain, develop, and maintain our GIS applications and mapping systems.
- Continue to be responsive to the needs of City departments, staff, GIS users, and external customers to improve internal operations, business processes, and service to the City and its residents.
- Provide for continued customer service for those seeking geographically based information systems
- Continue to provide mapping and information systems to enable decision makers to improve planning and decision-making processes.
- Continue to work with the EOC GIS committee to identify and implement new programs and applications to increase the effectiveness of the EOC, residents, and users.
- Evaluate a GIS Intranet web-site for public access.
- Continue participation with the MarinMap consortium for a cost effective solution to GIS database development and maintenance through sharing and joint initiatives.
- Continue implementation of GIS in support of technological changes.

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**PW**

**Program: GIS and Mapping**

Division Number 4900

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Base Mapping/GIS Administration	1.40	0.38	3,170	146,263	47,465	12,644		206,372	1,500
Operations and Maintenance					4,192			4,192	
<b>TOTAL</b>	<b>1.40</b>	<b>0.38</b>	<b>3,170</b>	<b>146,263</b>	<b>51,657</b>	<b>12,644</b>	<b>0</b>	<b>210,564</b>	<b>1,500</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	171,466	174,207	174,961	174,961	146,263
Contract Services	113,926	56,346	40,641	40,641	51,657
Materials and Supplies	13,345	13,837	12,335	12,335	12,644
Capital Outlay					0
<b>TOTAL</b>	<b>298,737</b>	<b>244,390</b>	<b>227,937</b>	<b>227,937</b>	<b>210,564</b>

**PW**

**Department Name:** Public Works

**Program:** Maintenance Administration

**Budget:** \$300,768

**Personnel Allocation:** 2.00

**Revenue:** 3,600

### ***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 maintenance 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, 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 II. 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, keeps the Maintenance Division web page current, monitors the sweeper hotline and updates public service notices on the public access television broadcasts. This position also manages all employee time and work production records, maintains computerized infrastructure inventories, issues and controls all purchase requests, receives and distributes all supplies and materials, and works with the supervising equipment technician to manage all vehicle and equipment maintenance records.

### ***Program Accomplishments FY 10/11***

- Successfully established a graffiti abatement volunteer group. Six leaders are forming community groups to remove graffiti throughout the City.
- Worked with Engineering to procure and install a diesel fueling station at the Corporation Yard. This eliminates our dependency on other agencies to fuel vehicles and has lowered diesel fuel cost by 5%.
- Partnered with the Streetscape Coalition to establish natural landscapes along Alameda Del Prado and San Joaquin Place.
- Worked with local community groups including Little Leagues to shift maintenance responsibilities for athletic field maintenance to the user groups to lessen the work load on a reduced workforce.
- Solicited quotes for a Computerized Maintenance Management System (CMMS). Four quotes are currently being studied for suitability and possible funding.
- Successfully operated the new Hamilton pool for its first season. Established baseline utility, chemical, and labor costs and refined operating cost estimate for the upcoming budget cycle.
- Upgraded the landscaping in Hamilton CFD along the Main Gate corridor. Installed higher efficient water saving irrigation system, and replanted median islands and roadside areas with low water plants.



**PW**

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- Worked with Engineering and the Department of Fish and Game to establish permits for creek maintenance throughout the City. Crews identified seasonal choke points and possible trouble areas and received maintenance permits for all areas. Clarified reporting requirements for emergency work.
- Maintenance supervisors completed Modules 1 and 2 of a Public Works Institute training program. This is part of a 90-hour program of instruction in supervision and management offered by the institute.

***Program Goals FY 11/12***

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- Review and purchase a maintenance management system for the division. An updated system is vital and will aid the division to track trends, analyze costs, streamline labor efforts, and provide accurate reports to the management team and City Council.
- Complete custodial study and evaluate results to better align our facility maintenance efforts.
- Continue working to lower our hourly vehicle and equipment maintenance charges.
- Investigate new technologies to assist in reducing labor hours for tasks including levee maintenance, mowing, road striping, sign replacement and maintenance.
- Work with team to implement new Manual on Uniform Traffic Control Devices (MUTCD) standards for all regulatory, informational, and directional signage throughout the City.
- Continue to develop a robust volunteer program.

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**PW****Program: Maintenance Administration**

Division Number 5000

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Administration	0.85		1,445	127,657		107,969		235,626	3,600
Less Costs Applied						(26,284)		(26,284)	
Reception & Dispatch	0.30		510	20,669				20,669	
Records Management	0.85		1,445	70,757				70,757	
<b>TOTAL</b>	<b>2.00</b>	<b>0.00</b>	<b>3,400</b>	<b>219,083</b>	<b>0</b>	<b>81,685</b>	<b>0</b>	<b>300,768</b>	<b>3,600</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	201,607	200,291	211,388	213,308	219,083
Contract Services	4,428		0	0	0
Materials and Supplies	66,329	104,641	78,129	85,015	107,969
Less Costs Applied	(26,284)	(26,284)	(26,284)	(26,284)	(26,284)
Capital Outlay					
<b>TOTAL</b>	<b>246,080</b>	<b>278,648</b>	<b>263,233</b>	<b>272,039</b>	<b>300,768</b>

**PW**

**Department Name:** Public Works

**Program:** Street Maintenance

**Budget:** \$1,115,681

**Personnel Allocation:** 6.68

**Revenue:** 0

**Program Description**

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

**Program Elements**

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

**Street Maintenance:** Staff makes daily repairs to City streets and road shoulders and routinely provides other services as necessary including public property repairs, debris pickup, miscellaneous concrete repairs, sidewalk trip hazard removals, unwanted vegetation and brush removals, street tree trimming for pedestrian and vehicle clearance, and bench and trash receptacle maintenance. Staff coordinates with the Engineering Division to implement and update the Pavement Management Program.

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

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

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

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

***Program Accomplishments FY 10/11***

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- Cleaned up, painted over, or otherwise remedied over 1,000 graffiti sites and removed hundreds of abandoned signs and other items from City streets.
- Performed all assigned maintenance duties despite reduction in personnel.
- Continued process of upgrading National Pollution Discharge Elimination System (NPDES) through use of a vacuum truck with additional capacity to enhance storm drain clearing.
- Assisted the Engineering Division in pavement rehabilitation throughout the City in support of Capital Improvement Program street improvements.
- Assisted with completion of Hamilton levee seepage repairs.
- Installed commemorative bricks at 901 Sherman Avenue.

***Program Goals FY 11/12***

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- Continue street repairs with skin patching and dig outs that support Capital Improvement Program street improvements.
- Purchase a front mounted skid mower to replace obsolete and inadequate boom mower.
- Continue work on drainage improvements for the Hamilton levee.
- Upgrade NPDES video inspection equipment.
- Inspect and clear all creeks and open space inlets to prevent flooding with the assistance of North Bay Conservation Corps.

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**PW****Program: Street Maintenance**

Division Number 5200

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Supervision	0.68		1,156	73,364				73,364	
Street Maintenance	1.94		3,298	169,400	8,063	442,276		619,739	
Drainage Maintenance	1.06		1,802	88,214	2,191	4,141		94,546	
Street Sweeping	1.00		1,700	87,807				87,807	
NPDES Program	2.00		3,400	170,025	28,483	41,717		240,225	
<b>TOTAL</b>	<b>6.68</b>	<b>0.00</b>	<b>11,356</b>	<b>588,810</b>	<b>38,737</b>	<b>488,134</b>	<b>0</b>	<b>1,115,681</b>	<b>0</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	832,040	714,058	645,888	645,888	588,810
Contract Services	37,970	48,873	37,792	44,992	38,737
Materials and Supplies	414,800	446,218	531,833	490,559	488,134
Capital Outlay					0
<b>TOTAL</b>	<b>1,284,810</b>	<b>1,209,149</b>	<b>1,215,513</b>	<b>1,181,439</b>	<b>1,115,681</b>

**PW**

**Department Name:** Public Works

**Program:** Traffic Operations

**Budget:** \$439,823

**Personnel Allocation:** 2.25

**Revenue:** \$2,400

### ***Program Description***

Under the direction of the streets maintenance supervisor, this section provides maintenance of the City's traffic control devices and warning systems.

### ***Program Elements***

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

**Signal Maintenance:** Staff manages the annual traffic signal maintenance contract with Republic Electric. During emergencies, staff performs minor signal maintenance repairs and installs temporary measures to maintain traffic flow.

**Crosswalks and Street Messages:** Section personnel maintain the City's system of stop bars, messages and crosswalks, and refreshes them as needed in order to maintain a minimum 50% visibility. Staff adds or removes painted messages as required by the Engineering Division. In FY 1995/96, a thermoplastic applicator was purchased, and since then, all stop bars and messages have been replaced with thermoplastic material instead of paint. Staff also 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. Staff fabricates, installs or removes signs as required by the Engineering Division in response to State and Federal laws. Staff places and removes street or sidewalk barricades to prevent vehicular or pedestrian access, assists the Novato Police Department in its neighborhood, park, and business watch programs, and provides special signs and electrical, plumbing, and carpentry services. Staff also maintains a log of all installations, repairs and work orders.

**Emergency Services:** This section provides traffic control in emergencies or upon request of 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 10/11***

- Cross trained Street, NPDES, and Traffic staffs to maintain division effectiveness.

### ***Program Goals FY 11/12***

- Study and implement applicable sections of the new MUTCD regulations.
- Work with volunteers on graffiti abatement program.



**PW**

**Program: Traffic Operations**

Division Number 5300

**Summary of 2011/12 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<b>Program Elements:</b>									
Supervision	0.25		425	26,973				26,973	
Signal Maintenance	0.10		170	8,460		143,304		151,764	2,400
Crosswalks & Street Messages	0.70		1,190	59,223	22,073	60,157		141,453	
Traffic Signs	1.06		1,802	89,680		17,177		106,857	
Emergency Services	0.14		238	11,944		832		12,776	
<b>TOTAL</b>	<b>2.25</b>	<b>0.00</b>	<b>3,825</b>	<b>196,280</b>	<b>22,073</b>	<b>221,470</b>	<b>0</b>	<b>439,823</b>	<b>2,400</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2010/11
<b>Program Inputs:</b>					
Personnel Services	217,385	261,433	268,076	268,076	196,280
Contract Services	24,194	9,920	21,534	21,534	22,073
Materials and Supplies	217,346	179,370	193,106	199,816	221,470
Capital Outlay					0
<b>TOTAL</b>	<b>458,925</b>	<b>450,723</b>	<b>482,716</b>	<b>489,426</b>	<b>439,823</b>

**Department****Name:** Public Works**Program:** Street Trees and Parkway Maintenance**Budget:** \$423,273**Personnel Allocation:** 2.92**Revenue:** 0

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**Program Description**

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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**

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

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

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

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

**Program Accomplishments FY 10/11**

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- Worked with volunteers through Adopt an Island program to renovate island on San Joaquin.
- Worked with homeowners' association to renovate center island on Ignacio Boulevard.
- Upgraded irrigation along Main Gate Road to high efficiency drip system to reduce water use.
- Renovated island on Alameda del Prado, with high efficiency irrigation and low maintenance plants
- Renovated and upgraded planting beds at Community House.
- Worked with homeowners at Southgate subdivision to renovate and upgrade entrances.
- Assisted the Islands section with major installation and demolition projects on various sites.

**Program Goals FY 11/12**

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- Develop base level job descriptions and tasks for the volunteers assisting with maintenance.
- Re-evaluate employee training for compliance with base required levels of liability and worker safety.
- Establish minimum staffing requirements for the division's base work level.

**PW**

**Program: Street Trees and Parkway Maintenance**

Division Number 5400

**Summary of 2011/12 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<b>Program Elements:</b>									
Supervision	0.30		510	32,367				32,367	
Civic Center Grounds Maintenance	1.40		2,380	122,162		431		122,593	
Median Island Landscape Maintenance	1.22		2,074	103,922	23,510	140,881		268,313	
<b>TOTAL</b>	<b>2.92</b>	<b>0.00</b>	<b>4,964</b>	<b>258,451</b>	<b>23,510</b>	<b>141,312</b>	<b>0</b>	<b>423,273</b>	<b>0</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
<b>Program Inputs:</b>					
Personnel Services	310,727	302,508	248,955	248,955	258,451
Contract Services	46,100	2,859	22,937	6,017	23,510
Materials and Supplies	129,147	136,240	109,532	111,243	141,312
Capital Outlay					0
<b>TOTAL</b>	<b>485,974</b>	<b>441,607</b>	<b>381,424</b>	<b>366,215</b>	<b>423,273</b>

**PW**

**Department Name:** Public Works

**Program:** Parks Maintenance

**Budget:** \$1,272,087

**Personnel Allocation:** 8.08

**Revenue:** \$4,700

### ***Program Description***

Under the direction of the parks maintenance supervisor, the section provides landscape maintenance for the City's 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 section's budget, manages repair work to correct deficiencies, and ensures that monthly safety checks of City facilities are completed. He works with user groups, attends meetings as necessary to facilitate park and athletic field use, responds to citizen complaints, prioritizes and schedules service request responses, and directs emergency work as required to protect the public and reduce liability.

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

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

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

**Hamilton Recreation Areas:** Staff maintains all City park 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, Little League facilities and playground structures.

### ***Program Accomplishments FY 10/11***

- Worked with the Downtown Business group to develop a new tree lighting system and maintenance process.
- Repaired broken cement mainline pipe near Pioneer park entrance.
- Set new goal anchors at Hill Field, seeded goalie box areas and replaced rotors on all three fields.
- Assisted the Islands Division at various sites with major installation and demolition projects.
- Completed commercial license training of one additional Class 'A' driver.

**PW**

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- Worked with Streets Division to replace curb, gutter, and sidewalk damaged by invasive roots on Hangar Road.
- Rebuilt and installed Scottsdale pond agitator and aerator pumps.
- Completed tree removal in the Margaret Todd Senior Center parking lot, performed irrigation repair/installation, and placed new plants.
- Worked with Engineering Division to successfully complete landscape details at Whole Foods Project.

***Program Goals FY 11/12***

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- Develop base level job descriptions and tasks for the volunteers assisting with maintenance.
- Re-evaluate employee training for compliance with base required levels of liability and worker safety.
- Establish minimum staffing requirements for the division's base work level.

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**Program: Parks Maintenance**

Division Number 5500

**Summary of 2011/12 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<b>Program Elements:</b>									
Supervision	0.70		1,190	75,522		10,677		86,199	
Park Maintenance	3.74		6,358	309,687	22,348	302,211		634,246	4,700
Athletic Field Maint	1.46		2,482	120,767	6,135	94,112		221,014	
Hamilton Pool	0.75		1,275	61,050	425	103,251		164,726	
Hamilton Recreation Areas	1.43		2,431	116,402	22,273	27,227		165,902	
<b>TOTAL</b>	<b>8.08</b>	<b>0.00</b>	<b>13,736</b>	<b>683,428</b>	<b>51,181</b>	<b>537,478</b>	<b>0</b>	<b>1,272,087</b>	<b>4,700</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
<b>Program Inputs:</b>					
Personnel Services	870,416	792,352	817,919	817,919	683,428
Contract Services	62,963	33,521	51,884	34,884	51,181
Materials and Supplies	496,905	469,331	473,161	505,513	537,478
Capital Outlay					0
<b>TOTAL</b>	<b>1,430,284</b>	<b>1,295,204</b>	<b>1,342,964</b>	<b>1,358,316</b>	<b>1,272,087</b>

PW

**Department Name:** Public Works  
**Budget:** \$904,726  
**Revenue:** \$21,200

**Program:** Building Maintenance  
**Personnel Allocation:** 7.00

**Program Description**

Under the direction of the building maintenance supervisor, this section provides building maintenance and custodial services to all City facilities used by staff and the public.

**Program Elements**

**Supervision:** The supervisor directs and schedules all custodial and building maintenance efforts for 26 City owned buildings and oversees preparations for facility usage by committees, commissions, private parties, City staff, and other user groups. He works closely with the custodial lead worker and other departments to facilitate their programmed usage of City buildings, manages the section budget, and prepares CIP budget recommendations for building maintenance items. The supervisor also manages annual maintenance contracts for all facilities, scheduled facility repair work orders, and deferred maintenance. The supervisor is also responsible for overseeing night and weekend staff directed to work facility rentals and perform general custodial cleaning.

**Civic Center Maintenance:** This section provides daily custodial and maintenance services to the Police Department facility, 901 Sherman Avenue, the Novato Museum, and 917 Sherman Avenue. On a weekly basis, staff provides grounds keeping and maintenance to the unoccupied buildings at the old Civic Center complex. Staff also provides weekly custodial services to the Novato History Museum, and responds to special building maintenance set-up requirements for meetings at 901 Sherman, and the Novato Police Department training room. Building Maintenance responds to all service requests while being as flexible as time permits.

**Emergency Services:** Staff provides emergency services and EOC response as necessary to City Hall and City-owned recreational facilities. Staff also provides emergency call out response as required to the Margaret Todd Senior Center (MTSC), a Red Cross designated facility, regarding the start up for the emergency back-up generator. Emergency set-ups and requests are also assigned to custodial staff for MTSC.

**Teen/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, eating areas, Gymnastics Center store, Teen 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 Gym Facility Maintenance:** Staff provides custodial/maintenance services and general cleaning to both facilities seven days a week, and works closely with staff and the senior citizen groups to facilitate programmed use of the buildings. Staff cleans restrooms, kitchen facilities, offices, auditorium/stage, meeting rooms, nutrition sites, Hill Community Room, Hill Gymnasium wood floors, lobby, and multiuse 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 also respond to Red Cross needs in the event of an emergency if the Margaret Todd Center is opened as a shelter.



**PW**

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**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 Gym is cleaned five times per week. Custodial staff performs wood floor maintenance, cleans restrooms, main hallway, and bleachers and responds to building repairs and seasonal services. Staff services heating furnaces and performs wood floor refinishing, minor plumbing and electrical work. Seasonal cleaning and hardening of the Hamilton Pool facility, staff offices, and locker rooms is performed before opening to the public in May. General cleaning is performed twice weekly due to increased use of the facility. The Hamilton Fire House Museum includes management of a fire equipment maintenance contract and regular building supply check.

**Hamilton Facilities:** Staff provides security hardening and graffiti removal at the following facilities: 201 Bachelors Officers Club, Hamilton Hospital, Officers Club, Hamilton Theatre, and the Book Exchange. Staff performs weekly security monitoring of facilities.

**Novato Museum:** Staff provides custodial/maintenance services to the Novato Museum twice weekly. Minor repairs are performed and curator service requests are met.

**City Hall, 75 Rowland Way:** Staff responds to all requests for service and restocks lunchroom paper supplies and cleaning products.

***Program Accomplishments FY 10/11***

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- Completed work with vendor contract oversight for CIP weatherization project for City-owned buildings at Simmons House (900 Sherman Avenue), Hanen House (908 Sherman Avenue), and the Community House (908 Machin Avenue). These projects included roof, window, and dry rot repairs. Exterior painting was performed on 908 Sherman Avenue and the Community House.
- Completed security enhancements to Hamilton facilities, including Officers Club, Hamilton Hospital, and Hamilton Theatre
- Assisted with other CIP projects; including exterior/interior painting at the Novato Gymnastics Center; emergency generator installation at the Margaret Todd Senior Center; chiller and HVAC unit replacements at the Police Department facility
- Met the increasing maintenance requirements for the 901 Sherman Avenue facility.
- Reduced overall HVAC annual maintenance agreements over 20% this year through negotiation with contractors.

***Program Goals FY 11/12***

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- Maintain adequate staffing levels in order to perform vital services, prompt repairs, and set-up requirements while remaining flexible to the needs of other departments.
- Hamilton Gymnasium/Racquet Ball Courts remodel.
- Reduce paper product usage by 30% through use of hand dryers in designated facilities.
- Reduce water usage through installation of waterless urinals and low flow faucets when replacements are required.
- Accomplish deferred maintenance while performing main custodial functions for each facility.

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**PW****Program: Building Maintenance**

Division Number 5800

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Supervision	1.00		1,700	97,955		3,061		101,016	
Civic Center	3.00		5,100	230,865		204,331		435,196	3,200
Novato Museum						1,615		1,615	
Emergency Services						5,216		5,216	
Teen/Gym Center	0.74		1,258	53,728		51,727		105,455	
Todd Senior Center	2.00		3,400	154,122	1,303	45,551		200,976	18,000
Hamilton Rec Facilities	0.26		442	18,877		36,375		55,252	
<b>TOTAL</b>	<b>7.00</b>	<b>0.00</b>	<b>11,900</b>	<b>555,547</b>	<b>1,303</b>	<b>347,876</b>	<b>0</b>	<b>904,726</b>	<b>21,200</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	500,481	507,577	536,877	536,877	555,547
Contract Services	4,452	255	1,271	42	1,303
Materials and Supplies	402,780	372,312	344,849	347,059	347,876
Capital Outlay		9,928			0
<b>TOTAL</b>	<b>907,713</b>	<b>890,072</b>	<b>882,997</b>	<b>883,978</b>	<b>904,726</b>

**PW**

<b>Department Name:</b>	Public Works	<b>Program:</b>	Equipment/Vehicle Maintenance
<b>Budget:</b>	\$817,144	<b>Personnel Allocation:</b>	3.00
<b>Revenue:</b>	\$817,144		

**Program Description**

Under the direction of the Supervising Equipment Technician, this section provides repair and maintenance of all City vehicles and equipment.

**Program Elements**

**Supervision:** The Supervisor directs and schedules maintenance of all vehicles and equipment owned by the City. He solicits quotations for outside repairs of vehicles and equipment, and where necessary, provides comparison repair estimates. The Supervisor ensures that proper testing methods are followed in the Underground Fuel Tank Testing program, the Aboveground Fuel Tank Testing program, and the Vehicle Emissions programs (diesel and gasoline). The Supervisor also maintains accurate records of vehicles and equipment. Additionally, the Supervisor maintains operating permits and environmental compliance for facilities, emissions, hazardous materials, hazardous waste and tax obligations for gasoline, diesel and propane.

**Vehicle/Equipment Maintenance:** This section performs scheduled maintenance on all patrol vehicles, K-9 vehicles and unmarked police vehicles every 3,000 miles, on all other fleet vehicles every four months, and on construction and special equipment as scheduled. Staff also performs maintenance on all small equipment, and on emergency generators. Staff ensures compliance with State regulations and permit requirements for environmental issues. The section ensures that annual emission tests of City vehicles are completed to meet State emissions guidelines, and responds to special service requests as necessary (i.e., special metal fabrications, major equipment repairs, decommissioning salvaged vehicles and equipment and preparing them for sale). Vehicle purchasing and registration duties were added for FY 2010/11, as well as some of the responsibility for handling vehicle accident claims.

**Emergency Services:** Staff members provide roadside services in response to vehicle breakdowns as required. Staff assists in emergency service response such as oil and fuel spills, and processes the packaging and disposal of all hazardous material collected by the Division.

**Program Accomplishments FY 10/11**

- Implemented Fleet Management and Utilization studies.
- Researched a new Computerized Maintenance Management System (CMMS) to replace the outdated legacy system.
- Installed new 3,000 gallon above ground diesel tank.
- Implemented pilot vehicle pool program.

**Program Goals FY 11/12**

- Implement Computerized Maintenance Management System (CMMS).
- Implement any changes to fleet indicated through results of vehicle pool program study.
- Support Engineering staff following MTSC emergency generator installation.

**PW****Program: Equipment/Vehicle Maintenance**

Division Number 7100

**Summary of 2011/12 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Temp FTE								
<b>Program Elements:</b>										
Supervision	0.80		1,360	93,479		28,384		11,441	133,304	
Equipment/Vehicle Maintenance	2.15		3,655	216,106	10,928	451,404			678,438	817,144
Emergency Services	0.05		85	5,402					5,402	
<b>TOTAL</b>	<b>3.00</b>	<b>0.00</b>	<b>5,100</b>	<b>314,987</b>	<b>10,928</b>	<b>479,788</b>	<b>0</b>	<b>11,441</b>	<b>817,144</b>	<b>817,144</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	382,651	372,948	302,743	302,743	314,987
Contract Services	9,730	10,233	10,700	10,700	10,928
Materials and Supplies	407,710	387,741	474,987	474,684	479,788
Capital Outlay					0
Operating Transfers	21,718	11,471	10,412	10,412	11,441
<b>TOTAL</b>	<b>821,809</b>	<b>782,393</b>	<b>798,842</b>	<b>798,539</b>	<b>817,144</b>

**PW**

**Department Name:** Public Works

**Program:** Equipment/Vehicle Replacement

**Budget:** \$1,322,940

**Personnel Allocation:** 0.00

**Revenue:** \$982,431

***Program Description***

This program was established to account for the purchase of vehicles and other equipment for which a replacement schedule and a monthly depreciation/replacement charge is established.

***Program Elements***

**Vehicle Replacement:** Monthly charges are levied against user departments to ensure that when equipment is scheduled for replacement, sufficient funds have been accumulated to pay the replacement cost. Proceeds from equipment sales or salvage also support this activity. An interest rate of 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 2011/12 is listed below. Vehicles marked with an asterisk (\*) will only be replaced if needed, due to reduced personnel.

	<b>Budget Replacement Budget</b>
<u>2000 Kubota Tractor (Unit 109):</u> This vehicle has met its life expectancy and is in need of replacement.	\$32,583
<u>1999 GMC Stakebed (Unit 117):</u> This vehicle has met its life expectancy and is in need of replacement.	\$41,889
<u>1999 Dodge Stakebed* (Unit 118):</u> This vehicle has met its life expectancy and there are sufficient funds set aside to replace the unit.	\$29,586
<u>1992 Landscape Trailer* (Unit 125):</u> This unit has been extended for five years and is now in need of replacement.	\$4,672
<u>1996 Ford Stake Bed* (Unit 127):</u> This unit been extended and is now in need of replacement.	\$46,210
<u>2004 Elgin Sweeper (Unit 131):</u> This unit has met its life expectancy and is in need of replacement.	\$213,731
<u>2000 John Deere Bunker Rake (Unit 139):</u> This unit has met its life expectancy and is in need of replacement.	\$3,260
<u>2001 Cal Trailer* (Unit 140):</u> This unit has met its life expectancy and is in need of replacement.	\$13,776
<u>1987 Olathe Lawn Sweeper* (Unit 141):</u> This unit has been extended pending a redesign by John Deere that purchased the Olathe Company.	\$16,265

	<b>Budget Replacement Budget</b>
<u>1999 GMC Stakebed* (Unit 144):</u> This vehicle has met its life expectancy and there are sufficient funds set aside to replace the unit.	\$35,068
<u>2003 John Deere Mower (Unit 145):</u> This unit has met its life expectancy and is in need of replacement.	\$22,915
<u>2000 Dodge BR3500 Stakebed* (Unit 159):</u> This vehicle has met its life expectancy and is in need of replacement.	\$29,737
<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.	\$18,091
<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.	\$19,845
<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.	\$19,845
<b>Subtotal</b>	<b>\$547,473</b>

The following Police vehicles are scheduled to be replaced in FY 2011/12. These vehicles are at the end of their useful life expectancy and there are sufficient funds set aside to replace them.

	<b>Budget Replacement Amount</b>
2008 Ford Crown Victoria (Unit 210)	\$12,997
2008 Ford Crown Victoria (Unit 216)	\$12,997
2003 Ford E350 Club Wagon (Unit 260)	\$35,596
2005 Dodge Caravan (Unit 261)	\$23,620
2007 Harley Davidson Motorcycle (Unit 262)	\$21,160
2003 Kawasaki KLS400RS Motorcycle (Unit 267)	\$6,542
2003 Kawasaki KLS400RS Motorcycle (Unit 268)	\$6,542
2004 Chevrolet Blazer (Unit 277)	\$23,891
2004 Ford Crown Victoria (Unit 295)	\$23,568
<b>Subtotal</b>	<b>\$166,913</b>
<b>GRAND TOTAL</b>	<b><u>\$714,386</u></b>

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**Program: Equipment/Vehicle Replacement**

Division Number 7200

**Summary of 2011/12 Resources Used by Program Element:**

	Contract Services	Materials & Supplies	Debt Service	Capital Outlay	Operating Transfers	Total Budget	Program Revenues
<b>Program Elements:</b>							
Administration					176,142	176,142	28,507
Sale of Equip - Auction						0	5,000
Equipment Replacement		7,932		706,454		714,386	548,924
MERA	186,000		246,412			432,412	400,000
<b>TOTAL</b>	<b>186,000</b>	<b>7,932</b>	<b>246,412</b>	<b>706,454</b>	<b>176,142</b>	<b>1,322,940</b>	<b>982,431</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
<b>Program Inputs:</b>					
Contract Services			168,970	168,970	186,000
Materials & Supplies	453,056	650,596	4,615	4,615	7,932
Debt Service	247,010	247,297	264,030	264,030	246,412
Capital Outlay	186,012	36,435	916,700	916,700	706,454
Operating Transfers		118,498	103,254	103,254	176,142
<b>TOTAL</b>	<b>886,078</b>	<b>1,052,826</b>	<b>1,457,569</b>	<b>1,457,569</b>	<b>1,322,940</b>

**PW**

**Department Name:** Public Works

**Program:** Hamilton CFD

**Budget:** \$510,234

**Personnel Allocation:** 3.07

**Revenue:** \$510,517

### ***Program Description***

Under the collective direction of both the parks and streets maintenance supervisors, this section provides landscape, pump station, and levee maintenance for the Hamilton Community Facilities District.

### ***Program Elements***

**Landscape Maintenance:** The section provides landscape maintenance services to all roadside landscapes included in the boundaries of the Hamilton CFD. The services include mowing, pruning, tree trimming, irrigation adjustment, weed control, and planting. Also provided are roadside and sidewalk weed control to ensure vehicle and pedestrian safety.

**Levee Maintenance:** Staff provides all maintenance services to ensure that the structural integrity of the levee is intact in order to protect Hamilton residents 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 10/11***

- Renovated irrigation and plant material at Bayside subdivision after repair work was completed.
- Worked with Homeowners at Southgate subdivision to renovate and upgrade entrances.
- Renovated Main Gate Road center islands with new high efficiency irrigation and low water plants.

### ***Program Goals FY 11/12***

- Continue plant replacement and irrigation upgrades.
- Assist Maintenance Superintendent with wall painting project.

**PW**

**Program: Hamilton Community Facilities**

Division Number 5600

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Administration						36,750	9,278	46,028	510,517
Landscape Maintenance	2.00		3,400	162,800	22,000	89,799		274,599	
Pump Station #1	0.58		986	48,272		31,220		79,492	
Levee	0.17		289	13,838	21,500	32,250		67,588	
Pump Station #2	0.32		544	26,843		15,684		42,527	
<b>TOTAL</b>	<b>3.07</b>	<b>0.00</b>	<b>5,219</b>	<b>251,753</b>	<b>43,500</b>	<b>205,703</b>	<b>9,278</b>	<b>510,234</b>	<b>510,517</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	237,471	238,363	243,672	243,672	251,753
Contract Services	46,268	78,334	13,000	13,000	43,500
Materials & Supplies	145,048	163,408	171,609	171,384	205,703
Operating Transfers	14,089	497,791	8,534	8,038	9,278
<b>TOTAL</b>	<b>442,876</b>	<b>977,896</b>	<b>436,815</b>	<b>436,094</b>	<b>510,234</b>

**PW**

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**Department Name:** Public Works

**Program:** Pointe Marin CFD

**Budget:** \$197,572

**Personnel Allocation:** 2.00

**Revenue:** \$177,643

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**Program Description**

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Under the direction of the parks supervisor, this section provides landscape maintenance for the Pointe Marin Community Facilities District.

**Program Elements**

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**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 11/12**

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- Consider plant replacement for the center island due to visibility issues and frequent maintenance required to maintain height below 24".

**Program: Pointe Marin Community Facilities**

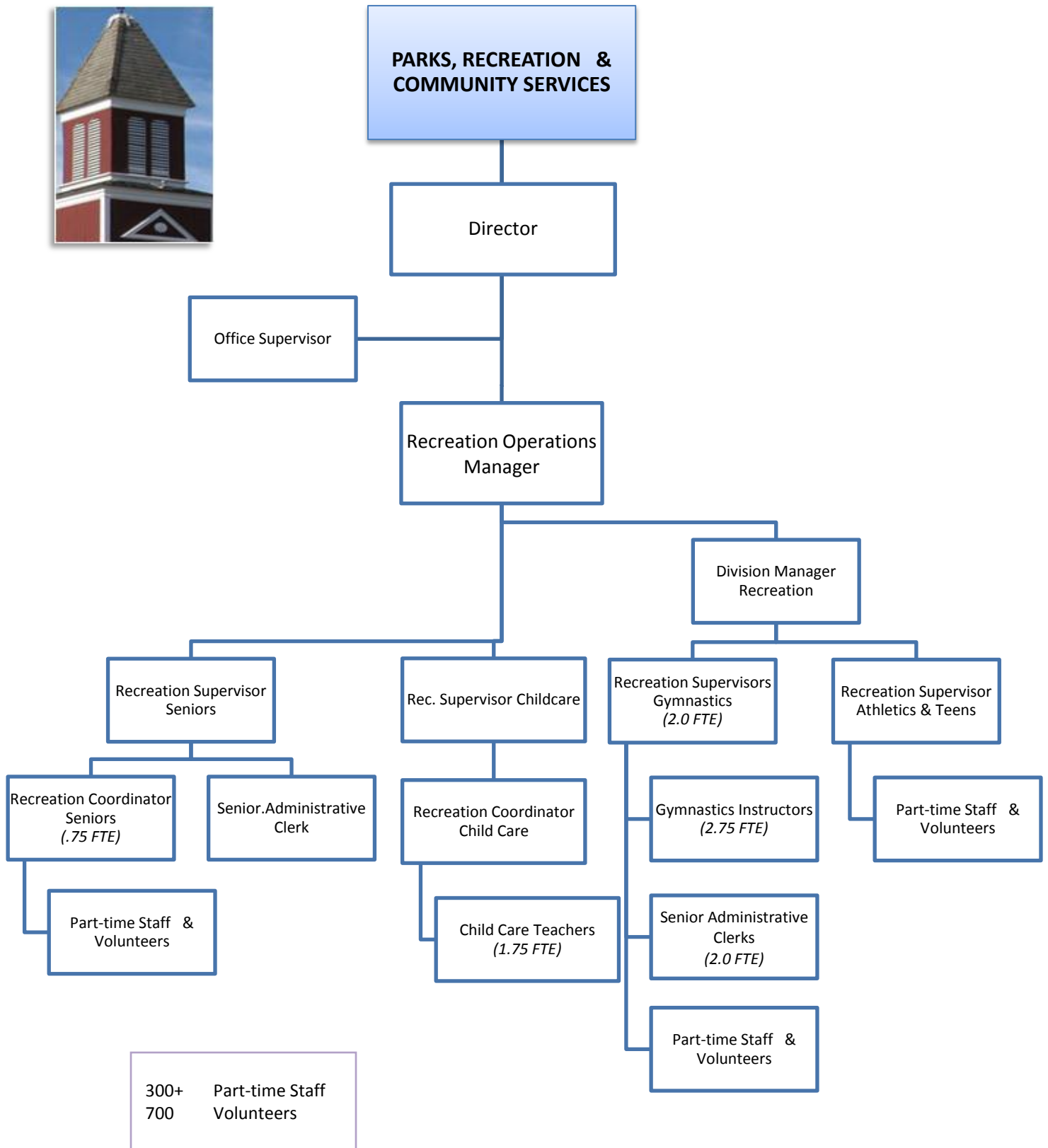
Division Number 5600

**Summary of 2011/12 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<b>Program Elements:</b>									
Landscape Maintenance	2.00		3,400	162,800	300	28,800	5,672	197,572	177,643
<b>TOTAL</b>	<b>2.00</b>	<b>0.00</b>	<b>3,400</b>	<b>162,800</b>	<b>300</b>	<b>28,800</b>	<b>5,672</b>	<b>197,572</b>	<b>177,643</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	146,177	148,300	157,649	157,649	162,800
Contract Services	8,500		250	250	300
Materials & Supplies	25,166	26,698	32,129	31,904	28,800
Operating Transfers	8,290		5,194	5,194	5,672
<b>TOTAL</b>	<b>188,133</b>	<b>174,998</b>	<b>195,222</b>	<b>194,997</b>	<b>197,572</b>

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**Revenue & Appropriation Summary**

	<b>Adopted Budget 2010/11</b>	<b>Final Budget 2010/11</b>	<b>Adopted Budget 2011/12</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
				<b>Dollar</b>	<b>Percent</b>
<b>Revenues</b>					
Program Fees:					
Administration	99,300	99,300	117,300	18,000	18.13%
Childcare & Enrichment	451,150	451,150	451,150	-	0.00%
Cultural Programs	78,000	78,000	78,000	-	0.00%
Senior Citizens Programs	141,800	141,800	131,800	(10,000)	(7.05)%
Athletics Programs	1,067,269	1,067,269	1,007,297	(59,972)	(5.62)%
Donations & Grants	117,000	117,000	34,350	(82,650)	(70.64)%
Facilities Rentals	108,856	108,856	102,356	(6,500)	(5.97)%
Miscellaneous	69,000	69,000	69,025	25	0.04%
<b>Department Total</b>	<b>\$2,132,375</b>	<b>\$2,132,375</b>	<b>\$1,991,278</b>	<b>(141,097)</b>	<b>(6.62)%</b>
<b>Appropriations</b>					
Administration	587,958	588,979	661,417	73,459	12.49%
Childcare & Enrichment	507,227	507,547	506,088	(1,139)	(0.22)%
Cultural Programs	151,623	151,943	149,504	(2,119)	(1.40)%
Senior Citizens Programs	381,633	381,633	303,173	(78,460)	(20.56)%
Athletics Programs	1,456,304	1,459,304	1,381,168	(75,136)	(5.16)%
<b>Department Total</b>	<b>\$3,084,745</b>	<b>\$3,089,406</b>	<b>\$3,001,350</b>	<b>(83,395)</b>	<b>(2.70)%</b>

***Department Mission Statement***

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Enrich Individual and Community Life.

***Department Vision Statement***

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To be recognized for leadership and achievements as the premier provider of parks, recreation, and community services.

***Department Responsibilities***

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Parks, Recreation and Community Services (PRCS) is an essential service offering 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, facilities at Hamilton including the Community Center, Firehouse Museum, Gymnasium, Pool, Thigpen Courts, Amphitheater and South Hamilton Park, as well as Hill Gymnasium, Hill Community Room, Lu Sutton Child Care Center, Margaret Todd Senior Center, Novato Gymnastics and Teen Center, Novato History Museum, Indian Valley Campus ball fields, and Miwok, Hoog, and Pioneer Parks.

Support for PRCS is an investment in the security, health and stability of our community. PRCS plays an important role in crime prevention, and creates a healthy community through diverse and innovative recreation programming. Recreation brings neighbours together, encourages safer, cleaner neighbourhoods, 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 our residents.

In the coming year, PRCS will continue to work with, and maximize use of, volunteers. Currently, PRCS manages nearly 700 volunteers a year. Volunteers donated over 25,000 hours in FY 2010/11 to significantly assist staff with the delivery of quality programs and services to the community. The value of these volunteer service hours equals over \$425,000.

PRCS is comprised of three divisions: Administration, Community Services, and Recreation Programs.

**Administration**

Manages and coordinates all PRCS programs, activities, facilities, and community outreach efforts. Responsibilities include establishing department policy and direction; working with the Recreation, Cultural and Community Services Commission and City Council to accomplish citywide goals; and preparing and monitoring the PRCS General Operating and Capital Improvement Program budgets. Other responsibilities include overseeing program registration; facility reservations; programs and special events brochure; grants to fund programs, services, parks, and facilities; Park Dedication In-Lieu (Quimby) Fees; public art policy and program; managing contracts and agreements with community groups and consultants; planning, acquisition, and development of new and existing parks, recreation and cultural facilities; and developing partnerships with other public agencies and community organizations. Administration also manages community use for the Thigpen Multi-Use Sports Courts, Pioneer Park Tennis Courts, Pioneer Park, Miwok Park, Hamilton Amphitheater Park, and Joseph Hoog Park.

**Community Services Division**



*Senior exercise class*

Plans and implements recreational, cultural, and educational programs, activities, classes, services, and citywide special events for children and adults. Manages the Margaret Todd Senior Center and senior citizen services, 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 City Green.

**Recreation Programs Division**

Supervises instructional, recreational, and competitive sports programs for children, teens, and adults. Recreation Division oversees programs and recreational activities at the Novato Gymnastics and Teen Center, Hill Gymnasium, Hamilton Gymnasium, Indian Valley Campus Athletic Fields, and Novato Skate Park. The Recreation Division schedules program use of community facilities and rental of athletic fields and facilities. These uses include City sports programs, and use by individuals and community groups.

***Department Accomplishments FY 10/11***

- PRCS launched *Let's Move Novato! Get Active! Get Healthy!* a year-long health initiative, joining with over 500 cities nationwide, to reverse childhood obesity and improve our nation's health. This work is being done to achieve Council Strategic Plan Goal #3: Enhance Environmental Sustainability and Promote a Healthy Community.
- To reduce the need for General Fund assistance, the Department reduced full time staff by 22% (nearly 6 full time staff) in FY 2010/11 and reduced use of paid part time staff by 18% (equivalent to 4 full time staff). Nearly 700 volunteers were used to deliver programs and services, a significant increase over FY 2009/10. The added value of the hours of work contributed by PRCS volunteers saved the City nearly \$425,000 last year. As a result of reducing and reallocating personnel, the PRCS General Fund support was reduced by 36% in FY 2010/11.
- The PRCS Department has reduced its level of General Fund support by 54% in two years, representing a savings of over \$1,000,000 annually.
- Hamilton Pool reopened in summer 2010, and despite colder than normal temperatures throughout the summer, had record attendance. The Pool served nearly 30,000 pool patrons through lap swimming, lessons, camps and open swim programs. A multi-year contract with the City of San Rafael was successfully negotiated for summer 2011, insuring new revenue for the City of Novato to help offset the cost of maintenance.
- California Park and Recreation Society, District I awarded the Novato Gymnastics Boosters a community service award for their continued volunteer work and substantial financial contributions to the Novato Gymnastics Center.
- Novato Independent Elders Program (NIEP) received grants to support the Supervisor position, and program operating expenses for Fiscal Year 2010/11 from the Marin Community Foundation,



*Let's Move Novato! 5K fun run*

the Community Development Block Grant Program, and Marin County Supervisor, Judy Arnold. Work has been ongoing since fall 2010, to identify an appropriate nonprofit interested in taking over the NIEP Program at the end of FY 2010/11. Beginning July 1, 2011, PRCS will successfully transfer the NIEP program to Episcopal Senior Communities (ESC), when NIEP funding received by the City ends. PRCS staff has assisted ESC in making three grant applications to continue the program under their new leadership.

- Key partners PRCS worked with this past year included Novato Senior Citizen's Club, Novato Historical Guild, Gymnastics Booster Club, Novato Unified School District, the City of San Rafael, and the Blue Ribbon Coalition for Youth.
- Novato Historical Guild contributed \$36,000 in funding per year, for a total of \$72,000 over two years (FY 2009/10 and FY 2010/11) to support a half-time Museum Coordinator position. In FY 2010/11, staff assisted the Nonprofit Novato Historical Guild in submitting a proposal to Marin Community Foundation, for a contract with a Museum Curator. This position would further develop their older adult docent and volunteer program. The Guild has received a grant of \$20,000 for this work. Beginning July 1, 2011, the Curator will manage volunteers and collections, expand volunteerism, and develop special training and teams of Guild volunteers to manage the different aspects of Museum work at the two sites. This will allow the Guild to fulfill its mission in support of the City's Museum programs.
- PRCS staff worked for 17 months to successfully execute three separate agreements, creating the partnership with the Novato Unified School District, to build and operate a community gymnasium at Hamilton School. Approval is being sought from the Division of the State Architect before construction bidding can begin. 34% of the City's share of construction funding is provided by grants.
- The Margaret Todd Senior Center continued to serve over 10,000 seniors this year, and the Gymnastics Center had nearly 40,000 visits to the Center, serving 800-900 youth per week.
- The Recreation, Cultural and Community Services Commission worked with staff to create a comprehensive Community Awareness Action Plan. The plan identifies a multifaceted approach to enhance community awareness of the value of, and critical need for, high quality recreation programs, services and facilities. It further serves to heighten Commissioners' awareness of the professional field of parks and recreation and familiarize them with services and programs provided by PRCS departments nationwide. A primary goal of the plan is to gather community input, and identify needs and trends that should drive PRCS priorities in Novato. A recreation survey is underway to assess how PRCS is viewed by the community, and identify priorities for recreation programs and community recreation facilities.
- The first solicitation for a Food and Beverage Concessionaire for the Hamilton Pool was completed to generate new revenue for the City.
- The PRCS Department secured a three year grant from Marin County Health and Human Services, with strong support from the Novato Blue Ribbon Coalition for Youth. The work funded by the grant will focus on the creation of an Action Plan to reduce youth access to alcohol and to reduce binge drinking in Novato.
- Negotiations with the State Coastal Conservancy for easements to locate the San Francisco Bay Trail at Hamilton, were successfully initiated again after nearly a two year hiatus as levee seepage issues were evaluated.
- Emergency Operations Center's Logistics Section Co-Chiefs from PRCS and Fire District, secured a contract proposal from the Center for Volunteer and Non Profit Leadership, to create and manage a Spontaneous Volunteer Center in support of Novato's emergency response in the case of a local disaster. Funding is being sought from both the City and the Fire District to initiate the contract and begin establishing the Spontaneous Volunteer program and center.
- PRCS, working with Public Works, is developing agreements to transition the ongoing maintenance

of three Little League ballfields to Little League. All three Novato Little League organizations have agreed to assume year-round maintenance responsibility. At the direction of the School District, Exclusive Use Agreements will be created for the two diamonds owned by NUSD and maintained by the City through the City's Reciprocal use Agreement with NUSD. This work is a true collaboration of two public entities and three nonprofit sports providers.

- The leadership of the City's American with Disabilities (ADA) Compliance Committee has been assigned to PRCS, and the Committee is actively functioning. The Committee will monitor ADA compliance for projects, facilities, employment and hiring practices, and evaluate and resolve any ADA complaints. PRCS is seeking funding to provide Recreation Inclusion Training for PRCS staff, which will assist staff with effectively handling any requests for accommodation by someone with a disability.
- The City Hall and Green have been open for use for just over one year. During that time, new revenues of more than \$7,500 from community rentals have exceeded initial expectations, despite staffing reductions that have impacted time dedicated to active marketing of the facility.

### ***Department Goals FY 11/12***

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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***

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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 our youth;
- Persons of all ages benefit from social interaction, play, and enjoyment of their environment;
- Participation in recreation programs, events, services, and facilities provides opportunities to build healthy and safe communities, foster community identity, and promote strong bonds among people of all backgrounds; and
- PRCS encourages staff to pursue professional growth and expanded knowledge to ensure the highest level of programs, facilities, and services are provided to Novato's residents.

**Department Name:** Parks, Recreation and Community Services

**Program:** Administration

**Budget:** \$661,417

**Personnel Allocation:** 3.45

**Revenue:** \$205,106

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### ***Program Description***

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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; publication of the programs and special events brochure; grants; and the planning, acquisition, development of parks, recreation and cultural facilities.

### ***Program Elements***

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**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 budgets. Oversees program registrations, facility reservations, and grants, which fund programs and services. Coordinates program and facility use with the Novato Unified School District, Marin Community College District, and community groups.

**Recreation Brochure:** PRCS publishes and mails to all Novato residents a programs and special events recreation brochure. Beginning in FY 2010/11, PRCS reduced production of the recreation brochure to two times a year (summer/fall and winter/spring). 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](http://www.novato.org/prcs). In addition to the two times a year publication, a special summer supplement is mailed to selected Novato households. 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 12<sup>th</sup> Grade, and is sent to participants who have registered for similar programs during the past year.

**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. Funding for this program is provided solely through grants and donations. The funding allocation changes annually depending on availability and is allocated on a first-come, first-served basis until all available funding is disbursed. Families can use their funding allocation for any PRCS program, class, or activity. The financial assistance program also offers reduced rates for select seasonal programs to help stretch each family's financial assistance dollars. The programs selected (e.g. day camps, sports camps, theater programs, basketball, and gymnastics) are ones in which a limited number of participants may be added without additional costs to the program. This financial assistance is particularly beneficial to families with several children. Recreation Division staff manage the application process, and implement the distribution of funds for the Youth Financial Assistance Program.

**Capital Improvement Projects:** Plans and manages the acquisition, development and renovation of new and existing parks, recreation and cultural facilities. Calculates Park Dedication In-Lieu (Quimby) Fees, and manages the public art policy and Percent for Art program.

***Program Accomplishments FY 10/11***

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- Processed 19,715 registrations for programs, classes, memberships, and activities.
- Processed 7,529 facility rental reservations totaling \$207,200 in revenue.
- 183 families participated in the Youth Financial Assistance Program compared to 191 families in FY 2009/10.
- Created marketing mailer for youth summer camps and programs. It identified camps/programs available throughout the summer for specific age groups.

***Program Goals FY 11/12***

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

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**Program: Administration**

Division Number 6000

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Administration	2.70	0.15	4,902	415,389	41,321	100,344		557,054	145,256
Less Administration Applied						(20,000)		(20,000)	
Activities Guide	0.28		476	21,219		38,239		59,458	8,000
Health & Human Svcs Grant	0.25		425	18,691				18,691	18,850
Hamilton Pool		0.36	749	15,000				15,000	33,000
PRCS Commission	0.22		374	31,214				31,214	
<b>TOTAL</b>	<b>3.45</b>	<b>0.51</b>	<b>6,926</b>	<b>501,513</b>	<b>41,321</b>	<b>118,583</b>	<b>0</b>	<b>661,417</b>	<b>205,106</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	661,294	557,398	428,062	428,062	501,513
Contract Services	38,635	37,482	40,313	40,313	41,321
Materials and Supplies	159,830	119,464	139,583	140,604	138,583
Administration Applied	(10,412)	(11,403)	(20,000)	(20,000)	(20,000)
Capital Outlay					0
<b>TOTAL</b>	<b>849,347</b>	<b>702,941</b>	<b>587,958</b>	<b>588,979</b>	<b>661,417</b>

**Department Name:** Parks, Recreation and Community Services

**Program:** Child Care & Enrichment

**Budget:** \$506,088

**Personnel Allocation:** 3.74

**Revenue:** \$453,500

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### ***Program Description***

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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, recreational day camps, preschool classes and after-school programs and activities.

### ***Program Elements***

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**Lu Sutton Child Care:** State-licensed program providing year-round child care at Lu Sutton Elementary School. Child care is offered both before and after school, and during most vacation periods. When the Center is open during school holidays, in-service teacher training days, and the summer season, Lu Sutton Child Care is available to serve all elementary school-aged Novato children, regardless of their school affiliation. Child Care revenues cover most direct program costs.

**Summer Camp Ton-of-Fun at Rancho, Hamilton Day Camps, and Specialty Camps:** Summer Camp Ton-of-Fun at Rancho Elementary School provides part-time and full-time childcare during the summer for school-aged children. This program provides the opportunity for child care participants to be escorted to and from enrichment programs such as art, cooking, science, tutoring, theater, Lego engineering, gardening, and sports camps. It includes opportunities for participants to enjoy field trips and special live performance events designed for youth, Kindergarten through 5<sup>th</sup> Grade. Camp Ton-of-Fun is designed for maximum flexibility, with a mix of child care and enrichment experiences. Hamilton Day Camp provides shorter daily hours, with no extended day child care. Day Camp offers traditional active games, crafts and themed activities at Hamilton Community Center. Specialty Camps are week-long recreational programs offered at a variety of locations during the summer.

**Children's Classes:** A variety of traditional and special interest classes such as cooking, photography, yoga, gardening, and Taekwondo for children are offered year round. Children's classes also include traditional Tiny Tot, Teeny Tiny Tot, and Pre-K programs held at the Lu Sutton Child Care buildings.

**Hamilton Community Center:** Located at 503B South Palm Drive, the center hosts limited programs and recreational activities for youth and adults. The west side of the building is available for rentals.

### ***Program Accomplishments FY 10/11***

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- Lu Sutton Child Care and Hamilton Taekwondo programs collected food, blankets, and toys for underprivileged families.
- The children at Lu Sutton Child Care enjoyed a third season of planting in the revamped garden located on site. Compost made on site from garden trimmings, and kitchen scraps from child care snacks are used in the planter boxes.
- Camp and Child Care 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.

**PRCS**

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- Division staff partnered with the Novato Fire Protection District for the 9<sup>th</sup> summer to co-sponsor the Annual Fire Squirts Camp for 10–14 year-olds, many of whom are “at risk” children.
- 1,100 youth participated in a variety of enrichment classes over the year.
- 500 children participated in day camps and Summer Rec at Rancho during summer 2010.
- 400 children (duplicated participants) in these summer programs also registered for weekly field trips and special events.

***Program Goals FY 11/12***

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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 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Lu Sutton Child Care	2.34	1.56	7,223	216,206	3,992	27,080		247,278	250,000
Summer Child Care	0.52	1.12	3,214	79,662		13,462		93,124	81,230
Children's Classes	0.79	0.96	3,340	94,330	58,017	2,365		154,712	119,920
Hamilton Administration	0.09	0.03	215	9,743		1,231		10,974	2,350
<b>TOTAL</b>	<b>3.74</b>	<b>3.67</b>	<b>13,992</b>	<b>399,941</b>	<b>62,009</b>	<b>44,138</b>	<b>0</b>	<b>506,088</b>	<b>453,500</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	444,037	373,261	403,646	403,646	399,941
Contract Services	55,917	40,631	60,496	61,316	62,009
Materials and Supplies	51,071	30,757	43,085	42,585	44,138
Capital Outlay			0	0	0
<b>TOTAL</b>	<b>551,025</b>	<b>444,649</b>	<b>507,227</b>	<b>507,547</b>	<b>506,088</b>

**Department Name:** Parks, Recreation and Community Services

**Program:** Cultural Programs

**Budget:** \$119,504

**Personnel Allocation:** 0.41

**Revenue:** \$78,000

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### ***Program Description***

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Cultural Programs offer programs, classes, and special events that address community arts, cultural, and historical interests. The mission of the Museum program is to preserve objects, and provide information that enhances the understanding of Novato history.

### ***Program Elements***

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**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. The 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 programs.

**Cultural Arts Classes:** Provides a variety of classes in the fine arts and performing arts for youth, teens, and adults. Arts and crafts, music, dance, and performing arts/theater are among the programs conducted at various sites in Novato.

**Citywide Special Events:** Division staff assists in planning, promoting and coordinating events sponsored, or co-sponsored by the City, and that promote City recreational, educational, and cultural policies.

### ***Program Accomplishments FY 10/11***

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- 102 volunteers contributed 6,280 hours to the operation of the Museum.
- 23 classes of third graders, including 450 children from Novato's elementary schools, and their teachers and chaperones toured the Museum in spring 2011.
- The City accepted 48 donations of historical artifacts and photographs into the Museum collection and archives. Museum staff and volunteers fulfilled 67 formal research requests in addition to the numerous drop-in visitors doing their own research projects.
- 1,100 people visited the Novato History Museum.
- 1,500 visitors toured the Hamilton Field History Museum.
- The Guild offered special tours of museums to 10 groups in FY 2010/11.
- 500 youth participated in cultural arts classes.
- 100 children plus their parents participated in a Fishing in the City event held at Scottsdale Pond.

### ***Program Goals FY 11/12***

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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: Cultural Programs**

Division Number 6200

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Museum Administration	0.05		85	38,339		260		38,599	
Cultural Arts Classes	0.34	1.44	3,573	75,247	9,981	14,830		100,058	78,000
Citywide-Special Events	0.02	0.09	221	4,771		6,076		10,847	
<b>TOTAL</b>	<b>0.41</b>	<b>1.53</b>	<b>3,879</b>	<b>118,357</b>	<b>9,981</b>	<b>21,166</b>	<b>0</b>	<b>149,504</b>	<b>78,000</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	195,862	167,659	121,085	121,085	118,357
Contract Services	16,741	10,395	9,738	9,738	9,981
Materials and Supplies	7,398	5,038	20,800	21,120	21,166
Capital Outlay					0
<b>TOTAL</b>	<b>220,001</b>	<b>183,092</b>	<b>151,623</b>	<b>151,943</b>	<b>149,504</b>

**Department Name:** Parks, Recreation and Community Services

**Program:** Senior Citizens

**Budget:** \$303,173

**Personnel Allocation:** 2.33

**Revenue:** \$161,300

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### ***Program Description***

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Senior Citizen programs are held at the Margaret Todd Senior Center (MTSC) located at 1560 Hill Road. This full service center offers a variety of programs, services and information to seniors and their families. Programs are developed to meet the changing needs and interests of older residents. The City of Novato Independent Elders Program (NIEP) continued to be a City program at MTSC throughout FY 2010/11, but is transitioning to become a program of the nonprofit Episcopal Senior Communities (ESC) in FY 2011/12. NIEP will continue to be hosted at MTSC under an agreement with ESC. NIEP develops programs that support the independence of seniors, with a focus on meeting the needs of isolated, frail and multicultural older adults.

### ***Program Elements***

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**Program Management:** MTSC hosts a number of senior and adult enrichment classes, programs, special events, and outreach services. The Senior Citizen Financial Assistance Program provides funding for low-income seniors to participate in programs and activities. MTSC operates on a membership basis.

**Special Events, Trips and Activities:** MTSC offers special events throughout the year such as picnics, Holiday Crafts Faire, Health Services Day, big band dances, flea markets, and other seasonal activities. The Center also organizes on-going specialty programs such as game groups, and bocce ball.

**Senior Citizens Club:** 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.

**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.

**City of Novato Independent Elders Program (NIEP):** NIEP is a program of the Episcopal Senior Communities and is sited at the MTSC through an agreement with the City. In FY 2011/12 NIEP will receive funding from the Marin Community Foundation, Community Development Block Grant Program, and the County of Marin. NIEP develops programs that enhance services and support the independence of seniors, focusing on frail, isolated and culturally diverse seniors.

### ***Program Accomplishments FY 10/11***

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- MTSC was used for City and community events for a total of 154 room/facility rentals and 1,272 reservations.
- Hill Community Room was used for City and community events for a total of 48 rentals and 222 reservations.



**PRCS**

- Center staff also managed the weekend rentals of the Novato City Hall facility. Novato City Hall was used for weekend community events for a total of 16 rentals.
- Center staff processed 7,540 registrations including 2,498 course registrations, 1,104 course drop-in registrations, 325 workshop registrations, 828 trip registrations, 90 legal appointments, 670 catered lunch reservations, 870 special event dinner reservations, and 1,155 membership registrations.
- Classes specifically promoting health and wellness continued to be very popular. Two low-impact exercise classes were added to the schedule – Youthful Hearts Chair Aerobics and Strength Training through S.E.L.F. Fitness.
- 87 people enrolled in Ballroom Dancing.
- 54 people enrolled in Bridge classes.
- 143 people enrolled in the AARP Safe Driving courses held at the Center.
- PRCS continued to partner with the Osher Lifelong Learning Program through Dominican University to offer challenging courses on a variety of topics such as *Pakistan*, and *The Two Americas: Anglo and Latino*.
- English as a Second Language classes continued meeting at the Center three days per week, 98 people participated in English classes at the Center.
- 1,155 adults were MTSC members in 2010.
- 160 seniors received flu shots at the annual Health Services Day, and 30 local health providers set up booths, and offered free services and information.
- In response to City budget cuts, NIEP operating costs and the Supervisor position were fully funded in FY 2010/11 with grants from the Marin Community Foundation, Community Development Block Grant Program, and the County of Marin.
- City staff worked with Episcopal Senior Communities (ESC), a nondenominational nonprofit organization, to transition the NIEP program to that organization, and assisted ESC with their efforts to seek grant funding for the program in FY 2011/12.
- NIEP has 91 volunteers who provided over 3,956 hours of service last year.
- NIEP volunteers provided 488 hours of yard work for 82 frail seniors last year.
- NIEP provided 20 workshops for 325 seniors, their family members, and caregivers.
- NIEP Alma Latina program served over 300 Hispanic seniors last year with programs, and translation services.
- NIEP's Home Delivered Grocery Program volunteers shopped for, and delivered, 1,042 grocery orders to homebound Novato seniors.
- 4,500 meals were served to seniors by NIEP volunteers on-site at the senior center dining site

***Program Goals FY 11/12***

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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 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Program Management	0.81	0.33	2,063	84,770	516	11,833		97,119	31,800
Trips & Special Events	0.26		442	21,559	210	7,193		28,962	7,000
Senior Citizens Club	0.63		1,071	53,886				53,886	14,500
Senior Classes	0.63	0.96	3,068	82,521	40,685			123,206	108,000
<b>TOTAL</b>	<b>2.33</b>	<b>1.29</b>	<b>6,644</b>	<b>242,736</b>	<b>41,411</b>	<b>19,026</b>	<b>0</b>	<b>303,173</b>	<b>161,300</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	437,353	423,767	321,172	321,172	242,736
Contract Services	34,838	29,166	41,669	41,669	41,411
Materials and Supplies	21,103	12,422	18,792	18,792	19,026
Capital Outlay					0
<b>TOTAL</b>	<b>493,294</b>	<b>465,355</b>	<b>381,633</b>	<b>381,633</b>	<b>303,173</b>

**Department Name:** Parks, Recreation and Community Services

**Program:** Athletics Programs

**Budget:** \$1,381,168

**Personnel Allocation:** 8.17

**Revenue:** \$1,093,372

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### ***Program Description***

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Athletics 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.

### ***Program Elements***

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**Facility Rentals:** A number of athletic facilities are rented to community groups and individuals throughout the year. These facilities include Hill Recreation Area; Hill Gymnasium; Indian Valley Campus Athletic Fields; Marion Park; Slade Park; Hamilton Gymnasium; Pioneer Park Tennis Courts; Thigpen Multi-Use Sports Courts; and, through FY 2010/11, three Little League fields at Hamilton, Olive, and Rancho.

**Children's Athletics:** Year-round recreational and instructional sports programs are offered for youth ages three to 12. Programs include basketball leagues and sports camp opportunities in soccer, baseball, golf, basketball, lacrosse, tennis, and football. Basketball 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 and Drivers' Education classes. Programs also include Middle School Dances and Activity Nights for 7<sup>th</sup> and 8<sup>th</sup> grade students, 6<sup>th</sup> grade Recreation Nights, and other special events focused on teens. Teen Athletics includes basketball leagues, sports camps and activities. Leagues are structured to provide participation, instruction, and develop good sportsmanship. A variety of sports camps, including basketball, baseball, soccer, volleyball, and football, are offered primarily in the summer. Each summer, a Girls Varsity and a Girls Frosh/JV Basketball League are offered which provide for regional competition.

**Adult Athletics:** Programs in this area include adult basketball, coed volleyball and adult and coed softball. Leagues for basketball and volleyball are offered in the winter, spring, and fall. Softball leagues are played in the spring, summer, and fall at the Indian Valley Campus Athletic Fields.

**Gymnastics:** The year-round gymnastics program utilizes the Novato Gymnastics Center located at 950 Seventh Street for preschool, recreational, and competitive gymnastics classes. In addition to regular classes, the gymnastics program offers camps during school breaks and in the summer, several special events each year, including gymnastics meets, a recreational and preschool show, private lessons, and a special needs class.

***Program Accomplishments FY 10/11***

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- Coordinated staff effort to plan and implement the department's *Let's Move Novato!* Events.
- Let's Move Novato kick-off walk had more than 250 participants.
- 920 teens attended Middle School Dances hosted at the Teen Center.
- 1,600+ youth attended Teen Center Welcome to Middle School, and 6<sup>th</sup> Grade Recreation Nights.
- Increased access to athletic facilities for community use by 5% by offering more availability.
- Volunteers coached 100% of the youth basketball teams.
- More experienced officials were used to referee the games.
- Youth sports programs served over 2,100 participants.
- More than 500 children participated in sports camps, and another 500 in sports classes.
- 500 children participated in basketball leagues, and 75 enrolled in flag football leagues.
- 600 organized games were played in children's basketball and football leagues in 2010/11.
- 64 teams from the Catholic Youth Organization league played in PRCS organized basketball tournaments.
- 600 teens participated in basketball leagues in 2010/11, and 300 teens participated in sports camps
- 12,500 spectators attended a teen sports league game in 2010/11.
- 28 Teams competed in PRCS High School summer girls' basketball leagues.
- 24 Teams participated in the Novato Girls Classic Basketball Tournament.
- Approximately 2,500 adults participated in sports league programs.
- All PRCS league schedules, program information, updated seasonal statistics, practice and game location schedules, athletic field and gymnasium rental information and rainout information are available online. 4,400 Gymnastics students registered for classes and camps last year, including about 440 preschool children per session.
- Over 1,000 participants and 3,000 spectators attended Gymnastics events. Participants and their family members traveled from out-of-town to attend competitive meets.
- Working with the Novato Gymnastics Boosters, staff was able to further reduce the City's subsidy for the Gymnastics program by \$15,000.

***Program Goals FY 11/12***

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

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**Program: Athletics Programs**

Division Number 6800

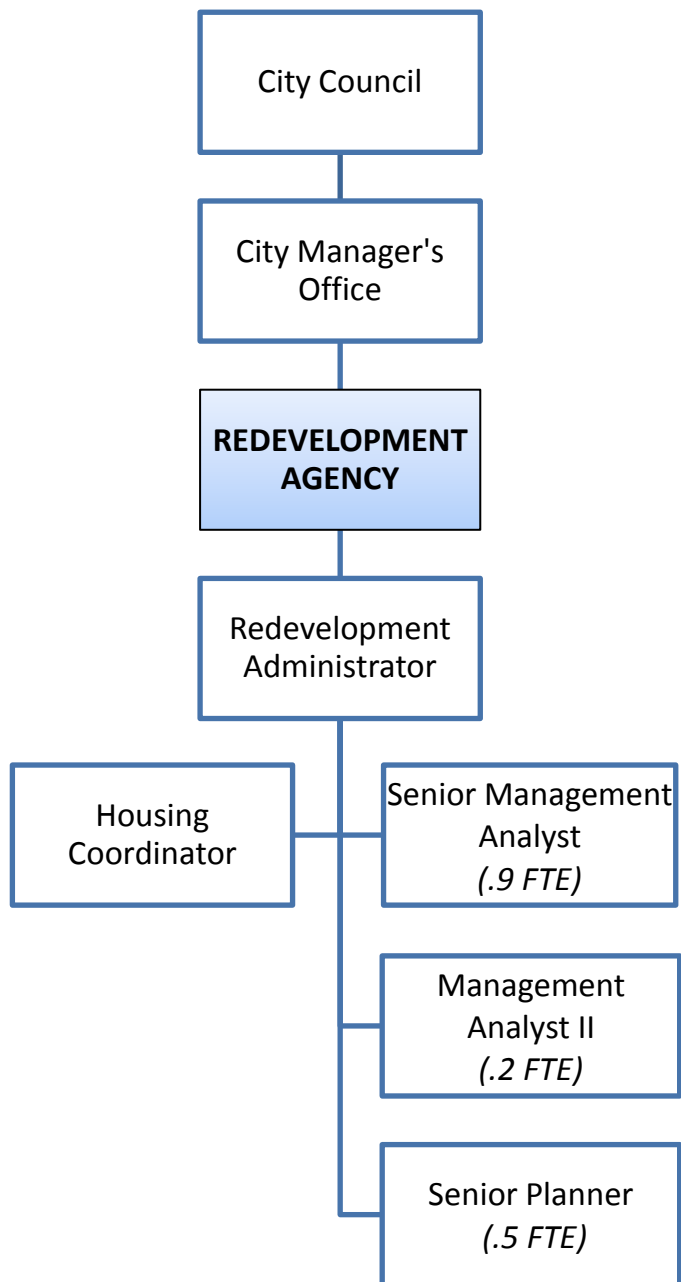
**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Facility Rentals	0.65		1,105	63,251				63,251	35,200
Children's Athletics	0.70	3.06	7,555	160,897	9,709	11,887		182,493	107,746
Teen Programs/Athletics	0.85	4.03	9,827	207,008	47,163	54,935		309,106	151,691
Adult Athletics	0.62	1.72	4,632	111,263		15,603		126,866	106,315
Gymnastics	5.35	4.22	17,873	619,990	1,251	78,211		699,452	692,420
<b>TOTAL</b>	<b>8.17</b>	<b>13.40</b>	<b>41,761</b>	<b>1,162,409</b>	<b>58,123</b>	<b>160,636</b>	<b>0</b>	<b>1,381,168</b>	<b>1,093,372</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2010/11
	<b>Program Inputs:</b>				
Personnel Services	1,560,147	1,354,064	1,225,359	1,225,359	1,162,409
Contract Services	67,846	19,325	70,140	70,140	58,123
Materials and Supplies	133,124	80,711	160,805	163,805	160,636
Capital Outlay					0
<b>TOTAL</b>	<b>1,761,117</b>	<b>1,454,100</b>	<b>1,456,304</b>	<b>1,459,304</b>	<b>1,381,168</b>

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**RDA*****Department Mission Statement***

The mission of the Novato Redevelopment Agency is to eliminate blight conditions in designated project areas and create an environment appropriate for economic development, as well as preserve, improve and increase the community's supply of low and moderate income housing, in accordance with the Community Redevelopment Laws of the State of California.

***Department Responsibilities***

The major goals and responsibilities of the Agency include project area management for the three redevelopment project areas totaling approximately 1,100 acres (Downtown, Hamilton and Novato/Vintage Oaks); oversight and compliance with mandated operational and reporting requirements; liaison for economic development and downtown revitalization issues; implementation of the Agency's housing policies and programs in coordination with the City's housing programs; management of homeless issues; and development of the Proposed Housing Element of the General Plan in cooperation with the City's Planning staff. Agency staff works closely with the Novato Chamber of Commerce and the Downtown Novato Business Association (DNBA) on public improvement and revitalization projects.

***Department Goals FY 10/11***

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*****Downtown Redevelopment Area**

The Downtown Redevelopment Project was formed in 1999 and encompasses 317 acres. This sub-area consists of many of the City's older commercial and industrial parcels. Two additional non-contiguous areas contain older retail strip centers - the Novato Square Shopping Center and the Nave Center and adjacent Triangle Plaza center.

The City of Novato celebrated its 50<sup>th</sup> anniversary in 2010 and public and private investment continues. The renovation of the historic and iconic church building at 901 Sherman was completed at the end of 2009. This building now serves as City Council Chambers and it also provides a civic meeting space and civic green. This portion of the civic center has long been considered the "heart of Novato" and it is once again in use as "the City's outdoor living room".

Nearby, the Millworks project anchors the eastern end of downtown with 124 housing units including seven very low income units, a three-level parking structure, and a 40,000 sq. ft. Whole Foods, which opened in April 2010. The Whole Foods store has approximately doubled the retail square footage on Grant Avenue and it provides a much needed boost to the downtown economic environment. In addition, Whole Foods provides an incentive for other stores to stay open later. While most retail stores along Grant currently are open 35 to 40 hours per week, the Whole Foods store is open approximately 90 hours per week (8 am to 9 pm daily). The Whole Foods store

*Whole Foods*

helps bring more customers/shoppers downtown and it adds to the overall vibrancy of the downtown.

New restaurants and specialty retailers continue to choose downtown Novato for their business location and the area has seen incremental improvements since the Grant Avenue renovation was



*Grant Avenue*

completed. However, many vacant public and private buildings remain within the downtown area and redevelopment efforts will continue to focus on the downtown in the coming years. As part of the efforts to improve the business climate downtown, staff recently conducted a business mix study of the downtown area. The study found that Grant Avenue is roughly 30% retail and restaurants and 70% service related businesses. In contrast, Fourth Street in San Rafael is roughly 80% retail and restaurants and 20% services. This study suggests that the Novato downtown currently may not be providing enough retail and restaurants to provide a critical mass for shoppers. The new downtown Whole Foods store has

begun to address the lack of retail/restaurant critical mass, but staff will continue to work with the DNBA and commercial brokers to attract a strong business mix for the downtown.

Circle Bank's development of its downtown headquarters building is under construction at 999 Grant Avenue, another positive development in the downtown area. The two story 20,000 square foot building will include ground floor retail, restaurants and a Circle Bank branch. The 2<sup>nd</sup> floor will house Circle Bank's administrative offices.

Trek Winery has been approved and will begin construction downtown within the next few months. Trek Winery will be one of the only urban wineries in Marin when it opens for business in 2012. The former vacant Starbucks building adjacent to the Police Department was purchased and is undergoing a major reconstruction to become Chipotle restaurant.

Revenues from the Downtown Redevelopment Area are anticipated to continue to increase as properties change ownership, are renovated, or as infill development occurs at select locations. The construction of the Millworks housing and Whole Foods project generated significant tax increment revenue. Various other properties along Redwood and Grant Avenue have changed ownership and will contribute to the downtown tax increment.

In the upcoming fiscal year, staff anticipates working with the Agency Board and the downtown business community to develop a signage and way-finding program to drive more customer traffic downtown and direct customers to parking and retail and restaurants. Attractive signage will help brand the newly renovated downtown area and help with traffic circulation downtown.

### **Hamilton Redevelopment Area**

In FY 2010/11, the Redevelopment Agency Board approved a \$17 million bond issuance (\$14.6 million net). Although the bond market had been somewhat unfavorable due to economic conditions over the past several years, the timing of the recent issuance turned out well and the Agency net was approximately \$1 million more than anticipated. The majority of the proceeds of the bond issuance will be used to repay the General Fund and other funds for previous loans to the Agency. A portion of the proceeds (\$1.5 million to \$2.6 million depending on which non-General loans are repaid) will stay with the Agency for capital projects.

The Redevelopment Agency anticipates a renewed focus on the Hamilton Project Area in the upcoming year. Staff has received direction from the Agency Board to develop a community outreach, planning, and implementation strategy for the remaining underutilized properties at Hamilton.

Recent public projects at Hamilton include the renovation of the Hamilton Pool, which re-opened to the public for the summer 2010 swim season, and the rehabilitation of the Hamilton Museum, which opened to the public in May 2010. In FY 2011/12, staff anticipates that construction will begin soon on a new joint-use gym facility to be located on school district property at Hamilton.



*Hamilton Pool slide*

The Hamilton Marketplace, a 9.5-acre site that includes 95,000 square feet of retail, was recently completed and it is now fully leased. The anchor tenant for the center is a Safeway grocery store and gas station. A variety of other smaller neighborhood-serving tenants such as a coffee shop, bakery, and several restaurants have also located at the Marketplace. The Hamilton Marketplace has been a huge success with the community. Approximately 60% of this site is in the Hamilton Redevelopment Area.

The Barker Pacific Group continues to manage the redevelopment of the former Hamilton hangars. Tenants of the converted hangars include Oracle, the Marin Community Foundation, Cytograph, Birkenstock, several software/digital media companies, and two biotech companies. These companies at Hamilton reflect a broader Novato-wide trend towards industries in the digital media, software, and biotech fields.

Just down the road from its renovated hangar properties, Barker Pacific has started construction on the residential component of its Hamilton development. Barker has received entitlements for 27 for-sale luxury homes along Hamilton Landing Road in a new residential development known as The Landing at Hamilton. To date, several of the homes have been built and sold.

A parcel formerly owned by the Navy in the Commissary Triangle section of Hamilton has been sold by the federal GSA. However, significant blight remains within this area, as well as several other areas of Hamilton. Vacant dilapidated buildings continue to create blight that will need to be addressed over time.

### **Novato Redevelopment Area (Vintage Oaks)**

The Novato Redevelopment Project, the City's first redevelopment area, was formed in November 1984 and encompasses approximately 60 acres. The objective of this project was to develop the 600,000 square foot Vintage Oaks Shopping Center.

Recent activity at the Vintage Oaks Shopping Center includes the construction of a major expansion of the Costco store, several new tenants, and new management of the shopping center. Vintage Oaks continues to play a vital role in the health of Novato's economy with nearly 40% of Novato's total sales tax revenues generated by the center. Vintage Oaks has generated over \$35 million in sales tax revenues for Novato since it opened in the early 1990s. An exciting new tenant, Southern Pacific Smokehouse, opened in May 2011 and it will provide a destination barbeque and live entertainment venue. Vintage Oaks is currently 100% leased and it remains a hugely successful shopping center with a very large trade area.

**Housing**

The Agency works closely with Planning Division staff in order to achieve the goals of the City's Housing Element. The Agency has an agreement with the Novato Human Needs Center to participate in the Center's rental assistance and homelessness prevention program, which provides outreach, needs assessment and case management plans for clients as well as direct rental assistance.

The affordable housing project in the Ignacio area and Meadow Park is the largest affordable housing project in Marin County, totaling 855 units. The Workforce Housing program, with 351 affordable homes, held its first lottery in 2003 and all these houses were subsequently built and occupied. The senior condominiums at Villa Entrada also have all been sold. Resales of affordable units have started to occur. City and RDA staffs administer these transactions, with the assistance of a real estate agent.

Included in the Hamilton area affordable housing project is The Villas complex (formerly Bachelor Officers Quarters), which consists of 128 affordable rental units, exclusively for seniors. The 297-unit Bay Vista/Creekside apartment complex is another element of the affordable housing program and it has been rented to very low and low-income residents. Atherton Ranch along Redwood Boulevard in the downtown area was completed in 2004, consisting of 40 low-income units for seniors. The Atherton Ranch project is the third low-income housing project for seniors built under the auspices of the Novato Rotary Club. Fairfield Housing acquired a 136-unit apartment complex on Diablo Avenue, which it renovated as affordable housing. Eden Housing has plans to build Warner Creek, a 60-unit senior affordable housing project, also on Diablo Avenue. Lastly, the new Millworks development features seven units reserved for very low income households.



*Fresh Starts Culinary Academy*

The City's partnership with Homeward Bound of Marin provides the largest facility of its kind in the North Bay for work with homeless clients. The New Beginnings Center features an 80-bed homeless shelter and it also now includes the recently completed Next Key facility. Next Key provides 32 single room occupancy studios, which provide a medium term (one to two years) housing option for very low and low-income residents participating in job training programs. The New Beginnings Center also operates the Fresh Starts Culinary Academy, a job training program for the restaurant and food service industry. The Fresh Starts program also offers cooking classes to the public in their new state of the art kitchen and classroom facility.

Novato has become a leader in the construction of affordable housing. When the Warner Creek project is complete, Novato will provide 1,607 deed-restricted units. In addition, Novato has several mobile home parks which offer an additional 527 rent controlled units restricted by city ordinance, as well as approximately 250 Section 8 subsidized households. With approximately 2,400 affordable units occupied in Novato, this far outpaces the other jurisdictions in Marin County in affordable housing production.

Novato's commitment to affordable housing is further demonstrated by the unparalleled commitment of redevelopment funds to affordable housing. Under California State redevelopment law, 20% of all redevelopment funds must be set-aside for affordable housing. The 718 affordable

units at Hamilton were financed with \$34 million in redevelopment funds, which was 100% of the redevelopment project area increment from the Hamilton project area.

**Department Name:** Redevelopment Agency

**Program:** Redevelopment Agency Programs

**Budget:** \$4,695,934

**Personnel Allocation:** 3.10

**Revenue:** \$4,991,869

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### ***Program Description***

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The Redevelopment Agency directs Agency resources to carry out redevelopment programs and policies for the benefit of designated project areas and the community as a whole. The Redevelopment Agency Board is the policy making body for the Agency and it is comprised of the members of the City Council. The City Manager serves as the Agency's Executive Director, with the Redevelopment Agency Administrator performing the daily management of the Agency. Other Agency officers include the Finance Director, Secretary and Legal Counsel. The first two duties are performed by the Assistant City Manager and City Clerk, respectively. An outside law firm provides legal counsel. Other Agency services such as administrative/financial support and clerical services are provided by City staff. Professional and technical services are provided by contract consultants or appropriate City staff.

### ***Program Elements***

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**General Administration:** Oversee compliance of mandated reports such as the Annual Report, Agency Audit, State Controller Report, County Indebtedness Report, Five Year Implementation Plan and requirements of each project area's documents. Monitor legislation and respond as needed. Develop and monitor budget. Provide contract management. Ensure timely and appropriate Board and staff training. Represent Agency in professional organizations and community groups. Prepare and present information on redevelopment issues to Agency Board, staff and community.

**Novato Redevelopment Area (Vintage Oaks):** Ensure that required payments are made under the Vintage Oaks Shopping Center Owner Participation Agreement (OPA). The annual OPA note payment is financed by the property tax increment generated by the area. The annual OPA payment decreased from \$950,000 to \$800,000 in FY 2002/03 and will remain at this amount for the duration of the agreement. The final OPA payments will be made in FY 2013/14.

**Hamilton Redevelopment Area:** Implementation and oversight of the Hamilton Field Redevelopment Plan in cooperation with City staff.

**Downtown Redevelopment Area:** Implementation of the Downtown Redevelopment Plan in cooperation with City staff. Additionally, staff works closely with the Downtown Novato Business Association, business and property owners on public improvement projects in the area and other Downtown revitalization issues and projects, including business attraction and mixed-use developments.



***Program Accomplishments FY 10/11***

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- 2011 was a very challenging year for redevelopment agencies as the Governor proposed to eliminate redevelopment. There was great uncertainty as to how the proposed elimination would impact redevelopment operations and the larger Novato community. In response to the Governor's proposal, staff worked hard to protect Novato's assets. Within a six week period, staff prepared \$21 million in promissory notes for repayment of the General Fund and other funds; transferred all assets from the Novato Public Finance Authority (NPFA) and Novato Finance Authority (NFA) to City of Novato; issued a \$17 million redevelopment bond (\$14.6 million net); and worked closely with the League of CA Cities, California Redevelopment Association, and others to lobby against the Governor's proposal.
- Executed agreement for sale and renovation of Novato Theater.
- Selected consultant to prepare Downtown Wayfinding Program.
- Prepared site studies information for BioMarin related to their expansion (business retention).
- Worked with Rustic Bakery, Chipotle, and proposed Trek Winery on their plans to establish businesses in the downtown area (business attraction).
- Worked with SMART on station planning and proposed land transfers.
- Attended over 20 general membership and board meetings of the DNBA/BID to support their efforts in the downtown; collected and disbursed BID fees; and oversaw annual BID renewal process.
- Staffed the Economic Development Commission.
- Worked with the Hamilton Café on a potential sale.

***Program Goals FY 11/12***

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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: Agency Programs**

Division Number 8000

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Debt Service	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours							
<b>Program Elements:</b>										
Administration								272,959	272,959	70,000
Agency Management	1.70		2,890	259,482	34,226	41,100			334,808	
Vintage Oaks Project Area						250	800,000		800,250	800,000
Hamilton Project Area	0.70		1,190	116,833	197,821	2,500	2,479,827		2,796,981	2,911,700
Downtown Project Area	0.70		1,190	116,833	160,000	7,400	206,703		490,936	1,210,169
<b>TOTAL</b>	<b>3.10</b>	<b>0.00</b>	<b>5,270</b>	<b>493,148</b>	<b>392,047</b>	<b>51,250</b>	<b>3,486,530</b>	<b>272,959</b>	<b>4,695,934</b>	<b>4,991,869</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	372,445	471,263	442,527	442,527	493,148
Contract Services	576,041	420,456	1,721,241	1,721,241	392,047
Materials and Supplies	31,998	30,076	43,625	43,625	51,250
Debt Service	2,501,945	2,494,982	2,472,334	2,472,334	3,486,530
Operating Transfers	155,364	376,941	484,655	482,821	272,959
<b>TOTAL</b>	<b>3,637,793</b>	<b>3,793,718</b>	<b>5,164,382</b>	<b>5,162,548</b>	<b>4,695,934</b>

**Department Name:** Redevelopment Agency

**Program:** Redevelopment Agency  
Housing Programs

**Budget:** \$1,579,040

**Personnel Allocation:** 1.25

**Revenue:** \$1,440,790

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### ***Program Description***

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The Redevelopment Agency Housing Program directs Agency resources to implement policies and programs for improving, increasing, and preserving the supply of low and moderate income housing in the community in accordance with California Community Redevelopment Law. Restricted set-aside funds generated from the three redevelopment areas are used for the Agency's Housing Program and are coordinated with the Housing and Human Services Elements of the City's General Plan. The program also oversees compliance and preparation of mandated reports such as the annual Housing and Community Development Report and the Affordable Housing Production Plan.

### ***Program Elements***

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**Downtown Redevelopment Area:** Develop and monitor housing programs in the Downtown area. This redevelopment area generates a modest amount of housing set-aside funds.

**Hamilton Redevelopment Area:** Monitor the homeless shelter facility and transitional housing programs for consistency with the agreement between the provider and the Agency, and monitor ground leases with housing producers. Monitor the agreement for housing consultant services. Significant housing set-aside funds have been generated within this redevelopment area for implementing the affordable housing project described in the Hamilton Reuse Plan.

**Novato Redevelopment Area (Vintage Oaks):** Monitor any housing program developed in the redevelopment area.

**Mobile Home Rent Control:** Monitor Mobile Home Rent Control program as approved by the Redevelopment Agency Board and the City Council.

### ***Program Accomplishments FY 10/11***

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- Completed annual report to the State on the City's Housing Element which was approved by the City Council.
- Assisted Habitat for Humanity on the development of a home in Novato.
- Worked with Marin Housing to host a first time homebuyer seminar.

### ***Program Goals FY 11/12***

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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: Housing**

Division Number 8220

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Debt Service	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours							
<b>Program Elements:</b>										
Administration								135,205	135,205	1,500
Downtown	0.25		425	29,942					29,942	403,390
Hamilton	0.70		1,190	88,494	8,700	5,050	1,088,498		1,190,742	803,900
Vintage Oaks									-	200,000
Mobile Home Rent Control									-	22,000
Affordable Housing	0.30		510	60,836	155,415	6,900			223,151	10,000
<b>TOTAL</b>	<b>1.25</b>	<b>0.00</b>	<b>2,125</b>	<b>179,272</b>	<b>164,115</b>	<b>11,950</b>	<b>1,088,498</b>	<b>135,205</b>	<b>1,579,040</b>	<b>1,440,790</b>

	Previous Actual 2008/09	Previous Actual 2009/10	Adopted Budget 2010/11	Final Budget 2010/11	Adopted Budget 2011/12
	<b>Program Inputs:</b>				
Personnel Services	271,697	267,848	216,741	216,741	179,272
Contract Services	223,433	153,001	154,520	154,520	164,115
Materials and Supplies	7,715	8,223	12,375	12,375	11,950
Debt Service	1,284,690	1,087,798	585,160	585,160	1,088,498
Capital Outlay					0
Operating Transfers	116,689	162,458	136,976	136,976	135,205
<b>TOTAL</b>	<b>1,904,224</b>	<b>1,679,328</b>	<b>1,105,772</b>	<b>1,105,772</b>	<b>1,579,040</b>

**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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	16,255,762	17,975,229	16,442,130	25,698,092
Revenues				
Investment Earnings	221,381	90,942	70,000	70,000
Tax Increment:				
Vintage Oaks	799,150	771,555	800,000	800,000
Hamilton	2,826,213	2,448,799	2,411,700	2,411,700
Downtown	1,010,605	1,106,613	1,186,440	1,210,169
State Takeaway		(2,657,292)	(547,090)	
Interfund Loan Interest Payment	500,000	500,000	500,000	500,000
<b>Subtotal Revenues</b>	<b>5,357,349</b>	<b>2,260,617</b>	<b>4,421,050</b>	<b>4,991,869</b>
Other Financing Sources				
Debt Proceeds, Tax Allocation Bonds (TABs)			17,000,000	
<b>TOTAL FINANCING AVAILABLE</b>	<b>21,613,111</b>	<b>20,235,846</b>	<b>37,863,180</b>	<b>30,689,961</b>
Expenditures:				
Vintage Oaks OPA Payment	800,000	800,000	800,000	800,000
Vintage Oaks Administration	7,620	18,451	15,000	250
Hamilton Redevelopment	386,440	328,830	357,504	317,154
Downtown Development	412,230	321,986	196,577	284,233
General Administration	199,769	252,867	282,711	334,808
Interfund Loan Payment-Addit. Principal/Interest			7,829,083	
Other		20,000		
Underwriter's Discount/Cost of Issuance - Hamilton 2011 TABs			736,959	
Debt Service:				
Hamilton Tax Allocation Bonds 2005 (TABs)	1,469,756	1,467,938	1,465,631	1,462,491
Hamilton Tax Allocation Bonds 2011 (TABs)				1,017,336
CIEDB Loan	206,703	206,703	206,703	206,703
Transfers Out:				
General Fund	94,738	148,038	255,653	255,653
Capital Projects Fund		214,454	2,600	
Debt Service-POB Fund	27,043	14,449	16,667	17,306
Novato Finance Authority	33,583			
<b>Total Expenditures &amp; Transfers Out</b>	<b>3,637,882</b>	<b>3,793,716</b>	<b>12,165,088</b>	<b>4,695,934</b>
<b>Fund Balance - End Fiscal Year</b>	<b>17,975,229</b>	<b>16,442,130</b>	<b>25,698,092</b>	<b>25,994,027</b>
<b>Reserved for Long-Term Obligations</b>	<b>(10,706,058)</b>	<b>(9,862,478)</b>	<b>(25,070,800)</b>	<b>(25,195,934)</b>
<b>Available Funds - End Fiscal Year</b>	<b>7,269,171</b>	<b>6,579,652</b>	<b>627,292</b>	<b>798,093</b>

**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. These funds will be considered for implementing appropriate programs in the adopted Housing Element.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	(20,616,919)	(20,959,738)	(21,150,640)	(21,331,085)
<b>Revenues</b>				
Investment Earnings	(10,095)	3,849	1,500	1,500
Tax Increment:				
Vintage Oaks	199,788	197,214	200,000	200,000
Hamilton	942,071	840,675	803,900	803,900
Downtown	343,727	409,876	395,480	403,390
Mobile Home Rent Control	20,400	20,220	22,000	22,000
Other	65,517	16,593	10,000	10,000
<b>Subtotal Revenues</b>	<u>1,561,408</u>	<u>1,488,427</u>	<u>1,432,880</u>	<u>1,440,790</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>(19,055,511)</u>	<u>(19,471,311)</u>	<u>(19,717,760)</u>	<u>(19,890,295)</u>
<b>Expenditures:</b>				
Downtown RDA	84,606	81,639	79,641	29,942
Hamilton RDA	139,860	127,485	125,957	102,244
Vintage Oaks	68,282	73,167	36,934	
Mobile Home Rent Control	289,530	41,128	43,657	118,151
Housing Services	113,800	105,654	105,000	105,000
Interfund Loan Interest Repayment-RDA	500,000	500,000	500,000	500,000
Hamilton Tax Allocation Bonds (TABs):				
Debt Service	591,460	587,798	585,160	588,498
Transfers Out:				
General Fund	100,762	154,062	128,860	128,860
Debt Service-POB Fund	15,927	8,396	8,116	6,345
<b>Total Expenditures &amp; Transfers Out</b>	<u>1,904,227</u>	<u>1,679,329</u>	<u>1,613,325</u>	<u>1,579,040</u>
<b>Fund Balance - End Fiscal Year</b>	<u>(20,959,738)</u>	<u>(21,150,640)</u>	<u>(21,331,085)</u>	<u>(21,469,335)</u>
<b>Reserved for Long-Term Obligations</b>	20,959,738	21,150,640	21,331,085	21,469,335
<b>Available Funds - End Fiscal Year</b>	<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 (Measure B) approved by the voters in 2000.

**Measure A Street Bonds** – This fund accounts for proceeds received from Measure A for local streets and roads. Funds are received through the Transportation Authority of Marin and are for a 20-year period.

**Proposition 1B Street Funds** – This fund 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.

**Clean Renewable Energy Bonds** – This fund was established to account for proceeds received from the issuance of bonds that were used to purchase and install solar panels on some City buildings.

**Civic Center** – Accounts for the accumulation of resources for the eventual planning, design, and construction of a new City Hall.

**Clean Stormwater CIP** – Accounts for the capital improvement element of the City's Clean Storm Water program.

**Street and Storm Drain Maintenance** – Accounts for revenues and expenditures used for ongoing maintenance and emergency needs in connection with the City's streets and storm drains.

**Long-Term Maintenance** – This fund was established in FY 2005/06 using a portion of year-end general fund balance, with the intent that the funds will be made available for long-term maintenance and emergency needs for the Civic Center buildings. Periodic additions to the fund will be made from general fund and other sources when available.

**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.

**Community Facilities** – These funds were established in 1996 using resources provided under the terms of the Owner Participation Agreement (OPA) between the Novato Redevelopment Agency and the developer of the Vintage Oaks shopping center. Funds are used for construction, improvement, and maintenance of identified community facilities, including the Gymnastics and Teen Center, Pool, and Performing Arts. The funds were consolidated in FY 2007/08.

**Novato Public Financing Authority Capital Projects** – Accounts for the financing activities and operational transactions of certain City-owned properties, including the Gymnastics and Teen Center building and the Navy property 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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	(838,491)	(536,177)	(384,286)	(379,300)
<b>Revenues</b>				
Intergovernmental				
Other	1,034,385	54,546	29,747	59,735
<b>Subtotal Revenues</b>	<u>1,034,385</u>	<u>54,546</u>	<u>29,747</u>	<u>59,735</u>
<b>Transfers In:</b>				
General Fund	209,260	5,421	243,601	2,012,000
Other Funds	6,908,271	10,806,383	3,244,389	13,256,207
<b>TOTAL FINANCING AVAILABLE</b>	<u>7,313,425</u>	<u>10,330,173</u>	<u>3,133,451</u>	<u>14,948,642</u>
<b>Expenditures</b>	7,849,602	10,714,459	3,512,751	3,755,431
Carryovers from Prior Year				11,572,511
Prior Period Adjustment				
Transfers Out				
Other				
<b>Total Expenditures &amp; Transfers Out</b>	<u>7,849,602</u>	<u>10,714,459</u>	<u>3,512,751</u>	<u>15,327,942</u>
<b>Fund Balance - End Fiscal Year</b>	<u>(536,177)</u>	<u>(384,286)</u>	<u>(379,300)</u>	<u>(379,300)</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	2,855,997	2,388,060	2,132,600	1,961,218
Revenues				
Investment Earnings	66,657	28,491	28,274	14,278
Bond Proceeds				
Other				
<b>Subtotal Revenues</b>	<u>66,657</u>	<u>28,491</u>	<u>28,274</u>	<u>14,278</u>
Transfers In:				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>2,922,654</u>	<u>2,416,551</u>	<u>2,160,874</u>	<u>1,975,496</u>
Expenditures				
Transfers Out:				
General Fund	29,401	30,871	32,414	34,035
Capital Projects Fund	505,193	253,080	167,242	1,941,461
<b>Total Expenditures &amp; Transfers Out</b>	<u>534,594</u>	<u>283,951</u>	<u>199,656</u>	<u>1,975,496</u>
<b>Fund Balance - End Fiscal Year</b>	<u>2,388,060</u>	<u>2,132,600</u>	<u>1,961,218</u>	<u>0</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	(117,469)	1,159	197,167	261,847
Revenues				
Investment Earnings	2,742	2,244	5,587	5,643
Intergovernmental Revenue	1,175,779	1,195,545	564,830	1,515,006
Other				
<b>Subtotal Revenues</b>	<u>1,178,521</u>	<u>1,197,789</u>	<u>570,417</u>	<u>1,520,649</u>
Transfers In:				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>1,061,052</u>	<u>1,198,948</u>	<u>767,584</u>	<u>1,782,496</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	1,059,893	1,001,781	505,737	975,551
<b>Total Expenditures &amp; Transfers Out</b>	<u>1,059,893</u>	<u>1,001,781</u>	<u>505,737</u>	<u>975,551</u>
<b>Fund Balance - End Fiscal Year</b>	<u>1,159</u>	<u>197,167</u>	<u>261,847</u>	<u>806,945</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	844,458	625,469	239,449	781,852
Revenues				
Investment Earnings	24,881	5,003	3,750	1,042
Intergovernmental Revenue			779,383	
Other				
<b>Subtotal Revenues</b>	<u>24,881</u>	<u>5,003</u>	<u>783,133</u>	<u>1,042</u>
Transfers In:				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>869,339</u>	<u>630,472</u>	<u>1,022,582</u>	<u>782,894</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	243,870	391,023	240,730	782,894
<b>Total Expenditures &amp; Transfers Out</b>	<u>243,870</u>	<u>391,023</u>	<u>240,730</u>	<u>782,894</u>
<b>Fund Balance - End Fiscal Year</b>	<u>625,469</u>	<u>239,449</u>	<u>781,852</u>	<u>0</u>

**Fund 313 - Clean Renewable Energy Bonds**

This fund was established in FY 2008/09 to account for the Clean Renewable Energy Bonds used to finance the installation of solar panels at the Corporation Yard, Margaret Todd Senior Center/Hill Gymnasium, and the Teen and Gymnastics Center. The bonds are held in escrow by the financing agent and the City is reimbursed as expenses are incurred on the three projects.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>		1,361,152	302	0
Revenues				
Investment Earnings	295	7	3	
Bond Proceeds	1,533,000			
Other				
<b>Subtotal Revenues</b>	<u>1,533,295</u>	<u>7</u>	<u>3</u>	<u>0</u>
Transfers In:				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>1,533,295</u>	<u>1,361,159</u>	<u>305</u>	<u>0</u>
Expenditures	76,650			
Transfers Out:				
Capital Projects Fund	95,493	1,360,857	305	
<b>Total Expenditures &amp; Transfers Out</b>	<u>172,143</u>	<u>1,360,857</u>	<u>305</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>1,361,152</u>	<u>302</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	4,081,893	1,852,793	257,631	233,497
Revenues				
Investment Earnings	95,232	15,755	3,321	3,354
Other				
<b>Subtotal Revenues</b>	<u>95,232</u>	<u>15,755</u>	<u>3,321</u>	<u>3,354</u>
Transfers In				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>4,177,125</u>	<u>1,868,548</u>	<u>260,952</u>	<u>236,851</u>
Expenditures				
Transfers Out				
General Fund				
Capital Projects	2,324,332	1,610,917	27,455	15,120
Interfund Loan-General Fund				
<b>Total Expenditures &amp; Transfers Out</b>	<u>2,324,332</u>	<u>1,610,917</u>	<u>27,455</u>	<u>15,120</u>
<b>Fund Balance - End Fiscal Year</b>	<u>1,852,793</u>	<u>257,631</u>	<u>233,497</u>	<u>221,731</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	93,758	138,954	170,092	217,407
Revenues				
Investment Earnings	2,867	1,982	2,315	2,338
Developer in Lieu Fees				
Other				
<b>Subtotal Revenues</b>	<u>2,867</u>	<u>1,982</u>	<u>2,315</u>	<u>2,338</u>
Transfers In:				
Clean Storm Water Fund	45,000	45,000	45,000	45,000
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>141,625</u>	<u>185,936</u>	<u>217,407</u>	<u>264,745</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	2,671	15,844		85,021
<b>Total Expenditures &amp; Transfers Out</b>	<u>2,671</u>	<u>15,844</u>	<u>0</u>	<u>85,021</u>
<b>Fund Balance - End Fiscal Year</b>	<u>138,954</u>	<u>170,092</u>	<u>217,407</u>	<u>179,724</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	334,050	350,884	348,563	326,929
Revenues				
Investment Earnings	8,561	4,386	4,334	4,377
Other				
<b>Subtotal Revenues</b>	<u>8,561</u>	<u>4,386</u>	<u>4,334</u>	<u>4,377</u>
Transfers In				
General Fund	20,000			
<b>TOTAL FINANCING AVAILABLE</b>	<u>362,611</u>	<u>355,270</u>	<u>352,897</u>	<u>331,306</u>
Expenditures				
Transfers Out				
Capital Projects	11,727	6,707	25,968	47,621
<b>Total Expenditures &amp; Transfers Out</b>	<u>11,727</u>	<u>6,707</u>	<u>25,968</u>	<u>47,621</u>
<b>Fund Balance - End Fiscal Year</b>	<u>350,884</u>	<u>348,563</u>	<u>326,929</u>	<u>283,685</u>

**Fund 323 - Long-Term Maintenance**

This fund was established in FY 05/06 using a portion of the year-end general fund balance with the intent that the funds will be made available for long-term maintenance and emergency needs for the Civic Center buildings. Periodic additions to the fund will be made from general fund balance and other sources when available, subject to approval during the annual budget process.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	694,283	664,812	688,599	494,188
Revenues				
Investment Earnings	17,221	8,299	8,600	8,686
Other		83,639	60,293	
<b>Subtotal Revenues</b>	<u>17,221</u>	<u>91,938</u>	<u>68,893</u>	<u>8,686</u>
Transfers In				
General Fund				
Measure A			306	
<b>TOTAL FINANCING AVAILABLE</b>	<u>711,504</u>	<u>756,750</u>	<u>757,798</u>	<u>502,874</u>
Expenditures			22,948	
Transfers Out				
Underground Utility				
Capital Projects	46,692	68,151	240,662	62,000
<b>Total Expenditures &amp; Transfers Out</b>	<u>46,692</u>	<u>68,151</u>	<u>263,610</u>	<u>62,000</u>
<b>Fund Balance - End Fiscal Year</b>	<u>664,812</u>	<u>688,599</u>	<u>494,188</u>	<u>440,874</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	12,543,399	12,055,047	11,528,521	12,048,773
<b>Revenues</b>				
Investment Earnings	295,662	147,434	144,407	145,851
Developer in Lieu Fees				
- Streets & Intersections	324,292	535,204	429,561	322,171
- Recreational & Cultural Facilities	49,551	744,820	54,568	40,926
- Civic Facilities	24,986	132,954	31,797	23,848
- Transit/Bicycle Facilities	11,076	20,662	15,457	11,593
- Corporation Yard	6,961	11,811	9,309	6,982
- General Governmental Systems	9,398	59,118	14,773	11,079
- Open Space	25,199	156,745	40,977	30,733
- Drainage	31,359	106,946	59,975	44,981
Other				
<b>Subtotal Revenues</b>	<u>778,484</u>	<u>1,915,694</u>	<u>800,824</u>	<u>638,164</u>
Transfers In:				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>13,321,883</u>	<u>13,970,741</u>	<u>12,329,345</u>	<u>12,686,937</u>
Transfers Out:				
General Fund	54,252	269,900	105,266	135,716
Capital Projects Fund	1,212,584	2,172,320	175,306	3,031,175
<b>Total Expenditures &amp; Transfers Out</b>	<u>1,266,836</u>	<u>2,442,220</u>	<u>280,572</u>	<u>3,166,891</u>
<b>Fund Balance - End Fiscal Year</b>	<u>12,055,047</u>	<u>11,528,521</u>	<u>12,048,773</u>	<u>9,520,046</u>
<b>Reserved for Long-Term Obligations</b>	(794,000)	(794,000)	(794,000)	(794,000)
<b>Available Funds - End Fiscal Year</b>	<u>11,261,047</u>	<u>10,734,521</u>	<u>11,254,773</u>	<u>8,726,046</u>

**Fund 330 - Community Facilities Maintenance & Contingency**

This fund was established in 1996 using resources provided under the terms of the Owner Participation Agreement (OPA) between the Novato Redevelopment Agency and the developer of the Vintage Oaks shopping center. Funds are used for construction, improvement, and maintenance of identified community facilities, including the Gymnastics and Teen Center, Pool, and Performing Arts. The original four separate funds were consolidated in FY 2007/08. Below activity and balances are for the four combined funds.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	2,362,332	1,640,613	919,329	916,578
Revenues				
Investment Earnings	51,545	11,215	8,190	8,272
Interfund Loan Repayment				
Other				
<b>Subtotal Revenues</b>	<u>51,545</u>	<u>11,215</u>	<u>8,190</u>	<u>8,272</u>
Transfers In:				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>2,413,877</u>	<u>1,651,828</u>	<u>927,519</u>	<u>924,850</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	773,264	732,499	10,941	132,807
<b>Total Expenditures &amp; Transfers Out</b>	<u>773,264</u>	<u>732,499</u>	<u>10,941</u>	<u>132,807</u>
<b>Fund Balance - End Fiscal Year</b>	<u>1,640,613</u>	<u>919,329</u>	<u>916,578</u>	<u>792,043</u>
<b>Reserved for Long-Term Obligations</b>	(295,000)	(295,000)	(295,000)	(295,000)
<b>Available Funds - End Fiscal Year</b>	<u>1,345,613</u>	<u>624,329</u>	<u>621,578</u>	<u>497,043</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	(217,766)	(125,474)	(111,738)	(687,497)
<b>Revenues</b>				
Investment Earnings	21,247	10,089	11,239	1,676
Rental Income	458,958	156,525	157,625	158,400
Other Income			159,109	
<b>Subtotal Revenues</b>	<b>480,205</b>	<b>166,614</b>	<b>327,973</b>	<b>160,076</b>
<b>Transfers In</b>				
General Fund				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<b>262,439</b>	<b>41,140</b>	<b>216,235</b>	<b>(527,421)</b>
<b>Expenditures</b>				
320,655	120,656	137,683	124,150	
<b>Transfers Out:</b>				
General Fund	13,000	13,000	13,000	13,000
Hamilton Arts Center Fund			713,342	
Capital Projects Fund	54,258	18,606	38,688	20,000
Other		616	1,019	1,009
<b>Total Expenditures &amp; Transfers Out</b>	<b>387,913</b>	<b>152,878</b>	<b>903,732</b>	<b>158,159</b>
<b>Fund Balance - End Fiscal Year</b>	<b>(125,474)</b>	<b>(111,738)</b>	<b>(687,497)</b>	<b>(685,580)</b>
<b>Reserved for Long-Term Obligations</b>	<b>1,158,600</b>	<b>1,098,600</b>	<b>1,630,000</b>	<b>1,560,000</b>
<b>Available Funds - End Fiscal Year</b>	<b>1,033,126</b>	<b>986,862</b>	<b>942,503</b>	<b>874,420</b>

**Summary of 2011/12 Resources Used by Program Element:**

	Employees			Materials	Debt	Operating	Total	Program
	Perm	Total		& Supplies	Service	Transfers	Budget	Revenues
	FTE	Hours	Personnel					
<b>Program Elements:</b>								
Property Mgmt	0.20	416	29,750	6,000	88,400	34,009	158,159	160,076
<b>TOTAL</b>	<b>0.20</b>	<b>416</b>	<b>29,750</b>	<b>6,000</b>	<b>88,400</b>	<b>34,009</b>	<b>158,159</b>	<b>160,076</b>



## Five-Year Capital Improvement Program Fiscal Years 2011/12-15/16

Fund #	Fund Description Funded Projects	Adopted Budget		Proposed Future Funding				Fund Totals
		FY 11/12 (including carryover)		FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
101	<b>General Fund</b>	2,012,000		8,700,000	2,250,000			12,962,000
	07-009 Hamilton Wetlands Access Road							
	11-005 City Offices							
	11-012 Technology Planning & Efficiency							
	11-013 Streamlining & Service Improvements							
	11-014 Additional Deficit Reduction Initiatives							
	<b>Special Revenue Funds:</b>							
226	Underground Utility	56,275		14,300	860,750			931,325
	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	29,000						29,000
	09-002 Grant Ave Parking Improvements							
231	Subdivision Park Trust (Quimby Fees)	2,093,729						2,093,729
	03-006 Hamilton Gymnasium							
235	Art in Public Places	64,616						64,616
	11-019 Public Art Projects							
241	Hamilton Community Facilities District	-		764,874				764,874
	09-004 Hamilton Levee Seepage Collection							
251	Chapter 27 Assessments	8,230						8,230
	04-002 Hill Road and Indian Valley Improvements							
272	Gas Tax	598,736		1,075,784	694,378	680,842	607,919	3,657,659
	09-005 MTC Pavement Mgmt System							
	12-002 Street Resurfacing/Reconstruction 2011-12							
	13-001 Measure A Group 5 Pavement Rehabilitation							
	13-002 MTC Pavement Mgmt System							
	13-003 DeLong/Ignacio Interchange Resurfacing							
	14-001 Measure A Group 6 Pavement Rehabilitation							
	15-001 Measure A Group 7 Pavement Rehabilitation							
	16-001 Measure A Group 8 Pavement Rehabilitation							
274	Traffic Congestion Relief (AB2928)	149,157						149,157
	01-009 Slurry Seal Group 1							
	09-007 Nave Drive Storm Drain Sewer Conflict							
	09-013 Economic Stimulus Pavement Rehab							
	10-002 Prop 1B Pavement Rehabilitation II							
	10-003 Sunset Parkway Storm Drain Repair							
	10-005 Economic Stimulus Pavement Rehab II							
	11-002 Street Pavement Rehabilitation 2010-11							
	11-016 Measure A Group 3 Pavement Rehab							
283	State Grants	1,112,205						1,112,205
	98-028 Commuter Bike Path							
	03-006 Hamilton Gymnasium							
	07-001 San Francisco Bay Trail Feasibility Study							
284	Federal Grants Fund	1,607,528			1,417,456	687,000		3,711,984
	98-028 Commuter Bike Path							
	09-003 Grant Ave Bridge							
	09-006 Streetlight Assessment & Replacement							
	09-013 Economic Stimulus Pavement Rehab							
	13-003 DeLong Ave Ignacio Blvd Hwy Interchg Resurfacing							
298	Self-Insurance	266,939						266,939
	09-004 Hamilton Levee Seepage Collection							
	11-012 Technology Planning & Efficiency							
	11-013 Streamlining & Service Improvements							
	11-014 Additional Deficit Reduction Initiatives							
299	Emergency and Disaster Response Reserve							-
	<b>Total Special Revenue Funds</b>	<b>5,986,415</b>		<b>1,854,958</b>	<b>2,972,584</b>	<b>1,367,842</b>	<b>607,919</b>	<b>12,789,718</b>



Five-Year Capital Improvement Program  
Fiscal Years 2011/12-15/16

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 11/12 <small>(including carryover)</small>	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
<b>Capital Project Funds:</b>							
307	Measure B Bond Project	1,941,461					1,941,461
	01-009 Slurry Seal Group 1						
	02-008 Sherman Ave/Cain Lane Improvements						
	04-002 Hill Road and Indian Valley Improvements						
	11-016 Measure A Group 3 Pavement Rehab						
	12-001 Street Pavement Rehabilitation 2011-12						
	12-002 Street Resurfacing or Reconstruct 2011-12						
	12-014 Atherton 101 OverXing Bridge Deck Resurfacing						
309	Measure A Street Projects	975,551	1,252,165	4,390,892	1,736,968	521,171	8,876,747
	97-001 Olive Avenue Improvements Phase 3						
	01-004 Improvements to Novato Blvd Diablo to Grant						
	02-008 Sherman Ave/Cain Lane Improvements						
	04-002 Hill Road and Indian Valley Improvements						
	11-015 Novato Blvd. Pedestrian Path Slope Stabilization						
	11-016 Measure A Group 3 Pavement Rehab						
	12-004 Rule 20A UUD Novato Blvd. Diablo to Rowland						
	13-001 Street Pavement Rehabilitation 2012-13						
	14-001 Street Pavement Rehabilitation 2012-13						
	15-001 Street Pavement Rehabilitation 2014-15						
	16-001 Measure A Group 8 Pavement Rehabilitation						
	16-002 So. Novato Blvd. Diablo to 101 Preventative Maint						
311	Proposition 1B Street Projects	782,894					782,894
	10-002 Prop 1B Pavement Rehabilitation II						
	11-001 Traffic Signal Redwood Blvd. & Vallejo						
319	Civic Center	15,120					15,120
	11-005 City Offices						
	11-006 Civic Center Planning						
	11-007 Community House/Historic Homes Weatherization						
321	Clean Storm Water Capital Improvement	85,021	210,395				295,416
	97-001 Olive Ave Improvements						
	98-008 Storm Drain Master Plan						
	12-003 Storm Water Discharge Pollution Prevention						
322	Street & Storm Drain Maintenance	47,621	20,000	20,000	20,000	20,000	127,621
	06-007 Traffic, Pedestrian Bike Enhancements						
323	Long-Term Maintenance Fund	62,000					62,000
	11-004 Corporation Yard Diesel Tank						
	12-008 PD Building Leak & Accessibility Repairs						
	12-010 Accessibility Enhancements Municipal Facilities						
	12-011 Accessibility Enhancements Community Facilities						
325	Restricted Revenue	50,288					50,288
	98-025 Rowland Intersection Capacity Improvements						
	98-028 Commuter Bike Path						
	99-007 Redwood/San Marin Improvements						
	06-003 Hamilton Pool						
	07-009 Hamilton Wetlands Access						



# Capital Projects Funds

## Five-Year Capital Improvement Program Fiscal Years 2011/12-15/16

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 11/12 (including carryover)	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
<b>Capital Project Funds:</b>							
327	Development Impact Fees:						
	Streets & Intersections	1,964,321	606,822	4,734,347	3,714,695	2,950,539	13,970,724
	99-007 Redwood/San Marin Improvements						
	01-004 Novato Blvd Improve (DiabloGrant)						
	02-011 Redwood/Olive Signal & Pavement Rehab						
	05-002 Improvements to Redwood Blvd North of San Marin						
	06-002 Rowland Blvd Improvements Redwood to Vintage						
	11-020 Intersection Improvements San Marin/Simmons						
	12-004 Rule 20A UUD Novato Blvd. Diablo to Rowland						
	Recreational & Cultural Facilities	801,271					801,271
	03-006 Hamilton Gymnasium						
	Civic Facilities	4,880					4,880
	11-006 Civic Center Planning						
	11-007 Community House/Historic Homes Weatherization						
	Transit/Bicycle Facilities	-	54,758	183,647			238,405
	98-028 Commuter Bike Path						
	09-003 Grant Ave Bridge						
	General Government Systems	137,620					137,620
	11-012 Technology Planning & Efficiency						
	Drainage	123,083	59,546				182,629
	97-001 Olive Ave Improvements						
	98-008 Storm Drain Master Plan						
	00-015 Rush Creek Drainage						
	10-003 Sunset Parkway Storm Drain Repair						
330	Community Facilities Maint. & Contingency	132,807					132,807
	11-018 PRCS Minor Projects						
	12-013 Community Facilities Signage						
	12-015 Hill Gymnasium Interior Improvements						
450	Novato Public Financing Auth. Capital Projects	20,000					20,000
	11-008 Exterior Painting Teen/Gym Center						
	<b>Total Capital Projects Funds</b>	<b>7,143,938</b>	<b>2,203,686</b>	<b>9,328,886</b>	<b>5,471,663</b>	<b>3,491,710</b>	<b>27,639,883</b>
<b>Internal Service Funds:</b>							
605	Equipment Replacement-Streetlights	176,142	204,746				380,888
	09-006 Streetlight Assessment & Replacement						
	11-014 Additional Deficit Reduction Initiatives						
	12-012 Electrical Vehicle Charging Stations						
	<b>Total Internal Service Funds</b>	<b>176,142</b>	<b>204,746</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>380,888</b>
<b>Outside Funding:</b>							
	Utility Reimbursements	9,447	17,887	1,441,150	167,088		1,635,572
	02-011 Redwood/Olive Signal & Pavement Rehab						
	04-002 Hill Road and Indian Valley Improvements						
	09-007 Nave Drive Storm Drain Sewer Conflict						
	09-013 Economic Stimulus Pavement Rehab						
	10-002 Prop 1B Pavement Rehabilitation II						
	12-004 Rule 20A UUD Novato Blvd. Diablo to Rowland						
	12-006 Rule 20A UUD Railroad Olive to South End						
	12-007 Rule 20A UUD Olive Rosalia to City Limits						
	13-003 DeLong Ave Ignacio Blvd Hwy Interchg Resurfacing						
	<b>Total Outside Funding</b>	<b>9,447</b>	<b>17,887</b>	<b>1,441,150</b>	<b>167,088</b>	<b>-</b>	<b>1,635,572</b>
<b>TOTALS</b>		<b>15,327,942</b>	<b>12,981,277</b>	<b>15,992,620</b>	<b>7,006,593</b>	<b>4,099,629</b>	<b>55,408,061</b>



Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses-FY 2011/12	Prior Years Budget	New Funding FY 2011/12	Proposed Future Funding				Total
					FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
97-001	Olive Ave Impts, Phase 3 Complete project design for possible construction start in spring 2012, dependent on developer, SMART and underground utility district. Clean Stormwater; DJF Drainage; Measure B; Utility Reimbursement	290,176	(171,478)	583,594					702,292
98-008	Storm Drain Master Plan Complete master plan and identify clean storm water improvements. Clean Stormwater; DJF Drainage	100,000							100,000
98-028	Commuter Bike Path (US101/Enf to SNB) Commence and complete construction by October 2011. DJF Transit/Bicycle; Restricted Revenue; NMTPP, TE & BAAQM Grants	2,495,602	(160,354)						2,335,248
99-007	Improvements - Redwood Blvd @ San Marin Intersection improvement coordination with proposed Fireman's Fund development. DJF Streets; Restricted Revenue	52,455	4,149	30,000	600,000	1,834,734			2,521,338
00-015	Rush Creek Drainage Improvements Coordinate project with SMART. SMART to build box culvert in existing ditch, City to reimburse. Gas Tax; DJF Drainage	448,594	(295,622)	260,562					413,534
01-004	Novato Blvd Impts (Bet Diablo Ave & Grant Ave) Complete environmental documentation and begin right-of-way acquisition. DJF Streets; Measure A	1,782,752	443,700	443,698	7,871,770	2,623,922			13,165,842
01-005	Hill Recreation Area Site Planning Develop recreation and parking improvements for site. Quimby	83,416							83,416
01-009	Slurry Seal Group 1 Project is being discontinued. Measure B; TCRF	39,961	(21,668)						18,293
02-008	Sherman Avenue/Cain Lane Impts To be coordinated and constructed with City Offices project. Measure B	77,593		169,038					246,631
02-011	Traffic Signal on Redwood Boulevard at Olive Ave Continue design and coordinate with developer. Measure B; DJF Streets/Intersections; Utility Reimbursement	115,670	947,386						1,063,056
03-006	Hamilton Gymnasium Construct gymnasium in conjunction with NUSD. DJF Recreation/Cultural; Quimby; Healthy Communities grant	3,568,449	312,437						3,880,886
04-002	Hill Road and Indian Valley Road Improvements Seek grant for missing frontage improvements. Measure B	647,234	30,579						677,813
05-002	Redwood Blvd Improve. North of San Marin Dr Project scheduled for funding FY 13/14. DJF Streets & Intersections				128,462	100,000	596,539		825,001
06-002	Rowland Blvd Improve. - Redwood Bl & Vintage Way Project scheduled for funding FY 14/15. DJF Streets & Intersections				428,000	2,354,000			2,782,000

Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses-FY 2011/12	Prior Years Budget	New Funding FY 2011/12	Proposed Future Funding			Total
					FY 2012/13	FY 2013/14	FY 2014/15	
06-003	Hamilton Pool Renovation Project complete. Remove unspent funds. Community Facilities; DJF-Recreation/Cultural; Quimby	4,530,864	(252)				4,530,612	
06-007	Traffic, Bicycle, Pedestrian Enhancements Provide safety enhancements and ADA compliance. Street & Storm Drain Maintenance	80,000	20,000	20,000	20,000	20,000	180,000	
07-009	Hamilton Wetlands Access Road Pending Federal funding.	103,584	220				103,804	
09-002	Grant Avenue Parking Improvements Completing project. General Fund; Restricted Revenue	225,000	(174,731)				50,269	
09-003	Grant Avenue Bridge Rehab Begin environmental documentation. DJF Transit, Bike	200,000	443	54,758	1,601,103		1,856,304	
09-005	MTC Pavement Management System Maintain database. Gas Tax	110,000	35,000				145,000	
09-006	Streetlight Assessment and Replacement Retrofit existing streetlights with energy efficient fixtures. Equipment Replacement-Streetlight Set Aside; EECB Grant	455,881			204,746		660,627	
09-007	Nave Drive Storm Drain/Sanitary Sewer Conflict Project discontinued. Remove unspent funds. TCRF; Utility Reimbursement	67,603	(60,595)				7,008	
09-013	Economic Stimulus Pavement Rehab Project complete. Remove unspent funds. ARRA Grant; TCRF; Utility Reimbursement	1,344,612	(129,422)				1,215,190	
09-014	Hamilton Levee Seepage Collection Continue construction. Hamilton CFD; Insurance Reserve	492,108	71,939		764,874		1,328,921	
10-002	Proposition 1B Pavement Rehabilitation II Project complete. Remove unspent funds. TCRF; Proposition 1B	341,552	(1)				341,551	
10-003	Sunset Parkway Storm Drain Repair and Replacement Project complete. Remove unspent funds. TCRF; DJF Drainage	161,925	(53,057)				108,868	
10-005	Economic Stimulus Pavement Rehab II Project discontinued. Remove unspent funds. TCRF	520,392	(508,360)				12,032	
11-001	Proposition 1B Pavement Rehabilitation III Project scheduled for construction Spring 2012. Proposition 1B	779,300	3,594				782,894	
11-002	Street Pavement Rehab 2010/2011 Project scheduled for construction Summer 2011. TCRF	592,001	(94,594)				497,407	

Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses-FY 2011/12	Prior Years Budget	New Funding FY 2011/12	Proposed Future Funding			Total
					FY 2012/13	FY 2013/14	FY 2014/15	
11-003	Police Building HVAC Upgrades Project complete. Remove unspent funds. Long-Term Maintenance		66,894	(2,728)				64,166
11-004	Corporation Yard Diesel Tank Project complete. Remove unspent funds. Long-Term Maintenance		48,875	(2,059)				46,816
11-005	City Offices Develop strategy for city offices: buy or build. General Fund		100,000	1,550,000	8,700,000	2,250,000		12,600,000
11-006	Civic Center Master Planning Determine use of Civic Center campus. Civic Center; DIF Civic		20,000					20,000
11-007	Community House Historic Homes Weatherization Project complete. Remove unspent funds. Civic Center; DIF Civic; Long-Term Maintenance		94,236	(2,261)				91,975
11-008	Exterior Painting Teen/Gym Center Project complete. Remove unspent funds. NPFA		37,500	(11,035)				26,465
11-009	Margaret Todd Emergency Generator Project complete. Remove unspent funds. Long-Term Maintenance; State Parks Grant		399,397	(99,805)				299,592
11-010	Margaret Todd HVAC Project complete. Remove unspent funds. Quimby; Long-Term Maintenance; Grant		157,442	(86,311)				71,131
11-011	Hamilton Sports Court/Playground Resurfacing Project complete. Remove unspent funds. Long-Term Maintenance		31,250	1,257				32,507
11-012	Technology Planning & Efficiencies 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		250,000	60,000				310,000
11-013	Streamlining, Customer Service and Employee Development Invest in training to streamline City processes and enhance staff skills. General Fund; Insurance Reserve		100,000	115,000				215,000
11-014	Additional Deficit Reduction Initiatives Facilitate studies and other project to help City attain long term fiscal sustainability. General Fund; Equipment Replacement; Insurance Reserve		250,000	202,000				452,000
11-015	Novato Blvd Pedestrian Path Slope Stabilization Install retaining walls between roadway and path. Measure A		161,000	1,375				162,375
11-016	Measure A Group 3 Pavement Rehabilitation Project scheduled for construction Spring/Summer 2011 TCPF; Measure A; Measure B		548,464	161,153				709,617
11-017	Hamilton HUD Building Removal Project discontinued. Sheriff Search & Rescue leased building for three years. RDA		210,546	(207,921)				2,625

Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses-FY 2011/12	Prior Years Budget	New Funding FY 2011/12	Proposed Future Funding			Total
					FY 2012/13	FY 2013/14	FY 2014/15	
11-018	PRCS Minor Project Funding Minor project funding for upcoming fiscal year Community Facilities		63,807					63,807
11-019	Public Arts Project Funding Identify additional sites for public art. Art in Public Places		64,616					64,616
11-020	Intersection Improvements-San Marin @ Simmons Lane Analysis for traffic signal or roundabout. DJF Streets & Intersections		30,000	153,433	354,973			538,406
12-001	Measure A Pavement Rehabilitation Group 4 Project scheduled for funding FY 11/12 Gas Tax; Measure A; Measure B; TCRF			722,421				722,421
12-002	Street Resurfacing or Reconstruction 2011/12 Project scheduled for funding FY 11/12 Gas Tax; Measure B			569,873				569,873
12-003	Stormwater Discharge Pollution Prevention Project scheduled for funding FY 12/13 Clean Stormwater				165,505			165,505
12-004	Rule 20A Underground Utility District 16 Novato Blvd. - Diablo to Boulevard Terrace Begin design FY 11/12 to convert overhead utilities to underground Measure A; DJF Streets & Intersections; Utility Reimbursement			15,000	15,000	435,000	240,000	705,000
12-005	Rule 20B Underground Utility District B-6 Olive Ave. - Redwood Blvd. to Railroad Ave. Convert overhead utilities to underground Underground Utility; Utility Reimbursement			14,300	14,300	370,700		399,300
12-006	Rule 20A Underground Utility District 17 Railroad Ave. to South End Convert overhead utilities to underground Underground Utility; Utility Reimbursement		22,275			540,225		562,500
12-007	Rule 20A Underground Utility District 18 Olive Ave. - Rosalia Drive to City Limits Convert overhead utilities to underground Underground Utility; Utility Reimbursement		29,700			1,095,300		1,125,000
12-008	Police Building Leak and Accessibility Repairs Correct handicapped access ramp cross slope, repair leak under entryway bricks Long Term Maintenance			50,000				50,000
12-009	Hamilton Town Center Bus Stop Improvements Repair pavement at bus stop in parking lot. NPFA			20,000				20,000
12-010	Accessibility Enhancements - Municipal Facilities Funded for FY 2011/12 Long Term Maintenance			5,000				5,000
12-011	Accessibility Enhancements - Community Facilities Funded for FY 2011/12 Long Term Maintenance			5,000				5,000



Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses-FY 2011/12	Prior Years Budget	New Funding FY 2011/12	Proposed Future Funding				Total
					FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
12-012	Electrical Vehicle Charging Stations Install charging stations for public use. Grant; Equipment Replacement			15,000					15,000
12-013	Community Facility Signage Install signage on City buildings and in parks. Community Facilities			10,000					10,000
12-014	Atherton/US 101 Overcrossing Bridge Deck Resurfacing Install new polyester wearing surface Measure B			238,426					238,426
12-015	Hill Gymnasium Interior Improvements Replace bleachers, scoreboard and paint interior Community Facilities			59,000					59,000
13-001	Measure A Pavement Rehabilitation Group 5 Project scheduled for funding FY 12/13 Gas Tax; Measure A				1,165,229				1,165,229
13-002	MTC Pavement Management System Project scheduled for funding FY 12/13 Gas Tax				35,000	35,000	35,000	35,000	140,000
13-003	De Long Ave and Ignacio Blvd Highway Interchange Resurfacing Project scheduled for funding FY 12/13 Federal Grant; Gas Tax					96,000	771,464		867,464
14-001	Measure A Pavement Rehabilitation Group 6 Project scheduled for funding FY 13/14 Gas Tax; Measure A					949,060			949,060
15-001	Measure A Pavement Rehabilitation Group 7 Project scheduled for funding FY 14/15 Gas Tax; Measure A						953,473		953,473
16-001	Measure A Pavement Rehabilitation Group 8 Project scheduled for funding FY 15/16 Gas Tax; Measure A						957,926		957,926
16-002	South Novato Blvd.- Diablo to US 101 Preventive Maintenance Microsurface and restripe Measure A						136,164		136,164
<b>TOTAL FUNDING ALL PROJECTS</b>				<b>3,755,431</b>	<b>12,981,277</b>	<b>15,992,620</b>	<b>7,006,593</b>	<b>4,099,629</b>	<b>66,228,276</b>



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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** —Account 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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	(70,066)	(74,811)	(560,675)	(550,171)
Revenues				
Investment Earnings	3,402	1,577	280	283
Special Tax Assessment	434,744	490,459	490,459	510,234
Interfund Loan				
Other				
<b>Subtotal Revenues</b>	<u>438,146</u>	<u>492,036</u>	<u>490,739</u>	<u>510,517</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>368,080</u>	<u>417,225</u>	<u>(69,936)</u>	<u>(39,654)</u>
Expenditures	389,366	437,312	435,345	454,126
Interfund Loan Interest Payment	2,606	5,967		
Pump Replacement Set Aside	16,830	16,830	16,830	16,830
Levee Set Aside			20,000	30,000
Wall Painting Set Aside	20,000	20,000		
Transfers Out:				
General Fund				
Debt Service-POB Fund	12,875	6,898	8,060	9,278
Capital Projects	1,214	490,893	0	0
<b>Total Expenditures &amp; Transfers Out</b>	<u>442,891</u>	<u>977,900</u>	<u>480,235</u>	<u>510,234</u>
<b>Fund Balance - End Fiscal Year</b>	<u>(74,811)</u>	<u>(560,675)</u>	<u>(550,171)</u>	<u>(549,888)</u>
<b>Reserved for Long-Term Obligations</b>	239,313	606,503	581,503	556,503
<b>Available Funds - End Fiscal Year</b>	<u>164,502</u>	<u>45,828</u>	<u>31,332</u>	<u>6,615</u>



**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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	557,977	566,412	565,107	555,874
<b>Revenues</b>				
Investment Earnings	13,493	6,871	6,692	6,759
Special Tax Assessment	183,074	171,265	165,111	170,884
<b>Subtotal Revenues</b>	<u>196,567</u>	<u>178,136</u>	<u>171,803</u>	<u>177,643</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>754,544</u>	<u>744,548</u>	<u>736,910</u>	<u>733,517</u>
<b>Expenditures</b>	179,842	174,997	175,828	191,900
<b>Transfers Out:</b>				
General Fund				
Debt Service-POB Fund	8,290	4,444	5,208	5,672
<b>Total Expenditures &amp; Transfers Out</b>	<u>188,132</u>	<u>179,441</u>	<u>181,036</u>	<u>197,572</u>
<b>Fund Balance - End Fiscal Year</b>	<u>566,412</u>	<u>565,107</u>	<u>555,874</u>	<u>535,945</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 November 2010, as well as expenditures utilized to maintain vital general city services.

**Housing Opportunity** — Accounts for the revenues from developer agreements required to implement local housing programs established by the housing element of the Novato General Plan.

**Affordable Housing Trust** — Accounts for resources used to assist qualifying families in the purchase of below market rate housing.

**Clean Stormwater** — This fund manages revenues and expenditures for the City's clean stormwater program, preventing pollutant discharge from entering streets and storm drains before flowing into creeks and wetlands.

**Underground Utilities Trust** — Accounts for resources to be utilized for undergrounding City utilities.

**Parking Improvement** — Accounts for assessments collected from businesses in the Old Town parking improvement area to be used for services and programs related to parking facilities in the area.

**Subdivision Park Trust (Quimby)** — Accounts for in-lieu fees from residential subdivision developers to be used for parks and recreation areas for residents of the subdivision.

**Hamilton Recreation/Environmental** — Accounts for Quimby in-lieu fees collected for the Hamilton area.

**Art in Public Places** — Accounts for fees paid by developers to be used for public art projects.

**General Plan Surcharge** — Accounts for the revenues and expenditures for the advance planning and update of the City's General Plan. The expenditures are funded by the collection of surcharges on all construction permits.

**Automation Surcharge** — Accounts for the revenues and expenditures for the City's database and maintenance of software used to issue permits. The expenditures are funded by the collection of surcharges charged on all construction permits.

**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.

**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 that district.

**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).

**2005 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 Grants** — This fund was established to record revenue and expenditure activity for state grants. Pursuant to the requirement of the granting authority, grant-related transactions must be reported in a separate fund.

**Federal Grants** — This fund was established to record revenue and expenditure activity for federal grants. Pursuant to the requirement of the granting authority, grant-related transactions must be reported in a separate fund.

**Private Grants** — This fund was established to track revenue and expenditures for private grants.

**Pension Reserve** — This fund was established in FY 2006/07 to help stabilize pension expense by consistently charging the General Fund the normal cost, as determined by CalPERS. Funds will be deposited into the fund in years when the required contribution is less than the normal cost, and utilized in years when the required contribution is greater than the normal cost.

**Hamilton Trust** — This fund was established to receive payments from the developer of the Navy property at Hamilton, pursuant to a development agreement. 80% of the investment earnings are transferred to the General Fund and used to maintain City infrastructure and facilities.

**Insurance Reserve** — Accounts for set aside monies to meet uninsured losses to City facilities and other property, as well as workers' compensation claims. 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.

**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 service.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	0	0	0	500,000
<b>Revenues</b>				
Sales Tax			500,000	3,000,000
Investment Earnings				24,400
<b>Subtotal Revenues</b>	<u>0</u>	<u>0</u>	<u>500,000</u>	<u>3,024,400</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>0</u>	<u>0</u>	<u>500,000</u>	<u>3,524,400</u>
<b>Expenditures</b>				212,800
<b>Transfers Out:</b>				
Debt Service-POB Fund				5,673
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>218,473</u>
<b>Fund Balance - End Fiscal Year</b>	<u>0</u>	<u>0</u>	<u>500,000</u>	<u>3,305,927</u>

**Summary of 2011/12 Resources Used by Program Element:**

	Employees Perm FTE	Employees Temp FTE	Total Hours	Personnel	Operating Transfers	Total Budget	Program Revenues
<b>Program Elements:</b>							
Administration					5,673	5,673	3,024,400
School Resource Liaison		0.50	1,040	50,000		50,000	
Street Maintenance	1.00		2,080	81,400		81,400	
Median Island Maintenance	0.50		1,040	40,700		40,700	
Parks Maintenance	0.50		1,040	40,700		40,700	
<b>TOTAL</b>	<u>2.00</u>	<u>0.50</u>	<u>5,200</u>	<u>212,800</u>	<u>5,673</u>	<u>218,473</u>	<u>3,024,400</u>

**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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	1,316,154	1,425,489	1,575,705	2,049,954
<b>Revenues</b>				
Investment Earnings	26,678	7,066	7,408	7,482
Affordable Housing Ordinance In-Lieu Fees	82,657	70,848		
<b>Subtotal Revenues</b>	<u>109,335</u>	<u>77,914</u>	<u>7,408</u>	<u>7,482</u>
<b>Transfers In</b>				
Hamilton Trust Fund		72,302	466,841	
<b>TOTAL FINANCING AVAILABLE</b>	<u>1,425,489</u>	<u>1,575,705</u>	<u>2,049,954</u>	<u>2,057,436</u>
<b>Expenditures</b>				
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>1,425,489</u>	<u>1,575,705</u>	<u>2,049,954</u>	<u>2,057,436</u>
<b>Reserved for Long-Term Obligations</b>	(949,999)	(949,999)	(1,500,000)	(1,500,000)
<b>Available Funds - End Fiscal Year</b>	<u>475,490</u>	<u>625,706</u>	<u>549,954</u>	<u>557,436</u>



**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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	604,312	619,387	611,861	619,160
Revenues				
Investment Earnings	15,135	7,582	7,299	7,372
Below Market Rate Housing Fees (BMR)				
Other-Loan Repayment				
<b>Subtotal Revenues</b>	15,135	7,582	7,299	7,372
Transfers In				
General Fund				
Capital Projects				
<b>TOTAL FINANCING AVAILABLE</b>	619,447	626,969	619,160	626,532
Expenditures	60	15,108		
Transfers Out				
General Fund				
<b>Total Expenditures &amp; Transfers Out</b>	60	15,108	0	0
<b>Fund Balance - End Fiscal Year</b>	619,387	611,861	619,160	626,532

**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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	14,855	4,360	4,935	7,528
<b>Revenues</b>				
Investment Earnings	262	300	245	247
Special Assessments	356,641	355,640	358,300	359,300
<b>Subtotal Revenues</b>	<b>356,903</b>	<b>355,940</b>	<b>358,545</b>	<b>359,547</b>
<b>Transfers In:</b>				
General Fund				
Other Funds				
<b>TOTAL FINANCING AVAILABLE</b>	<b>371,758</b>	<b>360,300</b>	<b>363,480</b>	<b>367,075</b>
<b>Expenditures:</b>				
County of Marin-Collection Fees	15,680	15,660	15,660	15,800
JPA Contribution-MCSTOPP	147,718	147,705	108,292	147,705
Other	9,000	9,000	9,000	9,000
<b>Transfers Out:</b>				
General Fund	150,000	138,000	178,000	149,520
Clean Storm Water Capital Improvement Fund	45,000	45,000	45,000	45,000
<b>Total Expenditures &amp; Transfers Out</b>	<b>367,398</b>	<b>355,365</b>	<b>355,952</b>	<b>367,025</b>
<b>Fund Balance - End Fiscal Year</b>	<b>4,360</b>	<b>4,935</b>	<b>7,528</b>	<b>50</b>





Fund 226 - Underground Utilities

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

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	904,184	977,294	961,183	964,465
Revenues				
Investment Earnings	23,460	12,202	13,282	13,415
Developer in Lieu Fees	49,650			
<b>Subtotal Revenues</b>	<b>73,110</b>	<b>12,202</b>	<b>13,282</b>	<b>13,415</b>
Transfers In:				
Long-Term Maintenance		21,519		
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<b>977,294</b>	<b>1,011,015</b>	<b>974,465</b>	<b>977,880</b>
Expenditures				
Transfers Out:				
Capital Projects Fund		49,832	10,000	56,275
<b>Total Expenditures &amp; Transfers Out</b>	<b>0</b>	<b>49,832</b>	<b>10,000</b>	<b>56,275</b>
<b>Fund Balance - End Fiscal Year</b>	<b>977,294</b>	<b>961,183</b>	<b>964,465</b>	<b>921,605</b>

**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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	124,542	127,232	128,410	129,654
Revenues				
Investment Earnings	3,115	1,588	1,644	1,660
Other				
<b>Subtotal Revenues</b>	<u>3,115</u>	<u>1,588</u>	<u>1,644</u>	<u>1,660</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>127,657</u>	<u>128,820</u>	<u>130,054</u>	<u>131,314</u>
Expenditures	425	410	400	400
Transfers Out:				
Capital Projects Fund				29,000
<b>Total Expenditures &amp; Transfers Out</b>	<u>425</u>	<u>410</u>	<u>400</u>	<u>29,400</u>
<b>Fund Balance - End Fiscal Year</b>	<u>127,232</u>	<u>128,410</u>	<u>129,654</u>	<u>101,914</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	2,836,353	3,116,949	2,529,171	2,577,073
Revenues				
Investment Earnings	60,407	27,993	26,485	26,750
Developer in Lieu Fees	379,735	20,090	29,667	30,000
Other				
<b>Subtotal Revenues</b>	<u>440,142</u>	<u>48,083</u>	<u>56,152</u>	<u>56,750</u>
Transfers In:				
Capital Projects Fund				
Fishamerica Grant Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>3,276,495</u>	<u>3,165,032</u>	<u>2,585,323</u>	<u>2,633,823</u>
Expenditures				
Transfers Out:				
General Fund	500	500	500	500
Hamilton Recreation		48,691		
Capital Projects Fund	159,046	586,670	7,750	2,093,729
<b>Total Expenditures &amp; Transfers Out</b>	<u>159,546</u>	<u>635,861</u>	<u>8,250</u>	<u>2,094,229</u>
<b>Fund Balance - End Fiscal Year</b>	<u>3,116,949</u>	<u>2,529,171</u>	<u>2,577,073</u>	<u>539,594</u>
<b>Reserved for Long-Term Obligations</b>	(538,000)	(538,000)	(538,000)	(538,000)
<b>Available Funds - End Fiscal Year</b>	<u>2,578,949</u>	<u>1,991,171</u>	<u>2,039,073</u>	<u>1,594</u>



**Fund 234 - Hamilton Recreation/Environmental**

This fund accounts for Quimby in-lieu fees collected for the Hamilton area.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	(48,691)	(48,691)	0	0
Revenues				
Investment Earnings				
Developer in Lieu Fees				
Other				
<b>Subtotal Revenues</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers In:				
Subdivision Trust (Quimby)		48,691		
<b>TOTAL FINANCING AVAILABLE</b>	<u>(48,691)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Expenditures				
Transfers Out:				
Capital Projects Fund				
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>(48,691)</u>	<u>0</u>	<u>0</u>	<u>0</u>

**Fund 235 - Art in Public Places**

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

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	105,065	75,972	68,320	69,380
Revenues				
Investment Earnings	2,252	921	860	869
Developer in Lieu Fees	66,182			
Other				
<b>Subtotal Revenues</b>	<b>68,434</b>	<b>921</b>	<b>860</b>	<b>869</b>
Transfers In:				
Capital Projects Fund			200	
<b>TOTAL FINANCING AVAILABLE</b>	<b>173,499</b>	<b>76,893</b>	<b>69,380</b>	<b>70,249</b>
Expenditures				
Transfers Out:				
Capital Projects Fund	97,527	8,573		64,616
<b>Total Expenditures &amp; Transfers Out</b>	<b>97,527</b>	<b>8,573</b>	<b>0</b>	<b>64,616</b>
<b>Fund Balance - End Fiscal Year</b>	<b>75,972</b>	<b>68,320</b>	<b>69,380</b>	<b>5,633</b>



**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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	1,026,211	625,618	508,002	378,408
<b>Revenues</b>				
Investment Earnings	22,938	7,285	6,347	6,410
Service Charges	88,248	55,903	56,000	56,000
<b>Subtotal Revenues</b>	<u>111,186</u>	<u>63,188</u>	<u>62,347</u>	<u>62,410</u>
<b>Other Financing Sources</b>				
Equity Transfer from General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>1,137,397</u>	<u>688,806</u>	<u>570,349</u>	<u>440,818</u>
<b>Expenditures</b>				
Transfers Out:				
Debt Service-POB Fund	5,709	4,029	4,718	4,326
<b>Total Expenditures &amp; Transfers Out</b>	<u>511,779</u>	<u>180,804</u>	<u>191,941</u>	<u>273,231</u>
<b>Fund Balance - End Fiscal Year</b>	<u>625,618</u>	<u>508,002</u>	<u>378,408</u>	<u>167,587</u>

**Summary of 2011/12 Resources Used by Program Element:**

	Employees		Personnel	Contract/ Consultant Services	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Total Hours					
<b>Program Elements:</b>							
General Plan	1.00	2,080	118,905	150,000	4,326	273,231	62,410
<b>TOTAL</b>	<u>1.00</u>	<u>2,080</u>	<u>118,905</u>	<u>150,000</u>	<u>4,326</u>	<u>273,231</u>	<u>62,410</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	624,489	363,570	347,752	339,875
Revenues				
Investment Earnings	11,685	4,431	4,283	4,326
Service Charges	88,213	57,131	56,000	56,000
<b>Subtotal Revenues</b>	<u>99,898</u>	<u>61,562</u>	<u>60,283</u>	<u>60,326</u>
Other Financing Sources				
Equity Transfer from General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>724,387</u>	<u>425,132</u>	<u>408,035</u>	<u>400,201</u>
Expenditures	360,817	75,814	66,952	82,531
Transfers Out:				
General Fund				
Debt Service-POB Fund		1,566	1,208	1,346
<b>Total Expenditures &amp; Transfers Out</b>	<u>360,817</u>	<u>77,380</u>	<u>68,160</u>	<u>83,877</u>
<b>Fund Balance - End Fiscal Year</b>	<u>363,570</u>	<u>347,752</u>	<u>339,875</u>	<u>316,324</u>

**Summary of 2011/12 Resources Used by Program Element:**

	Employees Perm FTE	Total Hours	Personnel	Contract/ Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
<b>Program Elements:</b>								
Administration	0.50	1,040	36,031	15,000	31,500	1,346	83,877	60,326
<b>TOTAL</b>	<u>0.50</u>	<u>1,040</u>	<u>36,031</u>	<u>15,000</u>	<u>31,500</u>	<u>1,346</u>	<u>83,877</u>	<u>60,326</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 2008/09	Previous Actual 2009/10	Projected Actual 2010/11	Adopted Budget 2011/12
<b>Fund Balance - Begin Fiscal Year</b>	0	0	0	883,695
Revenues				
Investment Earnings				4,000
Rental Income			622,961	600,000
<b>Subtotal Revenues</b>	<u>0</u>	<u>0</u>	<u>622,961</u>	<u>604,000</u>
Transfers In:				
NPFA Capital Projects			713,342	
<b>TOTAL FINANCING AVAILABLE</b>	<u>0</u>	<u>0</u>	<u>1,336,303</u>	<u>1,487,695</u>
Expenditures				
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>0</u>	<u>452,608</u>	<u>450,000</u>
<b>Fund Balance - End Fiscal Year</b>	<u>0</u>	<u>0</u>	<u>883,695</u>	<u>1,037,695</u>





**Fund 251 - Chapter 27 Assessments**

This fund accounts for assessment district activities to complete missing frontage improvements, often in cooperation with property owners.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	168,708	176,386	179,259	166,413
<b>Revenues</b>				
Investment Earnings	5,150	2,210	2,193	2,215
Service Charges	5,300	663	452	350
Other				
<b>Subtotal Revenues</b>	<u>10,450</u>	<u>2,873</u>	<u>2,645</u>	<u>2,565</u>
<b>Transfers In:</b>				
Eucalyptus Assessment District				
<b>TOTAL FINANCING AVAILABLE</b>	<u>179,158</u>	<u>179,259</u>	<u>181,904</u>	<u>168,978</u>
<b>Expenditures</b>			3,080	
<b>Transfers Out:</b>				
Capital Projects Fund	2,772		12,411	8,230
<b>Total Expenditures &amp; Transfers Out</b>	<u>2,772</u>	<u>0</u>	<u>15,491</u>	<u>8,230</u>
<b>Fund Balance - End Fiscal Year</b>	<u>176,386</u>	<u>179,259</u>	<u>166,413</u>	<u>160,748</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	42,477	41,153	41,234	33,763
Revenues				
Special Assessments	44,650	45,234	44,918	50,827
Investment Earnings	1,038	531	482	487
Other				
<b>Subtotal Revenues</b>	<u>45,688</u>	<u>45,765</u>	<u>45,400</u>	<u>51,314</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>88,165</u>	<u>86,918</u>	<u>86,634</u>	<u>85,077</u>
Expenditures	47,012	45,684	52,871	50,360
<b>Total Expenditures &amp; Transfers Out</b>	<u>47,012</u>	<u>45,684</u>	<u>52,871</u>	<u>50,360</u>
<b>Fund Balance - End Fiscal Year</b>	<u>41,153</u>	<u>41,234</u>	<u>33,763</u>	<u>34,717</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	64,316	65,927	66,752	67,601
Revenues				
Special Assessments				
Investment Earnings	1,611	825	849	857
Other				
<b>Subtotal Revenues</b>	<u>1,611</u>	<u>825</u>	<u>849</u>	<u>857</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>65,927</u>	<u>66,752</u>	<u>67,601</u>	<u>68,458</u>
Expenditures				
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>65,927</u>	<u>66,752</u>	<u>67,601</u>	<u>68,458</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	4,477	6,564	5,129	3,254
Revenues				
Special Assessments	7,905	7,998	8,107	8,111
Investment Earnings	124	85	64	65
<b>Subtotal Revenues</b>	<b>8,029</b>	<b>8,083</b>	<b>8,171</b>	<b>8,176</b>
<b>TOTAL FINANCING AVAILABLE</b>	<b>12,506</b>	<b>14,647</b>	<b>13,300</b>	<b>11,430</b>
Expenditures	5,942	9,518	10,046	9,028
<b>Total Expenditures &amp; Transfers Out</b>	<b>5,942</b>	<b>9,518</b>	<b>10,046</b>	<b>9,028</b>
<b>Fund Balance - End Fiscal Year</b>	<b>6,564</b>	<b>5,129</b>	<b>3,254</b>	<b>2,402</b>

**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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	38,852	43,382	49,636	49,321
Revenues				
Special Assessments	20,264	20,264	20,215	10,812
Investment Earnings	1,074	600	641	647
<b>Subtotal Revenues</b>	<u>21,338</u>	<u>20,864</u>	<u>20,856</u>	<u>11,459</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>60,190</u>	<u>64,246</u>	<u>70,492</u>	<u>60,780</u>
Expenditures	16,808	14,610	21,171	10,566
<b>Total Expenditures &amp; Transfers Out</b>	<u>16,808</u>	<u>14,610</u>	<u>21,171</u>	<u>10,566</u>
<b>Fund Balance - End Fiscal Year</b>	<u>43,382</u>	<u>49,636</u>	<u>49,321</u>	<u>50,214</u>



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 2008/09	Previous Actual 2009/10	Projected Actual 2010/11	Adopted Budget 2011/12
<b>Fund Balance - Begin Fiscal Year</b>	121,698	132,879	142,907	146,395
Revenues				
Special Assessments	8,910	8,591	5,191	5,288
Investment Earnings	3,114	1,704	1,866	1,885
<b>Subtotal Revenues</b>	<u>12,024</u>	<u>10,295</u>	<u>7,057</u>	<u>7,173</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>133,722</u>	<u>143,174</u>	<u>149,964</u>	<u>153,568</u>
Expenditures				
Transfers Out:				
General Fund			1,769	
<b>Total Expenditures &amp; Transfers Out</b>	<u>843</u>	<u>267</u>	<u>3,569</u>	<u>5,000</u>
<b>Fund Balance - End Fiscal Year</b>	<u>132,879</u>	<u>142,907</u>	<u>146,395</u>	<u>148,568</u>



**Fund 266 - San Pablo Assessment District**

This fund accounts for the collection of assessments in the San Pablo area which are used for landscaping and maintenance in that district.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	18,975	29,263	38,484	42,293
Revenues				
Special Assessments	10,442	11,723	11,709	12,236
Investment Earnings	563	417	547	552
<b>Subtotal Revenues</b>	<b>11,005</b>	<b>12,140</b>	<b>12,256</b>	<b>12,788</b>
<b>TOTAL FINANCING AVAILABLE</b>	<b>29,980</b>	<b>41,403</b>	<b>50,740</b>	<b>55,081</b>
Expenditures	717	2,919	8,447	12,327
<b>Total Expenditures &amp; Transfers Out</b>	<b>717</b>	<b>2,919</b>	<b>8,447</b>	<b>12,327</b>
<b>Fund Balance - End Fiscal Year</b>	<b>29,263</b>	<b>38,484</b>	<b>42,293</b>	<b>42,754</b>

**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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	(2,177)	140	19	19
Revenues				
Special Assessments	14,169	14,169	14,211	14,211
Investment Earnings	(159)	(79)		
Other	2,518			
<b>Subtotal Revenues</b>	<u>16,528</u>	<u>14,090</u>	<u>14,211</u>	<u>14,211</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>14,351</u>	<u>14,230</u>	<u>14,230</u>	<u>14,230</u>
Expenditures	14,211	14,211	14,211	14,211
Transfers Out				
Capital Projects				
<b>Total Expenditures &amp; Transfers Out</b>	<u>14,211</u>	<u>14,211</u>	<u>14,211</u>	<u>14,211</u>
<b>Fund Balance - End Fiscal Year</b>	<u>140</u>	<u>19</u>	<u>19</u>	<u>19</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	14,471	14,776	14,959	15,150
Revenues				
Investment Earnings	362	183	191	193
<b>Subtotal Revenues</b>	<u>362</u>	<u>183</u>	<u>191</u>	<u>193</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>14,833</u>	<u>14,959</u>	<u>15,150</u>	<u>15,343</u>
Expenditures	57			
<b>Total Expenditures &amp; Transfers Out</b>	<u>57</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>14,776</u>	<u>14,959</u>	<u>15,150</u>	<u>15,343</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. For fiscal year 2010/11 and 2011/12, TCRF (Proposition 42) funds are included with gas tax funds, under Streets and Highways Code Section 2103.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	131,682	162,007	234,546	802,328
<b>Revenues</b>				
Investment Earnings	4,969	1,403	2,815	1,934
Intergovernmental Revenue	891,932	887,735	1,427,979	1,467,533
Sale of Property				
Other				
<b>Subtotal Revenues</b>	<u>896,901</u>	<u>889,138</u>	<u>1,430,794</u>	<u>1,469,467</u>
<b>Transfers In:</b>				
Capital Projects Fund		679		
<b>TOTAL FINANCING AVAILABLE</b>	<u>1,028,583</u>	<u>1,051,824</u>	<u>1,665,340</u>	<u>2,271,795</u>
<b>Expenditures</b>	400	278		
<b>Transfers Out:</b>				
General Fund	817,000	817,000	817,000	817,000
Capital Projects Fund	49,176		46,012	598,736
<b>Total Expenditures &amp; Transfers Out</b>	<u>866,576</u>	<u>817,278</u>	<u>863,012</u>	<u>1,415,736</u>
<b>Fund Balance - End Fiscal Year</b>	<u>162,007</u>	<u>234,546</u>	<u>802,328</u>	<u>856,059</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	0	0	0	0
Revenues				
Investment Earnings				
State Park Bond Proceeds			312,008	
<b>Subtotal Revenues</b>	<u>0</u>	<u>0</u>	<u>312,008</u>	<u>0</u>
Transfers In:				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>0</u>	<u>0</u>	<u>312,008</u>	<u>0</u>
Expenditures				
Transfers Out:				
Capital Projects Fund			312,008	
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>0</u>	<u>312,008</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<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 year 2010/11 and 2011/12, TCRF (Proposition 42) funds are included with gas tax funds, under Streets and Highways Code Section 2103.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	(6)	249,493	358,810	145,379
<b>Revenues</b>				
Investment Earnings	1,353	1,942	3,741	3,778
Intergovernmental Revenue	446,590	479,662		
Other				
<b>Subtotal Revenues</b>	<u>447,943</u>	<u>481,604</u>	<u>3,741</u>	<u>3,778</u>
<b>Transfers In:</b>				
General Fund				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>447,937</u>	<u>731,097</u>	<u>362,551</u>	<u>149,157</u>
<b>Expenditures</b>				
<b>Transfers Out:</b>				
General Fund				
Capital Projects Fund	198,444	372,287	217,172	149,157
<b>Total Expenditures &amp; Transfers Out</b>	<u>198,444</u>	<u>372,287</u>	<u>217,172</u>	<u>149,157</u>
<b>Fund Balance - End Fiscal Year</b>	<u>249,493</u>	<u>358,810</u>	<u>145,379</u>	<u>0</u>



Fund 277-Justice Assistance Grants

This fund accounts for the revenues and expenditures associated with the grants.

	Previous Actual 2008/09	Previous Actual 2009/10	Projected Actual 2010/11	Adopted Budget 2011/12
<b>Fund Balance - Begin Fiscal Year</b>	3,863	0	(4,632)	2,477
Revenues				
Grants		5,422	21,946	60,289
Investment Earnings	20	(28)	28	
<b>Subtotal Revenues</b>	<u>20</u>	<u>5,394</u>	<u>21,974</u>	<u>60,289</u>
Transfers In				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>3,883</u>	<u>5,394</u>	<u>17,342</u>	<u>62,766</u>
Expenditures	3,883	10,026	14,865	62,766
<b>Fund Balance - End Fiscal Year</b>	<u>0</u>	<u>(4,632)</u>	<u>2,477</u>	<u>0</u>

**Fund 281 - Special Police Projects**

Established by Resolution No. 24-88, this fund accounts for special police projects and programs that require specific tracking and receive restricted revenue which cannot be deposited into the General Fund, including crime prevention programs, child abuse, DARE, secret witness program, Girl's Forum, and asset seizure.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	118,555	79,288	105,425	55,572
<b>Revenues</b>				
Investment Earnings	3,323	1,246	1,148	1,159
Intergovernmental Revenue	37,745	81,310	53,295	116,197
Other	240	250		
<b>Subtotal Revenues</b>	<b>41,308</b>	<b>82,806</b>	<b>54,443</b>	<b>117,356</b>
<b>Transfers In</b>				
General Fund	7,000		12,000	9,000
<b>TOTAL FINANCING AVAILABLE</b>	<b>166,863</b>	<b>162,094</b>	<b>171,868</b>	<b>181,928</b>
<b>Expenditures</b>	<b>87,575</b>	<b>56,669</b>	<b>116,296</b>	<b>129,580</b>
<b>Transfers Out</b>				
General Fund				
Furniture & Equipment Replacement				
<b>Total Expenditures &amp; Transfers Out</b>	<b>87,575</b>	<b>56,669</b>	<b>116,296</b>	<b>129,580</b>
<b>Fund Balance - End Fiscal Year</b>	<b>79,288</b>	<b>105,425</b>	<b>55,572</b>	<b>52,348</b>

**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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	128,411	128,411	(1,214)	14,768
Revenues				
Grants	70,115	371,849	15,982	1,104,774
Investment Earnings				
<b>Subtotal Revenues</b>	<u>70,115</u>	<u>371,849</u>	<u>15,982</u>	<u>1,104,774</u>
Transfers In				
Federal Grants Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>198,526</u>	<u>500,260</u>	<u>14,768</u>	<u>1,119,542</u>
Expenditures				
Transfers Out				
Capital Projects Fund	70,115	501,474		1,112,205
<b>Total Expenditures &amp; Transfers Out</b>	<u>70,115</u>	<u>501,474</u>	<u>0</u>	<u>1,112,205</u>
<b>Fund Balance - End Fiscal Year</b>	<u>128,411</u>	<u>(1,214)</u>	<u>14,768</u>	<u>7,337</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	269,632	277,699	2,499	2,499
Revenues				
Grants	36,618	763,605	1,219,095	1,607,528
Investment Earnings	5,567	847		
<b>Subtotal Revenues</b>	<u>42,185</u>	<u>764,452</u>	<u>1,219,095</u>	<u>1,607,528</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>311,817</u>	<u>1,042,151</u>	<u>1,221,594</u>	<u>1,610,027</u>
Expenditures	34,118	64,365		
Transfers Out				
General Fund		37,500	37,500	
State Grants Fund				
Capital Projects Fund		937,787	1,181,595	1,607,528
<b>Total Expenditures &amp; Transfers Out</b>	<u>34,118</u>	<u>1,039,652</u>	<u>1,219,095</u>	<u>1,607,528</u>
<b>Fund Balance - End Fiscal Year</b>	<u>277,699</u>	<u>2,499</u>	<u>2,499</u>	<u>2,499</u>





Fund 285 - Private Grants Fund

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

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	14,771	17,276	18,600	19,955
Revenues				
Grants				
Investment Earnings	2,505	1,324	1,355	1,369
<b>Subtotal Revenues</b>	<u>2,505</u>	<u>1,324</u>	<u>1,355</u>	<u>1,369</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>17,276</u>	<u>18,600</u>	<u>19,955</u>	<u>21,324</u>
Expenditures				
Transfers Out				
General Fund				
Restricted Revenue Fund				
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>17,276</u>	<u>18,600</u>	<u>19,955</u>	<u>21,324</u>

**Fund 296 - Pension Reserve Fund**

This fund was established to help stabilize the pension expense by consistently charging the General Fund the Normal Cost, as determined by CalPERS. In years where the retirement plans are overfunded and the CalPERS Required Contribution is less than the Normal Cost, the difference will be deposited into the fund. Fund balance will be utilized in years when the Required Contribution is greater than the Normal cost.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	50,980	1,315	1,332	1,348
Revenues				
Investment Earnings	1,135	17	16	16
<b>Subtotal Revenues</b>	<u>1,135</u>	<u>17</u>	<u>16</u>	<u>16</u>
Transfers In				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>52,115</u>	<u>1,332</u>	<u>1,348</u>	<u>1,364</u>
Expenditures				
Transfers Out				
General Fund-Operations	50,800			
<b>Total Expenditures &amp; Transfers Out</b>	<u>50,800</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>1,315</u>	<u>1,332</u>	<u>1,348</u>	<u>1,364</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	32,320,891	33,087,189	33,154,847	32,941,999
<b>Revenues</b>				
Developer In Lieu Fees - Municipal Services	53,055	45,698	633	700
Investment Earnings	107,336	101,844	99,144	99,806
Bond/Notes Investment Earnings	1,009,403	726,337	597,116	603,417
Loan Repayment				
Other	407,480	(116,173)		
<b>Subtotal Revenues</b>	<u>1,577,274</u>	<u>757,706</u>	<u>696,893</u>	<u>703,923</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>33,898,165</u>	<u>33,844,895</u>	<u>33,851,740</u>	<u>33,645,922</u>
<b>Expenditures</b>	31,315	30,892	32,900	33,500
<b>Transfers Out</b>				
General Fund-Operations	779,661	586,854	410,000	420,250
Affordable Housing Trust		72,302	466,841	
<b>Total Expenditures &amp; Transfers Out</b>	<u>810,976</u>	<u>690,048</u>	<u>909,741</u>	<u>453,750</u>
<b>Fund Balance - End Fiscal Year</b>	<u>33,087,189</u>	<u>33,154,847</u>	<u>32,941,999</u>	<u>33,192,172</u>
<b>Investments</b>	(30,153,030)	(29,690,795)	(30,853,521)	(31,053,521)
<b>Reserved for Long-Term Obligations</b>	(1,343,062)	(1,425,000)	(1,360,000)	(1,290,000)
<b>Available Funds - End Fiscal Year</b>	<u>1,591,097</u>	<u>2,039,052</u>	<u>728,478</u>	<u>848,651</u>



**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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	1,353,478	1,197,837	1,165,545	1,176,367
Revenues				
Investment Earnings	25,869	10,983	10,822	10,930
<b>Subtotal Revenues</b>	<u>25,869</u>	<u>10,983</u>	<u>10,822</u>	<u>10,930</u>
Transfers In				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>1,379,347</u>	<u>1,208,820</u>	<u>1,176,367</u>	<u>1,187,297</u>
Expenditures	2,310	8,449		
Liability Payments				
Transfers Out				
General Fund	179,200			
Capital Projects Fund		34,826		266,939
<b>Total Expenditures &amp; Transfers Out</b>	<u>181,510</u>	<u>43,275</u>	<u>0</u>	<u>266,939</u>
<b>Fund Balance - End Fiscal Year</b>	<u>1,197,837</u>	<u>1,165,545</u>	<u>1,176,367</u>	<u>920,358</u>
<b>Reserved for Long-Term Obligations</b>	(300,000)	(300,000)		
<b>Available Funds - End Fiscal Year</b>	<u>897,837</u>	<u>865,545</u>	<u>1,176,367</u>	<u>920,358</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	5,896,803	5,620,786	5,321,728	5,317,712
Revenues				
Investment Earnings			1,472	
Interfund Loan Repayment-RDA			327,065	
Other				
<b>Subtotal Revenues</b>	-	-	328,537	-
Transfers In				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>5,896,803</u>	<u>5,620,786</u>	<u>5,650,265</u>	<u>5,317,712</u>
Transfers Out:				
General Fund	276,017	299,058	332,553	470,573
<b>Total Expenditures &amp; Transfers Out</b>	<u>276,017</u>	<u>299,058</u>	<u>332,553</u>	<u>470,573</u>
<b>Fund Balance - End Fiscal Year</b>	<u>5,620,786</u>	<u>5,321,728</u>	<u>5,317,712</u>	<u>4,847,139</u>
<b>Reserved for Long-Term Obligations</b>	(771,650)	(771,650)		
<b>Available Funds - End Fiscal Year</b>	<u>4,849,136</u>	<u>4,550,078</u>	<u>5,317,712</u>	<u>4,847,139</u>



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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 bonds and Measure B.

**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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	2,575,231	2,424,144	2,444,073	2,705,698
Revenues				
Taxes	2,598,033	2,808,395	3,051,308	2,430,748
Investment Earnings	36,664	17,650	15,876	16,035
Other				
<b>Subtotal Revenues</b>	<u>2,634,697</u>	<u>2,826,045</u>	<u>3,067,184</u>	<u>2,446,783</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>5,209,928</u>	<u>5,250,189</u>	<u>5,511,257</u>	<u>5,152,481</u>
Debt Service	2,725,645	2,736,545	2,745,420	2,742,170
Expenditures	60,139	69,571	60,139	60,139
<b>Total Expenditures &amp; Transfers Out</b>	<u>2,785,784</u>	<u>2,806,116</u>	<u>2,805,559</u>	<u>2,802,309</u>
<b>Fund Balance - End Fiscal Year</b>	<u>2,424,144</u>	<u>2,444,073</u>	<u>2,705,698</u>	<u>2,350,172</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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	0	0	0	0
Revenues				
Investment Earnings				
<b>Subtotal Revenues</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers In	929,381	986,451	1,027,266	1,068,232
<b>TOTAL FINANCING AVAILABLE</b>	<u>929,381</u>	<u>986,451</u>	<u>1,027,266</u>	<u>1,068,232</u>
Debt Service	929,381	986,451	1,027,266	1,068,232
<b>Total Expenditures &amp; Transfers Out</b>	<u>929,381</u>	<u>986,451</u>	<u>1,027,266</u>	<u>1,068,232</u>
<b>Fund Balance - End Fiscal Year</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>



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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.

**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.

**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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	(163,972)	(158,967)	(201,846)	(318,858)
Revenues				
Charges to Departments	819,977	737,776	635,979	817,144
Other	6,835	1,737		
<b>Subtotal Revenues</b>	<b>826,812</b>	<b>739,513</b>	<b>635,979</b>	<b>817,144</b>
Transfers In				
General Fund				
Equipment Replacement Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<b>662,840</b>	<b>580,546</b>	<b>434,133</b>	<b>498,286</b>
Expenditures	800,089	770,921	742,550	805,703
Transfers Out				
Debt Service-POB Fund	21,718	11,471	10,441	11,441
<b>Total Expenditures &amp; Transfers Out</b>	<b>821,807</b>	<b>782,392</b>	<b>752,991</b>	<b>817,144</b>
<b>Fund Balance - End Fiscal Year</b>	<b>(158,967)</b>	<b>(201,846)</b>	<b>(318,858)</b>	<b>(318,858)</b>



**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 rental charges to user departments, interest earnings on the fund's cash balance, proceeds from sale of vehicles/equipment, and transfers from other funds. This fund is also used to fund the City's share of debt and operational expenses for the Marin Emergency Radio Authority Program (MERA). The funding source is an annual transfer from the General Fund and funds previously deposited into the fund. This process allows sufficient funds to accumulate when vehicle/equipment is replaced. \$1,062,500 from the sale of the old Novato hospital site in this fund is reserved to generate sufficient interest earnings to build replacement funds for CAD equipment.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Fund Balance - Begin Fiscal Year</b>	6,018,039	5,938,314	5,920,576	6,101,121
<b>Revenues</b>				
Charges to Departments	291,235	553,005	487,166	548,924
Investment Earnings	77,195	30,429	111,599	28,507
Other	37,922	20,785	17,240	5,000
<b>Subtotal Revenues</b>	<b>406,352</b>	<b>604,219</b>	<b>616,005</b>	<b>582,431</b>
<b>Transfers In</b>				
General Fund	400,000	430,870	420,000	400,000
<b>TOTAL FINANCING AVAILABLE</b>	<b>6,824,391</b>	<b>6,973,403</b>	<b>6,956,581</b>	<b>7,083,552</b>
<b>Equipment Acquisition</b>				
MERA	446,016	465,148	446,104	714,386
Other	433,021	469,181	387,244	432,412
Equity Transfer to General Fund	7,040	118,498		
<b>Transfers Out</b>				
Capital Projects			22,112	176,142
<b>Total Expenditures &amp; Transfers Out</b>	<b>886,077</b>	<b>1,052,827</b>	<b>855,460</b>	<b>1,322,940</b>
<b>Fund Balance - End Fiscal Year</b>	<b>5,938,314</b>	<b>5,920,576</b>	<b>6,101,121</b>	<b>5,760,612</b>
<b>Reserved for Long-Term Obligations</b>	<b>(3,473,658)</b>	<b>(3,363,302)</b>	<b>(966,400)</b>	<b>(966,400)</b>
<b>Reserved Proceeds from Sale of Property</b>	<b>(1,062,500)</b>	<b>(1,062,500)</b>	<b>(1,062,500)</b>	<b>(1,062,500)</b>
<b>Available Funds - End Fiscal Year</b>	<b>1,402,156</b>	<b>1,494,774</b>	<b>4,072,221</b>	<b>3,731,712</b>

**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.

	<b>Previous Actual 2008/09</b>	<b>Previous Actual 2009/10</b>	<b>Projected Actual 2010/11</b>	<b>Adopted Budget 2011/12</b>
<b>Available Funds - Begin Fiscal Year</b>	749	768	778	787
Revenues				
Investment Earnings	19	10	9	9
Other				
<b>Subtotal Revenues</b>	<u>19</u>	<u>10</u>	<u>9</u>	<u>9</u>
Transfers In				
General Fund				
Police Special Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>768</u>	<u>778</u>	<u>787</u>	<u>796</u>
Expenditures				
Transfers Out				
Capital Projects				
General Fund				
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Available Funds - End Fiscal Year</b>	<u>768</u>	<u>778</u>	<u>787</u>	<u>796</u>



**Trust & Agency Funds Summary Table**

<b>Fund #</b>	<b>FUND DESCRIPTION</b>	<b>Actual Cash Balance 6/30/10</b>	<b>Projected Cash Balance 6/30/11</b>	<b>Projected Cash Balance 6/30/12</b>
701	Deposits in Trust	643,755	610,000	565,000
702	Unclaimed Property	5,200	5,200	0
781	Buck Center Deposit in Trust	1,000,000	500,000	500,000
801	Pacheco Assessment District Redemption	176	176	176
802	Pacheco Assessment District Investment Earnings	23,956	23,956	23,956
803	Pacheco Assessment District Reserve	50,060	50,060	50,060
812	Vintage Oaks Special Tax	1,529,606	1,537,275	1,550,000
821	Golden Gate Assessment District Redemption	136,746	230,000	260,000
831	Hamilton CFD Bond Administration	1,175,122	1,250,000	1,300,000
832	Pointe Marin CFD	558,107	625,000	650,000
841	Novato Financing Authority	(5,645)	(45,000)	(4,500)
<b>TOTAL TRUST AND AGENCY FUNDS</b>		<b>5,117,083</b>	<b>4,786,667</b>	<b>4,894,692</b>

Trust and Agency 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.

**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 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 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.

**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.

**Measure G:** A measure passed by the voters of Novato in November 1989 to authorize the sale of general obligation bonds for improvements to parks and community facilities.



**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.

**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.

**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

**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 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.

**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.

**User Charges/Fees:** The payment of a fee for direct receipt of a public service by the party that benefits from the service.

**Trust and 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.

**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).

**Youth Services:** Program within the Police Department, which provides on-site Police Officers at middle and high schools.

## ***Acronyms***

- CaIPERS:** California Public Employees' Retirement System
- CAD:** Computer Aided Dispatch
- CFD:** Community Facilities District
- CDBG:** Community Development Block Grant
- CIEDB:** California Infrastructure & Economic Development Bank
- CIP:** Capital Improvements Project
- CSMFO:** California Society of Municipal Finance Officers
- DARN:** Disaster Assist Registry Network
- ERAF:** Educational Revenue Augmentation Fund
- FY:** Fiscal Year
- FTE:** Full-Time Equivalent
- GAAP:** Generally Accepted Accounting Principles
- GASB:** Governmental Accounting Standards Board
- GFOA:** Government Finance Officers Association
- GIS:** Geographic Information System
- GO:** General Obligation
- ICMA:** International City/County Management Association
- JPA:** Joint Powers Authority
- MCF:** Marin Community Foundation
- MCSTOPPP:** Marin County Storm Water Pollution Prevention Program
- MERA:** Marin Emergency Radio Authority
- MGSA:** Marin General Services Authority
- MOU:** Memorandum of Understanding



- MTC:** Metropolitan Transportation Commission
- MTSC:** Margaret Todd Senior Center
- NFA:** Novato Finance Authority
- NFIP:** National Flood Insurance Program
- NIEP:** Novato Independent Elders Project
- NPDES:** National Pollution Discharge Elimination System
- OPA:** Owner Participation Agreement
- POB:** Pension Obligation Bonds
- RDA:** Redevelopment Agency
- TAB:** Tax Allocation Bonds
- TENS:** Telephone Emergency Notification System
- YTD:** Year to Date

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CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 55-11

RESOLUTION ADOPTING THE FINAL CITY OF NOVATO OPERATING AND CAPITAL IMPROVEMENT BUDGETS FOR FISCAL YEAR JULY 1, 2011 THROUGH JUNE 30, 2012. 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 2011/12 and Capital Improvement Program for FY 2011/12 through 2015/16 and has held such public hearing as are necessary 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 2011/12 presented by the City Manager in the document "City of Novato Proposed Budget, Fiscal Year 2011/2012," is hereby approved and adopted as amended.
2. That the total General Fund operating budget is \$28,385,097 and is hereby appropriated for Department expenses as follows:

Central Administration	\$1,574,740
Administrative Services	\$4,482,681
Police	\$11,724,584
Community Development	\$1,831,993
Public Works	\$5,769,749
Parks, Recreation & Community Services	\$3,001,350
Total Operating Budget	\$28,385,097

1. That the transfer to other funds in the amount of \$3,426,783 is hereby appropriated as follows :

Capital Projects Fund	\$2,012,836
Police Special Projects Fund	\$9,000
Pension Obligation Bonds Debt Service Fund	\$1,005,836
Equipment Replacement Fund	\$400,000

2. That \$15,327,942 is hereby appropriated for Capital Improvement Programs for Fiscal Year 2011/12 from the following funds and for the amounts as stated, including continuing appropriations (carry-overs) from FY 2010/11:

Art in Public Places (Fund 235)	\$64,616
Chapter 27 (Fund 251)	\$8,230
Civic Center (Fund 319)	\$15,120
Clean Stormwater CIP (Fund 321)	\$85,021
Community Facilities Maintenance & Contingency Fund (Fund 330)	\$132,807
Development Impact Fees (Fund 327)	\$3,031,175
Equipment Replacement (Streetlights) (Fund 605)	\$176,142
Federal Grants Fund (Fund 284)	\$1,607,528
Gas Tax (Fund 272)	\$598,736
General Fund Projects	\$2,012,000
Insurance Reserve (Fund 298)	\$266,939
Long-Term Maintenance (Fund 323)	\$62,000

Measure A (Fund 309)	\$975,551
Novato Public Financing Authority (Fund 450)	\$20,000
Parking Improvement (Fund 227)	\$29,000
Proposition 1B Street Projects (Fund 311)	\$782,894
Restricted Revenue (Fund 325)	\$50,288
State Grants (Fund 283)	\$1,112,205
Street & Storm Drain Maintenance (Fund 322)	\$47,621
Street and Storm Drain Bond Project (Measure B) (Fund 307)	\$1,941,461
Subdivision Park Trust (Quimby) (Fund 231)	\$2,093,729
Traffic Congestion Relief (Fund 274)	\$149,157
Underground Utilities (Fund 226)	\$56,275
Utility Reimbursements	\$9,447

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


Measure F Sales Tax (Fund 201)	\$218,473
Clean Stormwater (Fund 221)	\$367,025
Parking Improvement (Fund 227)	\$400
Subdivision Park Trust (Quimby) (Fund 231)	\$500
General Plan Surcharge (Fund 237)	\$273,231
Automation Surcharge (Fund 238)	\$83,877

Hamilton Community Facilities District (Fund 241)	\$510,234
Pointe Marin Community Facilities District (Fund 243)	\$197,572
San Marin Landscape Assessment Dist. (Fund 261)	\$50,360
Wildwood Glen Landscape Assessment Dist. (Fund 263)	\$9,028
Hillside Assessment District (Fund 264)	\$10,566
Downtown Landscape & Lighting Dist. (Fund 265)	\$5,000
San Pablo Assessment District (Fund 266)	\$12,327
Eucalyptus Assessment District (Fund 267)	\$14,211
Gas Tax (Fund 272)	\$817,000
Justice Assistance Grants (Fund 277)	\$62,766
Police Special Projects (Fund 281)	\$129,580
Hamilton Trust (Fund 297)	\$453,750
Emergency Reserve (Fund 299)	\$470,573
Street and Storm Drain Bond Project (Measure B) (Fund 307)	\$34,035
Development Impact Fees (Fund 327)	\$135,716
G.O. Bond Debt Service (Fund 501)	\$2,802,309
Pension Obligation Bonds Debt Service (Fund 503)	\$1,068,232
Equipment/Vehicle Maintenance (Fund 601)	\$817,144
Equipment/Vehicle Replacement (Fund 605)	\$1,146,798

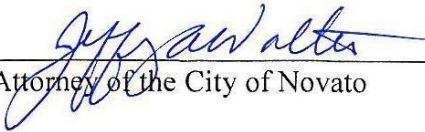
\* \* \* \* \*

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 28<sup>th</sup> day of June, 2011, by the following vote, to wit:

AYES:	Councilmembers	Athas, Dillon-Knutson, MacLeamy, Kellner
NOES:	Councilmembers	Eklund
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None

  
 \_\_\_\_\_  
 Sheri Hartz, City Clerk

Approved as to form:

  
 \_\_\_\_\_  
 City Attorney of the City of Novato

REDEVELOPMENT AGENCY OF THE CITY OF NOVATO

RESOLUTION NO. R-13-11

RESOLUTION OF THE REDEVELOPMENT AGENCY OF THE CITY OF NOVATO ADOPTING THE FINAL BUDGET OF THE REDEVELOPMENT AGENCY OF THE CITY OF NOVATO FOR FISCAL YEAR JULY 1, 2011 THROUGH JUNE 30, 2012 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 Redevelopment Agency Board a proposed budget as preliminary budget for Fiscal Year July 1, 2011 through June 30, 2012; and

WHEREAS, public budget workshops were held on April 19, 2011 and May 2, 2011, and a public hearing was held on June 14, 2011. The Redevelopment Agency Board reviewed, considered and deliberated upon the proposed budgets as well as heard public comments on the budgets at these meetings; and

WHEREAS, the total Redevelopment Agency Funds are hereby appropriated for expenditure as follows:


Agency Programs - Fund 400	\$4,695,934
Housing Programs- Fund 219	\$1,579,040

NOW, THEREFORE THE REDEVELOPMENT AGENCY OF THE CITY OF NOVATO DOES HEREBY adopt the said final Budget and all resolutions and conflicts are expressly repealed. The resolution shall be effective immediately upon adoption, but no provisions shall become operative until July 1, 2011.

\* \* \* \* \*

I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the Redevelopment Agency of the City of Novato, Marin County, California, at a meeting hereof, held on the 28<sup>th</sup> day of June, 2011, by the following vote, to wit:

AYES: Agency Members Athas, Dillon-Knutson, Kellner, MacLeamy  
NOES: Agency Members Eklund  
ABSTAIN: Agency Members None  
ABSENT: Agency Members None



\_\_\_\_\_  
Sheri Hartz, Secretary

Approved as to form:



\_\_\_\_\_  
Agency Counsel, Redevelopment Agency  
of the City of Novato

CITY OF NOVATO PUBLIC FINANCE AUTHORITY

RESOLUTION NO. NPFA-11-04

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, 2011 THROUGH JUNE 30, 2012 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, 2011 through June 30, 2012; 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 \$158,159 for operating expenditures, as follows:

Personnel	\$29,750
Materials & Supplies	\$6,000
Debt Service	\$88,400
Transfer to General Fund	\$13,000
Transfer to Capital Projects Fund	\$20,000
Transfer to Pension Obligation	
Bonds Fund	\$1,009

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the Novato Public Finance Authority does hereby adopt the said final Budget and all resolutions and conflicts are expressly repealed. The resolution shall be effective immediately upon adoption, but no provisions shall become operative until July 1, 2011.



\* \* \* \* \*

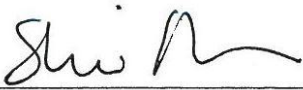
I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the Board of Directors of the Novato Public Finance Authority, Marin County, California, at a special meeting hereof, held on the 28<sup>th</sup> day of June, 2011, by the following vote, to wit:

AYES: Agency Members Athas, Dillon-Knutson, MacLeamy, Kellner


NOES: Agency Members Eklund

ABSTAIN: Agency Members None

ABSENT: Agency Members None

  
\_\_\_\_\_  
Sheri Hartz, Secretary

Approved as to form:

  
\_\_\_\_\_  
Agency Counsel, Redevelopment Agency  
of the City of Novato

CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 51-11

RESOLUTION AUTHORIZING PERSONNEL  
ALLOCATION CHANGES AS PART OF THE 2011-  
2012 CITY BUDGET

WHEREAS, the City of Novato approved personnel changes as part of the 2010-2011 budget; and

WHEREAS, the voters of Novato approved Measure F to offset and prevent additional budget cuts and maintain and restore vital general city services; and

WHEREAS, the City will complete a comprehensive administrative/clerical classification and realignment study in the 2011-2012 fiscal year; and

WHEREAS, the City seeks to develop a long-term plan to provide services that were cut with the elimination of the School Resource Officer position; and

WHEREAS, the City is in the process of transitioning various maintenance responsibilities to other community organizations; and

WHEREAS, management reductions in Police Department have created the need to expand a limited term part-time position,

WHEREAS, the City has obtained funding from the Historical Guild to continue a position on a limited term basis; and

WHEREAS, the City will continue a community discussion later this year to develop a plan for ensuring the City's long-term fiscal sustainability; and

WHEREAS, the City of Novato believes it is appropriate to extend a few specific positions on a limited term basis for the 2011-2012 fiscal year in order to continue vital City services and complete studies and other projects associated with enhancing the City's long-term fiscal sustainability.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Novato hereby approves the following:

1. Defer the elimination of the Senior Administrative Clerk position with the Central Administration Department for one (1) year to be funded from the General Fund at an amount of \$72,000.
2. Appropriate \$50,000 from Measure F funds to create a part-time School Liaison position for one (1) year to focus on school and police

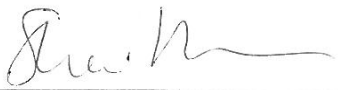
communication, youth intervention and prevention, develop a focused partnership between the two entities and recommend a long-term plan.

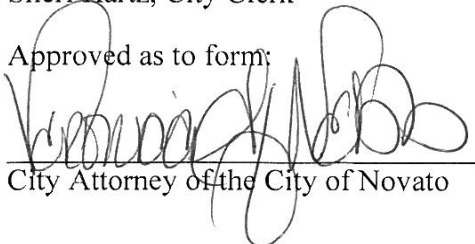
3. Defer the elimination of two (2) Maintenance Worker positions within the Public Works Department for one (1) year to be funded from Measure F funds at an amount of \$162,800.
4. Reallocate the existing Management Analyst II position within the Police Department to a Senior Management Analyst position. Increase the personnel allocation of the position from 0.625 to 0.75 in response to operating needs within the department and an overall loss of management staff in past few years. \$17,600 to be absorbed within the department's operating budget. No change in budget needed.
5. Continue the Recreation Coordinator – Museum position within the Parks, Recreation and Community Services (PRCS) Department for one (1) year as a limited term position. The focus of the position is to continue the Novato Museum Volunteer Program in conjunction with the Historical Guild, develop programs to reduce youth access to drugs and alcohol and assist with administrative duties. This position is jointly-funded by the Novato Historical Guild, a grant from Marin County and the PRCS department. The cost to the City for this limited term position is approximately \$7,318 from the 2011-2012 PRCS budget. No change in budgeted is needed for this limited term position.

\* \* \* \* \*

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 14<sup>th</sup> day of June, 2011, by the following vote, to wit:

AYES:	Councilmembers	Athas, Dillon-Knutson, Eklund, MacLeamy, Kellner
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. 52-11

RESOLUTION ESTABLISHING THE APPROPRIATIONS  
LIMIT OF \$79,433,162 FOR THE FISCAL YEAR 2011/12

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 2011/12 appropriations limit is calculated using the following:

- The State of California per capita personal income increase determined by the California Department of Finance for the calendar year 2009, 2.51%; and
- The County of Marin population increase for the calendar year 2010 as determined by the California Department of Finance, 0.9%;

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 2011/12 appropriations limit; and that the appropriations limit for Fiscal Year 2011/12 is established to be \$79,433,162.

\* \* \* \* \*

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 28<sup>th</sup> day of June, 2011, by the following vote, to wit:

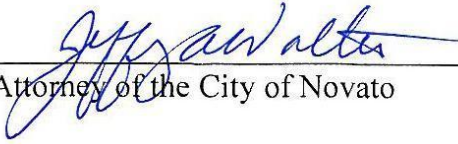
AYES:	Councilmembers	Athas, Dillon-Knutson, MacLeamy, Kellner
NOES:	Councilmembers	Eklund
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None



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Sheri Hartz, City Clerk

Approved as to form:



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City Attorney of the City of Novato

CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 47-11

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT  
AND LEVYING ASSESSMENT FOR FISCAL YEAR 2011/12  
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 2011/12; and

WHEREAS, the Engineer of Work filed an annual report on May 24, 2011 with the City Clerk, and the City Council adopted Resolution of Intention No. 37-11 to Levy and Collect Assessments within the assessment district for Fiscal Year 2011/12; and

WHEREAS, said Resolution No. 37-11 set a public hearing to be held at the hour of 6:30 p.m. on June 14, 2011, 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 14, 2011, 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.

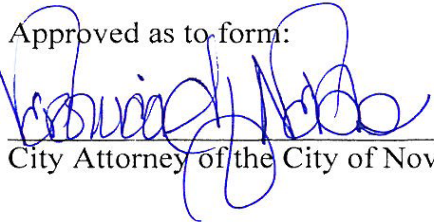
NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Novato hereby confirms the diagram and assessment roll as set forth in the annual report of the Engineer of Work and hereby levies the assessment as set forth therein for Fiscal Year 2011/12.

\* \* \* \* \*

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 14<sup>th</sup> day of June, 2011, by the following vote, to wit:

AYES:	Councilmembers	Athas, Dillon-Knutson, Eklund, MacLeamy, Kellner
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None

  
\_\_\_\_\_  
Sheri Hartz, City Clerk

Approved as to form:  
  
\_\_\_\_\_  
City Attorney of the City of Novato

**Hillside Park Unit 4 Landscaping Assessment District A-91  
Proposed Budget-Fiscal Year 2011/12**

**Proposed Expenditures (FY 11/12):**

Maintenance and Operations	\$	5,115
Allocated Salaries <sup>2</sup>	\$	2,309
Water	\$	2,304
Electricity	\$	200
Admin Services (Internal support) <sup>1</sup>	\$	500
Collection Fees (County of Marin)	\$	138
<b>Subtotal Proposed Expenditures FY 2011/12</b>	<b>\$</b>	<b>10,566</b>
<b>Projected Carryover Fund Balance 2010/11</b>	<b>\$</b>	<b>49,321</b>
<b>Fund surplus</b>	<b>\$</b>	<b>38,755</b>
<b>Contingency Reserve*</b>	<b>\$</b>	<b>49,567</b>
<b>No. of Assessment Units</b>		<b>68</b>
<b>11/12 Unit Assessment:</b>	<b>\$</b>	<b>159.00</b>
Maximum allowable unit assessment	\$	531.31
<b>Proposed Assessment for FY 2011/12</b>	<b>\$</b>	<b>10,812</b>

\*Pursuant to Section 22569 of the California Streets and Highways Code, a reserve may be included in the district budget. "The reserve shall not exceed the estimated costs of maintenance and servicing to December 10th of the fiscal year..." The reserve also includes a Capital Reserve fund for future median improvements.



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 48-11

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT  
ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR  
2011/12 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 2011/12; and,

WHEREAS, the Engineer of Work filed an annual report on May 24, 2011 with the City Clerk, and the City Council adopted Resolution of Intention No. 38-11 to Levy and Collect Assessments within the assessment district for Fiscal Year 2011/12; and

WHEREAS, said Resolution No. 38-11 set a public hearing to be held at the hour of 6:30 p.m. on June 14, 2011, at the meeting place of the City Council located in the Novato City Hall located at 901 Sherman Avenue, Novato, and notice was given in the time and manner required by law; and

WHEREAS, on June 14, 2011 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 2011/12.

\* \* \* \* \*

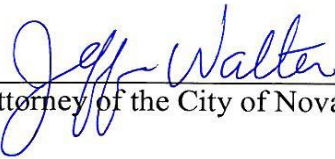
I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the City Council of the City of Novato, Marin County, California, at a meeting thereof, held on the 14<sup>th</sup> day of June, 2011, by the following vote, to wit:

AYES: Councilmembers Athas, Eklund, MacLeamy  
NOES: Councilmembers None  
ABSTAIN: Councilmembers None  
ABSENT: Councilmembers Dillon-Knutson, Kellner



\_\_\_\_\_  
Sheri Hartz, City Clerk

Approved as to form:



\_\_\_\_\_  
City Attorney of the City of Novato

**San Marin Landscape Assessment District A-81  
Proposed Budget-Fiscal Year 2011/12**

**Proposed Expenditures (FY 11/12):**

Maintenance and Operations	\$	36,279
Allocated Salaries <sup>2</sup>	\$	2,400
Water	\$	7,620
Electricity	\$	391
Admin Services (Internal. support) <sup>1</sup>	\$	500
Collection Fees (County of Marin)	\$	3,170
<b>Subtotal Proposed Expenditures (FY 2011/12)</b>	<b>\$</b>	<b>50,360</b>
<b>Projected Carryover Fund Balance (2010/11)</b>	<b>\$</b>	<b>33,763</b>
<b>Fund surplus</b>	<b>\$</b>	<b>(16,597)</b>
<b>Contingency Reserve*</b>	<b>\$</b>	<b>34,230</b>
<b>No. of Assessment Units</b>		<b>1,585</b>
<b>11/12 Unit Assessment:</b>		<b>32.07</b>
(Maximum allowable unit assessment):		<b>32.07</b>
<b>Proposed Assessment for FY 2011/12</b>		<b>50,827</b>

\*Pursuant to Section 22569 of the California Streets and Highways Code, a reserve may be included in the district budget. "The reserve shall not exceed the estimated costs of maintenance and servicing to December 10th of the fiscal year..." The reserve also includes a Capital Reserve fund for future median improvements.

<sup>1</sup> Finance staff and administrative support

<sup>2</sup> 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. 49-11

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT  
AND LEVYING ASSESSMENT FOR FISCAL YEAR 2011/12  
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 2011/12; and

WHEREAS, the Engineer of Work filed an annual report on May 24, 2011 with the City Clerk, and the City Council adopted Resolution of Intention No. 39-11 to Levy Assessments within the assessment district for fiscal year 2011/12; and

WHEREAS, said Resolution No. 39-11 set a public hearing to be held at the hour of 6:30 p.m. on June 14, 2011 in the meeting place of the City Council located in the Novato City Hall located at 901 Sherman Avenue, Novato, and notice was given in the time and manner required by law; and

WHEREAS, on June 14, 2011, 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 2011/12.

\* \* \* \* \*

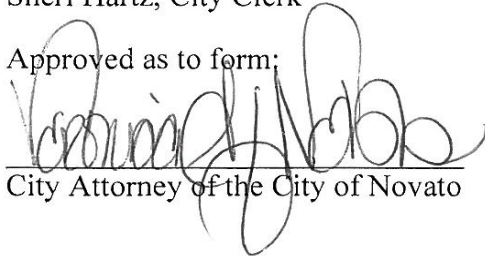
I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the City Council of the City of Novato, Marin County, California, at a meeting thereof, held on the 14<sup>th</sup> day of June, 2011, by the following vote, to wit:

AYES:	Councilmembers	Athas, Dillon-Knutson, Eklund, MacLeamy, Kellner
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None



\_\_\_\_\_  
Sheri Hartz, City Clerk

Approved as to form;



\_\_\_\_\_  
City Attorney of the City of Novato

**San Pablo Landscape Assessment District A-03  
Proposed Budget-Fiscal Year 2011/12**

**Proposed Expenditures FY 2011/12:**

Maintenance and Operations	\$	7,937
Allocated Salaries <sup>2</sup>	\$	2,400
Water	\$	1,252
Electricity	\$	200
Admin Services (Internal support) <sup>1</sup>	\$	500
Collection Fees (County of Marin)	\$	38

**Subtotal Proposed Expenditures FY 2011/12: \$ 12,327**

**Projected Carryover Fund Balance 2010/11: \$ 42,293**

**Fund surplus \$ 29,966**

**Contingency Reserve\* \$ 42,202**

<b>No. of Assessment Units:</b>	<b>19</b>
<b>11/12 Unit Assessment: \$</b>	<b>644</b>
(Maximum allowable unit assessment) \$	644

**Proposed Assessment for FY 2011/12: \$ 12,236**

<sup>1</sup>Finance staff and administrative support

<sup>2</sup>Staff 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 shall not exceed the estimated costs of maintenance and servicing to December 10th of the fiscal year. The reserve also includes amounts for plantings and irrigation upgrades.

CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 50-11

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT  
ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR  
2011/12 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 2011/12; and

WHEREAS, the Engineer of Work filed an annual report on May 24, 2011 with the City Clerk, and the City Council adopted Resolution of Intention No. 40-11 to Levy and Collect Assessments within the assessment district for fiscal year 2011/12; and

WHEREAS, said Resolution No. 40-11 set a public hearing to be held at the hour of 6:30 p.m. on June 14, 2011, at the meeting place of the City Council located in the Novato City Hall located at 901 Sherman Avenue, Novato, and notice was given in the time and manner required by law; and

WHEREAS, on June 14, 2011, 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.

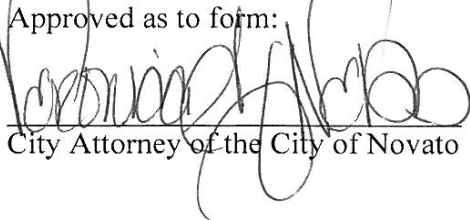
NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Novato hereby confirms the diagram and assessment roll as set forth in the annual report of the Engineer of Work and hereby levies the assessment as set forth therein for fiscal year 2011/12.

\* \* \* \* \*

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 14<sup>th</sup> day of June, 2011, by the following vote, to wit:

AYES:	Councilmembers	Athas, Dillon-Knutson, Eklund, MacLeamy, Kellner
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None

  
\_\_\_\_\_  
Sheri Hartz, City Clerk

Approved as to form:  
  
\_\_\_\_\_  
City Attorney of the City of Novato



**Wildwood Glen Landscaping Assessment District C-91  
Proposed Budget-Fiscal Year 2011/12**

**Proposed Expenditures FY 2011/12:**

Maintenance and Operations	\$	4,675
Allocated Salaries <sup>2</sup>	\$	2,400
Water	\$	1,214
Electricity	\$	145
Admin Services (Internal support) <sup>1</sup>	\$	500
Collection Fees (County of Marin)	\$	94
<b>Subtotal Proposed Expenditures FY 2011/12:</b>	<b>\$</b>	<b>9,028</b>
<b>Projected Carryover Fund Balance 2010/11</b>	<b>\$</b>	<b>3,254</b>
<b>Fund surplus</b>	<b>\$</b>	<b>(5,774)</b>
<b>Contingency Reserve*</b>	<b>\$</b>	<b>2,338</b>
<b>No.of Assessment Units:</b>		<b>47</b>
<b>11/12 Unit Assessment:</b>	<b>\$</b>	<b>172.58</b>
(Maximum allowable unit assessment)	<b>\$</b>	<b>172.58</b>
<b>Proposed Assessment for FY 2011/12</b>	<b>\$</b>	<b>8,111.26</b>

\*Pursuant to Section 22569 of the California Streets and Highways Code, a reserve may be included in the district budget. The reserve shall not exceed the estimated costs of maintenance and servicing to December 10th of the fiscal year. The reserve also includes amounts for plantings and irrigation upgrades.

<sup>1</sup>Finance staff and administrative support

<sup>2</sup>Staff 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 top row title "Due From" represents the borrower and the column title "Due To" represents the lender.

The City's Finance Department is in the process of setting 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 6/30/2011

Due To	Amount	Due From	Amount
Development Impact Fees	116,463	RDA	116,463
Subdivision Park Fund - Quimby	0	RDA	0
<b>Subtotal RDA Debt</b>	<b>116,463</b>		<b>116,463</b>
General Fund	<b>462,868</b>	Hamilton CFD	<b>462,868</b>
Equipment Replacement Fund	<b>1,048,170</b>	General Fund	<b>1,048,170</b>
Equipment Replacement Fund	<b>374,045</b>	Novato Public Finance Authority	<b>374,045</b>
Hamilton Trust	<b>1,360,000</b>	Novato Public Finance Authority	<b>1,360,000</b>
General Fund	<b>8,077</b>	Novato Financing Authority	<b>8,077</b>
RDA Housing Fund	<b>993</b>	Novato Financing Authority	<b>993</b>
RDA	<b>25,626,925</b>	RDA Housing Fund	<b>25,626,925</b>
<b>Total inter-fund loans</b>	<b>28,997,543</b>		<b>28,997,543</b>



# Operating Transfers

## FY 11/12 Budgeted Operating Transfers

Transfers Out	Transfers In						Totals
	101 General Fund	281 Special Projects	301 Capital Improvements Program	321 Clean Stormwater CIP	503 Pension Obligation Bonds	605 Equipment Replacement	
101 General Fund		9,000	2,012,000		1,005,836	400,000	3,426,836
201 Measure F Sales Tax					5,673		5,673
219 RDA Housing	128,860				6,345		135,205
221 Clean Stormwater	149,520			45,000			194,520
226 Underground Utility			56,275				56,275
227 Parking Improvement			29,000				29,000
231 Quimby	500		2,093,729				2,094,229
235 Art in Public Places			64,616				64,616
237 General Plan Surcharge					4,326		4,326
238 Automation Surcharge					1,346		1,346
241 Hamilton CFD					9,278		9,278
243 Pt Marin CFD					5,672		5,672
251 Ch 27 Assessments			8,230				8,230
272 Gas Tax	817,000		598,736				1,415,736
274 Traffic Congestion Relief			149,157				149,157
283 State Grant			1,112,205				1,112,205
284 Federal Grants			1,607,528				1,607,528
297 Hamilton Trust	420,250						420,250
298 Insurance Reserve			266,939				266,939
299 Emergency Reserve	470,573						470,573
307 Measure B	34,035		1,941,461				1,975,496
309 Measure A			975,551				975,551
311 Proposition 1B			782,894				782,894
319 Civic Center Fund			15,120				15,120
321 Clean Stormwater CIP			85,021				85,021
322 Street/Storm Drain Maint			47,621				47,621
323 Long-Term Maintenance			62,000				62,000
327 DIF	135,716		3,031,175				3,166,891
330 Community Fac Maint			132,807				132,807
400 RDA	255,653				17,306		272,959
450 NPFA	13,000		20,000		1,009		34,009
601 Equipment Maint					11,441		11,441
605 Equipment Replacement			176,142				176,142
	2,425,107	9,000	15,268,207	45,000	1,068,232	400,000	19,215,546



# Restricted Revenue Project Funding

## Use of Restricted Revenue Developer Fees

DATE NAME	ORIGINAL DEPOSIT	BEGINNING BALANCE 7/1/2010	FUNDS RECEIVED	FUNDS EXPENDED	INTEREST EARNED	ENDING BALANCE 6/30/2011	PROPOSED USE OF FUNDS
4/11/78 M. BLUMENFIELD	\$3,000.00	\$21,408.50			\$321.63	\$21,730.13	FUTURE CIP PROJECT
6/1/79 TAM SEWERS, INC.	\$2,300.00	\$15,399.51			\$231.34	\$15,630.85	FUTURE CIP PROJECT
1/1/80 LEONARD	\$4,000.00	\$21,497.23			\$322.97	\$21,820.20	FUTURE CIP PROJECT
7/3/86 PERENNIAL HOMES	\$11,336.00	\$38,509.21			\$578.53	\$39,087.74	FUTURE CIP PROJECT
8/20/87 GLASOCK HOMES #1	\$17,255.00	\$51,100.13			\$767.69	\$51,867.82	FUTURE CIP PROJECT
6/20/88 ROWLAND 101 PROPERTIES	\$50,000.00	\$153,717.81		(\$22,511.00)	\$2,095.39	\$133,302.20	PROJECT 98-025
12/27/91 R. W. GUDGEL	\$2,740.00	\$6,122.86			\$91.98	\$6,214.84	FUTURE CIP PROJECT
12/11/87 FOUR STAR INVESTMENTS		\$20,915.16			\$314.22	\$21,229.38	FUTURE CIP PROJECT
9/21/78 FOUNDERS TITLE		\$2,656.94			\$39.91	\$2,696.85	FUTURE CIP PROJECT
3/29/73 BARRY SWAIN		\$851.64			\$12.79	\$864.43	FUTURE CIP PROJECT
10/1/95 FITZGIBBONS ESTATE	\$23,079.62	\$76,472.36			\$1,148.87	\$77,621.23	FUTURE CIP PROJECT
3/1/96 BUCK CENTER	\$16,276.00	\$28,696.10			\$431.11	\$29,127.21	PROJECT 99-007
7/25/96 MASMA CONSTRUCTION	\$21,044.00	\$36,066.47			\$541.83	\$36,608.30	FUTURE CIP PROJECT
2/4/97 FRANK FONSECA	\$13,500.00	\$22,588.27			\$339.34	\$22,927.61	FUTURE CIP PROJECT
6/23/98 NOVATO COMM HOSPITAL	\$11,250.00	\$34,791.47			\$522.68	\$35,314.15	FUTURE CIP PROJECT
4/10/98 MARIN GREEN VILLAGE	\$1,005.60	\$1,555.85			\$23.38	\$1,579.23	FUTURE CIP PROJECT
NEW HAMILTON PARTNERSHIP		\$38,851.18	\$17.33		\$583.74	\$39,452.25	PROJECT 98-028
12/31/98 TRANSFER FROM GENERAL FUND	\$12,000.00	\$18,132.04			\$272.41	\$18,404.45	PROJECT 511-019
2/22/99 TOLL BROTHERS	\$5,750.00	\$8,688.27			\$130.52	\$8,818.79	FUTURE CIP PROJECT
1/29/99 NEW HAMILTON PARTNERSHIP	\$5,000.00	\$7,555.01			\$113.51	\$7,668.52	FUTURE CIP PROJECT
9/30/99 BUCK CENTER FOR RESEARCH	\$1,096.00	\$1,463.09			\$21.98	\$1,485.07	PROJECT 99-007
4/24/00 GREYSTONE HOMES	\$20,000.00	\$27,813.72			\$417.86	\$28,231.58	FUTURE CIP PROJECT
10/31/01 SHEA HOMES	\$28,314.00	\$36,166.16			\$543.33	\$36,709.49	FUTURE CIP PROJECT
7/29/03 SUMMERHILL PALMER LLC	\$84,375.00	\$103,577.87			\$1,556.08	\$105,133.95	FUTURE CIP PROJECT
11/24/06 COUNTY OF MARIN GRANT	\$50,000.00	\$19,397.89			\$291.41	\$19,689.30	FUTURE CIP PROJECT
10/31/08 NCP/SHEA HOMES	\$85,000.00	\$87,405.64			\$1,313.11	\$88,718.75	LOT 6, MEADOW PK MAINT.
1/31/09 GHILOTTI BROS.	\$1,883.03	\$1,634.59			\$24.55	\$1,659.14	FUTURE CIP PROJECT
9/3/09 HAMILTON POOL	\$2,231.27	\$2,254.87		(\$2,267.33)	\$12.46	(\$0.00)	PROJECT 06-003
8/19/09 901 SHERMAN AVE		\$39,874.01	\$8,360.60	(\$5,204.87)	\$635.18	\$43,664.92	PROJECT 07-010
3/22/10 PG&E	\$3,500.00	\$3,517.66			\$52.85	\$3,570.51	FUTURE CIP PROJECT
7/26/10 PG&E		\$0.00	\$500.00		\$6.14	\$506.14	FUTURE CIP PROJECT
8/23/10 NOVATO SANITARY DISTRICT		\$0.00	\$753.57		\$9.24	\$762.81	FUTURE CIP PROJECT
9/15/10 BRAGG PLUMBING & HEATING		\$0.00	\$500.00		\$6.14	\$506.14	FUTURE CIP PROJECT
9/21/10 SIGNATURE PROPERTIES		\$0.00	\$17,625.70		\$216.16	\$17,841.86	FUTURE CIP PROJECT
12/6/10 NORTH MARIN WATER DISTRICT		\$0.00	\$1,000.00		\$7.97	\$1,007.97	FUTURE CIP PROJECT
3/21/11 PG&E		\$0.00	\$1,000.00		\$4.89	\$1,004.89	FUTURE CIP PROJECT
3/31/11 PG&E		\$0.00	\$500.00		\$2.45	\$502.45	FUTURE CIP PROJECT
4/4/11 NORTH MARIN WATER DISTRICT		\$0.00	\$500.00		\$0.84	\$500.84	FUTURE CIP PROJECT
4/11/11 A-1 SEWER SERVICE		\$0.00	\$500.00		\$0.84	\$500.84	FUTURE CIP PROJECT
5/10/11 NORTH MARIN WATER DISTRICT		\$0.00	\$500.00		\$0.84	\$500.84	FUTURE CIP PROJECT
		\$928,681.51	\$31,757.20	(\$29,983.20)	\$14,008.12	\$944,463.63	

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 2011/2012

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