




# NOVATO

A CITY THAT WORKS



**JEANNE MACLEAMY**  
*Mayor*

**PAT EKLUND**  
*Mayor Pro Tem*

**DENISE ATHAS**  
**MADELINE KELLNER**  
**ERIC LUCAN**  
*Councilmembers*

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





## ***Questions and Answers***

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

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

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

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

**A.** The City Council identifies goals every two to three years and these are summarized as an attachment to the City Manager's budget message on Page 11. Accomplishments are listed for each division within each department section, beginning on Page 113.

**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 68 is a table of general fund revenues by category, followed by a chart that graphically summarizes this information. Then, on Page 90 is a summary table and chart of revenues for all funds by category.

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

**A.** A table listing general fund expenditures by department is on Page 72, followed by a chart that graphically summarizes this information. A summary of expenditures for the general fund by function is on Page 75. A summary of expenditures for all funds by department is on Page 93. Beginning on Page 113 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 287. CIP project funds are listed beginning on Page 289. Current CIP projects are shown beginning on page 312.

# California Society of Municipal Finance Officers

*Certificate of Award*

***Excellence  
Fiscal Year 2014-2015***

*Presented to the*

***City of Novato***

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

*February 8, 2015*



*Pamela Arends-King*

*Pamela Arends-King  
CSMFO President*

*Michael Gomez*

*Michael Gomez, 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, 2014.

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, 2014**

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, 2014.

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 2015/16

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June 9, 2015

Honorable Mayor and City Council Members  
Novato, California

Subject: FY 2015/16 Proposed Budget for the City of Novato

Honorable Mayor and Members of the City Council:

I am pleased to present the City of Novato Proposed Budget for Fiscal Year 2015/16, representing a continuation of many of the programs and projects important to the community we serve and embodying why Novato is “A City that Works.” Our recent Community Satisfaction and Priorities Survey reflects that 93% of Novatans rated the overall quality of life in our city as “good” or “excellent.” Nearly 80% of respondents are “very” or “somewhat” satisfied with the job the city is doing providing services and in the past 5 years, the percentage who are “very” satisfied has nearly doubled. I am very proud of the dedication and service provided by our employees and the City Council in order to receive this type of positive feedback from our community.

Our residents also made it clear what types of services were priorities and this proposed Budget reflects those key investments, including:

- Rapidly responding to 9-1-1 emergency calls
- Maintaining city streets, roads and repairing potholes
- Attracting and retaining local businesses
- Maintaining parks and providing adequate parks and recreation facilities

We heard four important themes from the survey about what our residents value most, and these themes have driven the budget proposals that you see in this 15/16 proposed budget.

**Maintain Our Quality of Life:** By investing in our community, we commit ourselves to fiscal accountability while providing a level of service our community has come to expect and which continues to provide our residents with an excellent quality of life.

**Maintain Our Public Safety:** Benefitting from our voter-approved Measure F funding, our Novato Police Department has been able to maintain rapid 9-1-1 emergency response times. Additionally, we are able to

provide proactive response to crime through our Novato Response Team, which focuses on proactive crime prevention, intervention, and enforcement to address gangs, crime, and quality of life issues.

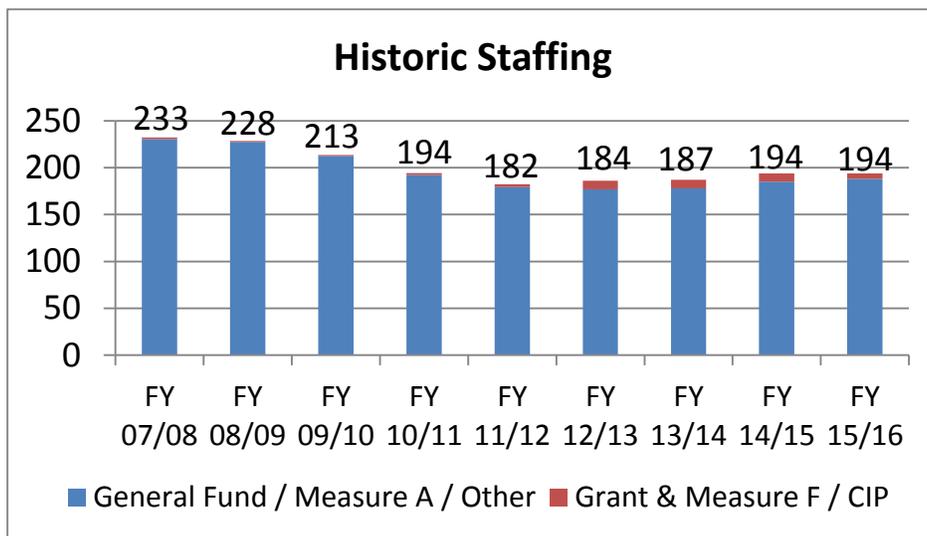
**Help Our Local Economy:** Amid Sacramento money grabs and the elimination of economic development programs that have taken millions of dollars away from our community, a key priority is to create local economic opportunities and jobs. Supporting existing small businesses and expanding programs to bring new businesses and jobs to Novato will ensure long-term fiscal sustainability while maintaining our quality of life.

**Maintain our City Streets, Roads, and Parks:** To properly maintain and repair potholes, roads, parks, and city facilities, we are investing \$1 million to keep our infrastructure in working condition. Due to Measure F, we have been able to start this work. Maintaining parks and providing adequate recreation facilities is an investment in a Healthy Novato.

**FISCAL AND ORGANIZATIONAL SUSTAINABILITY – A PLAN FOR NOVATO’S FUTURE**

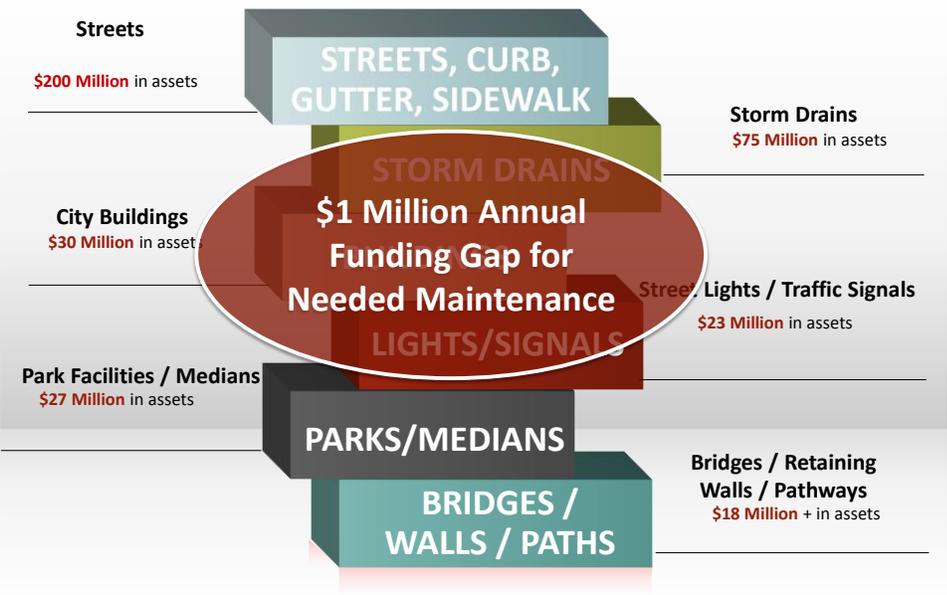
This 2015/16 Proposed Budget is the second budget to be prepared as part of the Council-approved Fiscal Sustainability Plan. As stated in the plan, it is also the budget year in which we’ve committed to achieving new ongoing revenue by November 2015. Highlights of the plan, which are reflected in this budget, include:

1. Eight staff positions which were added to the budget a year ago in critical service areas; these positions were added in 14/15 (and represent only a small recovery from the 50 positions that were eliminated citywide during the recession); the chart below shows that overall city staff is still down nearly 40 positions from the peak in 2007/08.



2. Properly maintaining the city’s infrastructure investments; this requires \$1 million annually to repair and maintain our facilities, roads, bridges, storm drains, pathways, and all categories of city-owned assets; the graphic below shows Novato’s infrastructure and funding need;

## PROTECTING NOVATO'S INFRASTRUCTURE = \$1M



- 3. Ensuring our ability to attract and retain qualified city workers by adjusting compensation to keep pace with inflation; and,
- 4. Investing Measure F funds to convert of all city streetlights to energy-efficient LED bulbs, and installation of synthetic turf sports field which will provide long-term energy and maintenance savings;

### CITY COUNCIL STRATEGIC PLAN

A strong organization knows where it is going and sets goals to continue to propel it forward. The Novato City Council has a strong history of developing and using strategic plans. In development for nearly a year, the Council and staff have been working on a complete revamp of the Strategic Plan for the 2015 – 2018 time period. I expect that the City Council will adopt the final plan within the next two months, and the final version of the Strategic Plan will be appended to this memo in the final Adopted Budget document. For purposes of this Proposed Budget document, departmental and program goals reflect departments’ best estimation of the key initiatives that will be moving forward in 2015/16 and beyond, assuming that there is continuing ongoing revenue to support them.

### LOCAL ECONOMIC ENVIRONMENT

Novato is benefitting in several ways from the improving economy. Our gross municipal product (an overall measure of the economy) grew 4% in the most recent readings, outpacing Marin, California, and the United States. Unemployment throughout Marin County continues to be the lowest in California, registering under 4%. Home values are increasing, another 13% in the past year alone, due to tight inventory supply and consistent demand to experience the great community, quality schools, and natural environment of Novato. Commercial real estate is headed in the right direction as well; Novato has seen the lease-up or purchase of 200,000 square feet of vacant commercial office space in the past year. Another key indicator of the economy

that directly impacts the city's revenues is local hotel success. Since 2010, hotel occupancy rates in Novato have improved from 55% to 75%. Overall hotel room revenue over this four-year period has increased a whopping 71%.

It is clear from the Community Satisfaction survey that our residents highly value a thriving local economy. 91% of survey respondents felt that attracting and retaining local businesses and supporting the local economy is either very or somewhat important. Novato is making strategic investments to further this goal, most notably by the creating of the North Bay Life Sciences Alliance. A recent success story of this initiative was the securing of \$2.2 million in tax credits for two local bio-tech firms and a commitment from those firms to add 188 new jobs over the next two years. It is estimated that these jobs will inject nearly \$90 million into the local economy.

Finally, I cannot address the local economy without mentioning Novato's recent poor sales tax trends. Throughout 2012 and 2013, while it was clear that we had come out of the recession, Novato was experiencing fairly slow growth in overall sales tax revenues, lagging the bay area, Marin County, and the state overall. However, since the opening of major new retail centers in Petaluma and San Rafael in the fall of 2013 (including two new Target stores within a 15 mile radius), the city has seen four straight quarters of declining sales tax results. The good news is that the declines have leveled off and have been more modest than could have been expected given the large infusion of new retail options to the North Bay. But, overall, Novato's retail sales have not kept pace with the overall economic expansion and this puts a significant strain on a major revenue source.

### **FY 2015/16 PROPOSED BUDGET – KEY RECOMMENDATIONS**

This budget was developed keeping in mind the four major themes that we heard in the community satisfaction survey. Below are just some of the programs and goals that move forward in 15/16 that address those important priorities:

- Implementation of technology to enhance efficiency, improve responsiveness to resident requests, and add convenient online services;
- Enhance our Community Events program to build community and togetherness;
- Increase availability and access to recreation programs for low-income and at-risk youth;
- Maintain the Novato Response Team to continue its proactive work on crime prevention, intervention, and flexible responses to emerging issues;
- Continue upgrading police patrol vehicles and technology to help rapidly respond to 9-1-1 calls for service and solve crimes;
- Provide additional funding for temporary dispatchers to ensure proper service levels for 9-1-1;
- Continue pro-active emergency preparedness planning and training;
- Expand economic development efforts to enhance local job creation and business attraction / retention;
- Invest in the North Bay Life Sciences Alliance to generate additional regional investments and continue work to establish Novato and the North Bay as a life sciences jobs hub;

- Continue investment in Downtown Novato by partnering with the Downtown Novato Business Association to expand events, marketing and support for downtown;
- Safety improvements including installation of new or upgraded pedestrian crossings and improvements;
- Master plan the Hill Recreation Area and Margaret Todd Senior Center, including parking improvements and an added bocce facility; and
- Improve median landscaping in the gateways to our community (DeLong 101/Redwood; Redwood Diablo-San Marin; DeLong/Redwood).

## **FY 2015/16 OPERATING BUDGET & MEASURE F**

The 2015/16 General Fund budget comprises \$32.4 million of the total \$61 million overall city budget. In addition to the budgeted General Fund appropriations, transfers out to other funds totaling \$3.3 million are planned for 2015/16.

This year, the city prepared its FY 15/16 budget recognizing the long-term Fiscal Sustainability Plan adopted a year prior. As part of our annual process, departments presented flat budgets with requested increases for individual items that required augmentation such as contracts or utility costs that would be more than in the prior fiscal year. These basic ongoing O&M increases totaled \$162,000 which is about \$100,000 less than was projected in the five-year forecast. However, departments also had some one-time requests that have been proposed in this budget totaling \$140,000; these requests are not anticipated at this time to be ongoing requirements, so they do not affect the forecast in later years.

The budget also plans for an outlier of sorts; unexpected cost increases from our insurance and workers compensation programs. These programs are provided via a regional consortium of public agencies, designed to pool risk and spread costs across a wide base of employers. Unfortunately, an increase to Novato's overall share of the pool, as well as overall experience, litigation costs, and the need to build back reserves, are all contributing to cost increases in our insurance programs of more than \$224,000 next year.

### ***Measure F Budget***

The 2015/16 budget estimates that the city will receive approximately \$3.5 million in Measure F revenues, Novato's 5-year 0.50% general sales tax that was adopted by the voters in 2010. Since the tax expires on March 31, 2016 absent any voter re-authorization, the city will receive  $\frac{3}{4}$  of a full year's revenue in the coming 15/16 fiscal year.

As was promised, Measure F continues to help preserve and protect city services in a number of ways, with a total of \$6 million estimated to be spent in FY 15/16. These expenditures are made up of the following categories:

1. Deficit Backfill - Measure F will help backfill the General Fund in 15/16 for a total of approximately \$2.4 million. This backfill will allow the General Fund to maintain a fund balance at or above its policy mandated minimum of 15% of General Fund expenditures and to protect and prevent additional budget reductions as committed to in Measure F. An important component of this backfill is the \$1.1

million of general fund dollars committed to proper maintenance of city buildings, roads, storm drains and other infrastructure.

2. Direct Funding of Specific Programs and Staff -- In addition, the City also directly budgets programs and staffing in the Measure F fund. These programs focus on economic development (Hamilton Base Reuse Program and Bio/Life Sciences Initiative), youth programs in our Recreation and Parks Department (funding for additional youth scholarships and programs), and a variety of services in our Police Department (disaster preparedness planning, grant matching for the computer crimes task force, and additional front counter staffing to improve customer service); some of the critical areas that our residents want us to dedicate resources.
3. Capital Improvement Projects and One-Time Investments – Measure F CIP projects comprise a total of \$3 million in new Measure F funding and are focused on youth and senior recreation facilities, safe pathways to schools, and the next stage of investment in important technology projects throughout city departments to improve efficiency and customer service.

### **FY 2015/16 CAPITAL IMPROVEMENT PROGRAM BUDGET**

The FY 2015/16 Capital Improvement Budget new budget request is proposed to be \$6.9 million. This amount does not include carryover funding that was allocated for previously approved projects that will continue in the new fiscal year. Many of the funding sources utilized to fund capital improvement projects are specialized in nature and can only be used for specific purposes. In addition to these specialized funds, the 2015/16 CIP has several projects and components that are continuing projects from the Fiscal Sustainability Plan to create ongoing operational expenditure savings (or new revenues). These projects utilize Measure F funds or long-term maintenance funds (transferred to the CIP from the General Fund). This is an exciting year for the capital improvement program as we leverage both Measure F funds and regional and federal grants to complete some key projects. Some highlights include:

- Completion of the Hill Recreation Area master plan and associated construction documents, including construction of a bocce facility and associated parking improvements;
- Site selection process and construction for one synthetic turf sports field;
- Rebuild a mini-park in Bahia in partnership with the Bahia Homeowner’s Association; and
- \$1.1 million of long-term maintenance projects for city buildings, facilities, and infrastructure as identified in the Fiscal Sustainability Plan
- \$1 million toward pavement rehabilitation, including a significant project on Vineyard Rd;
- Add bike lanes to Olive Avenue and intersection improvements at San Marin Drive and Simmons Lane;
- Completion of the resurfacing of the DeLong and Ignacio interchanges;
- Construction of the Nave pathway near the Hamilton Gymnasium, mostly grant-funded;
- Construction of several other safe pathways to schools projects funded by regional transportation grants;
- Installation of 6 – 7 pedestrian / crosswalk safety upgrade projects; and
- \$1.3 million in new technology in virtually all city departments.

As we look to the future, the City has limited long-term capital improvement program funding sources. The city does receive funds through Measure A, a county-wide transportation sales tax approved by the voters in 2004 for street maintenance. Measure B, a city bond measure from 2000, was completed in 2012 with funds having been spent for city transportation projects. Many other projects have historically been funded using development impact fees, among other sources, but this revenue source has dwindled. The city's Fiscal Sustainability Plan has begun a commitment of approximately \$1 million in annual funding required to properly maintain the city buildings and infrastructure, and this proposed budget reflects that contribution. Unfortunately, there is virtually no other way to fund these investments than to use General Fund tax dollars.

### GENERAL FUND REVENUE & EXPENDITURE TRENDS

City revenues are improving as we move further and further away from the Great Recession. General Fund revenues are projected to increase to \$31.0 million next year.

Revenue Type	FY 14/15 Revised Budget	FY 15/16 Proposed Budget	Change
Taxes	\$24,305,250	\$25,782,790	\$1,477,540
Licenses & Permits	1,005,710	1,010,900	5,190
Intergovernmental *	645,145	522,500	(122,645)
Service Charges	2,611,995	2,629,100	17,105
Fines, Forfeits & Penalties	581,885	502,300	(79,585)
Use of Money & Property	404,080	430,070	25,990
Miscellaneous Revenue	33,800	92,500	58,700
<b>REVENUE TOTAL</b>	<b>\$29,587,865</b>	<b>\$30,970,160</b>	<b>\$1,382,295</b>
Operating Transfers *	2,751,045	3,568,204	817,159
IF Loan Repayments / Operations	30,000	30,000	0
<b>TOTAL</b>	<b>\$32,368,910</b>	<b>\$34,568,364</b>	<b>\$2,199,454</b>
% Budget Change			<b>7.0%</b>

\* Includes Measure F transfer to cover deficit

While some of Novato's fee categories and miscellaneous revenues are projected to decline slightly next year, tax revenues are up virtually across the board. With the improvements in the real estate market and fairly sizeable increases in median home prices, we do project increases in our overall assessed valuation and, thus, our property tax revenues. Sales tax is projected to increase slightly as well, but that performance is being bolstered this year by the end of the Triple Flip program at the state level. The unwinding of this complicated state budgeting scheme will mean a one-time windfall of sales tax revenues of more than \$300,000; temporarily augmenting revenues but masking the true growth (or lack thereof). Finally, I mentioned earlier the significant gains by our local hotels, and this is driving major growth in transient occupancy tax year-over-year.

Each department is managing their expenditure budgets diligently and they are on track to spend less than budgeted for FY 2014/15. However, being more fully staffed with fewer vacancies held open and with continual mandates to hold the line on operating expenditures, unspent appropriations appear to be coming in close to the assumed \$500,000 "turnback" factor we typically assume. We are still projecting a \$1.4M deficit in the current year that will be backfilled by a transfer from Measure F funds.

For 2015/16, the proposed budget projects a General Fund deficit of nearly \$2.4 million. This is in line with what we projected in the Fiscal Sustainability Plan, given the assumptions and programs that are built into that plan.

<b>Expenditures by Department</b>	<b>FY 14/15 Revised Budget</b>	<b>FY 15/16 Proposed Budget</b>	<b>Change</b>
Central Administration	\$1,700,383	\$1,926,477	\$226,094
Administrative Services	4,755,504	5,077,286	321,782
Police	12,170,797	13,319,854	1,149,057
Community Development	2,143,939	2,195,365	51,426
Public Works	6,257,849	6,472,765	214,916
Parks, Recreation & Community Services	3,273,772	3,368,095	94,323
<b>EXPENDITURE TOTAL</b>	<b>\$30,302,244</b>	<b>\$32,359,842</b>	<b>2,057,598</b>
Operating Transfers	3,783,100	3,324,793	(458,307)
Savings Factor	(500,000)	(500,000)	-
<b>TOTAL</b>	<b>\$33,585,344</b>	<b>\$ 35,184,635</b>	<b>\$1,599,291</b>
% Budget Change			5.0%

### **ACCOMPLISHMENTS FOR FY 2014/15**

The feedback we received from our recent survey is in part due to the organization’s successful completion of numerous accomplishment across all departments. In 2014/2015, we have been able to achieve many exciting quality-of-life projects and programs for our community:

- **Bicycle / Pedestrian Improvements** - Citywide we are improving bicycle and pedestrian safety and have received numerous grants to improve routes to schools, build new sidewalks and pathways, and improve intersections. We have addressed trip hazards and improved wheelchair ramps throughout town. Staff completed a Bicycle and Pedestrian Master Plan and a Community Based Transportation Plan in conjunction with Transportation Authority of Marin.
- **Crime-Free Multi-Family Housing Program** - Our Novato Response Team and code enforcement staff has certified a dozen multi-family housing developments as “Crime-Free” properties. Working closely with property owners and management, we were able to provide resources to create a better, safer, living environment for residents and neighbors.
- **Hamilton Properties** - Staff negotiated purchase and sales agreements totaling \$2.5 million. They include two city-owned properties in Hamilton, an underutilized 1.5-acre parcel, and the historic former Hamilton Hospital which has been shuttered for 40 years. Novato will gain 15 units of senior housing and an 80-unit senior assisted living and memory care facility and a gorgeous historically renovated building.
- **Bio/Life Sciences Initiative** - Building on the success of our existing local biotech industry and the Novato-based Buck Institute, Novato initiated the North Bay Life Sciences Alliance – a regional recruitment campaign to create a Biotech hub in the North Bay - and bring additional clean, higher-

paying jobs to Novato. The website is [www.nblsa.com](http://www.nblsa.com) and shows how the North Bay is an attractive and affordable alternative to other bay area locations for life sciences companies.

## **ACKNOWLEDGEMENTS**

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

- Central Administration – Sheri Hartz, Vickie Gerber, and Laura McDowall
- Administrative Services – Dan Weakley, Jeff Carroll, and Carla Hansen
- Community Development – Bob Brown and Liz Dunn
- Parks, Recreation & Community Services – Pam Shinault and Kathy Kormos
- Police – Jim Berg, Jamie Knox, Matt McCaffrey, and Nancy Andrews
- Public Works – Russ Thompson, Julian Skinner, Dave Meyers, and Felicia Wheaton

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

## **CONCLUSION**

I truly believe that Novato is “A City that Works”, and you will continually find examples of that theme throughout this budget—our investment in Novato. Our residents have also voiced their priorities: they want to maintain their exceptional quality of life and have asked the city to continue rapid police 9-1-1 response times; maintain our parks, roads, and infrastructure; and provide local jobs and local economic vitality.

As I have discussed many times in the past, Novato is not like other cities with respect to its revenue base. Based on current estimates, more than \$4.5 million in annual locally-controlled funding will be lost if the voter-approved revenue from Measure F is not continued. Measure F has put Novato on the path to long-term sustainability, directly funded essential public safety services, helped maintain streets and parks maintenance, and helped support the local economy in the face of eliminated State economic development programs.

If locally-controlled funding is not extended, the City Council will have to consider service reductions. Critical service impacts of these reductions could include:

- Increased 9-1-1 emergency response times;
- Decreased ability to attract, train and retain qualified police officers;
- Reductions in youth crime prevention and gang programs; including possible elimination of the Novato Response Team;
- Elimination of community events programming;

- Elimination of more than \$1.1 million annually in local funding for street and infrastructure maintenance projects, including:
  - Reductions in pothole repairs and street maintenance;
  - Reduction in services that maintain adequate parks and recreation facilities;
  - Decrease in or elimination of plans for safe pedestrian sidewalks and crosswalks ;
- Decrease in or elimination of economic development programs that attract and retain local business;
- Decrease in or elimination of economic development programs that support the local economy, including local jobs;
- Elimination of needed technology projects designed to improve customer service and online access to services.

This is an important and exciting year for Novato. We have great data about what our residents want and we have our Council-adopted Fiscal Sustainability Plan going into its second year of implementation. It's clear to me that the lynchpin for long-term success is the continuation of locally-approved ongoing tax revenue to support our quality of life and our residents' important priorities. I look forward to continuing this conversation with Novato residents and the Novato City Council throughout 2015/16. As a city staff, we will continue to deliver great services to our community and keep a watchful eye on charting a path to long-term fiscal and organizational sustainability and resiliency for our city.

Sincerely,

A handwritten signature in black ink that reads "Michael S. Frank". The signature is written in a cursive, flowing style.

Michael Frank  
City Manager

# July 1, 2015 to June 30, 2018

## Strategic Plan

### A City that Works

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

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

#### Strategic Objectives:

1. Ensure a fiscally and organizationally sustainable city organization.
  - a. Prepare a revenue measure for Council's consideration for the November 2015 ballot as outlined in the adopted Fiscal Sustainability Plan. *(Yr 1 – FY 15/16)*
  - b. Update the City's purchasing ordinance and policies. *(Yr 1 – FY 15/16)*
  - c. Implement a new business license software system to allow for on-line customer contact and ownership changes, payments, improved record keeping, and increased efficiency. *[TI] (Yr 1 – FY 15/16)*
  - d. Implement a citywide financial and accounting system to improve efficiency, financial management, and access to information. *[TI] (Yr 3 – FY 17/18)*
  - e. Review and update the City's Development Impact Fees, including Quimby park fees. *(Yr 2 – FY 16/17)*
  - f. Pursue revenue opportunities through economic development efforts. [see Economic Vitality Goal]. *(Yr 1 – FY 15/16)*
2. Implement proactive infrastructure management in order to ensure that City infrastructure is maintained in a sustainable fashion.
  - a. Implement maintenance and replacement recommendations of recently completed Facilities Assessment Reports as well as other reports upon completion including the Storm Drain Master Plan, Retaining Wall Study, etc. *(Ongoing)*
  - b. Purchase, install and fully implement a Computerized Maintenance Management System, and advanced irrigation control technology. *[TI] (Yr 2 – FY 16/17)*
  - c. Finalize scope and design, and then reconstruct Novato Boulevard between Grant and DeLong Avenues. *(Ongoing)*
  - d. Rehabilitate the Grant Avenue Bridge at Virginia Avenue. *(Yr 3 – FY 17/18)*
  - e. Complete Nave Drive sidewalk and street improvements between Main Gate and Bolling Drive. *(Yr 1 – FY 15/16)*
3. Implement technology and communications initiatives to improve the efficiency and effectiveness of city operations as well as maximize opportunities to be transparent, effectively inform, and meaningfully engage the community. *(Key technology initiatives are listed here and in various areas of the strategic plan based on their operational connection. TI = Technology Investment)*
  - a. Complete the roll-out of the updated City website, creating a more user-friendly, accessible, and interactive online information resource for the community. *[TI] (Yr 1 – FY 15/16)*
  - b. Implement a fuel management system for citywide use through Public Works. *[TI] (Yr 1 – FY 15/16)*

- c. Implement a Human Resources Information System to support information and management of the City's employee information systems. *[TI] (Yr 3 – FY 17/18)*
  - d. Implement mobile technology to increase efficiency of field staff. *[TI] (Yr 1 – FY 15/16)*
  - e. Implement a robust GIS system in partnership with Marin Map with support for local needs. *[TI] (Yr 1 – FY 15/16)*
  - f. Implement an organization-wide Document Management system for access and retrieval of imaged documents to staff and the public. *[TI]. (Yr 3 – FY 17/18)*
4. Manage Novato's transportation infrastructure in the most effective manner possible.
- a. Work closely with SMART to ensure a successful start to new rail service (see additional items under Environmental Legacy Goal). *(Yr 2 – FY 16/17)*
  - b. Study parking issues downtown, evaluate options, and develop a master plan. *(Yr 1 – FY 15/16)*
  - c. Work with TAM and Transit Agencies to determine the design and funding for the Downtown Bus Facility. *(Yr 1 – FY 15/16)*
  - d. Develop a comprehensive crosswalk policy, and implement safety improvements at existing marked and unmarked cross walks and implement at highest priority locations. *(Yr 1 – FY 15/16)*
  - e. Complete the 2015 Novato Bicycle and Pedestrian Plan, seek funding to implement identified projects including Safe Routes to Schools initiatives and pursue designation as a Bike-Friendly City. *(Ongoing)*

## Living Well, Together

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

**Outcome:** *A safe, livable, thriving, and involved community where we care for one another, where differences are bridged, and people strive to be active and healthy.*

### Strategic Objectives:

1. Maintain and enhance public safety.
  - a. Continue to expand the Crime Free Multi-Housing Program to additional facilities. *(Ongoing)*
  - b. Expand neighborhood and business watch and crime prevention programs as resources allow. *(Yr 1 – FY 15/16)*
  - c. Work with service providers and other agencies to coordinate response and solutions to homeless encampments including to transition homeless Novatans into shelter and housing. *(Ongoing)*
  - d. Enhance dispatch capabilities to receive 911 text messages. *(Yr 3 – FY 17/18)*
  - e. Work with allied agencies to provide threat assessments of vulnerable locations. *(Ongoing)*
  - f. Develop a comprehensive transportation safety program and consider traffic calming and other safety techniques where appropriate. *(Yr 2 – FY 16/17)*
  - g. Work with SMART to promote rail safety and awareness. *(Yr 2 – FY 16/17)*
  - h. Develop, coordinate, and promote programs that engage at risk youth. *(Yr 2 – FY 16/17)*
2. Continue aggressive Emergency Preparedness in all areas of the community.
  - a. Revise City’s Emergency Ordinance to bring it to more current standards. *(Yr 1 – FY 15/16)*
  - b. Fully integrate Web EOC software into Emergency Operations Center. *[TI] (Yr 2 – FY 16/17)*
  - c. Develop a protocol for visual surveys by public safety personnel during an emergency event. *(Yr 1 – FY 15/16)*
  - d. Expand community outreach through Get Ready Marin, CERT Training, and special event presentations. *(Ongoing)*
3. Expand City support, partnership, and sponsorship of events to build community cohesiveness.
  - a. Develop and support fun community events, collaborating with other partners such as the Downtown Novato Business Association (DNBA), the Chamber, Novato Union School District (NUSD), the Fire District, Public Health and downtown businesses, to encourage healthy living and cultural opportunities. *(Yr 3 – FY 17/18)*
  - b. Collaborate with Marin County Parks and Open Space District on Healthy Parks, Healthy People Initiative and events in Novato area parks. *(Yr 2 – FY 16/17)*
  - c. Collaborate and support annual Tour of Novato, NUSD School fundraising event. *(Yr 1 – FY 15/16)*
  - d. Explore collaboration with other towns and cities in Marin to share services/talent for community events. *(Yr 2 – FY 16/17)*
4. Promote outreach and involvement of the Hispanic community.
  - a. Explore and develop leadership opportunities to increase Hispanic engagement in the City. *(Yr 2 – FY 16/17)*
  - b. Develop outreach and recruitment strategy to encourage more representation and involvement from the Hispanic community as employees, volunteers and commissioners. *(Yr 2 – FY 16/17)*
  - c. Expand translation and interpretation services in order to increase the translation of frequently-used city forms and materials. *(Yr 1 – FY 15/16)*

5. Improve and develop facilities and programs to increase citywide recreational opportunities.
  - a. Complete Hill Recreation Area/Margaret Todd Senior Center Master Plan and implement in phases as necessary, based on funding availability. *(Yr 2 – FY 16/17)*
  - b. Complete artificial turf feasibility analysis, identify preferred location(s), and pursue design and construction. *(Yr 1 – FY 15/16)*
  - c. Evaluate Lieb properties across Hill Road from Hill Recreation Area for potential acquisition and appropriate park-like uses. *(Yr 1 – FY 15/16)*
  - d. Identify and evaluate locations for outdoor pickleball courts. *(Yr 2 – FY 16/17)*
  - e. Complete planning and reconstruction of a Bahia park. *(Yr 1 – FY 15/16)*
  - f. Improve access to recreation by low income families through targeted outreach, education, and afterschool programs. *(Yr 2 – FY 16/17)*
6. Continue to implement and participate in efforts such as the Healthy Eating Active Living (HEAL) Cities Initiative and others to create a more healthy and active Novato.
  - a. Work with County Health and Human Services on county-wide HEAL Strategic Framework implementation and implement a local HEAL Action Plan. *(Yr 2 – FY 16/17)*
  - b. Support Healthy eating through support of the Community Garden. *(Yr 1 – FY 15/16)*
  - c. Continue to work with the Blue Ribbon Coalition and other groups to limit youth access to alcohol and endorse healthy youth choices. *(Ongoing )*
7. Promote Novato’s Comprehensive Trail network, open space areas, and parks to increase awareness and motivate residents and visitors to be active.
  - a. Collaborate with County Parks and Open Space, the County Department of Public Works, and private property owners on improving bike/pedestrian path from Sutro Avenue to Stafford Lake Park. *(Ongoing)*
  - b. Develop a plan for trail development and connectivity with the Bay Trail, as well as maintenance for 93 acres of City open space acquired on Novato’s southern border. *(Yr 3 – FY 17/18)*
  - c. Review draft Novato Trails Master Plan and identify capital improvement projects and funding opportunities related to trails that could support implementation of better trail connectivity. *(Yr 2 – FY 16/17)*
8. Promote Programs and Services for seniors that help them to remain engaged, active, and independent.
  - a. Evaluate becoming an Age Friendly City and implement program or heighten efforts to support seniors aging in place and getting around town. *(Yr 2 – FY 16/17)*
  - b. Become a recognized Walk Friendly community focusing on making it easy for seniors, disabled and youth to move around town on foot. *(Yr 3 – FY 17/18)*
  - c. Enhance opportunities for seniors to be active at Hill Recreation Area through Master Plan process and incorporating senior friendly access and amenities. *(Yr 1 – FY 15/16)*

## Economic Vitality

Encourage a thriving business environment, becoming a hub of economic activity and innovation, with a focus on high-paying industries, a vibrant downtown, and a healthy economy.

**Outcome:** *A climate where business flourishes and grows, that attracts visitors, where residents can do business, work, and shop, and the City has the resources it needs to provide the services our community desires.*

### Strategic Objectives:

1. Strengthen and expand the biotech and life sciences industries in Novato.
  - a. Secure active participation and funding from other cities, counties and private sector companies for the North Bay Life Science Alliance. *(Yr 1 – FY 15/16)*
  - b. Explore numerous public/private funding sources to help the Buck Institute complete construction of two additional laboratories and housing for visiting personnel. *(Yr 1 – FY 15/16)*
  - c. Expand the North Bay life science workforce by collaborating with educational organizations such as the College of Marin and the four county Workforce Investment Boards. *(Yr 1 – FY 15/16)*
  - d. Work with local property owners to re-purpose or build new facilities that would be attractive to growing life science companies including evaluating opportunities for a small business incubator. *(Yr 1 – FY 15/16)*
2. Aggressively conduct business recruitment and retention and work to reduce Novato’s loss of retail revenue to surrounding communities.
  - a. Continue the “Shop Local Novato” campaign to help strengthen existing retailers’ sales and bring new products and services to Novato. *(Yr 1 – FY 15/16)*
  - b. Conclude feasibility studies and work with the Golden Gate Transit District, North Marin Water District, Novato residents, Planning Commission, Design Review Committee, City Council and other appropriate constituencies to determine if building a home improvement store is logistically and economically feasible. *(Yr 1 – FY 15/16)*
  - c. Work with the Chamber of Commerce, the Downtown Novato Business District and individual businesses to help recruit or retain jobs and companies and visit at least twenty-five businesses annually to get feedback on City programs and services, and to find out how City can help them succeed. *(Yr 1 – FY 15/16)*
  - d. Work with commercial and retail property owners/managers to keep these areas vibrant, active and occupied with growing businesses including but not limited to Bel Marin Keys, Hamilton, Commons, Pacheco Plaza, Ignacio Center, Vintage Oaks, Square Shopping Center, etc. *(Yr 1 – FY 15/16)*
  - e. Continue Councilmember participation in MCCMC effort to study the minimum wage issue. *(Yr 1 – FY 15/16)*
3. Remove blight, restore historic structures, generate revenue, and utilize City owned properties in Hamilton.
  - a. Facilitate and expedite the development application for the historic Hamilton Hospital into an assisted living and memory care facility. *(Yr 1 – FY 15/16)*
  - b. Complete application to the federal government to remove and exchange Lands to Parks restrictions on key properties and work to have application expeditiously processed. *(Yr 1 – FY 15/16)*
  - c. Once restrictions are removed, evaluate and engage a process to more fully utilize City owned properties while respecting the historical nature of these assets. *(Yr 1 – FY 15/16)*

## Great Places

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

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

### Strategic Objectives:

1. Complete General Plan update process and adopt any necessary Zoning Code amendments. (Yr 2 – FY 16/17)
2. Redevelop Redwood Boulevard corridor from DeLong to San Marin.
  - a. Work with property owners and developers in the North Redwood Blvd. Corridor to develop retail/public spaces and recruit the type of tenants that were supported by Council and the public and as discussed at the community charrettes. (Yr 1 – FY 15/16)
  - b. Develop options for potential streetscape and landscape improvements between DeLong and San Marin Drive. (Yr 1 – FY 15/16)
3. Facilitate a vibrant downtown that enhances community spaces, restaurant options and the retail environment.
  - a. Complete Civic Center Planning. (Yr 2 – FY 16/17)
  - b. Continue working with the DNBA, including streamlining Business Improvement District (BID) processes and updating the Memorandum of Understanding with clear and concise deliverables to ensure a well-managed BID. (Yr 1 – FY 15/16)
  - c. Work with DNBA and other organizations to create more eating and entertainment venues and activities in the Downtown area including but not limited to the Downtown Novato Theater and 999 Grant Avenue. (Yr 2 – FY 16/17)
  - d. Working collaboratively with DNBA and downtown businesses, create play activities and programs, concerts, outdoor movie nights and other events to energize downtown and build community. . (Yr 2 – FY 16/17)
  - e. Provide ongoing support to operators of annual Farmers Market. (Yr 1 – FY 15/16)
4. Create a community gathering space and dog destination by renovating Dogbone Meadow Dog Park. (Yr 2 – FY 16/17)
5. Continue to support and improve the operation, facilities, infrastructure and community of the Marin Valley Mobilehome Country Club which is owned by the City.
  - a. Prepare an engineering conceptual plan to plan for an upgrade of all privately owned utilities in the Park in coordination with all utilities. (Yr 2 – FY 16/17)
  - b. Study the opportunity to move sanitary services from Las Gallinas Valley Sanitary District to Novato Sanitary District from an engineering and cost perspective in coordination with LAFCO. (Yr 2 – FY 16/17)
  - c. Consider options for long term protection of mobilehome use of the land through zoning and General Plan changes. (Yr 1 – FY 15/16)
  - d. Facilitate discussion and decision regarding the long term ownership of the Marin Valley Mobile Country Club (MVMCC). (Yr 1 – FY 15/16)

## Environmental Legacy

Preserve and protect Novato's unique environment for future generations and model best practices for the community.

**Outcome:** *Reduced greenhouse gas emissions for the organization and the City as a whole and adaptation to the local consequences of climate change. Preserved environmental resources, reduced commute trips, and increased awareness of the natural environment and our impact on natural resources.*

### Strategic Objectives:

1. Reduce greenhouse gas emissions and potable water use.
  - a. Complete the conversion of all City street lights and exterior public facility lights to high efficiency LED technology. (Yr 1 – FY 15/16)
  - b. Complete installation of 46.8 kW solar power system at Hamilton Pool. (Yr 1 – FY 15/16)
  - c. Develop solar streamlining ordinance as required under State law AB 2188. (Yr 1 – FY 15/16)
  - d. Continue vehicle replacements with hybrid vehicles and all electric (EV) or plug-in hybrid vehicles (PHEV), and seek additional grants for alternative fuel vehicles. (Ongoing)
  - e. Obtain Green Business Certification for City operations. (Yr 1 – FY 15/16)
  - f. Expand PACE program financing and other renewable energy options.) (Yr 1 – FY 15/16)
  - g. Actively work on implementation of the adopted Novato Climate Action Plan. (Yr 3 – FY 17/18)
  - h. Promote reclaimed water use and ensure all City-owned irrigation systems are connected to reclaimed water to the maximum extent possible. (Ongoing)
  - i. Actively encourage our own employees to utilize environmentally friendly commutes and encourage other employers to promote alternative commute options. (Yr 1 – FY 15/16)
2. Promote the use and accessibility of public transportation and the successful start of the SMART rail system
  - a. Work with SMART and regional agencies to provide an appropriate and seamless interface between rail stations and City pedestrian, bike, bus, and traffic networks. (Yr 2 – FY 16/17)
3. Pursue other environmental initiatives and preservation of environmental resources.
  - a. Participate in regional efforts on preparation of a Vulnerability Assessment to plan for sea level rise. (Yr 2 – FY 16/17)
  - b. Evaluate properties for potential open space acquisition and/or park development. (Yr 2 – FY 16/17)
  - c. Work to continue the City's Urban Growth Boundary and any changes needed through a public process. (Yr 2 – FY 16/17)
  - d. Update the City's Green Purchasing Policy. (Yr 1 – FY 15/16)
  - e. Monitor Novato and regional watershed efforts and determine level of participation and involvement. (Ongoing)

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### Government/Public Utilities

Novato is the northernmost city in Marin County, California, and is located approximately 29 miles north of San Francisco and 37 miles northwest of Oakland. Marin County's population as of January 2015 is 258,972, which is an increase of 0.73% from the 2014 population of 255,846. Novato, which covers 28 square miles, has a population of 53,575, an increase of 0.7% from the previous year, and 21,158 households. Novato's population is 69.0% White, 19.4% Hispanic, 6.5% Asian, 2.3% Black and 2.8% all other; the median age is 43.4 years.



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

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

### Employment

According to the State Employment Development Department, as of June 2015 the Marin County labor market provided 137,500 wage and salary jobs and had an unemployment rate of 3.4%, the second lowest rate in the state (0.1% behind San Mateo County) and a decrease of 0.6% from the previous year. Of this total, 19,900 jobs were in educational and health services. Other leading sources of wage and salary employment in the county were trade (13.8%), professional and business services (13.6%), government (11.4%), leisure and hospitality (11.4%) and construction and manufacturing (7.1%).

Novato's labor market currently provides 28,200 jobs and has an unemployment rate of 3.3%. This is also a significant decrease from the June 2014 unemployment rate of 4.8% and the first time Novato's rate has been lower than that of the county.

### Education

The Novato Unified School District serves over 7,700 students in kindergarten through high school in seven elementary, two K-8 (one public, one charter), two middle, two high, and three alternative schools.

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



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

### Business and Industry

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

The Novato Unified School District is the city's largest employer with 1,317 employees. Novato is home to a number of biotechnology companies, including BioMarin (Novato's 2<sup>nd</sup> largest employer), which recently underwent an expansion of its Novato facilities. Ultragenyx Pharmaceutical and Raptor Pharmaceutical, both BioMarin spinoffs, are located in Bel Marin Keys, furthering Novato's expansion as the biotech hub of the North Bay.

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



*Whole Foods*



*Scottsdale Pond gazebo*

In 2015, 4,600 businesses are registered for business licenses with the City of Novato. The larger businesses within Novato are listed below and have more than 200 employees.

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

<b>Company/Organization</b>	<b>Type of Industry</b>	<b>Number of Employees</b>
Novato Unified School District	School District	1,317
BioMarin Pharmaceuticals	Pharmaceuticals	923
2K/Visual Concepts Entertainment	Video Game Developer	501
Fireman’s Fund	Insurance	450
Novato Community Hospital	Hospital	310
Safeway Stores	Grocery Market	297
Costco Wholesale	Bulk Retail Outlet	291
Bradley Electric	Electrical Contractors	290
City of Novato	Government	280
Brayton Purcell	Law Office	215
Novato Healthcare Center	Convalescent Home	210

***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 Mount Burdell in northern Novato. Olompali State Park, just north of Novato, comprises 900 acres, bringing the total to nearly 3,500 acres. The city itself is home to a total of 27 parks, including three major city parks. The North Marin Water District also maintains an open space preserve near Loma Verde.

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

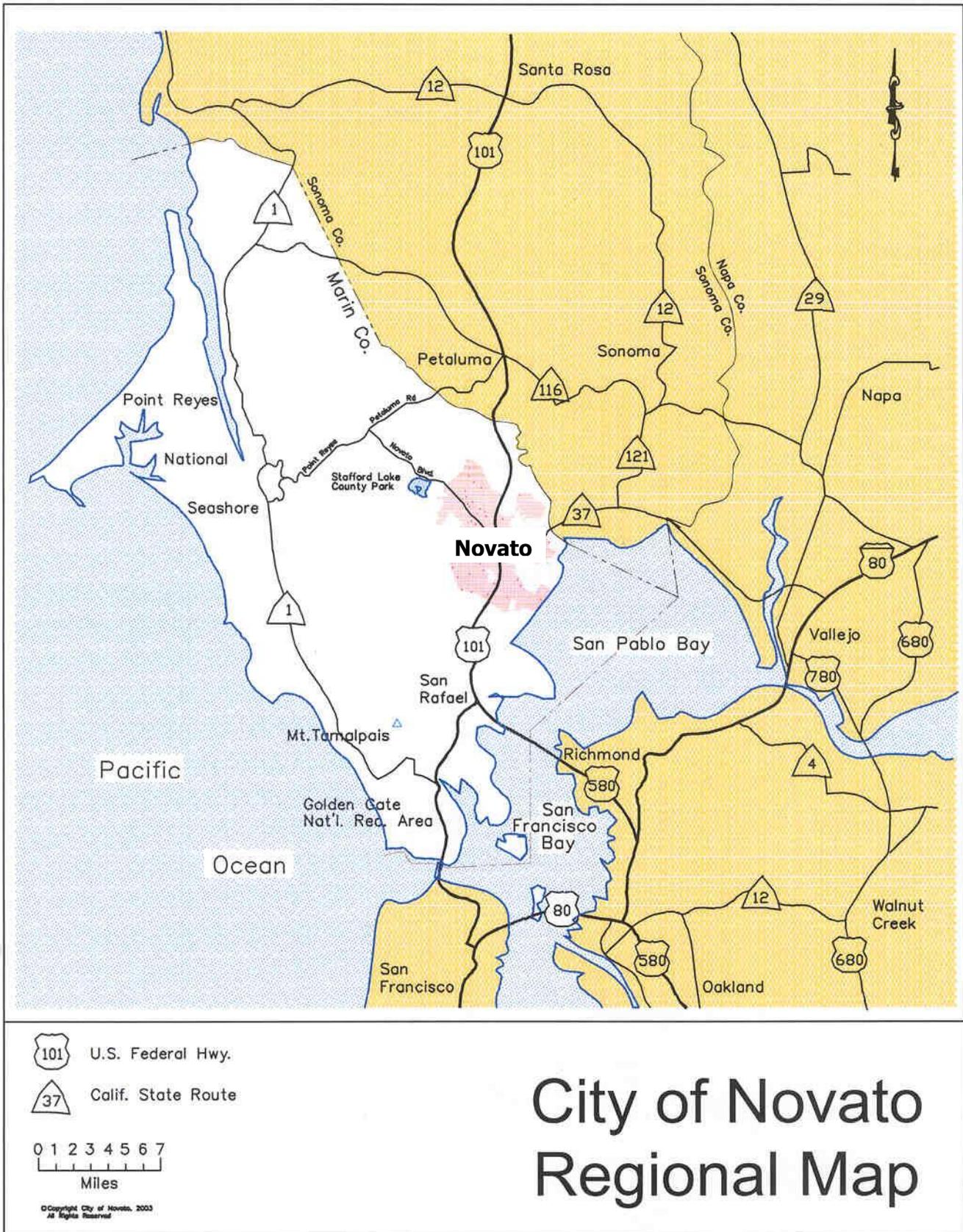


*4<sup>th</sup> of July Parade*



*Art, Wine & Music Festival*







**Novato at a Glance**

**General Information**

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

**Household Characteristics**

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

**Population**

Population	53,575
Median Age	43.4

**Population by Ethnic Group**

White	69.0%
Hispanic	19.4%
Asian	6.5%
Black	2.3%
Other	2.8%

**Labor Market**

Total Employment	28,200
Unemployment Rate	3.3%

**Largest Employers**

Novato Unified School District	1,317
BioMarin Pharmaceuticals	923
2K/Visual Concepts Entertainment	501
Fireman's Fund	450
Novato Community Hospital	310
Safeway Stores	297
Costco Wholesale	291

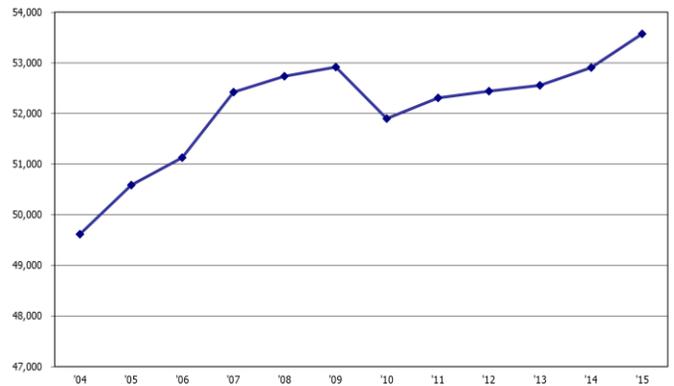
**Educational Attainment (Age 25 and older) \***

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

**Schools**

Elementary Schools (K-5)	7
Elementary/Middle Combination (K-8)	2
Middle Schools (6-8)	2
High Schools (9-12)	2
Alternative Schools (K-12)	3
Projected Enrollment	7,700
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	21,713
Persons Per Household	2.47
Vacancy Rate	4.5%
Single Family Homes	16,189
Multiple Family	4,890
Mobile Homes	634
Owner Occupied Households	68%
Average Home Price	\$877,111
Median Home Price	\$775,000
Median Household Income	\$77,702

**Sources:**

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



***The Budget Process***

The City Manager’s recommended operating budget is presented as the City of Novato Budget of Municipal Services for the period beginning July 1, 2015 and ending June 30, 2016. The 2015/16 budget is divided into four sections: budget tables identifying the city’s overall financial plan; operating plans for all city departments; the Capital Improvement Program five-year financial plan, including project sheets and funding; and summary tables of all miscellaneous funds.

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

***October - December***

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

***December***

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

***January***

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

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

***February***

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

<b><i>Budget Calendar</i></b>	
<b>October</b>	Modifications to the format of the budget are reviewed.
<b>December</b>	Budget 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 budget increase requests.
<b>March</b>	Mid-year fiscal review to Council. CIP budget reviewed. Departments submit supplemental requests.
<b>April</b>	City Manager presents overview of proposed operating and capital budgets, as well as recommendations for program/personnel changes to Council.
<b>May</b>	City Manager submits budget documents to City Council.
<b>June</b>	Budget workshops and public hearings. Budget adopted.
<b>July</b>	New fiscal year begins.
<b>August-September</b>	Final budget document prepared.

### ***March***

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

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

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

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

### ***April***

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

### ***May***

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

### ***May - June***

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

### ***July***

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

### ***August - September***

The final budget document is prepared.

## ***Capital Improvement Program Budget - Overview***

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

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

The FY 2015/16 Capital Improvement Program Budget includes \$6,856,649 of new appropriations, as well as \$10,041,244 in carried over funding. Project costs through FY 2019/20 are estimated at \$40,400,257 (including the carried over funds); however, several projects are not fully funded and construction will be contingent upon identifying and securing additional funds.

Current major projects include:

- Novato Boulevard Improvements between Diablo and Grant - \$13,165,842
- Redwood Boulevard / San Marin Improvements - \$2,521,338
- Grant Avenue Bridge Rehabilitation - \$2,088,021
- Streetlight LED Retrofit - \$1,200,000
- Vineyard Road Improvements - \$1,005,757
- DeLong Avenue and Ignacio Blvd. Highway Interchange Resurfacing - \$983,088

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, increase the Maintenance Division's annual streets, parks, and building maintenance budgets by approximately \$400,000 annually. The city administrative offices building, which was completed in late 2013, represents approximately \$175,000 of that total. The streetlight retrofit project will decrease utility costs by approximately \$130,000.

The Capital Improvement Program section beginning on page 287 of this document provides additional detail, including complete project details, estimated 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 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 for governmental funds on a modified accrual basis. This is consistent with Generally Accepted Accounting Principles (GAAP) applicable to local government as recommended by the Governmental Accounting Standards Board (GASB). The city's accounts are organized on the basis of funds, each of which is considered a separate accounting entity, and which are required by state or federal law or proper accounting practice. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. Governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

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

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

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

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

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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 two program elements — Records Management and Communications/Dispatch. Direct costs of delivering the service such as materials and supplies, contract services, equipment and other capital outlays are budgeted in each program element. Personnel costs are budgeted at the program element level based upon estimated number of hours to be spent in delivering the service.

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

### ***Governmental Funds***

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

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

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

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

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

### **Proprietary Funds**

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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 associated with each fund’s activity, whether current or non-current, are included on its balance sheet. The reported fund equity is segregated into assigned and unassigned retained earnings components. Proprietary fund type operating statements present increases (revenues) and decreases (expenses) in total assets.

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

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

### **Fiduciary Funds**

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

### **Financial Policy Statements**

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

### ***Reserve Policies***

The City of Novato endeavors to maintain adequate reserves for its General Fund and several other funds as a matter of fiscal prudence and sound financial management. These policies guide the city in:

- Planning for contingencies and unexpected events;
- Maintaining good standing with credit rating agencies;
- Ensuring cash availability when revenue is unavailable; and
- Deciding when to use reserves and how to replenish reserves if they have been spent.

The city maintains reserves in three major funds, as detailed in this section.

- a) The General Fund shall not maintain any reserves at year end, except for those designated as assigned for capital projects, which represent budgeted funds for capital projects that have yet to be completed. Instead, the city shall maintain a separate fund on its books, called the Emergency and Disaster Response Fund (EDRF) which shall be the main reserve fund for the General Fund. The city maintains this fund to provide a financial buffer in the event of significant economic downturns or for unexpected severe emergencies or natural disasters. The EDRF shall be maintained at a level equal to two months of operating expenditures or 15% of annual General Fund expenditures (excluding Transfers Out for purposes of this calculation). The first priority of year-end fund balances is to transfer money to meet the 15% goal.

- b) The City shall maintain a reserve of \$1 million in the Self-Insurance Fund. This reserve can be used at the City Council's discretion to pay one-time insurance and liability related costs, such as large unexpected claims, settlements, etc. in addition this fund may be used for one-time proactive risk mitigation measures. The next year's budget should include a plan to replenish the reserve back to the \$1 million level. The second priority of year-end fund balances is to transfer sufficient money to meet this goal.
- c) The City shall maintain an Equipment and Vehicle Replacement Fund (EVRF) to properly fund the replacement of vehicles, technology and equipment. The City will set aside an appropriate amount of money annually in the fund for each vehicle, technology, or equipment, based on that item's typical usage and expected useful life. Monies that have accumulated in the fund for a specific asset's replacement can then be used when the asset is replaced. No specific reserves are required for the EVRF. However, excess funds not specifically needed for replacements from sources such as interest earnings, surplus sales or trade-ins, auction sales, and lower-than-expected replacement prices should remain in the fund until other EVRF-related purposes are identified for the funds and appropriated by the City Council. Such excess funds can also be used to replace or begin replacement

### ***Investment Policies***

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

### ***Operating Budget Policies***

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

Additional Budget Policies are:

- a) The city will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing expenditures, accruing future years' revenues, or rolling over short-term debt.

- b) Provisions will be made for adequate maintenance of capital plant and equipment and for their orderly replacement, within budgetary limits.
- c) The budget will provide for adequate funding of all retirement systems in accordance with contractual commitments.
- d) The city will maintain a budgetary control system to help city staff adhere to the budget.
- e) The city will be held accountable for ensuring that department expenditures stay within budget appropriations.
- f) All requests for City Council action which have a financial impact on the city and/or its various funds shall be reviewed and approved by the City Manager or Assistant City Manager before such requests can be included in the City Council agenda.
- g) Requests for additional positions will only be considered during the city's annual budget process, except in those areas deemed to be of an emergency nature by the City Manager.
- h) New or reclassified positions approved as part of the budgetary process shall be reviewed to determine the appropriateness of the assigned classification and/or salary structure.
- i) Each year, the city will update expenditure projections for the next five years to include estimated operating costs. These projections will be included in a financial forecast to be submitted to the City Council during budget review.
- j) Where possible, the city will integrate performance measurement, service level, and productivity indicators in the city's published budget document.
- k) The city will provide a financial impact analysis of all policy initiatives, service changes, and new programs or projects.
- l) The city will aggressively seek state and federal funds that are available for capital projects.
- m) Budget amendments or transfers between funds for \$30,000 or less require department head authorization, verification of available funding from the Finance Division, and approval from the City Manager, or the Assistant City Manager as his or her designee. Transfers in excess of \$30,000 and all budget amendments that expand service levels require Council authorization in the form of an amending budget resolution.

### ***Purchasing Policies***

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

- d) Preference will be given to purchase of like quality to vendors who maintain a place of business within the city.

***Revenue Policies***

- a) The city will endeavor to maintain a diversified and stable revenue stream to shelter it from short-term fluctuation in any single revenue source.
- b) The city will estimate annual revenues through an objective, conservative, analytical process.
- c) The city will annually prepare five-year revenue projections as part of a financial forecast.
- d) The city will calculate the full direct costs of activities supported by user fees and consider such information when establishing user charges. The city will strive to establish user charges and fees to recover the cost of providing the services and annually review fees.
- e) Non-recurring revenues will be used only to fund non-recurring expenditures.

***Debt Administration and Policies***

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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, 2015, is comprised of the following:

Type of Indebtedness	Outstanding at June 30, 2015
General Obligation Bonds:	
Series 2007 (Measure B)	\$3,745,000
Series 2013 Refunding	9,480,168
Compensated Absences	1,477,860
Pension Obligation Bonds	17,096,066
Capital Leases	1,088,191
MERA	1,502,190
Former Redevelopment Agency Debt:	
Hamilton Tax Allocation Bonds 2005	27,160,000
Hamilton Tax Allocation Bonds 2011	16,340,000
CIEDB Loan	2,637,950
<b>TOTAL GENERAL LONG-TERM DEBT</b>	<b>\$80,527,425</b>

Long-term debt of the proprietary fund (Marin Valley Mobile Country Club) at June 30, 2015 consisted of the following:

Type of Indebtedness	Outstanding at June 30, 2015
MVMCC	
Loan - Bank of Marin	\$6,834,002
<b>TOTAL PROPRIETARY LONG-TERM DEBT</b>	<b>\$6,834,002</b>

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

### **Measure B Bonds**

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

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

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

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

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

### ***Hamilton Tax Allocation Bonds***

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

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

During FY 2013/14 and FY 2014/15, the city entered into several capital lease agreements with Dell Financial and Xerox Corporation to upgrade the city's network switch, desktop and laptop computers and related software, and replace outdated copiers with multifunction copiers/printers/ scanners. Two of these leases are for four year terms, the remaining two are for five years.



***In-Substance Defeased Debt Outstanding*** \_\_\_\_\_

There was no aggregate in-substance defeased debt outstanding at June 30, 2015.

***Other Long-Term Debt Outstanding*** \_\_\_\_\_

At June 30, 2015, accrued compensated absences totaled \$1,477,860 and are recorded in the general long-term debt account group.

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

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

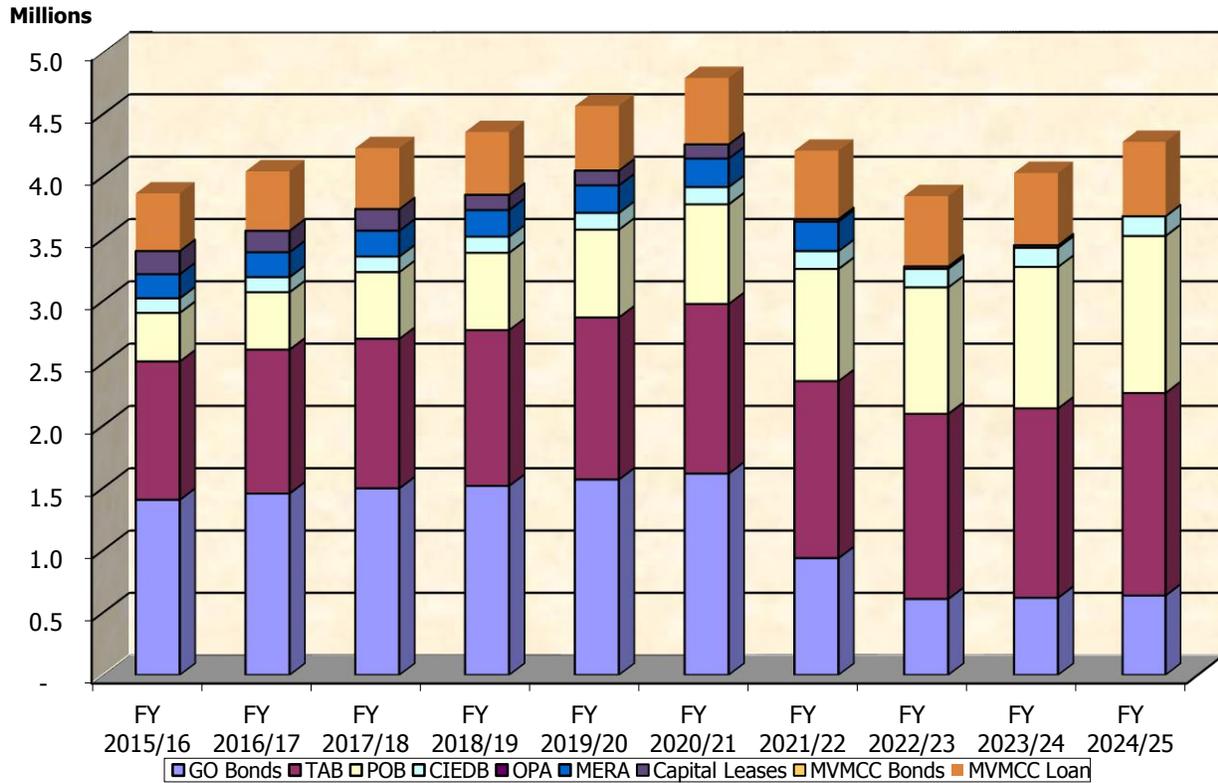
During FY 2012/13, the city refinanced the remaining balance on the Senior Bonds with a \$7.9 million 15-year loan from Bank of Marin, at a fixed interest rate of 2.805%. The proceeds of the loan and cash reserves that had been required by the 1997 bond indenture were used to refund the bonds and pay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

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

**Annual Debt Service**

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

**Annual Debt Service Obligation  
FY 2015/16 - 2024/25**



**Special Assessment Bonds**

The city acts as a collecting agent for certain special tax bonds. The city is not obligated in any manner for the special assessment debt, and is in no way liable for the repayment. The city collects the assessment revenue and delivers the appropriate funds to the bond escrow agent. Two of these issues were refunded in FY 2013/14: Vintage Oaks and Hamilton Field. Following is a list of the bonds:

Bond Description	Balance at June 30, 2015
Golden Gate Plaza, Assessment District No. 93-1	\$880,000
Vintage Oaks Public Improvements, Community Facilities District No. 1	\$14,965,002
Hamilton Field, Community Facilities District No. 1994-1	\$12,681,542
Pointe Marin, Community Facilities District No. 2002-1	\$9,715,000
Pacheco Valle CFD	\$345,000



***Debt Limit***

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

**Computation of Debt Limit Margin**  
**Fiscal Years 2012/13 through 2015/16**

	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Total Assessed Valuation	\$8,278,270,339	\$8,496,569,938	\$9,015,313,971	\$9,367,537,682
Debt Limitation (15% of Assessed Valuation)	1,241,740,551	1,274,485,491	1,352,297,096	1,405,130,652
Less GO Bonds Outstanding	18,105,000	16,155,000	14,685,450	13,225,168
Legal Debt Margin	1,223,635,551	1,258,330,491	1,337,611,646	1,391,905,484

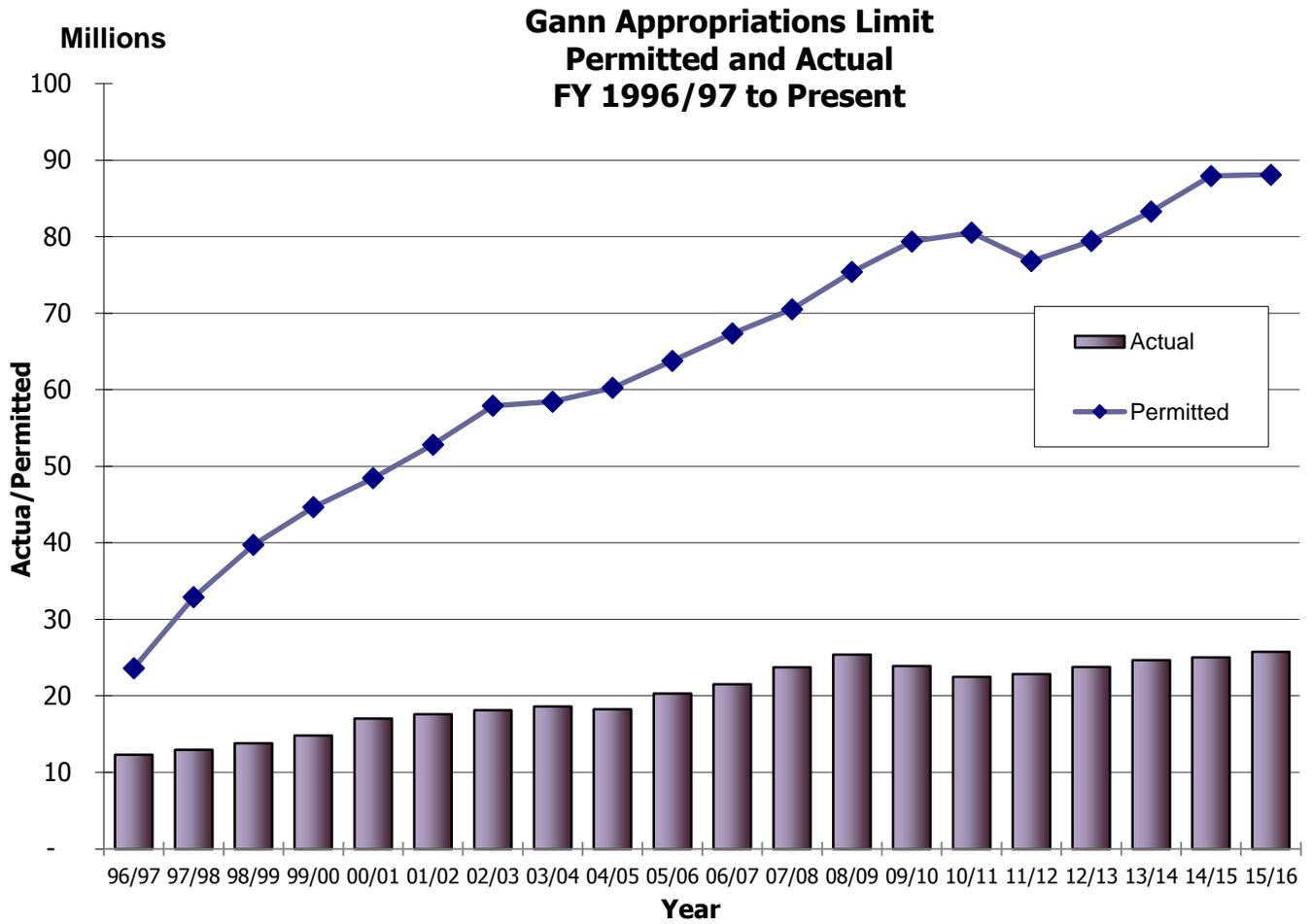


***"Gann" Appropriations Limit***

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 15/16</b>
Real Estate Property Tax	\$6,159,000
Property Tax in Lieu of Sales Tax	1,539,890
Property Tax in Lieu of MVLFF	4,270,100
ERAF Refund	1,286,750
RDA Property Tax Increment	137,000
In-Lieu Property Tax - MVMHCC	72,400
Unsecured Property Taxes	135,000
Supplemental Property Taxes	205,000
Real Property Transfer Tax	277,750
Sales Tax	7,536,750
Hotel Tax	1,493,250
Business License Tax	1,116,000
Franchise Tax	1,528,900
Residential Development Tax	5,000
Secured Homeowners Exemption	36,350
Gas Tax	1,132,763
<b>Total Proceeds from Taxes</b>	<b>\$26,931,903</b>

For FY 2015/16 the city's appropriation limit is \$92,124,597, an increase of \$4,032,745 from the prior year's limit of \$88,091,852. The city's tax proceeds are estimated to be \$26,931,903 for FY 2015/16. Currently, the city is at 29% of its limit and therefore will not exceed the appropriation limit in the near future. The table that follows identifies the city's legal appropriation limit as required by Proposition 4 compared to actual appropriations for the fiscal years shown.



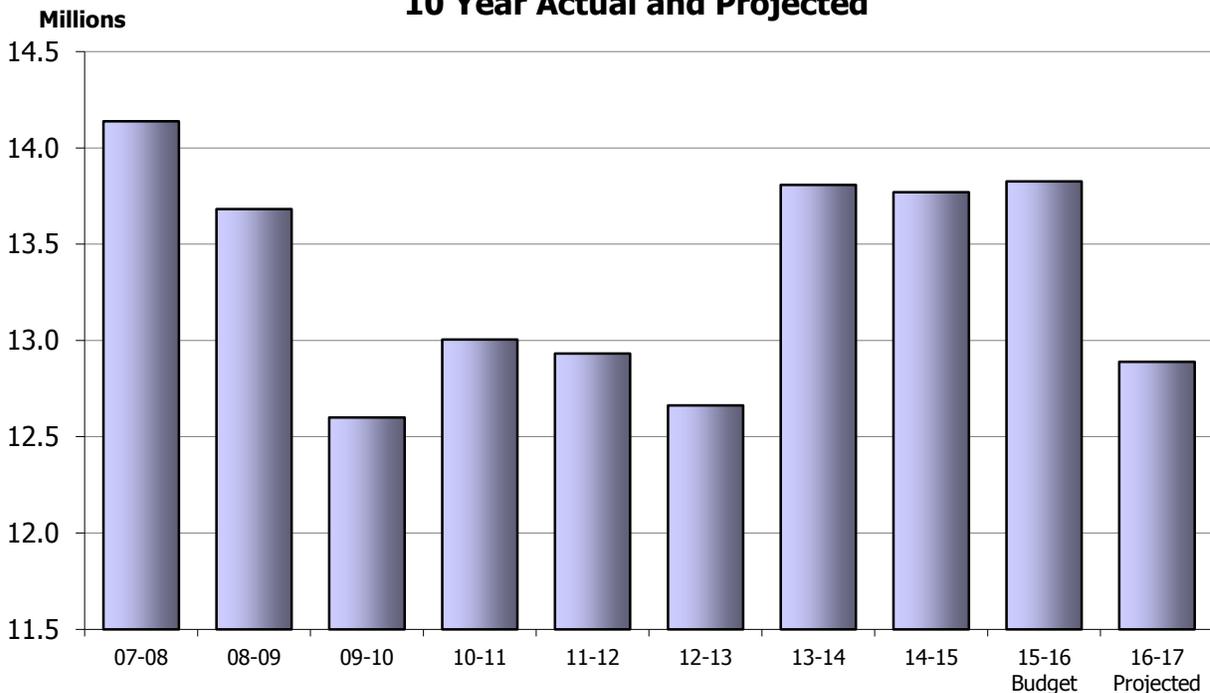


**General Fund Revenue**

**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 \$6.2 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 in the mid-2000s, 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. 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. The Triple Flip will be ending during the 2015/16 fiscal year, with a resultant decrease in that component of property tax revenues, offset by a similar increase in sales tax. For FY 2015/16, property tax revenue relating to replaced sales tax and VLF is projected to be \$5.9



million. The chart on the preceding page reflects property tax revenues after the passage of Proposition 57. The city also receives excess ERAF (Education Revenue Augmentation Fund) from the county based on property taxes shifted from the city to the state. Based on increases in the ERAF shift for FY 2005/06, the city’s excess ERAF refund has more than doubled.

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

The city is seeing increased property tax revenues resulting from increased sales and revaluation of homes in Novato as the housing market has rebounded from the economic recession and collapse in the market in 2007. The city, however, continues to suffer from the impacts of property tax shifts from the state. Beginning in the early 1990s, the state began a permanent transfer of property tax revenue (ERAF) from cities to school districts to make up for the state’s failure to meet its legal obligation to fund education. This has resulted in a cumulative loss to the city of over \$10 million.

**Outlook:** With recent improvements in the local housing market, in part due to the factors mentioned above, property tax revenue is projected to increase approximately 6% in FY 2015/16. This increase is not anticipated to continue at this rate; however, the city anticipates increases of 2.5% to 3.5% annually over the next few years.

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

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

**Remaining 11 cents split among...**

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

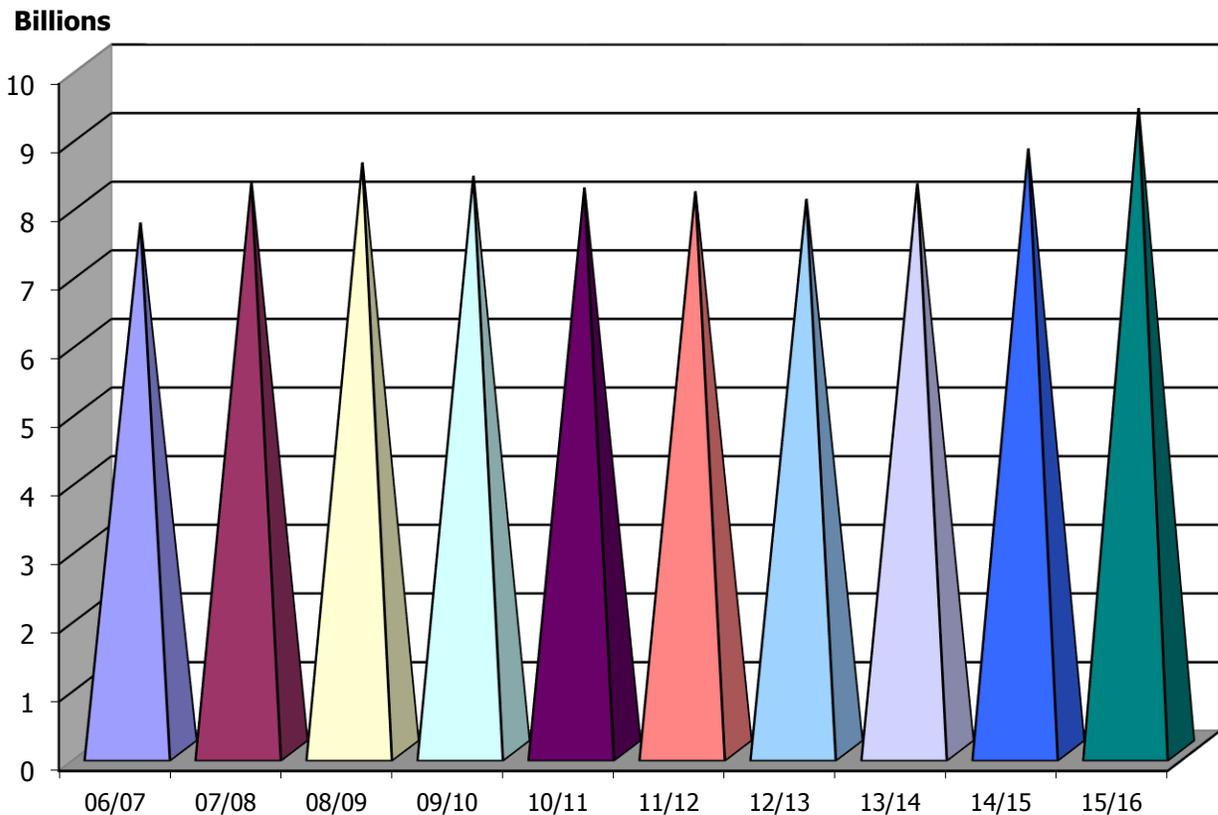


**Assessed Valuation**

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

Revenue estimated to be lost to local taxing agencies due to these exemptions is reimbursed from state sources. Reimbursement is based upon total taxes due upon such exempt values and is not reduced by any amount for estimated delinquencies. The chart below and the tables on the following page present the city's 2015/16 net taxable valuation and the amount of reimbursable exemptions by assessment roll and a ten-year history of (secured) assessed valuations.

**Assessed Valuation FY 2006/07 - 2015/16**





**CITY OF NOVATO**  
**2015/16 Assessed Valuation**

<u>Secured</u>	<u>Unsecured</u>	<u>Total</u>
\$9,367,537,682	\$251,851,619	\$9,619,389,301

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

<b>Fiscal Year</b>	<b>Assessed Valuation</b>	<b>Percentage Change</b>
2006/07	7,699,711,806	10.7%
2007/08	8,285,025,846	7.6%
2008/09	8,574,747,252	3.5%
2009/10	8,378,406,297	(1.4%)
2010/11	8,208,497,925	(2.0%)
2011/12	8,154,594,968	(0.7%)
2012/13	8,042,706,925	(1.4%)
2013/14	8,269,652,441	2.8%
2014/15	8,776,955,784	6.1%
2015/16	9,367,537,682	6.7%

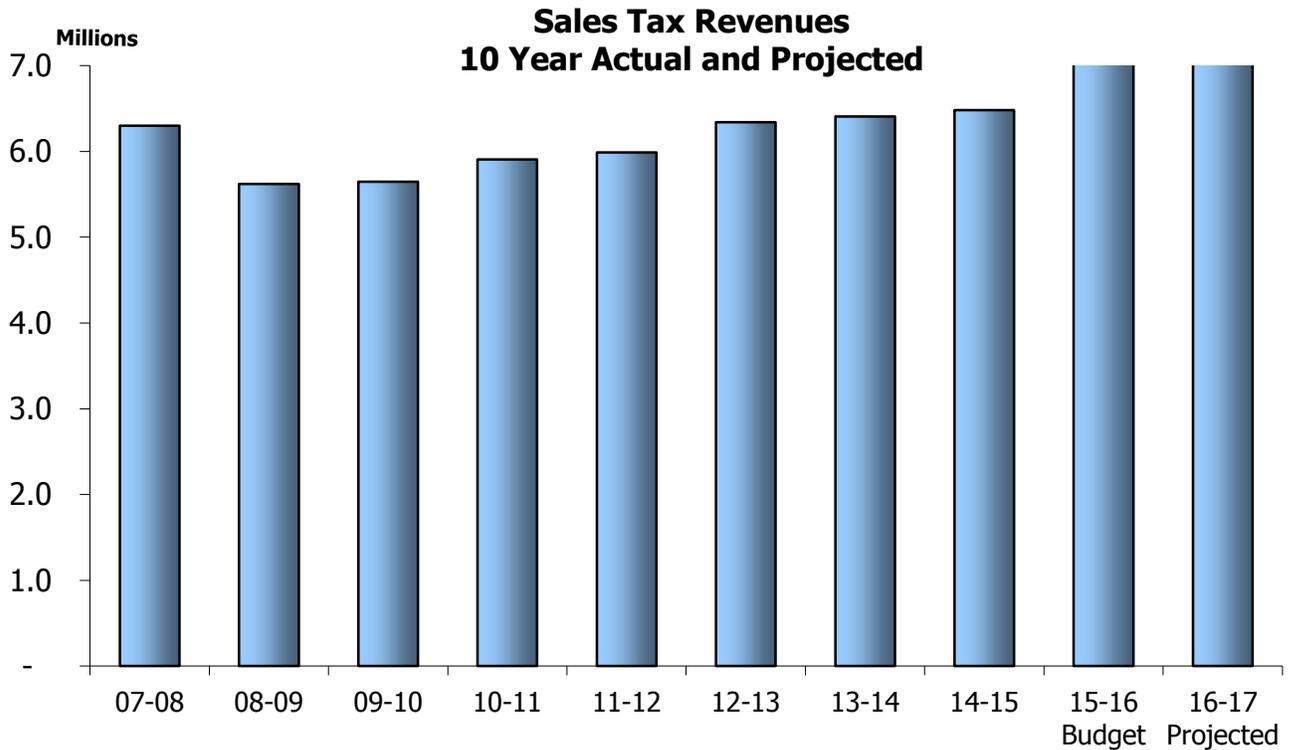
**CITY OF NOVATO**  
**Source of Net (Secured) Assessed Valuation**  
**In 2015/16 by Type of Property**

<b>Type of Property</b>	<b>2015/16 (Secured) Assessed Valuation</b>	<b>% of Total</b>
Single-Family Unimproved Lots	\$19,182,758	0.20%
Single-Family Homes	7,241,515,167	77.30%
Multi-Family Homes & Lots	451,355,464	4.82%
Rural and Agricultural	661,699	0.01%
Industrial Unimproved	1,477,546	0.02%
Industrial Improved	327,257,110	3.49%
Commercial Unimproved	45,548,662	0.49%
Commercial Improved	1,277,328,747	13.64%
Other	3,210,529	0.03%
<b>TOTAL</b>	<b>\$9,367,537,682</b>	<b>100.00%</b>

Source: Marin County Assessor's Office

**Sales Tax**

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



Following a declaration of fiscal emergency by the City Council in July 2010, Novato voters approved a half cent, five year general sales tax measure (Measure F) in November 2010 that is generating approximately \$4.6 million annually in additional sales tax. This revenue is accounted for in a separate fund and is being used for specific, council-approved expenditures that fall within the guidelines outlined in the ballot language: “to offset/prevent additional budget cuts, and to maintain/restore vital city services”. The Measure F revenue is not included in the chart above.

**Overview:** With the passage of Proposition 57 (the Triple Flip) in March 2004, the state shifted 25% of the city’s sales tax allocation to the state to pay for recovery bonds. The Triple Flip was scheduled to sunset after ten years, in the upcoming fiscal year. The sales tax take-away was replaced with an equal amount of property taxes. Sales tax revenue (excluding the triple flip) is expected to account for \$7.5 million, or 24% of all General Fund revenues for FY 2015/16.

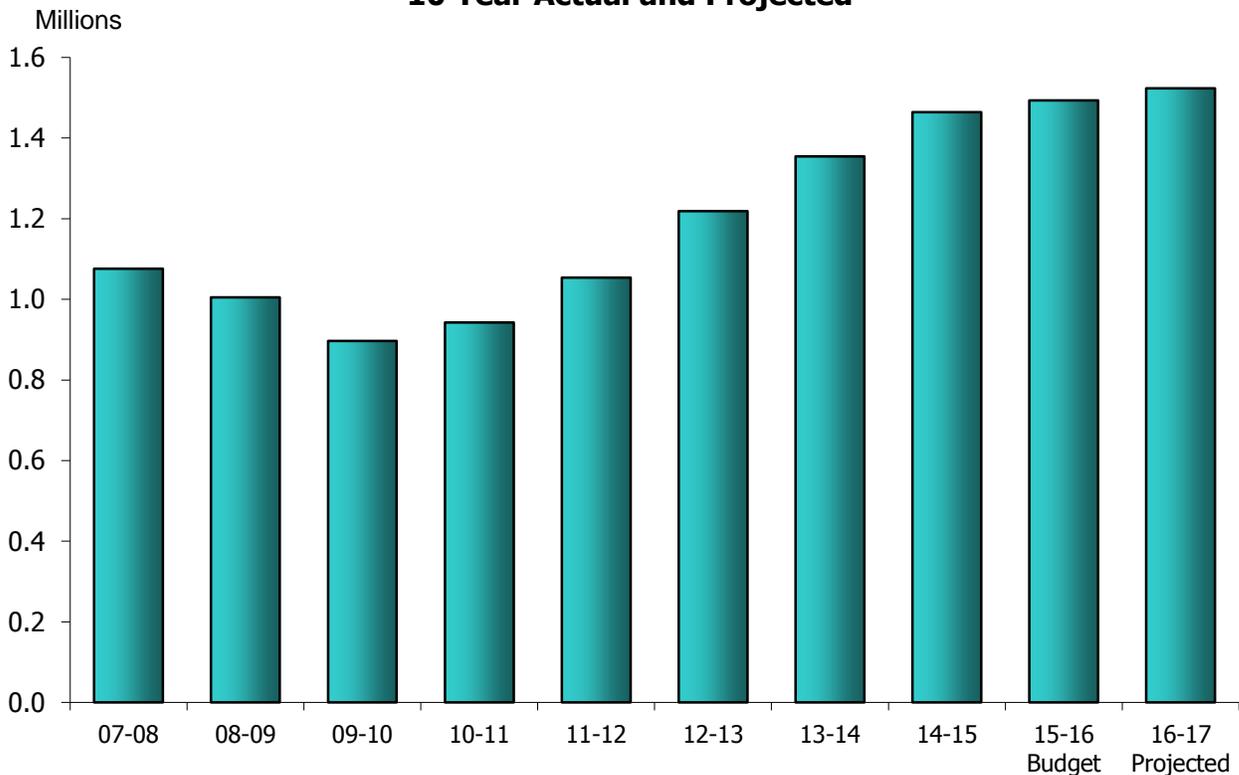
**Outlook:** Sales tax revenue has shown steady increases over the past few years. Internet sales were a concern, as a majority of these transactions were not, until recently, subject to California sales tax. Following action by the state legislature requiring online vendors to collect sales tax on items being delivered within California, the city has now begun receiving sales tax from Internet sales.

**Hotel Tax**

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

**Overview:** The current hotel tax rate is 12%. In 1997, the tax was raised in Novato by voter approval from 8% to 10%. The tax was increased in 2004 (1% increase) and 2011 (additional 1%) by the county; these funds go directly to help support tourism efforts throughout Marin County. From the remaining locally assessed 10%, the city retains 9% to be used for general purposes, with 1% remitted to the Novato Chamber of Commerce to support tourism and convention trade within Novato. 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 2015/16 is \$1.5 million, of which \$150,000 is allocated for tourism and convention trade programs.

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



**Outlook:** Following steady growth in the early 2000s, hotel taxes peaked in FY 2006/07, then declined for a few years during and following the recession that began in 2007. This revenue source has again been growing steadily since FY 2010/11 as the overall economy improved and demand and room rates increased, to its highest level in FY 2014/15. Hotel Tax is conservatively projected to increase approximately 2% annually over the next few years.

## ***Other Taxes***

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

**Overview:** Business license taxes, with rate changes tied to increases in CPI, are generating approximately \$1.1million annually. Franchise fees are 5% of gross revenues. Cable franchise fees are estimated to be \$964,000 for FY 2015/16, an increase of 2%; PG&E franchise fees are estimated at \$565,000, no change from FY 2014/15.

**Outlook:** Business license revenue has been increasing over the past two years due to increases in the tax amounts to remain in compliance with the city's Business License Ordinance. The Ordinance specifies that license amounts should go up every year by the Consumer Price Index (CPI), which the city had not implemented since 2003. Beginning in FY 2013/14, the city began a three-year phase-in period of raising the license tax to bring the cost current with the level of the CPI. The final year of the phase-in period is FY 2015/16. Beginning next year, business license revenue is expected to return to a modest annual increase of 2.5%. Revenues from franchise fees are expected to increase 1%-2% annually over the next few years.

## ***Licenses and Permits***

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**Description:** This revenue comes to the city from a variety of sources. The largest sources of this revenue are from building, electrical, plumbing and mechanical permits, and residential inspection fees.

**Outlook:** Construction in Novato has slowed as the city is approaching build-out on the remaining parcels available for development. In addition, the economic recession and tight credit markets had a negative impact on developers' ability to move forward with construction projects for several years in the late 2000s. With a recovering economy and an easing in the credit markets, construction spending has increased over the past two years on both residential and non-residential projects. Permit revenues are expected to remain flat moving forward as the majority of the fees are now coming from homeowners making improvements to their properties rather than from new construction.

## ***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 began receiving revenue derived from individuals attending traffic school. Vehicle code fines peaked at \$404,000 in FY 2012/13 but decreased more than 25% to \$295,000 in FY 2013/14, partially due to staff shortages and a reduction in traffic safety grants awarded to the Police Department that had supported additional traffic safety checkpoints in previous years. As this type of grant is considered one-time funding and is not always available to Novato, due in part to the city's low crime rates, this revenue source is not expected to return to FY 2012/13 levels in the foreseeable future.

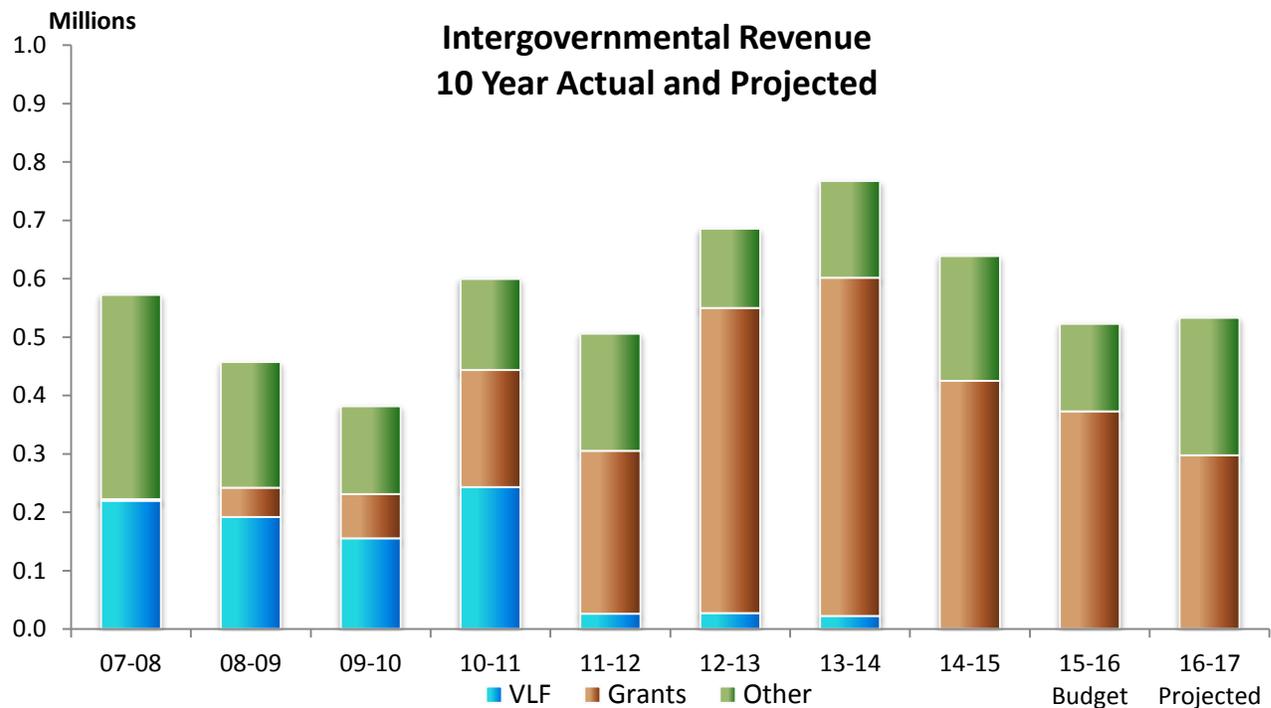
**Revenue from Use of Money and Property**

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

**Outlook:** The city’s investment portfolio continues to perform above the state investment pool, although returns are still extremely low when compared to where they were several years ago. Income on the city’s portfolio is predicted to remain fairly flat until the Federal Reserve increases the Federal Funds rate above .25%, where it has been since December 2008. Revenues from facility rentals are also expected to remain flat.

**Revenue from Other Agencies (Intergovernmental)**

**Description:** The General Fund receives revenues from other cities, the County of Marin, the State of California, and the federal government. The largest of these revenues currently is from grants, budgeted at \$373,000 for FY 2015/16. Other revenues are from abandoned vehicles, peace officer training reimbursements, and payments from various other public sector entities.



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

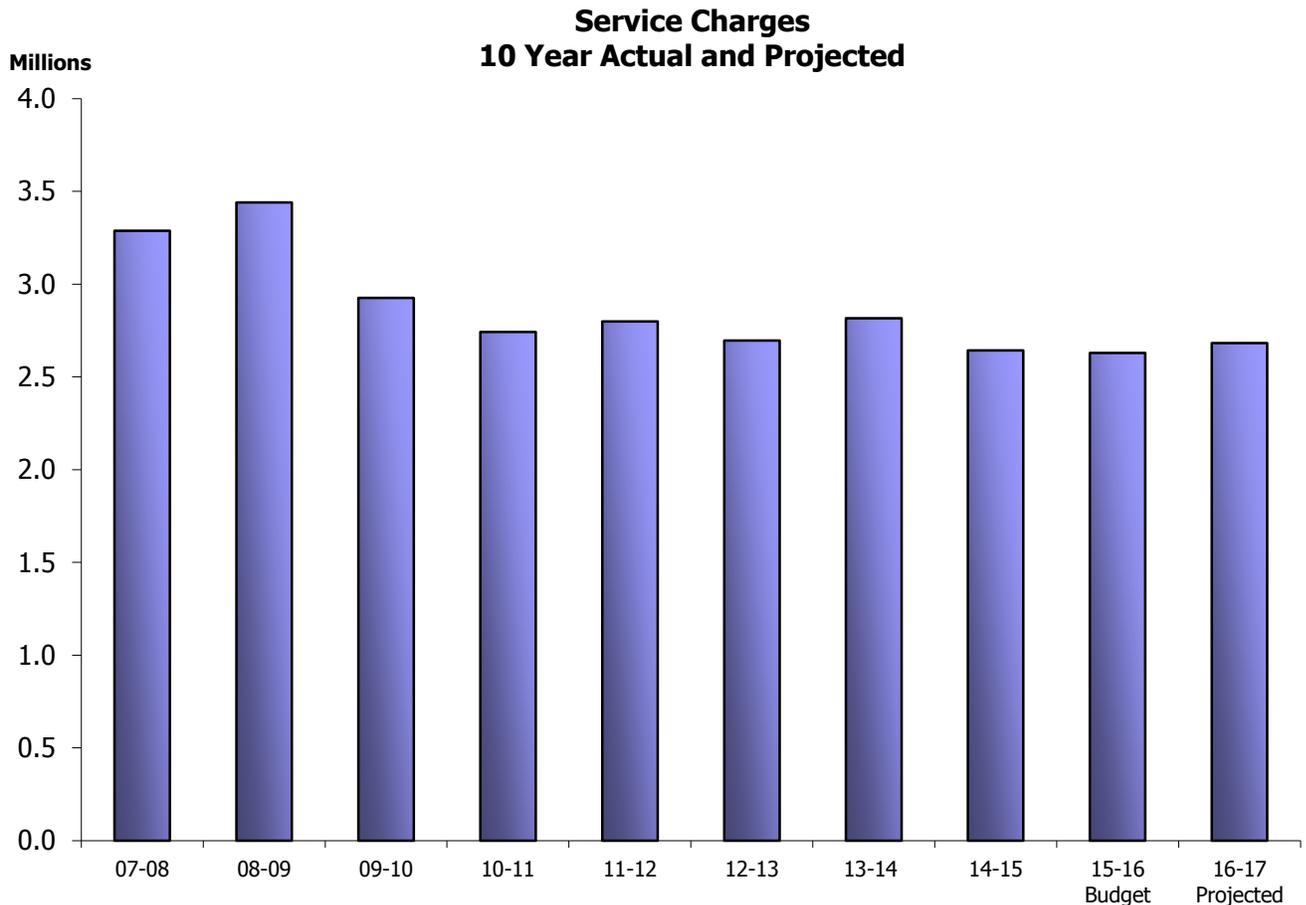


**Outlook:** As this revenue source is now largely comprised of grants, which are generally tied to specific programs and cover predetermined time periods, it is difficult to project the outlook of these funds further than the expiration of current grants. Two grants that are due to end in FY 2015/16 are a County of Marin Health and Human Services (HHS) grant that has been providing funds to pay for staff time and operating expenses in support of community-based coalition efforts to reduce youth access to, and use of, alcohol and other drugs; and a Department of Justice (DOJ) Community Oriented Policing Services (COPS) grant, which has provided the necessary funding for three police officers for the past three years to establish the Novato Response Team (NRT), which is focusing on reducing criminal activity through prevention, intervention, and enforcement strategies.

***Other Charges and Revenues***

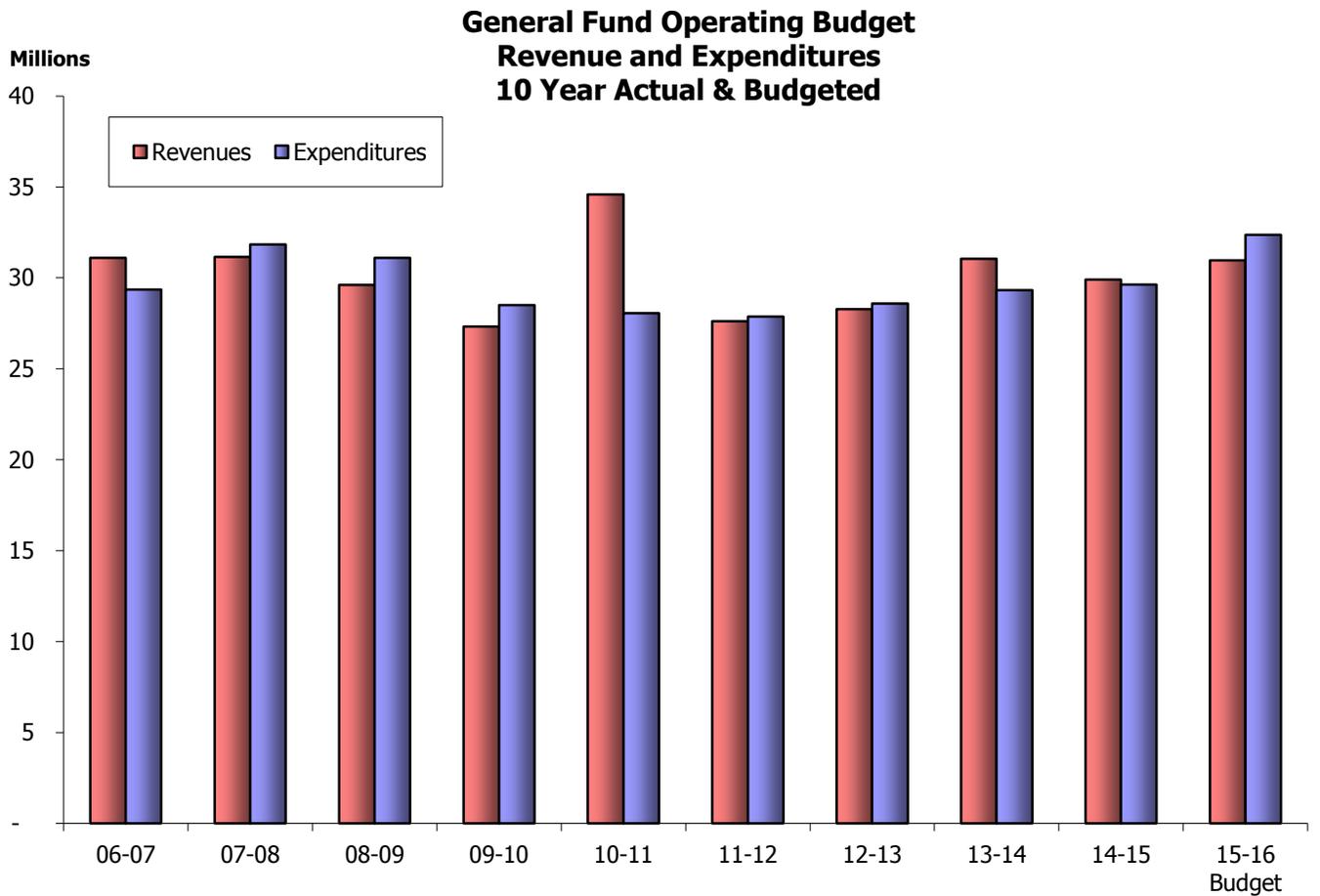
**Description:** These miscellaneous charges include program fees for Parks, Recreation and Community Services (PRCS), business license application fees, planning, zoning and engineering-related fees, police service charges and sales of publications.

**Overview:** The largest component of service charges is for PRCS program fees (budgeted for FY 2015/16 at \$1.84 million). PRCS program fees are for classes, team sports and other activities offered by the city. Other fees in this area are budgeted at \$786,000.





**Outlook:** Revenues from recreation programs declined significantly in FY 2010/11, mainly due to program and staffing reductions, and the overall economy. This revenue source began to recover in FY 2011/12 as the department started to realign programs and staffing to better accommodate community needs. This trend has continued, with FY 2014/15 revenues that were back to where they were prior to the recession. With limited buildable land available in the city, mostly consisting of minor in-fill development projects, fees related to building permits have been declining over the past few years and are not expected to return to pre-recession levels. A comprehensive fee study undertaken in FY 2005/06 indicated that many of the city's fees should be adjusted to more correctly reflect costs incurred in providing the various programs and services. The revised fees were implemented in September 2006 and are updated annually. Despite the revised fees, overall volume has declined, resulting in level or declining revenues. This trend is projected to continue.



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## ***Other Major 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, half cent local sales tax on the November 2, 2010 ballot. Novato voters passed the measure, and it became effective April 1, 2011. The revenue generated from this additional sales tax is being used to maintain vital city services that would otherwise have been greatly reduced or eliminated. It has also allowed time for the city to make decisions and implement changes in how it conducts business in order to reduce costs, improve revenues and become fiscally sustainable in the long-term. Measure F will expire on March 31, 2016, although the fund will remain open until such time as all funds have been fully expended.

**Gas Tax** – In FY 2011/12, Transportation Congestion Relief funds (TCRF) were combined with Gas Tax funds, which are projected to total \$1.1 million in FY 2015/16, a decrease of \$400,000 from FY 2014/15, due to a smaller allocation of former TCRF. Of that total, the City Council has directed that \$817,000 be transferred annually to the general fund for ongoing street maintenance expenditures. The remaining funds are budgeted for CIP street projects. The original component of gas tax funds has fluctuated between \$850,000 and \$950,000 for the past several years, although it is starting to decline; the component that was formerly TCRF has historically been a more unpredictable funding source and is estimated to be approximately \$242,000 this fiscal year. The outlook for gas tax funds is that they will continue to decrease as more hybrid and electric vehicles are sold to replace higher gas usage vehicles.

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

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

**Quimby Fees** - Subdivision Park Trust or Quimby Fees are in-lieu fees paid by residential subdivision developers. Collected fees are restricted to Parks and Recreation purposes and are to be used to serve residents of the subdivision from which the fees were received. As fees are received, individual capital projects are recommended to Council for funding. As the city has few areas remaining for residential development, this funding source has declined from a high of \$1.4 million in FY 2003/04 as a result of development in Hamilton, to a low of \$35,000 in FY 2011/12. For FY 2015/16 Quimby fees are projected to be \$30,000 as no major projects are planned during the upcoming year.

**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 \$2.3 million for FY 2015/16, as several major projects that have been under construction are scheduled for completion and occupancy. Future projections are somewhat risky since money is not collected until occupancy of a structure. Therefore, projection of impact fees in the CIP budget should generally be recognized as an estimate subject to fine-tuning as the year of construction draws closer.

**Clean Storm Water** - Novato is a participant in the Marin County Storm Water Pollution Prevention Program. Storm water fees are collected on parcels of land within the City of Novato to fund activities of the clean storm water program. Fees are collected by the county auditor/controller and forwarded to the city. Revenues help fund capital projects that prevent pollutant discharge from entering street and storm drains and flowing into creeks and wetlands. Assessments are projected at \$356,500 for FY 2015/16.

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

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## ***Financial Trends FY 2015/16 through FY 2019/20***

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### ***Revenues – Ongoing***

The city expects that most major revenue sources will not change significantly over the next few years, although property and sales taxes have returned to pre-recession levels and TOT, business license taxes and cable franchise fees attained their highest levels in FY 2014/15.

With the adoption of a redevelopment project area and a Business Improvement District (BID) in the downtown in 1999, additional sales tax revenue has come from downtown businesses, especially since the Grant Avenue improvement project was completed. Several new stores opened on Grant Avenue in the past several years, including Flourchyl Bakery, Rustic Bakery, Five Little Monkeys, and Powell's Candy. Other major retail stores that have moved into the downtown area include Trader Joe's, Whole Foods, and Pharmaca Integrative Pharmacy. More recently, Copperfields Books signed a lease with the owners of 999 Grant Avenue and the bookstore is expected to open early in 2016.

Earnings on the Hamilton Trust Fund have been low over the past few years but are estimated to start growing once investment rates start increasing. When the Hamilton Trust Fund was created, City Council designated that 80% of the investment earnings on two of the three portfolios (Municipal Services and General City Mitigation) and would be transferred annually to the General Fund to support additional service needs resulting from the developments in Hamilton. For FY 15/16, that amount is estimated at \$210,000.

Beginning in late FY 12/13, and continuing through FY 15/16, the City Council has been funding a Shop Local/Novato campaign designed to encourage local residents and businesses to shop in the community, rather than travel to another community to shop. Novato has an estimated \$170 million in annual retail sales leakage, with a resulting loss of approximately \$1.7 million in sales tax revenue. A national survey showed that Shop Local campaigns increase local sales by 7%. Ongoing increased sales tax revenue as a result of Shop Local will assist in reducing the city's structural deficit, as well as benefiting the community as a whole by creating new jobs, supporting civic and religious organizations, local sports programs, schools, and youth and senior activities.

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

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

### ***Expenditures – Ongoing***

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

- The city wants a long-term fiscal and organizational sustainability plan
- The city wants, at a minimum, to maintain existing service levels

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

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

The FY 2015/16 budget includes no staffing or program additions. Components of the adopted Fiscal Sustainability Plan that were included in the FY 2014/15 budget have been continued for FY 2015/16, including costs associated with negotiated compensation and benefit increases for the various bargaining groups that were approved early in FY 2014/15 for a two-year period, as well as funding for projects within the CIP budget that will be used to maintain and improve facility and infrastructure safety. These additional General Fund expenditures will be backfilled by the Measure F Sales Tax.

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

The city has seen large increases in payments in several "mandatory" areas in recent years: payment to the County of Marin for animal control services provided by the Marin Humane Society and payments to joint powers authorities for city workers' compensation and general liability insurance coverage. Due to fluctuations in these areas from year to year, it is unclear at this time how these mandatory costs will impact the city's budget in future years.

Due to the projected increase in expenditures, from mandatory costs and implementing some of the Fiscal Sustainability assumptions, the city's General Fund budget for FY 2015/16 has been balanced using Measure F funds.



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

Novato was ranked 17<sup>th</sup> out of 20 cities within Sonoma and Marin Counties, having a per capita general revenue income of \$505.45 for the fiscal year ending June 30, 2012, the most recent year for which this information is available. The average per capita general revenue income for towns and cities within Marin and Sonoma Counties was \$932.56

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

Source: State Controller's Report



**City of Novato**  
**Revenue & Expenditures - Comparison of Cities**  
**Source: 2011/2012 State Controllers Report**

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



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

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



# Community Profile

## Employee Compensation & Benefits

### Bargaining Unit Benefit Summary (monthly, except where indicated)

Benefit Type	Unit A	Unit B	Unit C	Unit D	Unit E	Unit F	Unit G	Unit H	
Fringe (medical/dental)	\$830-1,400	\$885-1,400	\$905-\$1,400	\$1,030-1,400	\$980-1,400	\$955-\$1,400	\$1,005-1,400	\$1,005-1,400	
Fringe (employees hired after 8/25/10)	Cost of medical/dental premiums up to maximum for unit or \$250 per month if employee doesn't take medical benefit								
PERS Retirement-Tier 1	22.613%	22.613%	14.513%	14.513%	14.513%	14.513%	14.513%	14.513%	
PERS Retirement-Tier 2 (hired after 9/25/11)	21.367%	21.367%	14.513%	14.513%	14.513%	14.513%	14.513%	14.513%	
PERS Retirement-PEPRA 3 (new members after 1/1/13)	11.500%	11.500%	14.513%	14.513%	14.513%	14.513%	14.513%	14.513%	
PERS 4th Level Survivor	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Long-Term Disability								\$22.44	
Life Insurance			\$10	\$10	\$10	\$10	\$20		
Bilingual Pay									5%
Longevity Pay @ 10, 15, 20 yrs	5%	5%							
Tuition Reimbursement (up to)			\$150/fy	\$150/fy	\$150/fy	\$750/fy	\$5,000/fy (Chief of Police); \$150 (all others)	\$150/fy	
Educational Incentive Pay-Level 1			\$25	\$20	\$20	\$50	\$20	\$20	
Educational Incentive Pay-Level 2			\$45	\$40	\$40	\$75	\$40	\$40	
Educational Incentive/Degree Pay-AA	3%								
Educational Incentive/Degree Pay-BA/BS	4%								
Educational Incentive/Degree Pay-MA/MS	5%								
Certificate Pay-POST Intermediate			2%						
Certificate Pay-POST Advanced			4%						
Specialty Assignment Pay: Task Force; K-9; Traffic; FTO			2% (each/ max 5%)						
Specialty Assignment Pay: Investigator			5%						
Performance Pay								\$10,000 City Manager; \$3,000 dept heads \$2,000 non-dept heads	
Uniform / Boot Allowance	\$60	\$60		\$500 annual/ maint staff; \$120 annual/ maint clerk	\$200 annual / inspectors safety boots / clothing			\$50	
Post Retirement Medical	\$150	\$100						\$100-dept heads only	
Call Back minimum (except when preceding shift)	2 hrs	2 hrs		4 hrs	4 hrs	2 hrs		2 hrs	
Standby	1 hr. per each 8 hrs. or portion (srg. only)	1 hr. per each 8 hrs. or portion		1 hr. per each 8 hrs. or portion	1 hr. per each 8 hrs. or portion	1 hr. per each 8 hrs. or portion		1 hr. per each 8 hrs. or portion	
Vacation Accrual-Annual	80-176 hrs	80-176 hrs	80-184 hrs	80-184 hrs	80-184 hrs	80-184 hrs	2 wks-Year 1 3 wks-Years 2-4 4 wks-Year 5 on	80-184 hrs	
Vacation Accrual Limit	320 hrs	320 hrs	270 hrs	270 hrs	270 hrs	270 hrs	270 hrs (excess paid off)	270 hrs	
Optional Vacation Buy Back	80 hrs/yr	40 hrs/yr	40 hrs/yr		40 hrs/yr	40 hrs/yr	80 hrs/yr	40 hrs/yr	
Holidays	12/yr	13/yr (incl. 1 floating)	13/yr (incl. 2 floating)	13/yr (incl. 2 floating)	13/yr (incl. 2 floating)	13/yr (incl. 2 floating)	13/yr (incl. 2 floating)	13/yr (incl. 2 floating)	
Holiday Pay in Lieu	120 hrs/yr	104 hrs/yr						110 hrs/yr or 137.50 hrs/yr (dependent on schedule)	
Sick Leave	96 hrs/yr	96 hrs/yr	104 hrs/yr	104 hrs/yr	104 hrs/yr	104 hrs/yr	96 hrs/yr	120 hrs/yr	
Administrative Leave	120 hrs/yr at Chief of Police option		90 hrs/yr			90 hrs/yr	90 hrs/yr; + up to 90 hrs/yr at City Manager option		



# Community Profile

## Employee Compensation & Benefits

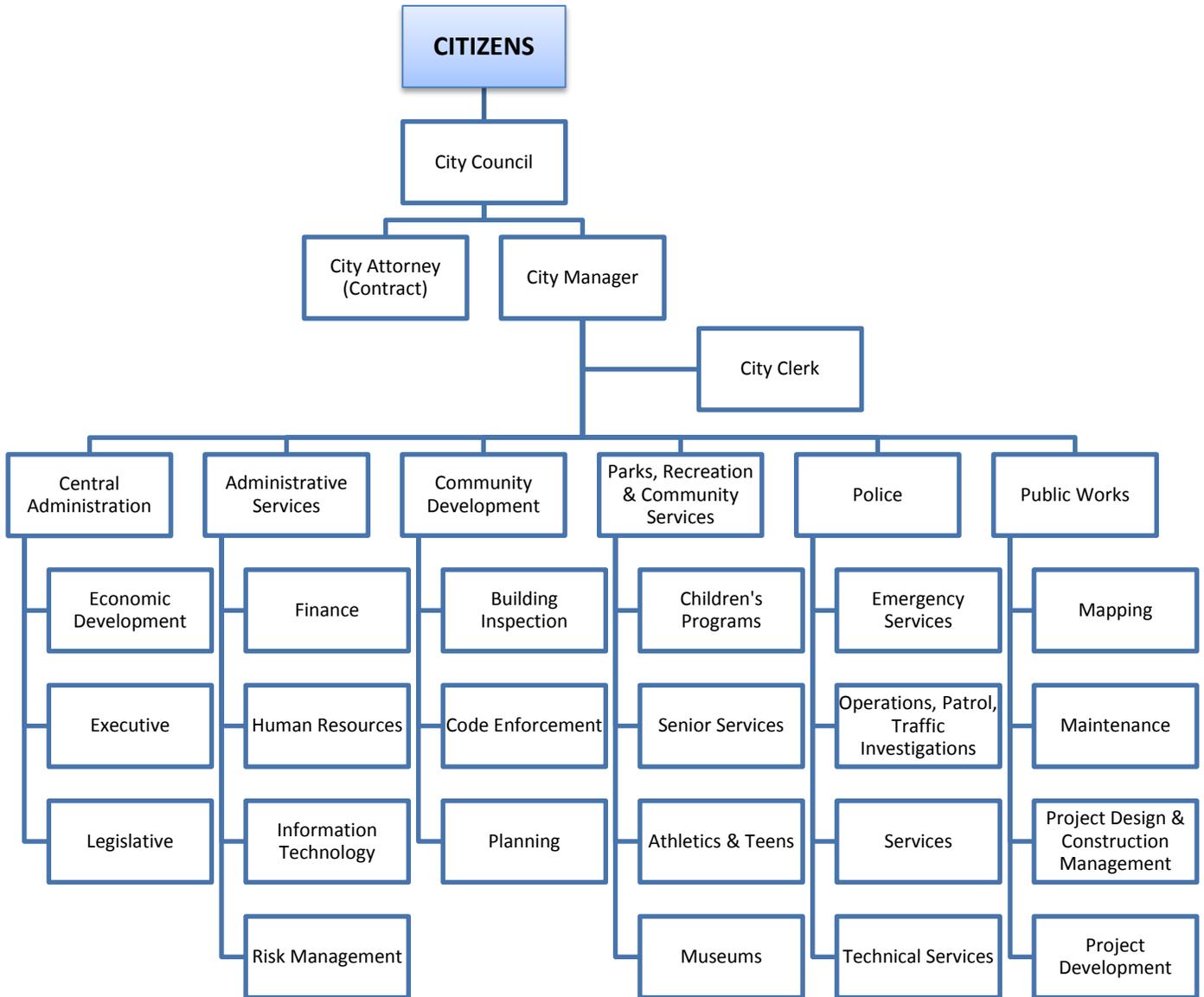
### FY 15/16 Payroll Cost Breakdown by Division and Department

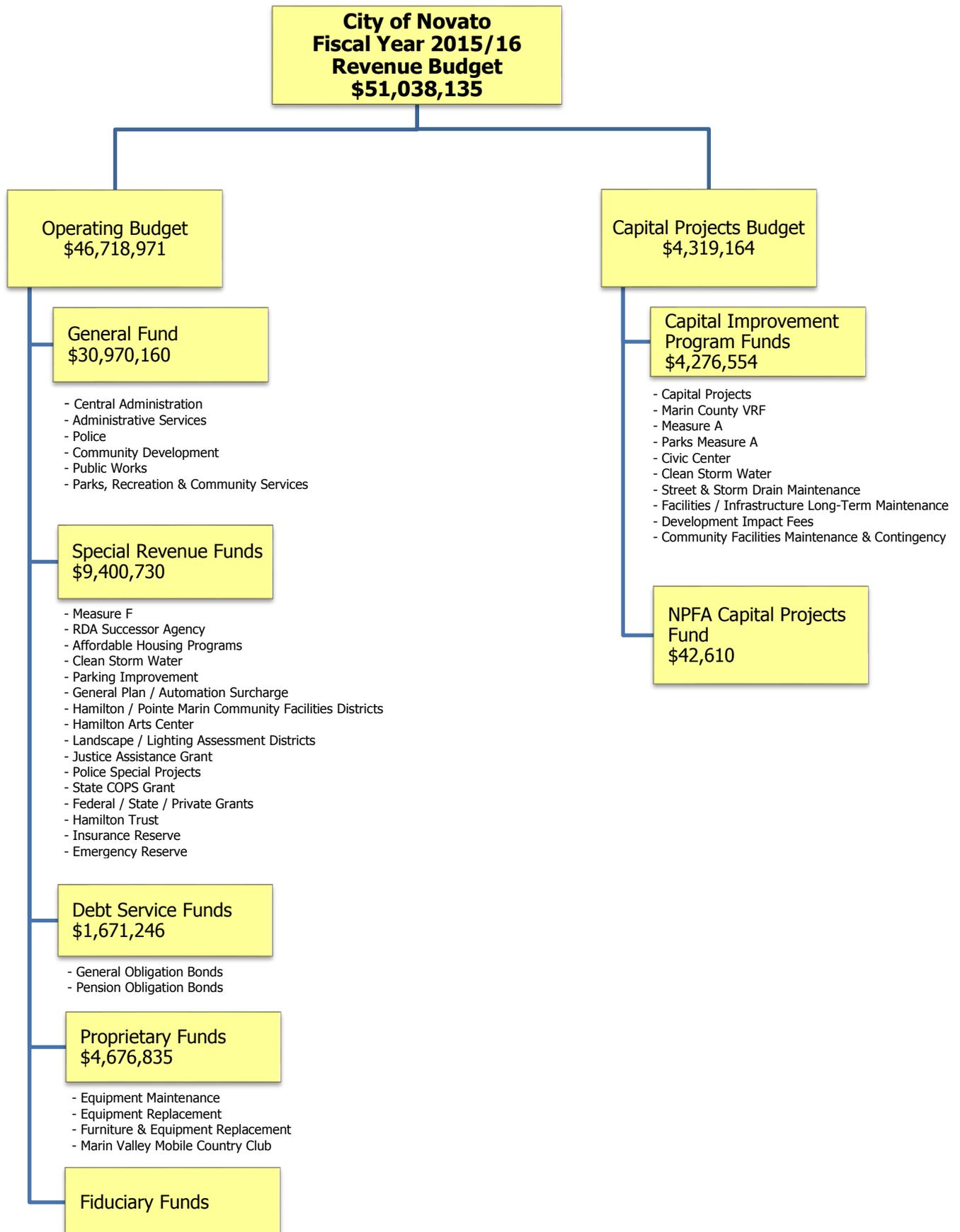
Department / Division		Salaries	PERS Retirement	POB Allocation	Other Benefits	Pension Costs as a Percentage of Budget
<b>General Fund</b>						
<b>Central Administration</b>	City Council	24,000	3,066	1,319	40,000	5.4%
	City Manager	540,907	80,080	26,608	67,492	19.3%
	City Clerk	194,507	28,535	10,125	37,890	14.5%
	<b>Department Totals</b>	<b>759,414</b>	<b>111,682</b>	<b>38,053</b>	<b>145,383</b>	<b>9.7%</b>
<b>Administrative Services</b>	Administration	230,464	33,504	11,152	30,281	31.1%
	Human Resources	368,934	56,991	19,819	58,381	15.1%
	Finance	402,361	61,495	21,062	69,037	12.1%
	Information Technology	470,457	74,149	25,405	90,454	19.6%
	Citywide Programs	66,362	5,213	1,476	5,142	0.2%
	<b>Department Totals</b>	<b>1,538,578</b>	<b>231,351</b>	<b>78,911</b>	<b>253,294</b>	<b>6.5%</b>
<b>Police</b>	Administration	705,878	145,766	67,679	136,740	20.5%
	Technical Services	1,121,737	164,388	52,952	250,599	13.0%
	Professional Standards	215,155	44,322	14,099	31,813	11.0%
	Investigations	547,115	127,551	52,755	128,591	19.5%
	Patrol	4,484,929	1,093,014	442,907	1,079,531	23.2%
	Traffic	401,349	106,743	43,091	104,396	24.4%
	Special Police Services	669,037	150,548	67,241	149,863	71.7%
<b>Department Totals</b>	<b>8,145,201</b>	<b>1,832,332</b>	<b>740,723</b>	<b>1,881,532</b>	<b>22.0%</b>	
<b>Community Development</b>	Administration	135,708	20,321	6,864	7,747	13.3%
	Code Enforcement	215,193	34,123	11,742	50,046	15.5%
	Planning	583,848	87,939	30,117	77,998	20.4%
	Clerical Services	224,712	35,242	12,127	61,675	35.7%
	Building	365,312	58,264	20,049	78,992	14.0%
	<b>Department Totals</b>	<b>1,524,774</b>	<b>235,889</b>	<b>80,898</b>	<b>276,459</b>	<b>17.9%</b>
<b>Public Works</b>	Administration	280,860	40,831	13,910	45,521	13.4%
	Project Development	176,072	27,844	9,557	36,270	10.5%
	Capital Project Mgmt. <i>Less CIP Reimbursement</i>	803,470	125,555	41,584	169,379.66	17.2%
	Maintenance Admin.	177,348	28,343	9,747	33,273	14.5%
	Street Maintenance	478,126	76,471	26,205	166,151	8.4%
	Traffic Operations	140,346	22,492	7,707	48,570	6.3%
	Median Islands	123,057	19,734	6,763	41,755	6.9%
	Parks Maintenance	489,728	78,422	26,872	172,470	7.8%
	Building Maintenance	413,692	63,388	21,977	146,484	9.7%
	<b>Department Totals</b>	<b>3,082,699</b>	<b>483,080</b>	<b>164,321</b>	<b>859,873</b>	<b>11.6%</b>
<b>Parks, Recreation &amp; Community Services</b>	Administration	543,771	79,187	26,567	88,413	18.0%
	Children's Programs	428,887	38,308	13,178	67,309	10.2%
	Cultural Programs	6,971	1,030	349	952	0.9%
	Senior Programs	215,213	26,122	8,982	40,829	9.2%
	Athletic Programs	982,062	96,256	33,289	135,323	8.9%
	<b>Department Totals</b>	<b>2,176,904</b>	<b>240,905</b>	<b>82,365</b>	<b>332,826</b>	<b>10.5%</b>
<b>General Fund Totals</b>		<b>17,227,571</b>	<b>3,135,239</b>	<b>1,185,272</b>	<b>3,749,365</b>	<b>15.2%</b>

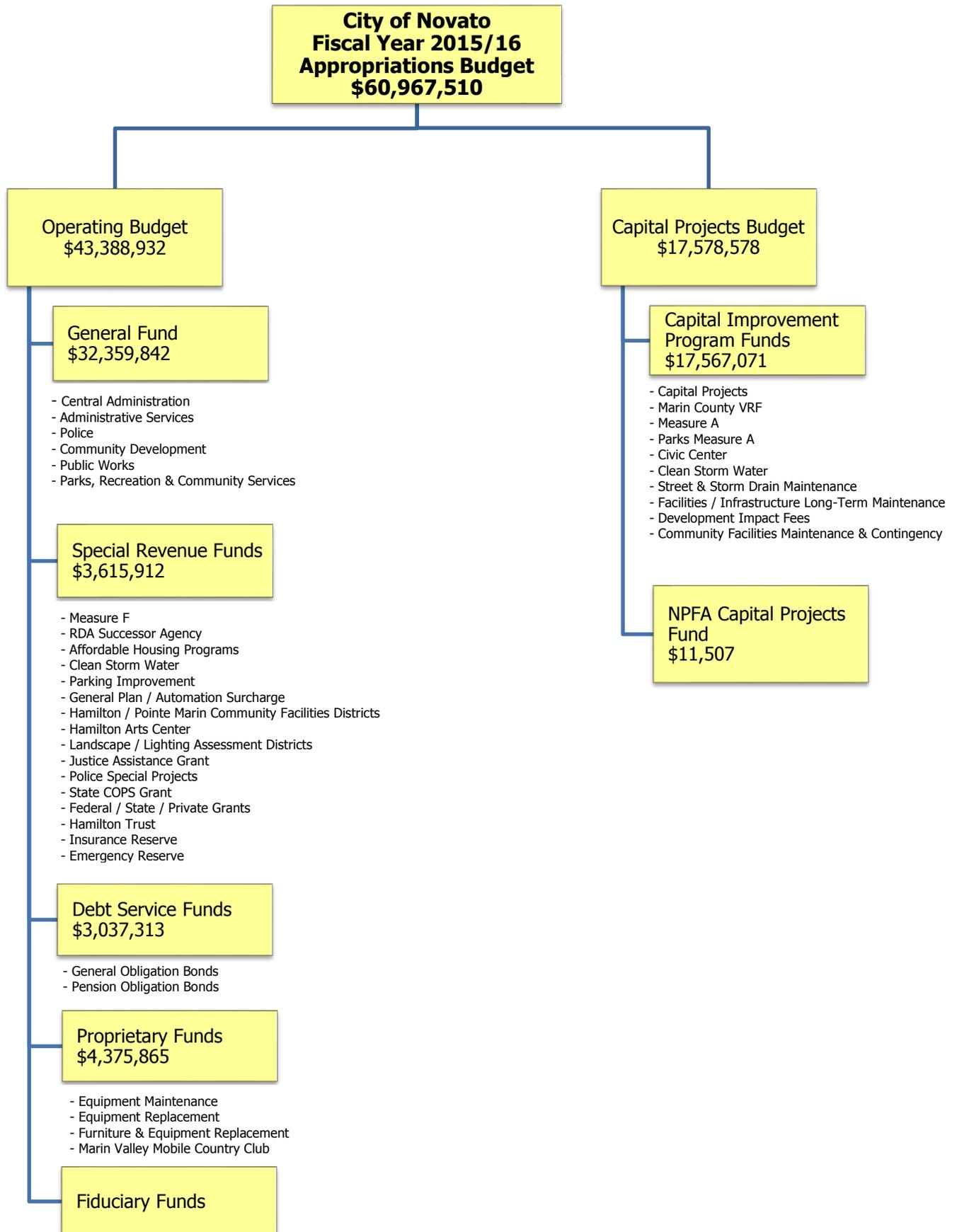


**FY 15/16 Payroll Cost Breakdown by Division and Department**

Department/Division	Salaries	PERS Retirement	POB Allocation	Other Benefits	Pension Costs as a Percentage of Budget
<b>Other Funds</b>					
Measure F	237,017	37,485	14,115	35,422	8.0%
RDA Successor Agency Admin	44,667	6,552	2,219	6,332	2.8%
Affordable Housing Programs	13,269	2,085	714	1,815	1.4%
General Plan Surcharge	27,852	4,209	1,448	6,333	15.5%
Automation Surcharge	63,265	9,305	3,202	14,173	14.5%
Hamilton CFD	175,766	28,193	9,660	64,408	8.7%
Pointe Marin CFD	113,154	18,151	6,219	41,873	12.5%
Parks Measure A	113,154	18,151	6,219	41,873	15.0%
Equipment Maintenance	240,344	38,210	13,100	69,703	6.3%
<b>Other Funds Totals</b>	<b>1,028,488</b>	<b>162,340</b>	<b>56,896</b>	<b>281,932</b>	<b>13.0%</b>
<b>Citywide Totals</b>	<b>18,256,059</b>	<b>3,297,579</b>	<b>1,242,168</b>	<b>4,031,297</b>	<b>15.1%</b>









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General Fund Summary

	Adopted Budget FY 2014/15	Final Budget FY 2014/15	Projected Actual FY 2014/15	Adopted Budget FY 2015/16	Adopted to Adopted Increase/(Decrease)	
					Dollar	Percent
<b>Beginning Available Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>Interfund Loan-Equipment Replacemer</b>	<b>234,649</b>	<b>589,463</b>		<b>589,350</b>		
<b>Interfund Loan-Hamilton CFD</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>		
<b>Interfund Loan Repayment-RDA</b>		<b>164,000</b>	<b>137,192</b>	<b>26,921</b>		
<b>Revised Fund Balance</b>	<b>264,649</b>	<b>783,463</b>	<b>167,192</b>	<b>646,271</b>		
<b>Revenues</b>						
Taxes	24,305,250	24,305,250	24,533,235	25,782,790	1,477,540	6.1%
Licenses & Permits	1,005,710	1,005,710	1,019,740	1,010,900	5,190	0.5%
Intergovernmental Revenue	645,145	657,953	639,070	522,500	(122,645)	(19.0)%
Service Charges:						
General Government	190,985	190,985	202,590	202,750	11,765	6.2%
Zoning & Subdivision	101,600	101,600	65,000	98,500	(3,100)	(3.1)%
Plan Check Fees	223,280	223,280	221,800	226,600	3,320	1.5%
Engineering Fees	93,430	93,430	101,000	96,000	2,570	2.8%
Parks, Recreation & Community Services	1,842,750	1,842,750	1,881,964	1,843,050	300	0.0%
Police Services	99,500	99,500	95,900	95,000	(4,500)	(4.5)%
Other Services	60,450	60,450	75,200	67,200	6,750	11.2%
Fines & Forfeitures	581,885	592,076	557,150	502,300	(79,585)	(13.7)%
Use of Money & Property	404,080	404,080	443,610	430,070	25,990	6.4%
Misc Revenue	33,800	46,657	62,675	92,500	58,700	173.7%
Subtotal Revenues	29,587,865	29,623,721	29,898,934	30,970,160	1,382,295	4.7%
Transfers In	2,726,045	2,751,045	2,682,340	3,568,204	842,159	30.9%
<b>Total Revenues and Transfers In</b>	<b>32,313,910</b>	<b>32,374,766</b>	<b>32,581,274</b>	<b>34,538,364</b>	<b>2,224,454</b>	<b>6.9%</b>
<b>Total Financing Available</b>	<b>32,343,910</b>	<b>32,568,766</b>	<b>32,748,466</b>	<b>35,184,635</b>	<b>2,436,169</b>	<b>7.4%</b>
<b>Appropriations</b>						
Central Administration	1,661,573	1,699,843	1,670,650	1,925,937	264,364	15.9%
Administrative Services	4,725,957	4,759,064	4,904,050	5,080,846	354,889	7.5%
Police	11,980,961	12,206,653	11,861,160	13,319,854	1,338,893	11.2%
Community Development	2,093,532	2,142,389	1,980,800	2,193,815	100,283	4.8%
Public Works	6,175,706	6,256,739	6,059,350	6,471,655	295,949	4.8%
Parks, Recreation & Community Services	3,216,342	3,260,412	3,153,000	3,367,735	151,393	4.7%
Subtotal Appropriations	29,854,071	30,325,100	29,629,010	32,359,842	2,505,771	8.4%
Transfers Out	3,224,488	3,783,100	3,119,456	3,324,793	100,305	3.1%
<b>Total Use of Funds</b>	<b>33,078,559</b>	<b>34,108,200</b>	<b>32,748,466</b>	<b>35,684,635</b>	<b>2,606,076</b>	<b>7.9%</b>
<b>Unspent Appropriations</b>	<b>500,000</b>	<b>500,000</b>		<b>500,000</b>		
<b>Ending Available Fund Balance</b>	<b>0</b>	<b>(449,971)</b>	<b>0</b>	<b>0</b>		



**General Fund Revenue Detail**

	<b>Adopted Budget FY 2014/15</b>	<b>Final Budget FY 2014/15</b>	<b>Projected Actual FY 2014/15</b>	<b>Adopted Budget FY 2015/16</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
					<b>Dollar</b>	<b>Percent</b>
<b>Taxes</b>						
Real Estate Property Tax	5,691,880	5,691,880	5,873,270	6,159,000	467,120	8.2%
Property Tax Administration Fee	(82,000)	(82,000)	(91,050)	(92,000)	(10,000)	12.2%
Property Tax in Lieu of 1/4 Sales Tax	2,213,095	2,213,095	1,994,895	1,539,890	(673,205)	(30.4)%
Property Tax in Lieu of VLF	3,906,330	3,906,330	4,089,030	4,270,100	363,770	9.3%
ERAF Refund	1,220,375	1,220,375	1,258,290	1,286,750	66,375	5.4%
RDA Property Tax Increment	136,520	136,520	133,620	137,000	480	0.4%
ROPS Residual Property Tax	55,000	55,000	105,000	112,000	57,000	103.6%
In Lieu Property Taxes/MVMHCC	70,980	70,980	70,980	72,400	1,420	2.0%
Unsecured Property Tax	128,905	128,905	136,200	135,000	6,095	4.7%
Supplemental Property Tax	121,800	121,800	200,000	205,000	83,200	68.3%
Real Property Transfer Tax	248,690	248,690	275,000	277,750	29,060	11.7%
General Sales and Use Tax	6,385,715	6,385,715	6,052,000	7,094,750	709,035	11.1%
Public Safety Sales Tax	398,000	398,000	430,000	442,000	44,000	11.1%
Hotel Tax	1,304,760	1,304,760	1,464,000	1,493,250	188,490	14.4%
Business License Tax	858,800	858,800	879,000	954,000	95,200	11.1%
Business License Tax - Audit	152,500	152,500	150,000	162,000	9,500	6.2%
Franchise Tax	1,488,900	1,488,900	1,508,000	1,528,900	40,000	2.7%
Residential Development Tax	5,000	5,000	5,000	5,000	0	-
<b>Subtotal</b>	<b>24,305,250</b>	<b>24,305,250</b>	<b>24,533,235</b>	<b>25,782,790</b>	<b>1,477,540</b>	<b>6.1%</b>
<b>Licenses and Permits</b>						
Building Permits	476,000	476,000	500,000	490,000	14,000	2.9%
Electric, Plumbing and Mechanical	208,000	208,000	190,000	194,000	(14,000)	(6.7)%
Inspection Fees-Code Compliance	80,000	80,000	80,600	80,500	500	0.6%
Residential Resale Inspection	170,000	170,000	175,000	175,000	5,000	2.9%
Grading & Inspections-Engineering	38,000	38,000	38,000	38,750	750	2.0%
Police Permits	19,460	19,460	19,300	19,350	(110)	(0.6)%
Tree Removal Permit	4,500	4,500	7,600	5,000	500	11.1%
Home Occupation Permit	9,750	9,750	9,240	8,300	(1,450)	(14.9)%
<b>Subtotal</b>	<b>1,005,710</b>	<b>1,005,710</b>	<b>1,019,740</b>	<b>1,010,900</b>	<b>5,190</b>	<b>0.5%</b>
<b>Intergovernmental Revenue</b>						
Motor Vehicle In-Lieu-Rev Code 11005.7	20,000	20,000	21,870	22,000	2,000	10.0%
Secured Homeowners' Exemption	37,000	37,000	36,000	36,350	(650)	(1.8)%
Officer Stand and Train POST	20,000	32,808	26,000	26,000	6,000	30.0%
State Mandated Costs	4,000	4,000	77,550	10,000	6,000	150.0%
SMIP Fees	220	220	200	200	(20)	(9.1)%
Abandoned Vehicle Program	35,000	35,000	36,000	36,000	1,000	2.9%
Federal COPE Grant	134,000	134,000	134,000	137,900	3,900	2.9%
Federal COPS Grant	205,125	205,125	131,400	75,000	(130,125)	(63.4)%
Health & Human Services Grant	50,000	50,000	50,000	50,000	0	-
NC3TF Reimbursement	125,000	125,000	110,000	110,000	(15,000)	(12.0)%
North Marin Water District	2,400	2,400	2,400	2,400	0	-
Novato Sanitary District	10,000	10,000	10,000	10,000	0	-
Reimbursement from Other Agencies	2,400	2,400	3,650	6,650	4,250	177.1%
<b>Subtotal</b>	<b>645,145</b>	<b>657,953</b>	<b>639,070</b>	<b>522,500</b>	<b>(122,645)</b>	<b>(19.0)%</b>



General Fund Revenue Detail

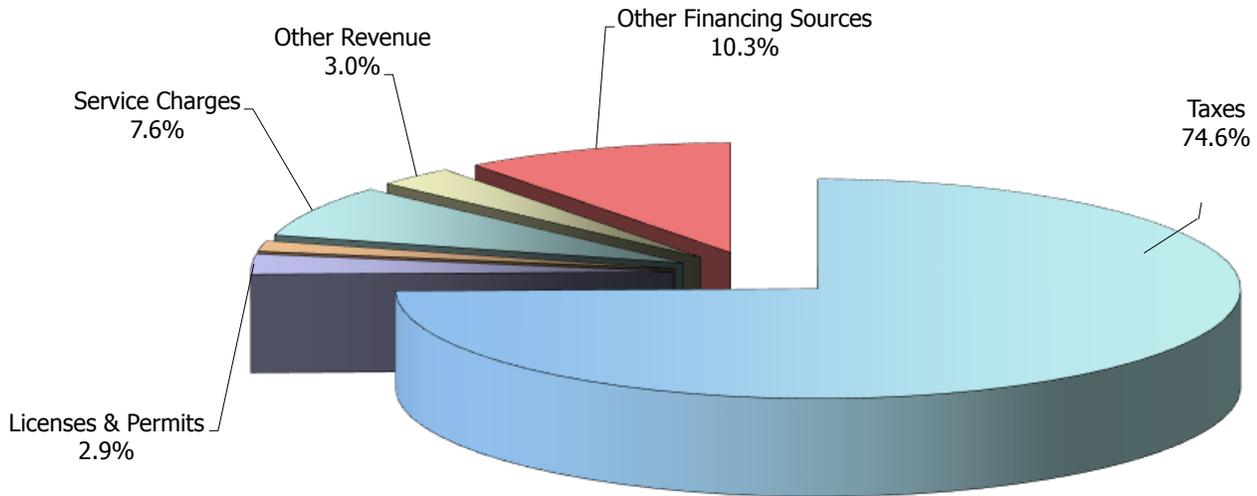
	Adopted Budget FY 2014/15	Final Budget FY 2014/15	Projected Actual FY 2014/15	Adopted Budget FY 2015/16	Adopted to Adopted Increase/(Decrease) Dollar	Percent
<b>Service Charges</b>						
<b>General Government Charges</b>						
Business License Application Fee	18,415	18,415	18,000	18,000	(415)	(2.3)%
Publications and Reports	300	300	300	300	0	-
Administrative Fees	130,150	130,150	147,000	147,500	17,350	13.3%
MVMCC City Cost Reimbursement	25,000	25,000	25,000	25,000	0	-
Cost Recovery Fees - Clerical	8,150	8,150	3,150	3,150	(5,000)	(61.3)%
Photocopy Services	-	-	340	-	0	-
NSF Check Charges	420	420	300	300	(120)	(28.6)%
Special Event Insurance Reimbursement	2,550	2,550	2,500	2,500	(50)	(2.0)%
Administrative Fees-Training	6,000	6,000	6,000	6,000	0	-
<b>Subtotal</b>	<b>190,985</b>	<b>190,985</b>	<b>202,590</b>	<b>202,750</b>	<b>11,765</b>	<b>6.2%</b>
<b>Zoning and Subdivision Charges</b>						
Planning Flat Fees	10,000	10,000	14,000	12,000	2,000	20.0%
Cost Recovery - Private Project	90,000	90,000	50,000	85,000	(5,000)	(5.6)%
Final Site Inspection	1,600	1,600	1,000	1,500	(100)	(6.3)%
<b>Subtotal</b>	<b>101,600</b>	<b>101,600</b>	<b>65,000</b>	<b>98,500</b>	<b>(3,100)</b>	<b>(3.1)%</b>
<b>Plan Checking Fees</b>						
Building Plan Check Fees	160,500	160,500	165,000	162,500	2,000	1.2%
Building Plan Check/Planning	10,000	10,000	14,000	12,500	2,500	25.0%
Building Plan Check/School District	460	460	1,000	500	40	8.7%
Energy Plan Check Fees	51,300	51,300	40,000	50,000	(1,300)	(2.5)%
Crime Prevention Plan Check	1,020	1,020	1,800	1,100	80	7.8%
<b>Subtotal</b>	<b>223,280</b>	<b>223,280</b>	<b>221,800</b>	<b>226,600</b>	<b>3,320</b>	<b>1.5%</b>
<b>Engineering Fees</b>						
Engineering Flat Fees	42,840	42,840	50,000	45,000	2,160	5.0%
Engineering Cost Recovery	8,770	8,770	9,000	9,000	230	2.6%
Final Site Inspection	41,820	41,820	42,000	42,000	180	0.4%
<b>Subtotal</b>	<b>93,430</b>	<b>93,430</b>	<b>101,000</b>	<b>96,000</b>	<b>2,570</b>	<b>2.8%</b>
<b>Police Service Charges</b>						
DUI Accident	7,400	7,400	3,400	5,000	(2,400)	(32.4)%
Vehicle Impound Fees	26,500	26,500	26,500	25,000	(1,500)	(5.7)%
Special Police Services	7,600	7,600	5,000	5,000	(2,600)	(34.2)%
Alarm Services	35,500	35,500	42,000	42,000	6,500	18.3%
Record Releases	22,500	22,500	19,000	18,000	(4,500)	(20.0)%
<b>Subtotal</b>	<b>99,500</b>	<b>99,500</b>	<b>95,900</b>	<b>95,000</b>	<b>(4,500)</b>	<b>(4.5)%</b>
<b>Parks, Recreation, and Community Services</b>						
Administration	129,300	129,300	182,364	136,300	7,000	5.4%
Child Care and Enrichment	557,350	557,350	545,000	550,150	(7,200)	(1.3)%
Senior Citizens	140,000	140,000	149,100	140,500	500	0.4%
Athletics Programs	1,016,100	1,016,100	1,005,500	1,016,100	0	-
<b>Subtotal</b>	<b>1,842,750</b>	<b>1,842,750</b>	<b>1,881,964</b>	<b>1,843,050</b>	<b>300</b>	<b>0.0%</b>
<b>Other Service Charges</b>						
Legal Fees Recovered	25,000	25,000	35,000	30,000	5,000	20.0%
Administration Fee - Consult Contracts	15,350	15,350	19,500	17,000	1,650	10.7%
Construction Signs	710	710	700	700	(10)	(1.4)%
Plan Storage Fees	19,390	19,390	20,000	19,500	110	0.6%
<b>Subtotal</b>	<b>60,450</b>	<b>60,450</b>	<b>75,200</b>	<b>67,200</b>	<b>6,750</b>	<b>11.2%</b>



**General Fund Revenue Detail**

	<b>Adopted Budget FY 2014/15</b>	<b>Final Budget FY 2014/15</b>	<b>Projected Actual FY 2014/15</b>	<b>Adopted Budget FY 2015/16</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
					<b>Dollar</b>	<b>Percent</b>
<b><u>Fines, Forfeits and Penalties</u></b>						
Vehicle Code Fines	320,000	320,000	280,000	240,000	(80,000)	(25.0)%
Code Enforcement Fines	169,100	169,100	174,350	169,100	0	-
Parking Fines	80,000	90,191	90,000	80,000	0	-
Business License Penalties	8,785	8,785	8,800	9,200	415	4.7%
Cost Recovery Penalties	4,000	4,000	4,000	4,000	0	-
<b>Subtotal</b>	<b>581,885</b>	<b>592,076</b>	<b>557,150</b>	<b>502,300</b>	<b>(79,585)</b>	<b>(13.7)%</b>
<b><u>Use of Money and Property</u></b>						
Investment Earnings Allocation	26,000	26,000	31,000	35,000	9,000	34.6%
Other Interest	5,800	5,800	(35,750)	5,500	(300)	(5.2)%
Contingency Reserve	1,700	1,700	1,700	1,700	0	-
Margaret Todd Senior Center	28,000	28,000	30,000	28,000	0	-
O'Hair Property	57,000	57,000	59,800	62,800	5,800	10.2%
Other Property Rentals	208,080	208,080	280,120	220,320	12,240	5.9%
Bus Shelter Advertising	77,500	77,500	76,740	76,750	(750)	(1.0)%
<b>Subtotal</b>	<b>404,080</b>	<b>404,080</b>	<b>443,610</b>	<b>430,070</b>	<b>25,990</b>	<b>6.4%</b>
<b><u>Miscellaneous Revenue</u></b>						
Sale of Equipment - Auction	1,800	1,800	1,800	1,800	0	-
Insurance/Litigation Settlements	-	-	9,850	-	0	-
Private Donations/Contributions	15,100	15,100	15,000	13,000	(2,100)	(13.9)%
Miscellaneous Reimbursements	3,800	16,657	3,765	8,600	4,800	126.3%
Brochure Advertising	6,600	6,600	10,380	8,000	1,400	21.2%
Miscellaneous Revenue	6,500	6,500	21,880	61,100	54,600	840.0%
<b>Subtotal</b>	<b>33,800</b>	<b>46,657</b>	<b>62,675</b>	<b>92,500</b>	<b>58,700</b>	<b>173.7%</b>
<b>Total Revenues</b>	<b>29,587,865</b>	<b>29,623,721</b>	<b>29,898,934</b>	<b>30,970,160</b>	<b>1,382,295</b>	<b>4.7%</b>
<b><u>Transfers In</u></b>						
Clean Stormwater Fund	140,000	140,000	125,000	-	(140,000)	(100.0)%
Development Impact Fund	98,478	98,478	76,520	103,910	5,432	5.5%
Eucalyptus Assessment District	184	184	20	-	(184)	-
Gas Tax Fund	817,000	817,000	817,000	817,000	0	-
Hamilton Trust Fund	230,000	230,000	200,000	210,000	(20,000)	(8.7)%
Measure A Fund		25,000	25,000	25,000	25,000	-
Measure F Fund	1,426,883	1,426,883	1,425,300	2,398,794	971,911	68.1%
NPFA Capital Projects Fund	13,000	13,000	13,000	13,000	0	-
Subdivision Trust Fund	500	500	500	500	0	-
<b>Subtotal</b>	<b>2,726,045</b>	<b>2,751,045</b>	<b>2,682,340</b>	<b>3,568,204</b>	<b>842,159</b>	<b>30.9%</b>
<b>General Fund Totals</b>	<b>32,313,910</b>	<b>32,374,766</b>	<b>32,581,274</b>	<b>34,538,364</b>	<b>2,224,454</b>	<b>6.9%</b>

**General Fund Revenues by Category  
Fiscal Year 2015/16**



Taxes	\$25,782,790
Licenses & Permits	1,010,900
Intergovernmental Revenue	522,500
Service Charges	2,629,100
Other Revenue	1,024,870
Other Financing Sources	<u>3,568,204</u>
<b>General Fund Total</b>	<b>\$34,538,364</b>



**General Fund Appropriation Detail**

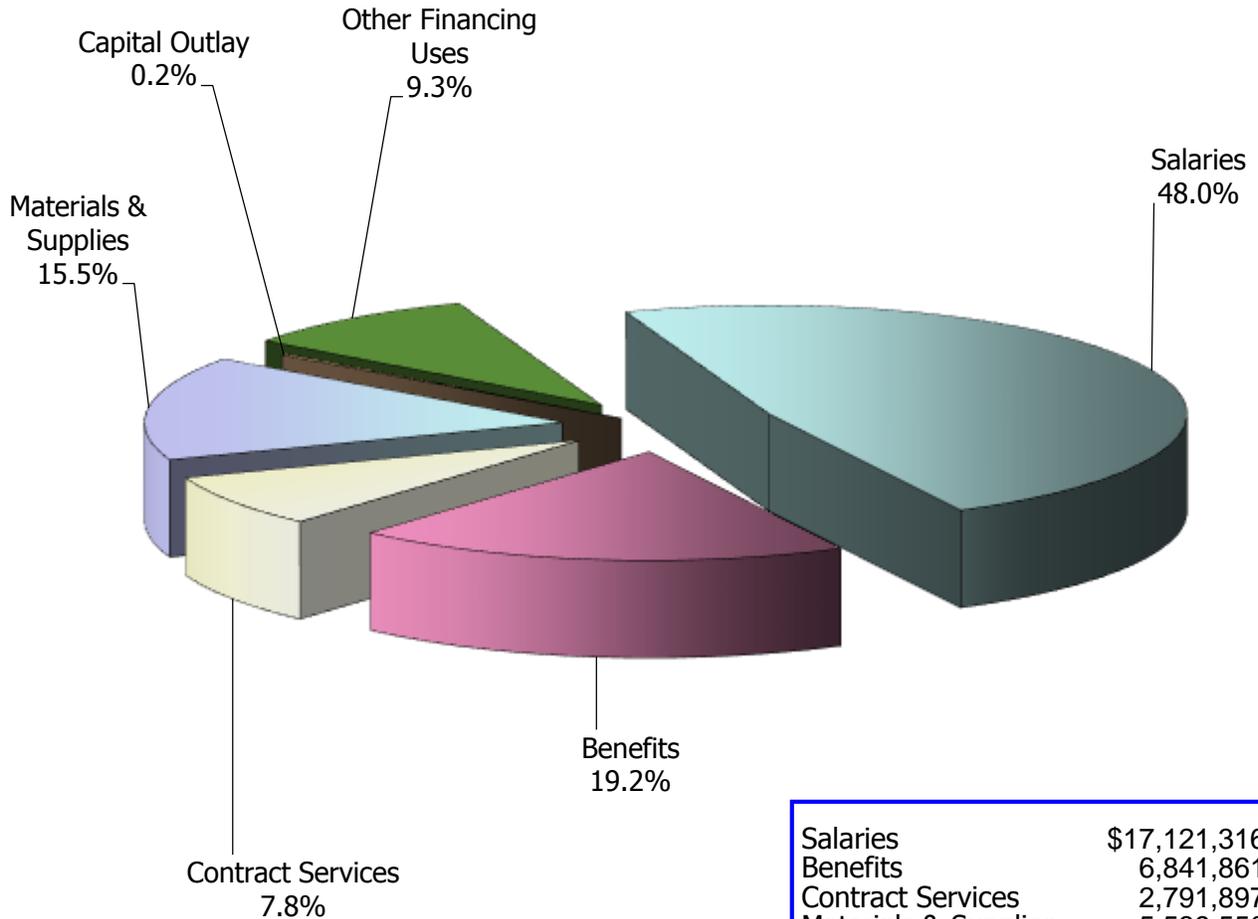
	<b>Adopted Budget FY 2014/15</b>	<b>Final Budget FY 2014/15</b>	<b>Projected Actual FY 2014/15</b>	<b>Adopted Budget FY 2015/16</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
					<b>Amount</b>	<b>Percent</b>
<b><u>Central Administration</u></b>						
City Council	64,816	64,816	76,300	81,096	16,280	25.1%
City Manager	840,335	867,428	779,100	991,142	150,807	17.9%
City Clerk	306,422	317,599	290,250	373,699	67,277	22.0%
City Attorney	450,000	450,000	525,000	480,000	30,000	6.7%
<b>Subtotal</b>	<b>1,661,573</b>	<b>1,699,843</b>	<b>1,670,650</b>	<b>1,925,937</b>	<b>264,364</b>	<b>15.9%</b>
<b><u>Administrative Services</u></b>						
Administration	278,409	285,796	305,500	310,650	32,241	11.6%
Human Resources	696,552	685,652	716,500	775,459	78,907	11.3%
Finance	638,344	670,108	656,750	693,943	55,599	8.7%
Information Technology Services	1,070,457	1,050,474	1,007,300	1,058,009	(12,448)	(1.2)%
Citywide Programs	2,042,195	2,067,034	2,218,000	2,242,785	200,590	9.8%
<b>Subtotal</b>	<b>4,725,957</b>	<b>4,759,064</b>	<b>4,904,050</b>	<b>5,080,846</b>	<b>354,889</b>	<b>7.5%</b>
<b><u>Police</u></b>						
Administration	1,085,570	1,113,885	1,079,570	1,138,527	52,957	4.9%
Technical Services	1,714,105	1,755,460	1,693,800	1,813,864	99,759	5.8%
Professional Standards	363,364	395,022	358,365	393,647	30,283	8.3%
Investigations	834,432	845,633	804,430	910,605	76,173	9.1%
Patrol	6,686,428	6,786,838	6,630,930	7,329,492	643,064	9.6%
Traffic	638,354	641,263	638,355	701,555	63,201	9.9%
Special Police Services	658,708	668,552	655,710	1,032,164	373,456	56.7%
<b>Subtotal</b>	<b>11,980,961</b>	<b>12,206,653</b>	<b>11,861,160</b>	<b>13,319,854</b>	<b>1,338,893</b>	<b>11.2%</b>
<b><u>Community Development</u></b>						
Administration	204,650	215,984	206,300	210,471	5,821	2.8%
Code Compliance	304,508	308,719	285,000	325,710	21,202	7.0%
Planning	773,744	797,799	791,500	762,816	(10,928)	(1.4)%
Clerical Support Services	308,647	306,173	305,000	337,639	28,992	9.4%
Building Inspection	501,983	513,714	393,000	557,179	55,196	11.0%
<b>Subtotal</b>	<b>2,093,532</b>	<b>2,142,389</b>	<b>1,980,800</b>	<b>2,193,815</b>	<b>100,283</b>	<b>4.8%</b>
<b><u>Public Works</u></b>						
Traffic and Engineering Administration	761,563	739,181	713,600	758,441	(3,122)	(0.4)%
Project Development	256,868	257,681	312,000	276,079	19,211	7.5%
Construction Management	1,018,248	1,060,849	965,000	1,071,460	53,212	5.2%
<i>Less : Capital Projects Reimbursement</i>	<i>(737,500)</i>	<i>(737,500)</i>	<i>(775,000)</i>	<i>(737,500)</i>	0	0.0%
Maintenance Administration	312,593	318,130	320,000	326,373	13,780	4.4%
Street Maintenance	1,267,799	1,263,637	1,168,000	1,334,162	66,363	5.2%
Traffic Operations	422,723	415,364	394,000	438,495	15,772	3.7%
Street Trees and Parkway Maintenance	358,341	364,251	350,500	357,789	(552)	(0.2)%
Parks Maintenance	1,344,311	1,372,202	1,362,250	1,412,068	67,757	5.0%
Building Maintenance	1,170,760	1,202,944	1,249,000	1,234,288	63,528	5.4%
<b>Subtotal</b>	<b>6,175,706</b>	<b>6,256,739</b>	<b>6,059,350</b>	<b>6,471,655</b>	<b>295,949</b>	<b>4.8%</b>



**General Fund Appropriation Detail**

	<b>Adopted Budget FY 2014/15</b>	<b>Final Budget FY 2014/15</b>	<b>Projected Actual FY 2014/15</b>	<b>Adopted Budget FY 2015/16</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
					<b>Amount</b>	<b>Percent</b>
<b><u>Parks, Recreation, and Community Services</u></b>						
Administration	849,003	866,277	801,000	920,035	71,032	8.4%
Child Care and Enrichment	664,889	675,248	680,000	686,537	21,648	3.3%
Cultural Programs/Museum Admin.	8,717	9,007	7,000	9,213	496	5.7%
Senior Citizens	310,465	317,589	300,000	334,601	24,136	7.8%
Athletics Programs	1,383,268	1,392,291	1,365,000	1,417,349	34,081	2.5%
<b>Subtotal</b>	<b>3,216,342</b>	<b>3,260,412</b>	<b>3,153,000</b>	<b>3,367,735</b>	<b>151,393</b>	<b>4.7%</b>
<b>SUBTOTAL APPROPRIATIONS</b>	<b>29,854,071</b>	<b>30,325,100</b>	<b>29,629,010</b>	<b>32,359,842</b>	<b>2,505,771</b>	<b>8.4%</b>
<b><u>Transfers Out</u></b>						
General Plan Update	300,000	300,000	300,000		(300,000)	-
Debt Service-POB	1,124,184	1,124,184	1,126,811	1,185,272	61,088	5.4%
Police Special Projects	7,000	7,000	7,000	7,000	0	0.0%
Capital Projects	304,304	862,916	196,645	616,271	311,967	102.5%
Long-Term Maintenance-Facilities	545,000	545,000	545,000	558,625	13,625	2.5%
Long-Term Maintenance-Infrastructure	545,000	545,000	545,000	558,625	13,625	-
Equipment Replacement	399,000	399,000	399,000	399,000	0	0.0%
<b>Subtotal</b>	<b>3,224,488</b>	<b>3,783,100</b>	<b>3,119,456</b>	<b>3,324,793</b>	<b>100,305</b>	<b>3.1%</b>
<b>TOTAL APPROPRIATIONS</b>	<b>33,078,559</b>	<b>34,108,200</b>	<b>32,748,466</b>	<b>35,684,635</b>	<b>2,606,076</b>	<b>7.9%</b>

## General Fund Appropriations by Category Fiscal Year 2015/16



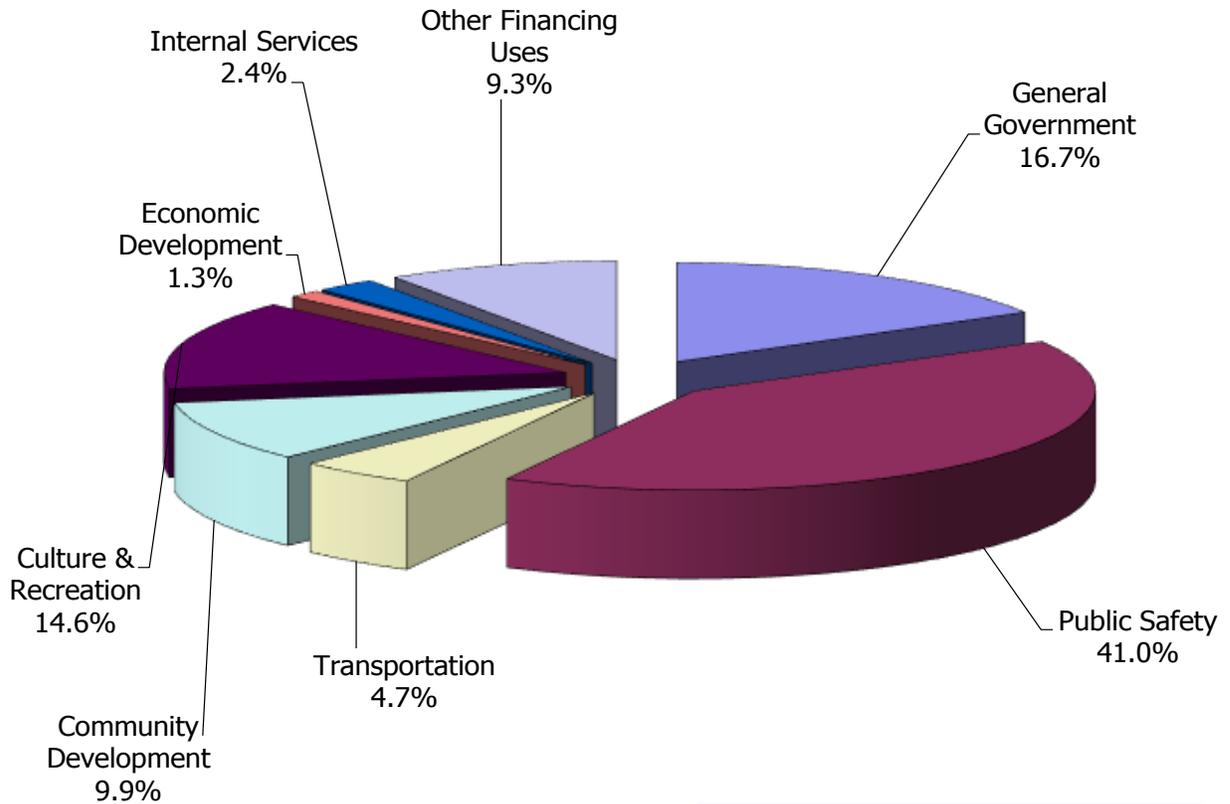
Salaries	\$17,121,316
Benefits	6,841,861
Contract Services	2,791,897
Materials & Supplies	5,539,550
Capital Outlay	65,218
Other Financing Uses	<u>3,324,793</u>
<b>General Fund Total</b>	<b>\$35,684,635</b>



**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 2014/15</b>	<b>FY 2014/15</b>	<b>FY 2014/15</b>	<b>FY 2015/16</b>	<b>Dollar</b>	<b>Percent</b>
General Government	5,433,484	5,488,610	5,404,346	5,946,743	513,259	9.4%
Public Safety	13,279,792	13,468,077	13,397,004	14,641,867	1,362,075	10.3%
Transportation	1,626,140	1,627,888	1,574,778	1,691,951	65,811	4.0%
Community Development	3,365,642	3,442,920	3,376,375	3,550,256	184,614	5.5%
Culture & Recreation	4,974,034	5,066,774	4,751,340	5,220,436	246,402	5.0%
Economic Development & Opportunity	352,382	365,613	327,918	449,356	96,974	27.5%
Internal Services	822,597	847,362	797,249	859,233	36,636	4.5%
Other Financing Uses	3,224,488	3,783,100	3,119,456	3,324,793	100,305	3.1%
<b>Total Appropriations</b>	<b>33,078,559</b>	<b>34,090,344</b>	<b>32,748,466</b>	<b>35,684,635</b>	<b>2,606,076</b>	<b>7.9%</b>

## General Fund Appropriations by Function Fiscal Year 2015/16



<b>Function</b>	<b>Budget</b>
General Government	\$5,946,743
Public Safety	14,641,867
Transportation	1,691,951
Community Development	3,550,256
Culture & Recreation	5,220,436
Economic Development	449,356
Internal Services	859,233
Other Financing Uses	3,324,793
<b>Total</b>	<b>\$35,684,635</b>



**General Fund Revenue Detail History**

	<b>Previous Actual 2009/10</b>	<b>Previous Actual 2010/11</b>	<b>Previous Actual 2011/12</b>	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>
<b>Taxes</b>						
Secured Property Taxes	5,580,232	5,267,483	5,409,186	5,366,687	5,588,067	5,873,270
Property Tax Administration Fee	(192,988)	(216,343)	(162,773)	(7,070)	198,828	(91,050)
Property Tax in Lieu of 1/4 Sales	1,373,407	2,057,597	1,802,796	1,852,832	2,183,793	1,994,895
Property Tax in Lieu of VLF	3,926,596	3,874,339	3,811,852	3,754,735	3,888,518	4,089,030
ERAF Refund	1,502,200	1,362,678	1,264,032	1,172,319	1,544,705	1,258,290
RDA Property Tax Increment	121,286	118,817	111,918	169,775	120,783	133,620
ROPS Residual Property Tax				16,664	63,113	105,000
In Lieu Property Taxes/MVMHCC	62,820	65,868	66,972	68,280	69,660	70,980
Property Taxes/Unsecured	128,723	157,857	128,752	122,856	126,753	136,200
Supplemental Assessments	97,217	99,311	103,767	138,192	224,392	200,000
Real Property Transfer Taxes	227,320	152,107	210,983	243,791	303,813	275,000
Sales and Use Taxes	5,323,421	5,562,593	5,611,900	5,940,857	5,990,530	6,052,000
Sales Tax-Public Safety	323,018	345,205	376,825	399,343	416,257	430,000
Hotel Taxes (TOT)	896,684	942,373	1,053,790	1,218,262	1,353,995	1,464,000
Business License Taxes	723,611	727,786	722,844	715,935	784,928	879,000
Business License Tax - Audit	114,571	104,712	97,072	121,505	158,488	150,000
Franchise Taxes	1,377,382	1,446,452	1,485,645	1,454,621	1,504,227	1,508,000
Residential Development Tax	3,400	2,550	14,102	5,010	4,450	5,000
<b>Subtotal</b>	<b>21,588,900</b>	<b>22,071,385</b>	<b>22,109,663</b>	<b>22,754,594</b>	<b>24,525,300</b>	<b>24,533,235</b>
<b>Licenses and Permits</b>						
Building Permits	401,234	428,385	408,121	395,275	545,115	500,000
Electrical, Plumbing, Mechanical	178,521	185,695	155,485	179,683	239,536	190,000
Inspection Fees-Code Compliance	79,433	74,136	88,473	80,076	80,268	80,600
Residential Resale Inspection	152,148	140,941	166,008	179,954	191,406	175,000
Grading & Inspections-Eng	30,453	28,962	54,239	36,027	42,804	38,000
Flood Ins/Residential Inspection	9,132					
Police Permits	21,790	21,109	21,783	18,545	18,775	19,300
Home Occupation Permit	7,195	10,768	11,550	11,200	12,708	9,240
Tree Removal Permit	5,117	5,009	4,900	6,700	5,300	7,600
<b>Subtotal</b>	<b>885,023</b>	<b>895,005</b>	<b>910,559</b>	<b>907,460</b>	<b>1,135,912</b>	<b>1,019,740</b>
<b>Intergovernmental Revenue</b>						
Motor Vehicle In-Lieu	155,627	243,215	26,397	27,352	22,637	21,870
Homeowners' Exemption	39,804	39,625	39,186	37,040	36,617	36,000
POST Reimbursements	22,473	29,522	65,997	37,581	40,231	26,000
Mandated Cost Reimb	25,457	31,940	18,198	27,533	15,336	77,550
State Emergency Telephone		600			3,289	
SMIP Fees	230	521	342	104	489	200
Abandoned Vehicle Program	38,523	31,455	43,356	28,111	37,200	36,000
Community Devel. Block Grant	32,000	20,689				
High Tech Crimes Task Force					42,799	
Federal COPE Grant	41,667	125,000	108,991	125,928	131,757	134,000
Federal COPS Grant			108,583	301,470	316,760	131,400
Health & Human Services Grant		30,000	71,896	95,000	94,996	50,000
Other Grants	1,904	25,000			9,933	-
NC3TF Reimbursement						110,000
North Marin Water District	2,400	2,400	2,400	2,400	2,400	2,400
Novato Sanitary District	10,000	10,000	10,000	10,000	10,000	10,000
Reimbursement-Other Agencies	11,004	9,500	9,500	(7,182)		3,650
Miscellaneous	361	341	1,246	341	3,049	-
<b>Subtotal</b>	<b>381,450</b>	<b>599,808</b>	<b>506,092</b>	<b>685,678</b>	<b>767,493</b>	<b>639,070</b>



**General Fund Revenue Detail History**

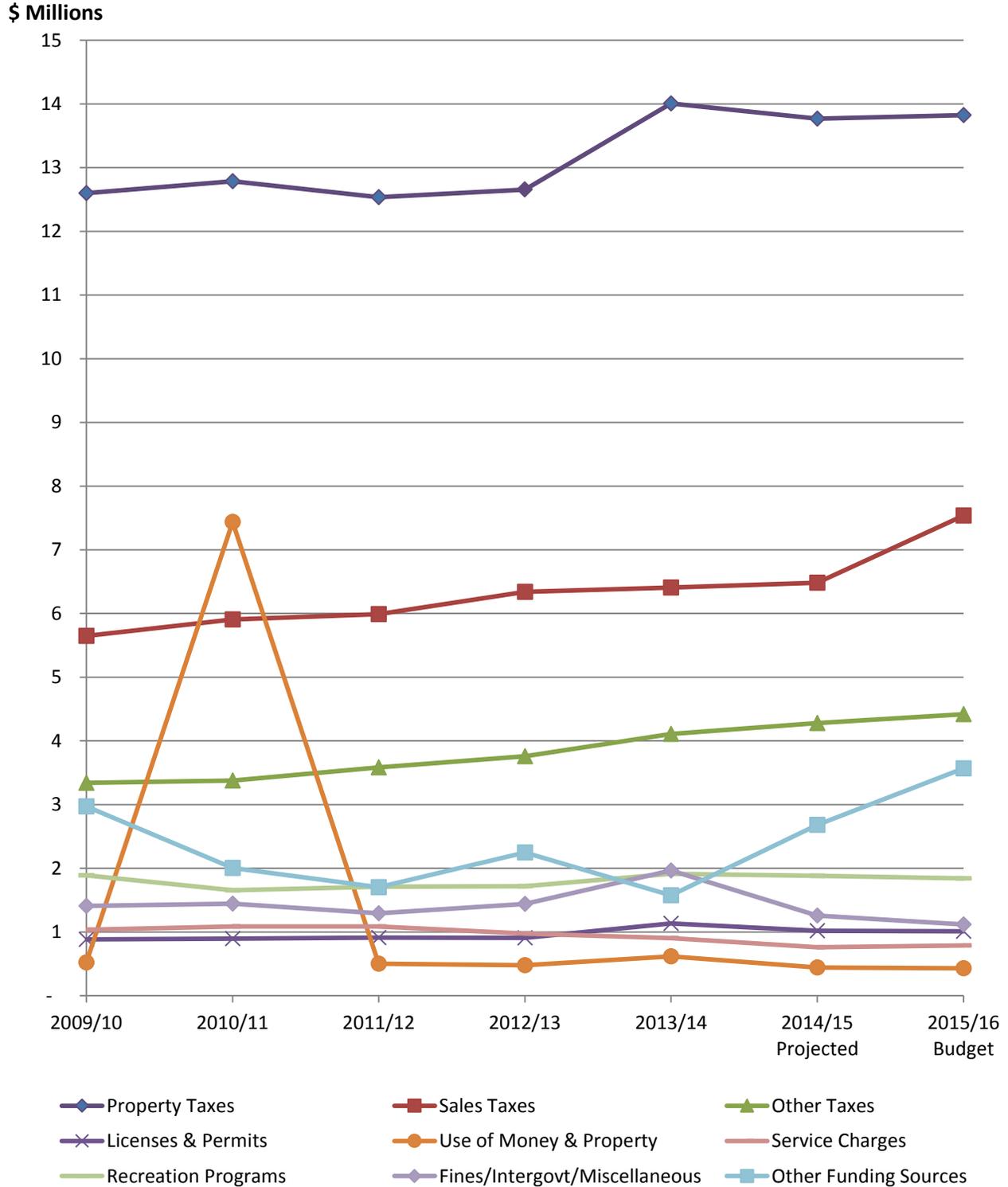
	<b>Previous Actual 2009/10</b>	<b>Previous Actual 2010/11</b>	<b>Previous Actual 2011/12</b>	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>
<b><u>Service Charges</u></b>						
General Government Charges	201,906	223,655	256,268	373,857	239,257	202,590
Zoning & Subdivision Charges	160,662	128,096	214,145	89,132	123,154	65,000
Plan Checking Fees	237,290	235,453	194,454	196,184	249,402	221,800
Engineering Fees	165,578	272,397	167,250	135,744	98,188	101,000
Police Service Charges	105,265	96,600	127,694	121,902	113,016	95,900
Other Service Charges	164,596	128,370	128,388	59,796	81,595	75,200
<b>Subtotal</b>	<b>1,035,297</b>	<b>1,084,571</b>	<b>1,088,199</b>	<b>976,615</b>	<b>904,612</b>	<b>761,490</b>
<b><u>Recreation Income</u></b>						
Administration	103,875	82,211	117,041	126,472	140,271	182,364
Child Care & Enrichment	436,683	367,031	396,367	483,831	568,666	545,000
Cultural Programs	89,905	76,697	59,154			
Senior Programs	141,778	132,468	131,152	136,336	167,279	149,100
Teen Programs	176,699					
Athletics	941,967	998,462	1,007,411	973,278	1,035,454	1,005,500
<b>Subtotal</b>	<b>1,890,907</b>	<b>1,656,869</b>	<b>1,711,125</b>	<b>1,719,917</b>	<b>1,911,670</b>	<b>1,881,964</b>
<b><u>Fines, Forfeits and Penalties</u></b>						
Vehicle Code Fines	336,434	320,472	354,742	404,424	295,359	280,000
Investigative Fees	236,925	160,763	159,301	177,587	216,322	174,350
Parking Fines	98,709	53,798	81,877	96,596	102,797	90,000
Business License Penalties	16,558	15,879	11,967	15,485	14,261	8,800
Cost Recovery Penalties	4,908	8,227	3,904	1,559	4,606	4,000
<b>Subtotal</b>	<b>693,534</b>	<b>559,139</b>	<b>611,791</b>	<b>695,651</b>	<b>633,345</b>	<b>557,150</b>
<b><u>Use of Money and Property</u></b>						
Investment Earnings	108,445	108,721	56,765	2,075	31,100	31,000
Investment Earnings/Other	13,598	6,755,146	(26,996)	8,800	104,369	(35,750)
Investment Earnings/Cont. Rsrv.	28,449	17,135	14,609	13,251	3,889	1,700
Margaret Todd Rental	41,346	34,913	46,456	29,640	42,649	30,000
Downtown Bldgs. Custodial Fees	2,052	3,811	2,948	3,640	3,532	2,800
Hamilton Commissary			64,000	48,000	48,000	48,000
Rental Income/O'Hair	54,264	52,789	54,192	55,044	56,026	59,800
Other Property Rental	161,983	350,186	167,286	204,090	209,808	191,064
Parks	41,627	44,097	51,876	37,788	40,410	38,256
Bus Shelter Advertising	68,708	71,958	71,580	76,740	76,740	76,740
<b>Subtotal</b>	<b>520,472</b>	<b>7,438,756</b>	<b>502,716</b>	<b>479,068</b>	<b>616,523</b>	<b>443,610</b>
<b><u>Miscellaneous Revenue</u></b>						
Donations/Contributions	145,635	151,074	45,967	15,791	20,951	15,000
Sale of Property	1,833	3,429	76,209	2,125	4,722	1,800
Misc Reimbursements	23,558	38,831	21,223	17,605	8,585	3,765
Brochure Advertising	9,880	9,260	8,400	6,660	7,220	10,380
Other Revenue	144,114	80,697	1,720	13,833	505,729	21,880
Insurance/Litigation Settlements	9,700	2,338	21,550	1,281	15,762	9,850
<b>Subtotal</b>	<b>334,720</b>	<b>285,629</b>	<b>175,069</b>	<b>57,295</b>	<b>562,969</b>	<b>62,675</b>
<b>Subtotal Revenues</b>	<b>27,330,303</b>	<b>34,591,162</b>	<b>27,615,214</b>	<b>28,276,278</b>	<b>31,057,824</b>	<b>29,898,934</b>



**General Fund Revenue Detail History**

	<b>Previous Actual 2009/10</b>	<b>Previous Actual 2010/11</b>	<b>Previous Actual 2011/12</b>	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>
<b>Other Financing Sources</b>						
<b><u>Transfers In</u></b>						
Clean Stormwater	138,000	177,500	150,000	150,000	142,000	125,000
Development Impact Fees	269,900	105,433	80,251	84,362	99,273	76,520
Emergency Response Reserve	299,058					
Federal Grants	37,500	37,500				
Gas Tax	817,000	817,000	817,000	817,000	817,000	817,000
Hamilton Trust	586,854	435,883	366,405	294,168	250,530	200,000
Measure A Parks						25,000
Measure B Street Bond	30,871	32,414	34,035			
Measure F Sales Tax			16,784	411,375	253,779	1,425,300
NPFA Capital Projects	13,000	13,000	13,000	13,000	13,000	13,000
Redevelopment Agency	148,038	255,653	149,131			
Redevelopment Agency Housing	154,062	128,860	75,168			
Subdivision Trust	500	500	500	500	500	500
Other	475,406	1,769		3,268		20
<b><u>Debt Proceeds</u></b>						
Miscellaneous				473,932		
<b>Subtotal</b>	<b>2,970,189</b>	<b>2,005,512</b>	<b>1,702,274</b>	<b>2,247,605</b>	<b>1,576,082</b>	<b>2,682,340</b>
<b>Total Revenues &amp; Transfers</b>	<b>30,300,492</b>	<b>36,596,674</b>	<b>29,317,488</b>	<b>30,523,883</b>	<b>32,633,906</b>	<b>32,581,274</b>

## General Fund Revenue History & Projections by Source Fiscal Years 2009/10 - 2015/16





**General Fund Appropriation Detail History**

	<b>Previous Actual 2009/10</b>	<b>Previous Actual 2010/11</b>	<b>Previous Actual 2011/12</b>	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>
<b><u>Central Administration</u></b>						
City Council	65,922	70,330	69,823	63,214	74,994	76,300
City Manager	413,031	505,450	426,975	534,907	535,920	779,100
City Clerk	329,185	277,210	310,361	267,596	320,199	290,250
City Attorney	465,336	592,474	447,470	436,942	562,323	525,000
<b>Subtotal</b>	<b>1,273,474</b>	<b>1,445,464</b>	<b>1,254,629</b>	<b>1,302,659</b>	<b>1,493,436</b>	<b>1,670,650</b>
<b><u>Administrative Services</u></b>						
Administration	182,067	149,382	228,320	234,506	273,708	305,500
Human Resources	439,992	502,633	462,277	546,964	525,376	716,500
Finance	615,236	659,145	673,546	647,484	615,166	656,750
Information Technology Services	483,906	579,227	639,473	713,780	797,231	1,007,300
Reprographics	17,439	(25,524)	(25,931)			
Citywide Programs	2,724,099	2,751,250	2,842,064	2,764,506	2,690,035	2,218,000
<b>Subtotal</b>	<b>4,462,739</b>	<b>4,616,113</b>	<b>4,819,749</b>	<b>4,907,240</b>	<b>4,901,516</b>	<b>4,904,050</b>
<b><u>Police</u></b>						
Administration	1,175,678	961,191	1,119,488	1,032,122	1,044,504	1,079,570
Technical Services	1,590,144	1,571,347	1,611,524	1,620,506	1,670,688	1,693,800
Professional Standards	305,096	501,483	358,403	357,948	375,849	358,365
Crime Prevention	78,459	3,493				
Investigations	770,451	845,419	814,235	780,012	881,401	804,430
Patrol	6,260,851	6,488,983	6,568,150	6,471,910	6,551,803	6,630,930
Traffic	776,303	589,911	611,635	681,134	660,477	638,355
Special Police Services	236,698	293,281	440,614	698,817	780,582	655,710
Youth Services	249,679	73,586				
<b>Subtotal</b>	<b>11,443,359</b>	<b>11,328,694</b>	<b>11,524,049</b>	<b>11,642,449</b>	<b>11,965,304</b>	<b>11,861,160</b>
<b><u>Community Development</u></b>						
Administration	157,780	175,267	159,920	144,147	180,931	206,300
Code Compliance	333,625	287,051	297,305	303,856	285,997	285,000
Planning	856,209	588,025	626,483	991,730	802,183	791,500
Clerical Support Services	139,475	131,532	136,614	135,468	226,889	305,000
Building	584,439	543,936	556,944	568,839	540,531	393,000
<b>Subtotal</b>	<b>2,071,528</b>	<b>1,725,811</b>	<b>1,777,266</b>	<b>2,144,040</b>	<b>2,036,531</b>	<b>1,980,800</b>



**General Fund Appropriation Detail History**

	<b>Previous Actual 2009/10</b>	<b>Previous Actual 2010/11</b>	<b>Previous Actual 2011/12</b>	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>
<b>Public Works</b>						
Traffic & Engineering Admin.	424,740	394,168	740,742	857,008	856,963	713,600
Street Lighting	381,275	341,370				
Project Development	381,199	358,317	232,278	192,374	271,062	312,000
Construction Management	(5,004)	212,816	118,530	241,766	246,823	190,000
Base Mapping	244,390	220,540	143,051			
Maintenance Administration	278,648	297,338	315,208	311,656	331,604	320,000
Street Maintenance	1,209,149	1,094,192	1,016,323	1,098,428	1,153,687	1,168,000
Traffic Operations	450,723	484,068	439,570	443,659	412,854	394,000
Street Tree/Parkway Maint.	441,607	384,955	399,860	338,665	377,740	350,500
Parks Maintenance	1,295,204	1,377,993	1,250,028	1,224,136	1,299,336	1,362,250
Building Maintenance	890,072	899,568	954,148	968,879	1,121,172	1,249,000
<b>Subtotal</b>	<b>5,992,003</b>	<b>6,065,325</b>	<b>5,609,738</b>	<b>5,676,571</b>	<b>6,071,241</b>	<b>6,059,350</b>
<b>Parks, Recreation &amp; Community Services</b>						
Administration	702,941	614,681	656,832	690,785	689,739	801,000
Childcare and Enrichment	449,828	480,521	489,563	566,280	650,862	680,000
Cultural Programs/Museum Admin.	183,092	100,937	120,136	16,033	16,451	7,000
Senior Programs	465,355	384,264	295,956	288,510	291,563	300,000
Teen Programs	252,460					
Athletics Programs	1,201,640	1,293,407	1,322,551	1,347,054	1,380,377	1,365,000
<b>Subtotal</b>	<b>3,255,316</b>	<b>2,873,810</b>	<b>2,885,038</b>	<b>2,908,662</b>	<b>3,028,992</b>	<b>3,153,000</b>
<b>Subtotal Expenditures</b>	<b>28,498,419</b>	<b>28,055,217</b>	<b>27,870,469</b>	<b>28,581,621</b>	<b>29,321,912</b>	<b>29,629,010</b>
<b>Transfers Out</b>						
Successor Agency Admin					31,536	
General Plan Surcharge				80,000	300,000	300,000
Hamilton CFD				7,992		
Chapter 27 Assessments		2,310				
Police Special Projects		12,000	9,000	7,000	7,000	7,000
Emergency Response Reserve			1,074,081		156,894	
Capital Improvement Projects	5,421	356,402	1,498,177	6,691,209	6,454,171	196,645
Long-Term Maintenance-Facilities				150,000	300,000	545,000
Long-Term Maintenance-Infrastructure						545,000
Debt Service Fund-POB	934,582	971,807	1,006,067	1,060,940	1,100,393	1,126,811
Equipment Replacement	430,870	420,000	404,003	324,000	360,000	399,000
<b>Other Financing Uses</b>						
Land Purchase					503,779	
Equity Transfer					175,107	
Interfund Loan Interest Payment					72,973	
<b>Subtotal</b>	<b>1,370,873</b>	<b>1,762,519</b>	<b>3,991,328</b>	<b>8,321,141</b>	<b>9,461,853</b>	<b>3,119,456</b>
<b>Total Expenditures &amp; Transfers</b>	<b>29,869,292</b>	<b>29,817,736</b>	<b>31,861,797</b>	<b>36,902,762</b>	<b>38,783,765</b>	<b>32,748,466</b>



Revenue Detail History by Fund

	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Projected Actual 2014/15	Adopted Budget 2015/16
<b>General Fund (101)</b>						
Taxes	22,071,385	22,109,663	22,754,594	24,525,300	24,533,235	25,782,790
Licenses and Permits	895,005	910,559	907,460	1,135,912	1,019,740	1,010,900
Intergovernmental Revenue	599,808	506,092	685,678	767,493	639,070	522,500
Service Charges	2,741,440	2,799,324	2,696,532	2,816,282	2,643,454	2,629,100
Fines, Forfeits and Penalties	559,139	611,791	695,651	633,345	557,150	502,300
Use of Money and Property	7,438,756	502,716	479,068	616,523	443,610	430,070
Miscellaneous Revenue	285,629	175,069	57,295	562,969	62,675	92,500
<b>Totals</b>	<b>34,591,162</b>	<b>27,615,214</b>	<b>28,276,278</b>	<b>31,057,824</b>	<b>29,898,934</b>	<b>30,970,160</b>
<b>Measure F Sales Tax (201)</b>						
Investment Earnings	347	9,491	20,872	40,394	45,500	46,000
Sales Tax	689,126	4,089,401	4,473,532	4,422,885	4,567,000	3,493,500
Other				10,000	22,000	
<b>Totals</b>	<b>689,473</b>	<b>4,098,892</b>	<b>4,494,404</b>	<b>4,473,279</b>	<b>4,634,500</b>	<b>3,539,500</b>
<b>Successor Agency to Dissolved RDA (205)</b>						
Intergovernmental			235,234	167,459	122,252	91,060
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>235,234</b>	<b>167,459</b>	<b>122,252</b>	<b>91,060</b>
<b>Affordable Housing Programs (210)</b>						
Investment Earnings				4,899	5,000	4,090
Housing Program Fees				382,569	98,400	80,700
Other				228,253	99,478	
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>615,721</b>	<b>202,878</b>	<b>84,790</b>
<b>Housing Opportunity Fund (211)</b>						
Investment Earnings	7,860	3,305	1,991			
Affordable Housing In-Lieu Fees			11,808			
Other		1,000				
<b>Totals</b>	<b>7,860</b>	<b>4,305</b>	<b>13,799</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Affordable Housing Trust (212)</b>						
Investment Earnings	7,347	3,230	1,533			
<b>Totals</b>	<b>7,347</b>	<b>3,230</b>	<b>1,533</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Redevelopment Agency Housing (219)</b>						
Investment Earnings	(1,182)	(992)				
Tax Increment:						
Vintage Oaks	198,605	111,016				
Hamilton	817,623	460,351				
Downtown	408,281	234,556				
Mobile Home Rent Control	19,020					
Developer in Lieu Fees	8,140	9,029				
Extraordinary Gain		20,913,983				
Other	1,655					
<b>Totals</b>	<b>1,452,142</b>	<b>21,727,943</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Revenue Detail History by Fund**

	<b>Previous Actual 2010/11</b>	<b>Previous Actual 2011/12</b>	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Clean Stormwater (221)</b>						
Investment Earnings	256	(278)	34	62	10	30
Special Assessments	357,587	357,470	356,309	356,056	353,779	356,500
<b>Totals</b>	<b>357,843</b>	<b>357,192</b>	<b>356,343</b>	<b>356,118</b>	<b>353,789</b>	<b>356,530</b>
<b>Underground Utility (226)</b>						
Investment Earnings	12,699	5,824	3,461	4,202	4,200	4,245
In-Lieu Fees		22,500				
<b>Totals</b>	<b>12,699</b>	<b>28,324</b>	<b>3,461</b>	<b>4,202</b>	<b>4,200</b>	<b>4,245</b>
<b>Parking Improvement Fund (227)</b>						
Investment Earnings	1,652	534	293	356	375	380
In-Lieu Fees						
<b>Totals</b>	<b>1,652</b>	<b>534</b>	<b>293</b>	<b>356</b>	<b>375</b>	<b>380</b>
<b>Subdivision Park Trust (Quimby Fees) (231)</b>						
Investment Earnings	26,526	14,499	4,595	4,407	4,750	4,500
In-Lieu Fees	29,667	43,152	65,100	95,877	97,290	30,000
Equity Transfer		77,972				
<b>Totals</b>	<b>56,193</b>	<b>135,623</b>	<b>69,695</b>	<b>100,284</b>	<b>102,040</b>	<b>34,500</b>
<b>Art in Public Places (235)</b>						
Developer in Lieu Fees			5,025	16,040		
Investment Earnings	905	443	335	457	500	500
Equity Transfer		18,488				
<b>Totals</b>	<b>905</b>	<b>18,931</b>	<b>5,360</b>	<b>16,497</b>	<b>500</b>	<b>500</b>
<b>General Plan Surcharge (237)</b>						
Service Charges	59,882	55,891	56,409	74,893	68,000	59,000
Investment Earnings	6,100	2,039	1,042	1,265	1,600	1,500
<b>Totals</b>	<b>65,982</b>	<b>57,930</b>	<b>57,451</b>	<b>76,158</b>	<b>69,600</b>	<b>60,500</b>
<b>Automation Surcharge (238)</b>						
Service Charges	63,972	61,001	59,961	78,585	73,500	62,000
Investment Earnings	4,484	1,998	1,037	1,189	1,050	1,200
<b>Totals</b>	<b>68,456</b>	<b>62,999</b>	<b>60,998</b>	<b>79,774</b>	<b>74,550</b>	<b>63,200</b>
<b>Hamilton Community Facilities District (241)</b>						
Investment Earnings	229	(292)	111	280	340	285
Special Assessments	490,459	510,234	521,216	521,216	547,545	561,497
Insurance Settlement		75,000				
Other					230,000	230,000
<b>Totals</b>	<b>490,688</b>	<b>584,942</b>	<b>521,327</b>	<b>521,496</b>	<b>777,885</b>	<b>791,782</b>
<b>Hamilton Arts Center (242)</b>						
Investment Earnings		4,279	3,416	4,268	3,600	3,800
Rental Income	307,203	290,249	301,695	327,588	378,800	432,805
<b>Totals</b>	<b>307,203</b>	<b>294,528</b>	<b>305,111</b>	<b>331,856</b>	<b>382,400</b>	<b>436,605</b>



Revenue Detail History by Fund

	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Projected Actual 2014/15	Adopted Budget 2015/16
<b>Pointe Marin Community Facilities District (243)</b>						
Investment Earnings	7,232	3,208	1,949	2,350	2,400	2,500
Special Assessments	165,111	173,884	177,067	178,658	180,858	178,667
<b>Totals</b>	<b>172,343</b>	<b>177,092</b>	<b>179,016</b>	<b>181,008</b>	<b>183,258</b>	<b>181,167</b>
<b>Chapter 27 Assessments (251)</b>						
Investment Earnings	2,270	1,397	827	1,016	1,050	1,150
Special Assessments	1,622	3,837	414	485	374	357
<b>Totals</b>	<b>3,892</b>	<b>5,234</b>	<b>1,241</b>	<b>1,501</b>	<b>1,424</b>	<b>1,507</b>
<b>Landscape Assessment District - San Marin (261)</b>						
Investment Earnings	493	197	115	104	100	120
Special Assessments	46,071	46,933	48,401	49,636	52,653	56,513
<b>Totals</b>	<b>46,564</b>	<b>47,130</b>	<b>48,516</b>	<b>49,740</b>	<b>52,753</b>	<b>56,633</b>
<b>Landscape Assessment District - Country Club (262)</b>						
Investment Earnings	896	437	244	299	300	325
<b>Totals</b>	<b>896</b>	<b>437</b>	<b>244</b>	<b>299</b>	<b>300</b>	<b>325</b>
<b>Landscape Assessment District - Wildwood Glen (263)</b>						
Investment Earnings	66	7	5	2	10	10
Special Assessments	8,142	8,017	8,261	8,461	8,670	9,283
<b>Totals</b>	<b>8,208</b>	<b>8,024</b>	<b>8,266</b>	<b>8,463</b>	<b>8,680</b>	<b>9,293</b>
<b>Landscape Assessment District - Hillside (264)</b>						
Investment Earnings	675	272	174	216	215	220
Special Assessments	20,264	10,676	10,676	10,778	10,675	18,652
<b>Totals</b>	<b>20,939</b>	<b>10,948</b>	<b>10,850</b>	<b>10,994</b>	<b>10,890</b>	<b>18,872</b>
<b>Landscape Assessment District - Downtown Landscape Lighting (265)</b>						
Investment Earnings	1,900	520	326	416	425	440
Special Assessments	5,216	5,360	5,428	5,576	5,693	5,945
<b>Totals</b>	<b>7,116</b>	<b>5,880</b>	<b>5,754</b>	<b>5,992</b>	<b>6,118</b>	<b>6,385</b>
<b>San Pablo Assessment District (266)</b>						
Investment Earnings	591	309	231	103	120	125
Special Assessments	11,723	12,198	12,461	12,461	12,785	13,181
<b>Totals</b>	<b>12,314</b>	<b>12,507</b>	<b>12,692</b>	<b>12,564</b>	<b>12,905</b>	<b>13,306</b>
<b>Eucalyptus Assessment District (267)</b>						
Investment Earnings						
Special Assessments	14,211	14,253	14,253	14,127		
<b>Totals</b>	<b>14,211</b>	<b>14,253</b>	<b>14,253</b>	<b>14,127</b>	<b>0</b>	<b>0</b>
<b>Scottsdale Assessment District (269)</b>						
Investment Earnings	198	66	36	43	45	50
<b>Totals</b>	<b>198</b>	<b>66</b>	<b>36</b>	<b>43</b>	<b>45</b>	<b>50</b>



**Revenue Detail History by Fund**

	<b>Previous Actual 2010/11</b>	<b>Previous Actual 2011/12</b>	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Gas Tax Fund (272)</b>						
Intergovernmental Revenue	1,281,052	1,524,247	1,282,589	1,640,048	1,520,088	1,132,763
Investment Earnings	3,638	5,066	3,624	3,708	3,800	3,900
<b>Totals</b>	<b>1,284,690</b>	<b>1,529,313</b>	<b>1,286,213</b>	<b>1,643,756</b>	<b>1,523,888</b>	<b>1,136,663</b>
<b>Proposition 12 State Park Bond Fund (273)</b>						
Bond Proceeds	312,008					
<b>Totals</b>	<b>312,008</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Traffic Congestion Relief/AB2928 (274)</b>						
Intergovernmental Revenue						
Investment Earnings	4,023					
<b>Totals</b>	<b>4,023</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Justice Assistance Grant (277)</b>						
Grants		30,497	41,744	13,068	5,983	
Investment Earnings	28					
Other				750		
<b>Totals</b>	<b>28</b>	<b>30,497</b>	<b>41,744</b>	<b>13,818</b>	<b>5,983</b>	<b>0</b>
<b>Special Projects Fund (281)</b>						
Investment Earnings	899	544	266	410	450	475
Donations/Contributions	10,212	20,991	29,032	29,274	13,960	10,500
Intergovernmental Revenue	135,159	179,842	162,622	125,522	221,245	47,900
<b>Totals</b>	<b>146,270</b>	<b>201,377</b>	<b>191,920</b>	<b>155,206</b>	<b>235,655</b>	<b>58,875</b>
<b>State COPS Grant Fund (282)</b>						
Intergovernmental Revenue	100,000	100,000	138,382	121,253	125,000	100,000
<b>Totals</b>	<b>100,000</b>	<b>100,000</b>	<b>138,382</b>	<b>121,253</b>	<b>125,000</b>	<b>100,000</b>
<b>State Grants Fund (283)</b>						
Intergovernmental Revenue		1,000,000	10,414	241,207	273,729	438,279
<b>Totals</b>	<b>0</b>	<b>1,000,000</b>	<b>10,414</b>	<b>241,207</b>	<b>273,729</b>	<b>438,279</b>
<b>Federal Grants Fund (284)</b>						
Intergovernmental Revenue	816,968	1,888,320	6,026	109,378	41,696	1,623,077
Other		1,865				
<b>Totals</b>	<b>816,968</b>	<b>1,890,185</b>	<b>6,026</b>	<b>109,378</b>	<b>41,696</b>	<b>1,623,077</b>
<b>Private Grants Fund (285)</b>						
Grants						
Investment Earnings	1,621	283	166	199	195	200
<b>Totals</b>	<b>1,621</b>	<b>283</b>	<b>166</b>	<b>199</b>	<b>195</b>	<b>200</b>



Revenue Detail History by Fund

	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Projected Actual 2014/15	Adopted Budget 2015/16
<b>Pension Reserve Fund (296)</b>						
Investment Earnings	18	8	4	6	6	6
<b>Totals</b>	<b>18</b>	<b>8</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Hamilton Trust Fund (297)</b>						
Investment Earnings	610,421	432,482	223,837	453,303	283,600	287,200
Developer in Lieu Fee-Municipal Services	47,747	1,320				
<b>Totals</b>	<b>658,168</b>	<b>433,802</b>	<b>223,837</b>	<b>453,303</b>	<b>283,600</b>	<b>287,200</b>
<b>Self Insurance Fund (298)</b>						
Investment Earnings	92,446	7,352	4,275	5,231	5,200	5,300
<b>Totals</b>	<b>92,446</b>	<b>7,352</b>	<b>4,275</b>	<b>5,231</b>	<b>5,200</b>	<b>5,300</b>
<b>Emergency and Disaster Response Reserve (299)</b>						
Investment Earnings	328,537	1,074,081	1,434	3,987	825	
<b>Totals</b>	<b>328,537</b>	<b>1,074,081</b>	<b>1,434</b>	<b>3,987</b>	<b>825</b>	<b>0</b>
<b>Capital Projects (301)</b>						
Intergovernmental	4,986	5,628				
Other	24,761	39,566	23,077	89,827	33,712	528,296
<b>Totals</b>	<b>29,747</b>	<b>45,194</b>	<b>23,077</b>	<b>89,827</b>	<b>33,712</b>	<b>528,296</b>
<b>Street and Storm Drain Bond Projects (Measure B) (307)</b>						
Investment Earnings	27,836	10,796	2,397			
<b>Totals</b>	<b>27,836</b>	<b>10,796</b>	<b>2,397</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Marin County Street Improvements/VRF (Measure B) (308)</b>						
Intergovernmental				405,317		
Investment Earnings				210	1,500	1,400
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>405,527</b>	<b>1,500</b>	<b>1,400</b>
<b>Street Improvement Projects (Measure A) (309)</b>						
Intergovernmental	524,805	712,355	451,945	483,011	621,782	1,026,675
Investment Earnings	5,877	2,966	3,402	4,550	4,400	4,600
<b>Totals</b>	<b>530,682</b>	<b>715,321</b>	<b>455,347</b>	<b>487,561</b>	<b>626,182</b>	<b>1,031,275</b>
<b>Parks Measure A (310)</b>						
Intergovernmental				203,235	376,080	320,348
Investment Earnings					1,200	1,500
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>203,235</b>	<b>377,280</b>	<b>321,848</b>
<b>Proposition 1B Street Improvements (311)</b>						
Intergovernmental	779,383					
Investment Earnings	5,135	4,653	735			
<b>Totals</b>	<b>784,518</b>	<b>4,653</b>	<b>735</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Revenue Detail History by Fund**

	<b>Previous Actual 2010/11</b>	<b>Previous Actual 2011/12</b>	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Clean Renewable Energy Bonds (313)</b>						
Investment Earnings	4					
<b>Totals</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Civic Center (319)</b>						
Investment Earnings	3,289	1,497	843	1,033	500	550
<b>Totals</b>	<b>3,289</b>	<b>1,497</b>	<b>843</b>	<b>1,033</b>	<b>500</b>	<b>550</b>
<b>Clean Stormwater Capital Improvement Projects (321)</b>						
Investment Earnings	2,537	1,295	998	1,415	1,500	1,600
<b>Totals</b>	<b>2,537</b>	<b>1,295</b>	<b>998</b>	<b>1,415</b>	<b>1,500</b>	<b>1,600</b>
<b>Street and Storm Drain Maintenance (322)</b>						
Investment Earnings	4,460	1,929	1,129	1,231	1,225	1,275
<b>Totals</b>	<b>4,460</b>	<b>1,929</b>	<b>1,129</b>	<b>1,231</b>	<b>1,225</b>	<b>1,275</b>
<b>Long-Term Maintenance-Facilities (323)</b>						
Investment Earnings	8,510	2,986	1,610	2,208	2,600	2,750
Energy Rebates	53,079	50,787	57,544	45,332	26,100	
<b>Totals</b>	<b>61,589</b>	<b>53,773</b>	<b>59,154</b>	<b>47,540</b>	<b>28,700</b>	<b>2,750</b>
<b>Long-Term Maintenance-Infrastructure (324)</b>						
Investment Earnings					700	1,600
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>1,600</b>
<b>Development Impact Fees (327)</b>						
Investment Earnings	422,472	73,439	45,278	52,756	54,000	56,000
- Streets & Intersections	429,561	43,453	341,969	124,264	210,000	635,500
- Recreational & Cultural Facilities	54,568	24,905	379,499	73,066	115,000	1,037,500
- Civic Facilities	31,797	5,672	71,812	13,699	22,500	186,015
- Transit/Bicycle Facilities	15,457	2,462	13,002	4,216	8,000	21,950
- Corporation Yard	9,309	1,095	7,571	2,734	5,000	13,695
- General Governmental Systems	14,723	3,662	32,578	6,257	10,000	80,700
- Open Space	40,977	10,296	91,282	15,684	28,000	224,500
- Drainage	59,975	38,010	90,993	29,774	62,000	127,500
<b>Totals</b>	<b>1,078,839</b>	<b>202,994</b>	<b>1,073,984</b>	<b>322,450</b>	<b>514,500</b>	<b>2,383,360</b>
<b>Community Facilities Maintenance &amp; Contingency (330)</b>						
Investment Earnings	111,001	5,951	3,308	3,466	2,500	2,600
<b>Totals</b>	<b>111,001</b>	<b>5,951</b>	<b>3,308</b>	<b>3,466</b>	<b>2,500</b>	<b>2,600</b>



Revenue Detail History by Fund

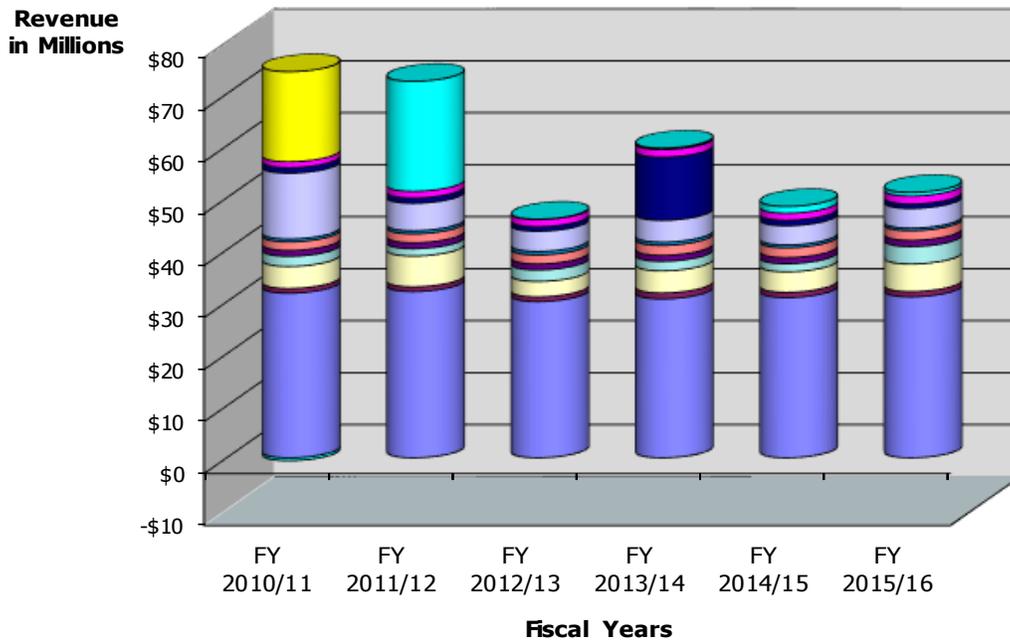
	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Projected Actual 2014/15	Adopted Budget 2015/16
<b>Redevelopment Agency (400)</b>						
Investment Earnings	152,326	(5,609)				
Tax Increment:						
Vintage Oaks	776,014	436,829				
Hamilton	2,377,001	1,350,964				
Downtown	1,163,123	612,319				
Bond Proceeds	17,000,000					
State Take-Away	(547,090)					
<b>Totals</b>	<b>20,921,374</b>	<b>2,394,503</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Novato Public Financing Authority Capital Projects (450)</b>						
Investment Earnings	170,556	5,483	3,543	4,377	4,600	4,700
Rental Income	191,460	193,003	194,353	195,372	37,365	37,910
Equity Transfer					1,141,581	
<b>Totals</b>	<b>362,016</b>	<b>198,486</b>	<b>197,896</b>	<b>199,749</b>	<b>1,183,546</b>	<b>42,610</b>
<b>Debt Service Fund - General Obligation Bonds (501)</b>						
Taxes	3,145,695	2,567,040	2,815,765	1,613,666	1,706,965	1,668,996
Investment Earnings	19,898	9,688	4,400	5,761	2,200	2,250
Bond Proceeds				10,710,450		
<b>Totals</b>	<b>3,165,593</b>	<b>2,576,728</b>	<b>2,820,165</b>	<b>12,329,877</b>	<b>1,709,165</b>	<b>1,671,246</b>
<b>Equipment/Vehicle Maintenance (601)</b>						
Charges to Departments	658,118	728,379	746,177	839,883	700,000	851,893
<b>Totals</b>	<b>658,118</b>	<b>728,379</b>	<b>746,177</b>	<b>839,883</b>	<b>700,000</b>	<b>851,893</b>
<b>Equipment/Vehicle Replacement (605)</b>						
Charges to Departments	487,167	572,663	624,166	622,816	648,184	674,419
Investment Earnings	116,711	19,417	11,942	89,361	17,500	17,600
Other	17,240	39,674	43,980	29,239	50,000	10,000
<b>Totals</b>	<b>621,118</b>	<b>631,754</b>	<b>680,088</b>	<b>741,416</b>	<b>715,684</b>	<b>702,019</b>
<b>Furnishings, Fixtures &amp; Equipment Fund (606)</b>						
Investment Earnings	10	4	2	4	4	4
<b>Totals</b>	<b>10</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Marin Valley Mobile Country Club (651)</b>						
Investment Earnings	203,311	252,809	199,017	11,816	13,000	15,000
Rental Income	2,336,241	2,322,321	2,329,461	2,329,582	2,352,992	2,393,891
Utility Reimbursements	670,037	703,884	699,489	700,423	673,969	685,228
Grants						15,000
Other	13,915	17,131	12,694	13,233	13,778	13,800
<b>Totals</b>	<b>3,223,504</b>	<b>3,296,145</b>	<b>3,240,661</b>	<b>3,055,054</b>	<b>3,053,739</b>	<b>3,122,919</b>
<b>Total Revenues - All Funds</b>	<b>73,727,298</b>	<b>72,408,458</b>	<b>45,892,531</b>	<b>59,562,367</b>	<b>48,346,490</b>	<b>51,038,135</b>

Note: Previous Actual for FY 2010/11 includes bond proceeds (Hamilton TABs); FY 2011/12 includes extraordinary gain resulting from RDA dissolution; FY 2013/14 includes bond proceeds (GO Bond refinance).



Revenues by Category - All Funds

	Previous Actual FY 2010/11	Previous Actual FY 2011/12	Previous Actual FY 2012/13	Previous Actual FY 2013/14	Projected Actual FY 2014/15	Adopted Budget FY 2015/16
<b>Revenues</b>						
Taxes	31,665,873	31,972,139	30,043,891	30,561,851	30,807,200	30,945,286
Licenses & Permits	895,005	910,559	907,460	1,135,912	1,019,740	1,010,900
Intergovernmental Revenue	4,242,161	5,916,484	2,972,890	4,263,923	3,940,942	5,317,602
Service Charges	1,950,346	1,410,647	2,203,624	1,822,270	1,559,180	3,345,110
Special Assessments	1,120,406	1,142,862	1,154,486	1,157,454	1,173,032	1,200,595
Parks, Recreation & Community Services	1,656,869	1,711,125	1,719,917	1,911,670	1,881,964	1,843,050
Fines, Forfeitures & Penalties	559,139	611,791	695,651	633,345	557,150	502,300
Money & Property	12,650,768	5,265,902	3,859,414	4,180,425	3,685,862	3,776,656
Miscellaneous Revenue	1,057,633	1,007,428	879,131	12,151,508	1,054,194	871,296
Interdepartmental Charges	1,145,285	1,301,042	1,370,343	1,462,699	1,348,184	1,526,312
Bond Proceeds	17,312,008	0	0	0	0	0
Other Financing Sources	(528,195)	21,158,479	85,724	281,310	1,319,042	699,028
<b>Total Revenue - All Funds</b>	<b>73,727,298</b>	<b>72,408,458</b>	<b>45,892,531</b>	<b>59,562,367</b>	<b>48,346,490</b>	<b>51,038,135</b>



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 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Projected Actual 2014/15	Adopted Budget 2015/16
101	<b>General Fund</b>	28,055,217	27,870,644	28,581,621	29,497,020	29,629,010	32,359,842
<b>Special Revenue Funds:</b>							
201	Measure F		164,684	486,044	989,669	744,550	605,417
205	RDA Successor Agency		52,081	266,770	116,156	87,698	88,841
210	Affordable Housing Programs				188,437	201,963	192,169
211	Housing Opportunity						-
212	Affordable Housing Trust					-	-
219	Redevelopment Agency Housing	1,069,326	740,982				
221	Clean Stormwater	132,998	163,357	163,618	170,062	174,141	324,201
226	Underground Utility						-
227	Parking Improvement	441	450	491	457	475	495
231	Subdivision Park Trust (Quimby Fees)						-
235	Art in Public Places						-
237	General Plan Surcharge	208,181	138,366	181,566	283,717	245,381	413,394
238	Automation Surcharge	65,666	73,294	94,279	115,586	158,800	175,743
241	Hamilton Community Facilities District	533,021	477,478	447,569	472,243	449,150	588,916
242	Hamilton Arts Center	171,630	206,080	237,093	562,302	210,000	157,975
243	Pointe Marin Community Facilities District	181,976	158,091	175,717	178,213	192,600	202,847
251	Chapter 27 Assessments	3,090					-
261	Landscape Assessment District-San Marin	54,513	46,463	59,790	46,421	52,260	61,140
262	Landscape Assessment District-Country Club	-	-	-	-	-	-
263	Landscape Assessment District-Wildwood Glen	12,825	6,793	8,871	7,243	4,610	5,728
264	Landscape Assessment District-Hillside	20,732	6,249	17,526	8,548	22,600	18,652
265	Downtown Landscape & Lighting Assessment District	1,977	1,361	2,447	3,302	2,800	3,000
266	San Pablo Assessment District	2,239	848	9,381	50,856	10,405	4,094
267	Eucalyptus Assessment District	14,211	14,212	14,212	14,210	-	-
269	Scottsdale Assessment District		5,382	-			-
272	Gas Tax						-
277	Justice Assistance Grants	16,866	11,805	46,469	10,130	1,400	-
281	Special Projects	150,611	197,631	222,310	140,806	240,350	91,800
282	State COPS Grant	157,733	39,462	68,388	184,843	105,000	100,000
283	State Grants						-
284	Federal Grants Fund	2,490					-
285	Private Grants						-
296	Pension Reserve						-
297	Hamilton Trust	32,726	32,371	32,262	29,942	30,000	31,500
298	Self-Insurance						-
299	Emergency and Disaster Response Reserve						550,000
	<b>Total Special Revenue Funds</b>	2,833,252	2,537,440	2,534,803	3,573,143	2,934,183	3,615,912



Expenditure History by Fund

Fund #	Fund Description	Previous Actual 2010/11	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Projected Actual 2014/15	Adopted Budget 2015/16
<b>Capital Project Funds:</b>							
301	Capital Projects	3,183,387	8,064,525	10,101,463	10,741,927	3,763,368	16,897,893
307	Measure B Street Bond Projects						
308	Marin County Street Improvements (VRF)						
309	Measure A Street Projects						
310	Parks Measure A					130,000	219,178
311	Proposition 1B Street Projects						
319	Civic Center						
321	Clean Storm Water Capital Improvement						
322	Street & Storm Drain Maintenance						
323	Facilities Long-Term Maintenance						
324	Infrastructure Long-Term Maintenance						
325	Restricted Revenue						
327	Development Impact Fees						450,000
330	Community Facilities						
400	Redevelopment Agency	12,351,927	26,968,849				
450	Novato Public Financing Authority Capital Projects	146,362	124,266	121,407	96,619	12,720	11,507
	<b>Total Capital Projects Funds</b>	<b>15,681,676</b>	<b>35,157,640</b>	<b>10,222,870</b>	<b>10,838,546</b>	<b>3,906,088</b>	<b>17,578,578</b>
<b>Debt Service Funds:</b>							
501	Debt Service Fund - General Obligation Bonds	2,805,559	2,806,810	2,817,339	13,027,110	1,888,221	1,795,145
503	Debt Service Fund - Pension Obligation Bonds	1,027,266	1,071,021	1,111,680	1,154,420	1,198,939	1,242,168
	<b>Total Debt Service Funds</b>	<b>3,832,825</b>	<b>3,877,831</b>	<b>3,929,019</b>	<b>14,181,530</b>	<b>3,087,160</b>	<b>3,037,313</b>
<b>Proprietary Funds</b>							
601	Equipment/Vehicle Maintenance	753,588	801,281	775,503	848,254	776,500	838,793
605	Equipment/Vehicle Replacement	814,058	910,307	924,956	980,379	1,329,623	1,062,184
651	Marin Valley Mobile Country Club	2,160,949	2,411,543	3,154,970	2,246,830	2,142,756	2,474,888
	<b>Total Internal Service Funds</b>	<b>3,728,595</b>	<b>4,123,131</b>	<b>4,855,429</b>	<b>4,075,463</b>	<b>4,248,879</b>	<b>4,375,865</b>
<b>TOTALS</b>		<b>54,131,565</b>	<b>73,458,304</b>	<b>49,747,335</b>	<b>61,518,571</b>	<b>43,288,215</b>	<b>60,967,510</b>



**Department Expenditure Report - All Funds**

<b>Department</b>	<b>Previous Actual 2010/11</b>	<b>Previous Actual 2011/12</b>	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<u>Operating Departments</u>						
Central Administration	1,445,464	1,254,629	1,302,659	1,493,436	1,670,650	1,925,937
Administrative Services	4,616,113	4,819,749	4,907,240	4,726,408	4,904,050	5,080,846
Police	11,328,694	11,524,049	11,642,449	11,965,304	11,861,160	13,319,854
Community Development	1,725,811	1,777,266	2,144,040	2,036,531	1,980,800	2,193,815
Public Works	6,065,325	5,609,738	5,676,571	6,071,241	6,059,350	6,471,655
Parks, Recreation & Community Services	2,873,810	2,885,038	2,908,662	3,028,992	3,153,000	3,367,735
Redevelopment Agency	13,421,253					
Successor Agency to Dissolved RDA		52,081	266,770	116,156	87,698	88,841
Hamilton & Pointe Marin CFD Maintenance	714,997	635,569	623,286	650,456	641,750	791,763
Measure F Sales Tax		164,684	486,044	989,669	744,550	605,417
Internal Service	1,567,646	1,711,588	1,700,459	1,828,633	2,106,123	1,900,977
<u>Other Departments (Non-Operating)</u>						
Assessment Districts	239,495	244,665	275,845	300,642	266,816	416,815
Capital Projects	3,329,749	8,188,791	10,222,870	10,838,546	3,906,088	17,578,578
Debt Service	3,832,825	3,877,831	3,929,019	14,181,530	3,087,160	3,037,313
Special Police Projects/Police Grants	167,477	209,436	268,779	150,936	241,750	91,800
State COPS	157,733	39,462	68,388	184,843	105,000	100,000
Enterprise Funds	2,160,949	2,411,543	3,154,970	2,246,830	2,142,756	2,474,888
Other	484,224	28,052,185	169,284	708,418	329,514	1,521,276
<b>TOTALS</b>	<b>54,131,565</b>	<b>73,458,304</b>	<b>49,747,335</b>	<b>61,518,571</b>	<b>43,288,215</b>	<b>60,967,510</b>



**Comprehensive Funds Summary**

Fund #	Fund Description	Projected	Adopted Budget FY 15/16			Budgeted
		Fund Balance 6/30/15	Revenues	Expenditures	Net Transfers	Fund Balance 6/30/16
<b>Governmental Funds</b>						
101	General Fund	0	30,970,160	(32,359,842)	243,411	(1,146,271)
	Unspent Appropriations					500,000
	Loan Repayment from Hamilton CFD					30,000
	Interfund Loan from Equipment Replacement					589,350
	Use of Bond Proceeds for City Admin CIP Project					26,921
<b>Special Revenue Funds</b>						
201	Measure F	11,749,190	3,539,500	(605,417)	(6,607,858)	8,075,415
205	RDA Successor Agency	33,776	91,060	(88,841)	(2,219)	33,776
210	Affordable Housing Programs	3,529,085	84,790	(192,169)	35,286	3,456,992
221	Clean Stormwater	12,822	356,530	(324,201)	(45,000)	151
226	Underground Utility	966,326	4,245	0	(274,513)	696,058
227	Parking Improvement	71,629	380	(495)	(73,107)	(1,593)
231	Subdivision Park Trust (Quimby Fees)	1,446,881	34,500	0	(550,015)	931,366
235	Art in Public Places	110,713	500	0	(64,616)	46,597
237	General Plan Surcharge	446,825	60,500	(413,394)	(1,448)	92,483
238	Automation Surcharge	177,195	63,200	(175,743)	(3,202)	61,450
241	Hamilton Community Facilities District	68,651	791,782	(588,916)	(717,507)	(445,990)
242	Hamilton Arts Center	982,115	436,605	(157,975)	0	1,260,745
243	Pointe Marin Community Facilities District	541,085	181,167	(202,847)	(6,219)	513,186
251	Chapter 27 Assessments	234,568	1,507	0	(6,920)	229,155
261	Landscape Assessment District-San Marin	26,490	56,633	(61,140)	0	21,983
262	Landscape Assessment District-Country Club	68,928	325	0	0	69,253
263	Landscape Assessment District-Wildwood Glen	6,428	9,293	(5,728)	0	9,993
264	Landscape Assessment District-Hillside	38,601	18,872	(18,652)	0	38,821
265	Downtown Landscape & Lighting	99,754	6,385	(3,000)	0	103,139
266	San Pablo Assessment District	27,737	13,306	(4,094)	(7,153)	29,796
269	Scottsdale Assessment District	9,965	50	0	0	10,015
272	Gas Tax	1,050,344	1,136,663	0	(1,700,006)	487,001
277	Justice Assistance Grants	768	0	0	0	768
281	Police Special Projects	126,146	58,875	(91,800)	7,000	100,221
282	State COPS Grant	308,549	100,000	(100,000)	0	308,549
283	State Grants	0	438,279	0	(438,279)	0
284	Federal Grants	1,681	1,623,077	0	(1,623,077)	1,681
285	Private Grants	21,064	200	0	0	21,264
296	Pension Reserve	1,374	6	0	0	1,380
297	Hamilton Trust	32,812,497	287,200	(31,500)	(246,000)	32,822,197
298	Self-Insurance	1,168,969	5,300	0	(158,767)	1,015,502
299	Emergency and Disaster Response Reserve	6,321,580	0	(550,000)	(99,817)	5,671,763
<b>Special Revenue Funds Total</b>		<b>62,461,736</b>	<b>9,400,730</b>	<b>(3,615,912)</b>	<b>(12,583,437)</b>	<b>55,663,117</b>



Comprehensive Funds Summary

Fund #	Fund Description	Projected Fund Balance 6/30/15	Adopted Budget FY 15/16			Budgeted Fund Balance 6/30/16
			Revenues	Expenditures	Net Transfers	
<b>Capital Project Funds</b>						
301	Capital Projects	(383,268)	528,296	(16,897,893)	16,369,597	(383,268)
308	Marin County Street Improvements (VRF)	327,027	1,400	0	(325,317)	3,110
309	Measure A Street Projects	1,355,787	1,031,275	0	(2,332,657)	54,405
310	Parks Measure A	409,472	321,848	(219,178)	(353,214)	158,928
319	Civic Center	125,958	550	0	(26,420)	100,088
321	Clean Storm Water Capital Improvement	286,013	1,600	0	(180,197)	107,416
322	Street & Storm Drain Maintenance	258,184	1,275	0	0	259,459
323	Facilities Long-Term Maintenance	673,478	2,750	0	(408,189)	268,039
324	Infrastructure Long-Term Maintenance	349,550	1,600	0	(269,929)	81,221
327	Development Impact Fees	12,071,435	2,383,360	(450,000)	(1,549,410)	12,455,385
330	Community Facilities Maint. & Contingency	284,736	2,600	0	(199,306)	88,030
450	Novato Public Finance Auth. Capital Projects	773,319	42,610	(11,507)	(13,000)	791,422
<b>Capital Projects Funds Total</b>		<b>16,531,691</b>	<b>4,319,164</b>	<b>(17,578,578)</b>	<b>10,711,958</b>	<b>13,984,235</b>
<b>Debt Service Funds</b>						
501	Debt Service - General Obligation Bonds	1,700,563	1,671,246	(1,795,145)	0	1,576,664
503	Debt Service - Pension Obligation Bonds	0	0	(1,242,168)	1,242,168	0
<b>Debt Service Funds Total</b>		<b>1,700,563</b>	<b>1,671,246</b>	<b>(3,037,313)</b>	<b>1,242,168</b>	<b>1,576,664</b>
<b>Proprietary Funds</b>						
601	Equipment/Vehicle Maintenance	(543,334)	851,893	(838,793)	(13,100)	(543,334)
605	Equipment/Vehicle Replacement	6,318,608	702,019	(1,062,184)	399,000	6,357,443
606	Furnishings and Equipment	802	4	0	0	806
651	Marin Valley Mobile Country Club	11,918,582	3,122,919	(2,474,888)	0	12,566,613
<b>Proprietary Funds Total</b>		<b>17,694,658</b>	<b>4,676,835</b>	<b>(4,375,865)</b>	<b>385,900</b>	<b>18,381,528</b>
<b>Fiduciary Funds:</b>		<b>5,106,127</b>				<b>5,168,927</b>
<b>Agency Funds Total</b>		<b>5,106,127</b>		<b>0</b>	<b>0</b>	<b>5,168,927</b>
<b>Grand Total All Funds</b>		<b>103,494,775</b>	<b>51,038,135</b>	<b>(60,967,510)</b>	<b>0</b>	<b>93,628,200</b>



**Five Year General Fund Budget Projections**

	<b>FY 14/15 Projected Actual</b>	<b>FY 15/16 Adopted Budget</b>	<b>FY 16/17 Projected</b>	<b>FY 17/18 Projected</b>	<b>FY 18/19 Projected</b>	<b>FY 19/20 Projected</b>	<b>FY 20/21 Projected</b>
<i>REVENUES &amp; OTHER FINANCING SOURCES</i>	31,154,391	32,139,570	33,337,544	34,124,942	34,932,491	35,760,725	36,609,847
<i>APPROPRIATIONS &amp; OTHER FINANCING USES</i>	<u>32,748,466</u>	<u>35,684,635</u>	<u>36,272,807</u>	<u>37,700,898</u>	<u>38,880,737</u>	<u>40,389,863</u>	<u>41,958,077</u>
<b>SUBTOTAL REVENUES OVER/(UNDER) APPROPRIATIONS</b>	<b>(1,594,075)</b>	<b>(3,545,065)</b>	<b>(2,935,263)</b>	<b>(3,575,956)</b>	<b>(3,948,246)</b>	<b>(4,629,138)</b>	<b>(5,348,230)</b>
<i>INTERFUND LOANS / REPAYMENT</i>	167,192	646,271	30,000	30,000	30,000	30,000	30,000
<i>UNSPENT APPROPRIATIONS</i>		<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>
<b>BEGINNING FUND BALANCE REVENUES OVER/(UNDER) APPROPRIATIONS</b>	<b>(1,426,883)</b>	<b>(2,398,794)</b>	<b>(2,405,263)</b>	<b>(3,045,956)</b>	<b>(3,418,246)</b>	<b>(4,099,138)</b>	<b>(4,818,229)</b>
<b>USE OF MEASURE F TO FUND DEFICIT</b>	<b>1,426,883</b>	<b>2,398,794</b>	<b>2,405,263</b>	<b>3,045,956</b>	<b>3,418,246</b>	<b>4,099,138</b>	<b>4,818,229</b>



**General Fund Five Year Revenue Projections**

	<b>FY 14/15 Projected Actual</b>	<b>FY 15/16 Adopted Budget</b>	<b>FY 16/17 Projected</b>	<b>FY 17/18 Projected</b>	<b>FY 18/19 Projected</b>	<b>FY 19/20 Projected</b>	<b>FY 20/21 Projected</b>
<i>PROPERTY TAXES</i>	13,770,235	13,825,140	12,888,558	13,210,772	13,541,041	13,879,567	14,226,556
<i>SALES AND USE TAX</i>	6,482,000	7,536,750	9,279,735	9,558,127	9,844,871	10,140,217	10,444,423
<i>OTHER TAXES</i>	4,281,000	4,420,900	4,568,991	4,657,791	4,748,433	4,840,958	4,935,286
<i>LICENSES AND PERMITS</i>	1,019,740	1,010,900	1,032,648	1,053,301	1,074,367	1,095,854	1,117,771
<i>INTERGOVERNMENTAL REVENUE</i>	639,070	522,500	533,078	538,409	543,793	549,231	554,723
<i>SERVICE CHARGES</i>	2,643,454	2,629,100	2,682,090	2,735,732	2,790,446	2,846,255	2,903,180
<i>FINES &amp; FORFEITURES</i>	557,150	502,300	507,323	512,396	517,520	522,695	527,922
<i>USE OF MONEY &amp; PROPERTY</i>	443,610	430,070	429,321	433,614	437,950	442,330	446,754
<i>MISC. REVENUE</i>	62,675	92,500	40,300	40,300	40,300	40,300	40,300
<i>OTHER FINANCING SOURCES</i>	<u>1,255,457</u>	<u>1,169,410</u>	<u>1,375,500</u>	<u>1,384,500</u>	<u>1,393,770</u>	<u>1,403,318</u>	<u>1,412,931</u>
<b>TOTAL</b>	<b><u>31,154,391</u></b>	<b><u>32,139,570</u></b>	<b><u>33,337,544</u></b>	<b><u>34,124,942</u></b>	<b><u>34,932,491</u></b>	<b><u>35,760,725</u></b>	<b><u>36,609,847</u></b>

**Revenue Assumptions:**

Most revenue sources (excluding property and sales taxes) projected to increase between 1% and 3% annually

Property taxes estimated to increase an average of 3.4% annually

The triple-flip (property taxes in lieu of sales taxes) is scheduled to sunset in FY 15/16

Following the sunset of the Triple Flip (property taxes in lieu of sales taxes), sales taxes estimated to increase approximately 3% annually



**General Fund Five Year Appropriations Projections**

	<b>FY 14/15</b>	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>FY 18/19</b>	<b>FY 19/20</b>	<b>FY 20/21</b>
	<b><u>Projected</u></b>	<b><u>Adopted</u></b>	<b><u>Projected</u></b>	<b><u>Projected</u></b>	<b><u>Projected</u></b>	<b><u>Projected</u></b>	<b><u>Projected</u></b>
	<b><u>Actual</u></b>	<b><u>Budget</u></b>					
<i>PERSONNEL</i>	21,993,225	23,963,177	25,268,863	26,315,416	27,187,712	28,233,807	29,320,809
<i>CONTRACT SERVICES</i>	2,541,784	2,791,897	2,693,088	2,795,650	2,777,119	2,908,047	3,045,016
<i>MATERIALS &amp; SUPPLIES</i>	5,094,001	5,604,768	5,526,891	5,727,926	5,973,371	6,188,053	6,410,204
<i>CAPITAL OUTLAY</i>							
<i>OTHER FINANCING USES</i>	<u>3,119,456</u>	<u>3,324,793</u>	<u>2,783,965</u>	<u>2,861,906</u>	<u>2,942,535</u>	<u>3,059,956</u>	<u>3,182,048</u>
<b>TOTAL</b>	<b><u>32,748,466</u></b>	<b><u>35,684,635</u></b>	<b><u>36,272,807</u></b>	<b><u>37,700,898</u></b>	<b><u>38,880,737</u></b>	<b><u>40,389,863</u></b>	<b><u>41,958,077</u></b>

**Expenditure Assumptions:**

Expenditure projections assume no new programs or additional staff over the five year period, except for grant-funded positions  
 Payroll expenditures increase 1.85% for FY 15/16; thereafter 2.85% annually; benefits (excluding PERS retirement costs) increase 1.45%  
 PERS retirement costs increase an average of 14% annually  
 Most operating expenditures increase 2.5%; utilities and insurance increase 5% annually



## City of Novato Department/Function Matrix

Fund	Department/Function								
	General Government	Public Safety	Transportation	Community Development	Culture & Recreation	Economic Development	Debt Service	Internal Services	Other Financing Uses
<b>101 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		❖	❖	❖	❖				
205 RDA Successor Agency	❖					❖			
210 Affordable Housing Programs	❖					❖			
211 Housing Opportunity Fund						❖			
212 Affordable Housing Trust Fund	❖								❖
221 Clean Stormwater Fund	❖		❖	❖					❖
226 Underground Utilities									❖
227 Parking Improvement Fund		❖							❖
231 Subdivision Park Fund (Quimby)					❖		❖		❖
235 Art in Public Places Fund									❖
237 General Plan Surcharge Fund				❖					
238 Automation Surcharge Fund				❖					
241 Hamilton CFD Maintenance Fund	❖		❖	❖					❖
242 Hamilton Arts Center					❖				❖
243 Pointe Marin CFD Maintenance Fund			❖						
251 Chapter 27 Assessments Fund			❖	❖		❖	❖		❖
261 Landscaping Assessment District-San Marin	❖		❖						
262 Landscaping Assessment District-Country Club	❖		❖						
263 Landscaping Assessment District-Wildwood Glen	❖		❖						
264 Landscaping Assessment District-Hillside	❖		❖						
265 Lighting & Landscaping District-Downtown	❖		❖						
266 Landscaping Assessment District-San Pablo			❖						
267 Eucalyptus Ave Assessment District							❖		❖
269 Scottsdale Assessment District			❖						
272 State Gas Tax Fund						❖			❖
277 Local Law Enforcement Block Grants		❖			❖				
281 Special Police Projects		❖							❖
282 State COPS Grant		❖							



## City of Novato Department/Function Matrix

Fund	Department/Function								
	General Government	Public Safety	Transportation	Community Development	Culture & Recreation	Economic Development	Debt Service	Internal Services	Other Financing Uses
<b>Special Revenue Funds</b>									
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		❖	❖	❖	❖	❖		❖	❖
308 Marin County Measure B Street Projects									❖
309 Street Improvement Fund (Measure A)									❖
310 Parks Measure A		❖	❖		❖				❖
319 Civic Center Fund			❖					❖	❖
321 Clean Stormwater Capital Improvement Fund									❖
322 Street & Storm Drain Maintenance Fund			❖						❖
323 Long Term Maintenance									❖
325 Restricted Revenue Fund									❖
327 Development Impact Fees Fund									❖
330 Community Facilities Maintenance & Contingency					❖		❖		❖
450 City of Novato Public Financing Authority	❖				❖	❖	❖		❖
<b>Debt Service Funds</b>									
501 General Obligations Bonds	❖						❖		
503 Pension Obligation Bonds							❖		
<b>Proprietary Funds</b>									
601 Equipment Maintenance								❖	
605 Equipment Replacement							❖	❖	❖
606 Furnishings, Fixtures & Equipment Replacement Fund					❖			❖	❖
651 Marin Valley Mobile Country Club	❖							❖	❖



**General Fund Expenditures by Department - FY 1968/69 - FY 2015/16**

	<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	1,524,787	1,104,157	1,273,474
Administrative Services	3,632,190	3,734,286	4,033,927	4,349,783	4,479,222	4,958,174	4,462,739
Police	9,938,760	11,056,634	11,313,464	12,154,720	12,252,083	11,757,388	11,443,359
Community Development	2,914,967	2,824,892	2,648,378	2,863,585	2,692,783	2,807,242	2,071,528
Public Works	6,113,510	5,673,962	5,503,657	7,184,724	6,883,014	6,602,869	5,992,003
Parks & Recreation	3,562,217	3,699,750	3,502,495	3,967,015	4,006,348	3,876,051	3,255,316
<b>Total</b>	<b>27,472,031</b>	<b>28,338,295</b>	<b>28,466,681</b>	<b>31,968,924</b>	<b>31,838,237</b>	<b>31,105,881</b>	<b>28,498,419</b>
	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	
Central Administration	1,445,464	1,254,629	1,302,659	1,493,436	1,670,650	1,926,477	
Administrative Services	4,616,113	4,819,749	4,907,240	4,901,516	4,904,050	5,077,286	
Police	11,328,694	11,524,049	11,642,449	11,965,304	11,861,160	13,319,854	
Community Development	1,725,811	1,777,266	2,144,040	2,036,531	1,980,800	2,195,365	
Public Works	6,065,325	5,609,738	5,676,571	6,071,241	6,059,350	6,472,765	
Parks & Recreation	2,873,810	2,885,213	2,908,662	3,028,992	3,153,000	3,368,095	
<b>Total</b>	<b>28,055,217</b>	<b>27,870,644</b>	<b>28,581,621</b>	<b>29,497,020</b>	<b>29,629,010</b>	<b>32,359,842</b>	



**General Fund Expenditures by Department - FY 1968/69 - FY 2015/16  
(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%	4.79%	3.55%	4.47%
Administrative Services	13.22%	13.18%	14.17%	13.61%	14.07%	15.94%	15.66%
Police	36.18%	39.02%	39.74%	38.02%	38.48%	37.80%	40.15%
Community Development	10.61%	9.97%	9.30%	8.96%	8.46%	9.02%	7.27%
Public Works	22.25%	20.02%	19.33%	22.47%	21.62%	21.23%	21.03%
Parks & Recreation	12.97%	13.06%	12.30%	12.41%	12.58%	12.46%	11.42%
	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	
Central Administration	5.15%	4.50%	4.56%	5.06%	5.64%	5.95%	
Administrative Services	16.45%	17.29%	17.17%	16.62%	16.55%	15.69%	
Police	40.38%	41.35%	40.73%	40.56%	40.03%	41.16%	
Community Development	6.15%	6.38%	7.50%	6.90%	6.69%	6.78%	
Public Works	21.62%	20.13%	19.86%	20.58%	20.45%	20.00%	
Parks & Recreation	10.24%	10.35%	10.18%	10.27%	10.64%	10.41%	



Personnel Allocations

<u>DEPARTMENT</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>ADOPTED BUDGET 2015/16</u>
<b><u>CENTRAL ADMINISTRATION</u></b>							
<b>City Manager</b>							
City Manager	0.60	0.60	0.60	0.85	0.95	0.95	0.97
Economic Development Manager	--	--	--	--	--	1.00	1.00
Assistant to the City Manager	0.75	0.85	--	--	--	--	--
Public Communications Coordinator	--	--	--	1.00	1.00	1.00	1.00
Sr. Management Analyst	--	0.85	1.00	--	--	--	--
Management Analyst I / II	--	--	0.10	0.10	0.15	0.15	0.10
Sr Administrative Clerk	--	1.00	1.00	--	--	--	--
Executive Secretary	0.70	0.70	0.70	0.70	0.70	0.70	0.80
<b>Subtotal</b>	<b>2.05</b>	<b>4.00</b>	<b>3.40</b>	<b>2.65</b>	<b>2.80</b>	<b>3.80</b>	<b>3.87</b>
<b>Measure F</b>							
Economic Development Manager	--	--	--	1.00	1.00	--	--
Hamilton Property Project Manager	--	--	--	0.50	0.50	1.00	1.00
Office Assistant II	--	--	--	1.00	1.00	--	--
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.50</b>	<b>2.50</b>	<b>1.00</b>	<b>1.00</b>
<b>City Clerk</b>							
City Clerk	1.00	1.00	1.00	0.90	0.90	0.95	0.97
Executive Secretary	0.30	0.30	0.30	0.30	0.30	0.30	0.20
Word Processor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>2.30</b>	<b>2.30</b>	<b>2.30</b>	<b>2.20</b>	<b>2.20</b>	<b>2.25</b>	<b>2.17</b>
<b>TOTAL CENTRAL ADMINISTRATION</b>	<b>4.35</b>	<b>6.30</b>	<b>5.70</b>	<b>7.35</b>	<b>7.50</b>	<b>7.05</b>	<b>7.04</b>
<b><u>ADMINISTRATIVE SERVICES</u></b>							
<b>Administration</b>							
Assistant City Manager	0.70	0.60	0.65	0.80	0.95	0.95	0.97
Management Analyst I	0.30	0.20	0.45	0.45	0.55	0.55	0.62
<b>Subtotal</b>	<b>1.00</b>	<b>0.80</b>	<b>1.10</b>	<b>1.25</b>	<b>1.50</b>	<b>1.50</b>	<b>1.59</b>
<b>Human Resources</b>							
Deputy Director, Admin Services	0.70	--	--	--	--	--	--
Human Resources Manager	--	1.00	0.90	0.90	0.90	0.90	0.90
Human Resources Analyst	1.00	1.00	0.80	0.80	0.80	0.80	1.00
Principal HR Analyst	--	--	--	--	--	1.00	1.00
Human Resources Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Management Analyst II	--	0.50	0.25	0.25	0.25	0.25	--
<b>Subtotal</b>	<b>2.70</b>	<b>3.50</b>	<b>2.95</b>	<b>2.95</b>	<b>2.95</b>	<b>3.95</b>	<b>3.90</b>
<b>Finance</b>							
Finance Manager	1.00	1.00	1.00	0.80	0.85	0.90	0.90
Accounting Supervisor	--	--	--	0.80	0.85	0.90	0.90
Accountant/Analyst	1.00	1.00	1.00	--	--	--	--
Purchasing Agent	1.00	--	--	--	--	--	--
Payroll/Accounting Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Accounting Assistant	--	3.00	3.00	3.00	3.00	1.00	1.00
Accounting Assistant I / II	1.60	--	--	--	--	1.00	1.00
<b>Subtotal</b>	<b>5.60</b>	<b>6.00</b>	<b>6.00</b>	<b>5.60</b>	<b>5.70</b>	<b>4.80</b>	<b>4.80</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<b>ADOPTED BUDGET 2015/16</b>
<b><u>ADMINISTRATIVE SERVICES</u></b>							
<b>Information Technology Services</b>							
Deputy Director, Admin Services	0.22	--	--	--	--	--	--
Information Technology Manager	0.80	0.85	0.85	1.00	1.00	1.00	1.00
Senior IT Analyst	--	--	--	--	--	1.00	1.00
Business Analyst	--	--	--	--	--	1.00	1.00
Network & Systems Administrator	--	--	--	1.00	1.00	1.00	1.00
Management Analyst II	--	0.10	--	--	--	--	--
GIS/Engineering Technician	--	--	--	--	--	1.00	1.00
Information Systems Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>2.02</b>	<b>1.95</b>	<b>1.85</b>	<b>3.00</b>	<b>3.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Reprographics</b>							
Information Technology Manager	0.05	--	--	--	--	--	--
Reprographic Assistant	0.50	--	--	--	--	--	--
<b>Subtotal</b>	<b>0.55</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>Citywide Programs</b>							
Deputy Director, Admin Services	0.08	--	--	--	--	--	--
Human Resources Manager	--	--	0.10	0.10	0.10	0.10	0.10
Information Technology Manager	0.15	0.15	0.15	--	--	--	--
Human Resources Analyst	--	--	0.20	0.20	0.20	0.20	--
Management Analyst I / II	--	0.10	--	--	--	--	0.25
Information Systems Assistant	--	--	--	--	--	--	--
<b>Subtotal</b>	<b>0.23</b>	<b>0.25</b>	<b>0.45</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.35</b>
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>12.10</b>	<b>12.50</b>	<b>12.35</b>	<b>13.10</b>	<b>13.45</b>	<b>16.55</b>	<b>16.64</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
Sergeant	1.00	--	--	--	--	--	--
Sr Management Analyst	--	--	0.75	0.75	0.75	0.75	0.75
Management Analyst	0.63	0.63	--	--	--	--	--
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>5.63</b>	<b>4.63</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>
<b>Technical Services</b>							
Evidence Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Dispatch Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Sr Dispatcher	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Dispatcher	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Records Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Specialist	3.00	3.00	2.00	2.00	2.00	2.00	2.00
<b>Subtotal</b>	<b>15.00</b>	<b>15.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<b>ADOPTED BUDGET 2015/16</b>
<b><u>POLICE</u></b>							
<b>Professional Standards</b>							
Sergeant	1.00	2.00	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>1.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Crime Prevention</b>							
Community Service Officer	1.00	--	--	--	--	--	--
<b>Subtotal</b>	<b>1.00</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>Criminal Investigations</b>							
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Officer	5.00	5.00	4.00	4.00	4.00	4.00	4.00
Administrative Assistant	1.00	--	--	--	--	--	--
<b>Subtotal</b>	<b>7.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Patrol Administration &amp; Operations</b>							
Lieutenant	3.00	3.00	2.00	2.00	2.00	2.00	2.00
Sergeant	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Corporal	--	--	2.00	2.00	2.00	2.00	2.00
Officer	31.00	30.00	29.00	28.00	28.00	28.00	28.00
K-9 Officer	2.00	2.00	2.00	3.00	3.00	3.00	3.00
<b>Subtotal</b>	<b>42.00</b>	<b>41.00</b>	<b>41.00</b>	<b>41.00</b>	<b>41.00</b>	<b>41.00</b>	<b>41.00</b>
<b>Traffic</b>							
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Officer	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Community Services Officer	1.00	--	--	--	--	--	--
<b>Subtotal</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Special Police Services</b>							
Officer-Major Crimes Task Force	--	1.00	1.00	1.00	1.00	1.00	1.00
Officer-NC3 Task Force	--	--	--	--	--	0.78	0.78
Officer-COPE Grant	--	1.00	0.67	1.00	1.00	1.00	1.00
Corporal-NRT	--	--	--	1.00	1.00	0.21	1.00
Officer-NRT	--	--	--	--	--	1.55	2.00
Management Analyst I (NRT)	--	--	--	--	--	--	1.00
<b>Subtotal</b>	<b>0.00</b>	<b>2.00</b>	<b>1.67</b>	<b>3.00</b>	<b>3.00</b>	<b>4.54</b>	<b>6.78</b>
<b>Youth Services</b>							
Officer	2.00	1.00	--	--	--	--	--
<b>Subtotal</b>	<b>2.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Measure F</b>							
Corporal-NRT	--	--	--	--	--	0.79	--
Officer-NRT	--	--	--	2.00	2.00	0.45	--
Officer-NC3 Task Force	--	--	--	--	--	0.22	0.22
Management Analyst I (NRT)	--	--	--	1.00	1.00	1.00	--
Records Specialist	--	--	--	--	--	0.50	0.50
Office Assistant II	--	--	--	--	--	0.50	0.50
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.46</b>	<b>1.22</b>
<b>TOTAL POLICE</b>	<b>78.63</b>	<b>75.63</b>	<b>71.42</b>	<b>75.75</b>	<b>75.75</b>	<b>77.75</b>	<b>77.75</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>ADOPTED BUDGET 2015/16</u>
<b><u>COMMUNITY DEVELOPMENT</u></b>							
<b>Administration</b>							
Community Development Director	0.73	0.73	0.70	0.80	0.80	0.78	0.78
<b>Subtotal</b>	<b>0.73</b>	<b>0.73</b>	<b>0.70</b>	<b>0.80</b>	<b>0.80</b>	<b>0.78</b>	<b>0.78</b>
<b>Code Enforcement</b>							
Supervising Code Compliance Officer	0.95	0.95	0.95	0.95	0.95	1.00	1.00
Senior Code Compliance Officer	0.95	--	--	--	--	--	--
Code Compliance Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Housing Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Management Analyst	--	--	--	--	--	--	--
Office Supervisor	0.05	0.05	0.05	0.05	0.05	--	--
Senior Administrative Clerk	0.15	0.10	0.10	0.10	--	--	--
<b>Subtotal</b>	<b>4.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Planning</b>							
Community Development Director	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Deputy Director	1.00	--	--	--	--	--	--
Planning/Environmental Svcs Manager	--	1.00	1.00	1.00	1.00	1.00	1.00
Principal Planner	1.00	--	--	--	1.00	1.00	1.00
Senior Planner	2.00	1.50	1.50	2.00	2.00	1.90	1.90
Planner I & II	1.50	1.00	1.00	2.00	1.00	1.00	1.00
Management Analyst	--	--	--	--	--	--	--
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Accounting Assistant	0.50	--	--	--	--	--	--
<b>Subtotal</b>	<b>7.20</b>	<b>4.70</b>	<b>4.70</b>	<b>6.20</b>	<b>6.20</b>	<b>6.10</b>	<b>6.10</b>
<b>Clerical Services</b>							
Development Permit Supervisor	0.45	0.45	0.45	0.45	0.50	0.50	0.50
Senior Office Assistant	1.35	0.90	0.90	0.45	1.00	1.00	1.00
Office Assistant II	--	--	--	0.45	1.00	2.50	2.50
Word Processor	0.50	0.50	0.50	0.50	0.50	--	--
<b>Subtotal</b>	<b>2.30</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Building</b>							
Chief Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Building Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector I & II	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Supervising Code Compliance Officer	0.05	0.05	0.05	0.05	--	--	--
Sr Code Compliance Officer	0.05	--	--	--	--	--	--
Development Permit Supervisor	0.50	0.50	0.50	0.50	--	--	--
Senior Office Assistant	0.75	0.50	0.50	0.25	--	--	--
Office Assistant II	--	--	--	0.25	--	--	--
Senior Accounting Assistant	0.20	--	--	--	--	--	--
<b>Subtotal</b>	<b>5.55</b>	<b>5.05</b>	<b>5.05</b>	<b>5.05</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>ADOPTED BUDGET 2015/16</u>
<b>COMMUNITY DEVELOPMENT</b>							
<b>Affordable Housing Programs</b>							
Community Development Director	--	--	--	--	--	0.02	0.02
Sr Planner	--	--	--	--	--	0.10	0.10
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.12</b>	<b>0.12</b>
<b>General Plan Surcharge</b>							
Principal Planner	1.00	1.00	--	--	--	--	--
Senior Planner	--	--	1.00	--	--	--	--
Planner II	--	--	--	--	0.40	0.40	0.40
<b>Subtotal</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>
<b>Automation Surcharge</b>							
Planner II	--	--	--	--	0.40	0.40	0.40
Development Permit Supervisor	--	--	--	--	0.50	0.50	0.50
Senior Office Assistant	0.75	0.50	0.50	0.25	--	--	--
Office Assistant II	--	--	--	0.25	--	--	--
<b>Subtotal</b>	<b>0.75</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>21.63</b>	<b>16.93</b>	<b>16.90</b>	<b>17.50</b>	<b>18.30</b>	<b>19.30</b>	<b>19.30</b>
<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	0.15	0.15	--	--	--	--	--
Principal Engineering Technician	--	--	0.30	0.30	0.30	0.30	0.30
Senior Engineering Technician	0.20	0.20	--	--	--	--	--
Senior Engineer	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Sr Management Analyst	--	--	--	1.00	1.00	--	--
Management Analyst I	1.00	1.00	1.00	--	--	1.00	1.00
Senior Office Assistant	0.80	--	--	--	--	--	--
Office Assistant II	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Word Processor	0.50	0.50	0.50	0.50	0.50	--	--
<b>Subtotal</b>	<b>3.80</b>	<b>3.00</b>	<b>2.95</b>	<b>2.95</b>	<b>2.95</b>	<b>2.45</b>	<b>2.45</b>
<b>Street Lighting</b>							
Senior Engineering Technician	0.10	0.10	--	--	--	--	--
<b>Subtotal</b>	<b>0.10</b>	<b>0.10</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</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
Engineering Manager	--	--	--	--	0.10	0.10	0.10
Principal Civil Engineer	0.90	0.90	0.10	0.10	--	--	--
Senior Civil Engineer	0.90	0.90	0.90	0.90	0.90	0.50	0.50
Engineer I	0.50	0.50	0.50	0.50	0.50	1.00	1.00
GIS Coordinator	0.25	0.25	0.25	--	--	--	--
Engineering Technician I & II	0.30	0.30	--	--	--	--	--
Senior Accounting Assistant	0.30	--	--	--	--	--	--
<b>Subtotal</b>	<b>3.30</b>	<b>3.00</b>	<b>1.90</b>	<b>1.65</b>	<b>1.65</b>	<b>1.75</b>	<b>1.75</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<b>ADOPTED BUDGET 2015/16</b>
<b><u>PUBLIC WORKS</u></b>							
<b>Construction Management</b>							
Principal Civil Engineer	0.95	0.95	0.90	0.90	--	--	--
Engineering Manager	--	--	--	--	0.90	0.90	0.90
PW Admin Manager	--	--	--	--	--	1.00	1.00
Senior Civil Engineer	1.00	1.00	1.00	1.00	1.00	0.40	0.40
Engineer I & II	4.50	3.50	2.50	2.50	2.50	3.00	3.00
GIS Coordinator	0.10	0.10	0.10	--	--	--	--
Principal Engineering Technician	--	--	0.70	0.70	0.70	0.70	0.70
Senior Public Works Inspector	1.70	1.70	1.00	1.00	1.00	1.00	1.00
Public Works Inspector II	1.25	1.25	1.00	1.00	1.00	1.00	1.00
Senior Office Assistant	0.20	--	--	--	--	--	--
Office Assistant II	0.80	0.80	0.80	0.80	0.80	0.80	0.80
<b>Subtotal</b>	<b>10.50</b>	<b>9.30</b>	<b>8.00</b>	<b>7.90</b>	<b>7.90</b>	<b>8.80</b>	<b>8.80</b>
<b>GIS Mapping</b>							
GIS Coordinator	0.65	0.65	0.65	--	--	--	--
Engineering Technician I	1.20	1.20	0.75	1.00	1.00	--	--
<b>Subtotal</b>	<b>1.85</b>	<b>1.85</b>	<b>1.40</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Maintenance Administration</b>							
Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</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	3.00	2.00	2.00	3.00	3.00	3.00
<b>Subtotal</b>	<b>9.68</b>	<b>7.68</b>	<b>6.68</b>	<b>6.68</b>	<b>7.68</b>	<b>7.68</b>	<b>7.68</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	2.00	2.00	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>3.25</b>	<b>3.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</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	2.00	2.00	1.00	1.00	1.00
Maintenance Worker	2.62	1.62	0.62	0.62	0.62	0.62	0.62
<b>Subtotal</b>	<b>3.92</b>	<b>2.92</b>	<b>2.92</b>	<b>2.92</b>	<b>1.92</b>	<b>1.92</b>	<b>1.92</b>
<b>Parks Maintenance</b>							
Maintenance Supervisor	0.70	0.70	0.70	0.70	0.70	0.70	0.70
Senior Maintenance Worker	2.00	2.00	1.00	1.00	2.00	2.00	2.00
Maintenance Worker	8.38	7.38	6.38	6.38	5.38	5.38	5.38
<b>Subtotal</b>	<b>11.08</b>	<b>10.08</b>	<b>8.08</b>	<b>8.08</b>	<b>8.08</b>	<b>8.08</b>	<b>8.08</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<b>ADOPTED BUDGET 2015/16</b>
<b><u>PUBLIC WORKS</u></b>							
<b>Building Maintenance</b>							
Building Maintenance 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>Hamilton Community Facilities</b>							
Maintenance Supervisor	0.07	0.07	0.07	0.07	0.07	0.07	0.07
Maintenance Worker	3.00	3.00	3.00	3.00	3.00	3.00	3.00
<b>Subtotal</b>	<b>3.07</b>						
<b>Pte Marin Community Facilities</b>							
Maintenance Worker	2.00	2.00	2.00	2.00	2.00	2.00	2.00
<b>Subtotal</b>	<b>2.00</b>						
<b>Measure F</b>							
Maintenance Worker	--	--	2.00	1.00	1.00	--	--
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Parks Measure A</b>							
Maintenance Worker	--	--	--	--	--	2.00	2.00
<b>Subtotal</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>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	1.00	1.00
Equipment Technician	2.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>TOTAL PUBLIC WORKS</b>	<b>65.55</b>	<b>58.25</b>	<b>53.25</b>	<b>51.50</b>	<b>51.50</b>	<b>52.00</b>	<b>52.00</b>
<b><u>PARKS, RECREATION &amp; COMMUNITY SERVICES</u></b>							
<b>Administration</b>							
Recreation Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Director	1.00	--	--	--	--	--	--
Recreation Operations Manager	--	0.81	0.83	0.85	0.85	0.85	0.85
Sr. Management Analyst	--	--	--	--	--	1.00	1.00
Recreation Supervisor	0.05	0.08	0.08	0.08	0.08	0.08	0.11
Recreation Coordinator	--	--	0.35	0.75	0.75	0.45	1.00
Administrative Technician	0.89	0.96	0.96	0.96	0.96	0.96	0.96
Senior Office Assistant	0.58	0.20	0.23	0.23	0.23	0.23	0.18
Office Assistant II	0.40	--	--	--	--	--	0.05
<b>Subtotal</b>	<b>3.92</b>	<b>3.05</b>	<b>3.45</b>	<b>3.87</b>	<b>3.87</b>	<b>4.57</b>	<b>5.15</b>
<b>Child Care and Enrichment Programs</b>							
Recreation Operations Manager	--	0.06	0.06	0.04	0.04	0.04	0.04
Division Manager	0.22	--	--	--	--	--	--
Recreation Supervisor	0.82	0.82	0.82	1.00	1.00	1.00	1.00
Recreation Coordinator	1.00	1.21	1.02	1.17	1.17	1.57	1.17
Administrative Technician	0.02	0.02	0.02	0.03	0.03	0.03	0.03
Senior Office Assistant	0.19	0.07	0.07	0.09	0.09	0.09	0.09
Office Assistant II	0.26	--	--	--	--	--	--
Child Care Teacher	1.75	1.75	1.75	1.75	1.75	1.75	1.75
<b>Subtotal</b>	<b>4.26</b>	<b>3.93</b>	<b>3.74</b>	<b>4.08</b>	<b>4.08</b>	<b>4.48</b>	<b>4.08</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<b>ADOPTED BUDGET 2015/16</b>
<b>PAKRS, RECREATION &amp; COMMUNITY SERVICES</b>							
<b>Cultural Programs/Museum Administration</b>							
Recreation Operations Manager	--	0.05	0.05	0.05	0.05	0.05	0.05
Division Manager	0.35	--	--	--	--	--	--
Recreation Supervisor	0.18	0.18	0.18	--	--	--	--
Recreation Coordinator	1.00	0.60	0.15	0.10	0.10	--	--
Administrative Technician	0.01	0.01	0.01	--	--	--	--
Senior Office Assistant	0.15	0.02	0.02	--	--	--	--
Office Assistant II	0.06	--	--	--	--	--	--
<b>Subtotal</b>	<b>1.75</b>	<b>0.86</b>	<b>0.41</b>	<b>0.15</b>	<b>0.15</b>	<b>0.05</b>	<b>0.05</b>
<b>Senior Citizens</b>							
Division Manager	0.43	--	--	--	--	--	--
Recreation Operations Manager	--	0.08	0.06	0.06	0.06	0.06	0.06
Recreation Supervisor	2.00	1.95	0.95	0.95	0.95	0.95	0.95
Recreation Coordinator	1.00	0.50	0.58	0.83	0.83	0.83	0.83
Administrative Technician	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Senior Office Assistant	0.76	0.76	0.73	0.73	0.73	0.73	0.73
<b>Subtotal</b>	<b>4.20</b>	<b>3.30</b>	<b>2.33</b>	<b>2.58</b>	<b>2.58</b>	<b>2.58</b>	<b>2.58</b>
<b>Athletics</b>							
Division Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	3.95	2.97	2.97	2.97	2.97	2.97	2.94
Recreation Coordinator	1.00	--	--	1.00	1.00	1.00	1.00
Gymnastics Instructor	3.25	2.75	2.25	2.25	2.25	2.75	2.75
Administrative Technician	0.07	--	--	--	--	--	--
Senior Office Assistant	1.32	1.95	1.95	1.95	1.95	1.45	--
Office Assistant II	0.28	--	--	--	--	--	1.45
<b>Subtotal</b>	<b>10.87</b>	<b>8.67</b>	<b>8.17</b>	<b>9.17</b>	<b>9.17</b>	<b>9.17</b>	<b>9.14</b>
<b>TOTAL PAKRS, RECREATION &amp; COMMUNITY SERVICES</b>	<b>25.00</b>	<b>19.81</b>	<b>18.10</b>	<b>19.85</b>	<b>19.85</b>	<b>20.85</b>	<b>21.00</b>
<b>RDA Successor Agency</b>							
City Manager	--	--	--	0.15	0.05	0.05	0.03
Assistant City Manager	--	--	--	0.20	0.05	0.05	0.03
City Clerk	--	--	--	0.10	0.10	0.05	0.03
Finance Manager	--	--	--	0.20	0.15	0.10	0.10
Accounting Supervisor	--	--	--	0.20	0.15	0.10	0.10
Management Analyst I / II	--	--	--	0.20	0.05	0.05	0.03
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.05</b>	<b>0.55</b>	<b>0.40</b>	<b>0.32</b>



**Personnel Allocations**

<u>DEPARTMENT</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>ADOPTED BUDGET 2015/16</u>
<b>Redevelopment Agency</b>							
City Manager	0.40	0.40	0.40	--	--	--	--
Assistant City Manager	0.30	0.40	0.35	--	--	--	--
Redevelopment Administrator	1.00	0.90	0.90	--	--	--	--
Housing Coordinator	1.00	1.00	1.00	--	--	--	--
Community Development Director	0.07	0.07	0.10	--	--	--	--
Senior Planner	--	0.50	0.50	--	--	--	--
Planner I	0.50	--	--	--	--	--	--
Assistant to the City Manager	0.10	0.15	--	--	--	--	--
Senior Management Analyst	1.50	1.05	0.90	--	--	--	--
Management Analyst I / II	0.70	0.20	0.20	--	--	--	--
<b>Subtotal</b>	<b>5.57</b>	<b>4.67</b>	<b>4.35</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</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>0.15</b>	<b>0.20</b>	<b>0.20</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>GRAND TOTAL PERSONNEL</b>	<b>212.98</b>	<b>194.29</b>	<b>182.27</b>	<b>186.10</b>	<b>186.90</b>	<b>193.90</b>	<b>194.05</b>

**Personnel Allocation Summary by Department**

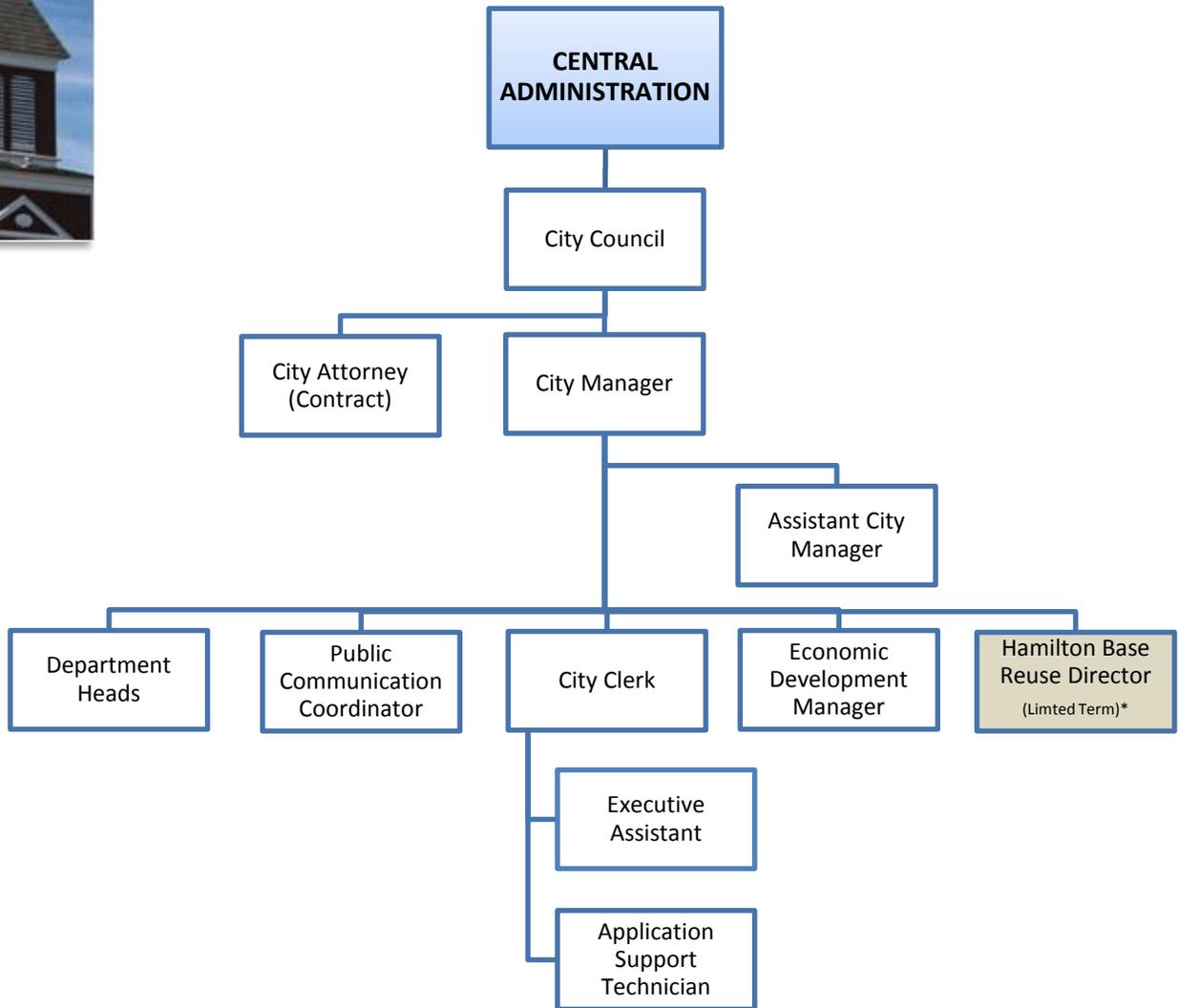
<u>DEPARTMENT</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>ADOPTED BUDGET 2014/15</u>
Central Administration	4.35	6.30	5.70	7.35	7.50	7.05	7.04
Administrative Services	12.10	12.50	12.35	13.10	13.45	16.55	16.64
Police	78.63	75.63	71.42	75.75	75.75	77.75	77.75
Community Development	21.63	16.93	16.90	17.50	18.30	19.30	19.30
Public Works	65.55	58.25	53.25	51.50	51.50	52.00	52.00
Parks, Recreation & Community Services	25.00	19.81	18.10	19.85	19.85	20.85	21.00
Redevelopment Agency	5.57	4.67	4.35	-	-	-	-
RDA Successor Agency	-	-	-	1.05	0.55	0.40	0.32
Novato Public Financing Authority	0.15	0.20	0.20	-	-	-	-
	<b>212.98</b>	<b>194.29</b>	<b>182.27</b>	<b>186.10</b>	<b>186.90</b>	<b>193.90</b>	<b>194.05</b>

**Personnel Changes from 2014/2015 Budget**

<b>Beginning Authorized Personnel Total</b>		<b><u>193.90</u></b>
<b>Position Additions / Reclassifications</b>		
<b>Department</b>	<b>Position</b>	<b>FTE</b>
Parks, Recreation & Community Services	Recreation Coordinator (HHS / Special Events)	0.15 Increase to full-time
<b>Total Position Additions</b>		<b>0.15</b>
<b>Ending Authorized Personnel Total</b>		<b><u>194.05</u></b>



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\* Paid for via Measure F

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**Department Budget Summary**

	<b>Adopted Budget 2014/15</b>	<b>Final Budget 2014/15</b>	<b>Adopted Budget 2015/16</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
				<b>Dollar</b>	<b>Percent</b>
<b>Revenues</b>					
Legal Fees Recovered	25,000	25,000	30,000	5,000	20.00%
Application Fees	400	400	400	-	0.00%
<b>Department Total</b>	<b>25,400</b>	<b>25,400</b>	<b>30,400</b>	<b>5,000</b>	<b>19.69%</b>

**Appropriations by Division**

City Council	64,816	64,816	81,096	16,280	25.12%
City Manager	840,335	867,428	991,142	150,807	17.95%
City Clerk	306,422	317,599	373,699	67,277	21.96%
City Attorney	450,000	450,000	480,000	30,000	6.67%
<b>Department Total</b>	<b>1,661,573</b>	<b>1,699,843</b>	<b>1,925,937</b>	<b>264,364</b>	<b>15.91%</b>

**Appropriations by Category**

Salaries	728,008	747,061	759,414	31,406	4.31%
Benefits	207,565	227,017	257,063	49,498	23.85%
Contract Services	591,493	591,493	761,493	170,000	28.74%
Materials & Supplies	134,507	134,632	147,967	13,460	10.01%
<b>Department Total</b>	<b>1,661,573</b>	<b>1,700,203</b>	<b>1,925,937</b>	<b>264,364</b>	<b>66.91%</b>

**Personnel Allocation History**

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
City Council *	5.00	5.00	5.00	5.00	5.00
City Manager	3.40	2.65	2.80	3.80	3.87
City Clerk	2.30	2.20	2.20	2.25	2.17
Measure F Funded	-	2.50	2.50	1.00	1.00
<b>Department Total</b>	<b>10.70</b>	<b>12.35</b>	<b>12.50</b>	<b>12.05</b>	<b>12.04</b>

\* City Council elected personnel excluded from authorized totals in Personnel Allocation tables (pages 103-111)

### ***Department Mission Statement***

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

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

### ***Department Responsibilities***

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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 implementing goals and objectives. In addition, the City Manager's Office contains the city's economic development program and public information program with the corresponding staff.

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

City Attorney: The City Attorney provides the following services: legal consultation, litigation, legal approval of documents, legal advice on questions of law and procedure, prosecution of certain provisions of the Novato Municipal Code, written opinions on city-related matters, and representation of all city officers and officials in actions brought against them while performing their official city functions. Some highly specialized legal services, such as labor law and bond counsel, are provided by outside attorneys as the need arises.

### ***Department Goals FY 15/16***

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

- Prepare a revenue measure for Council's consideration for the November 2015 ballot as outlined in the adopted Fiscal Sustainability Plan;
- Continue to oversee General Plan and Redwood Corridor planning process;
- Continue implementation of economic development efforts and Bio / Life Sciences program to foster business and job expansion and increase city revenue;
- Facilitate and expedite the anticipated development application for the historic Hamilton Hospital into an assisted living and memory care facility; and
- Research vendors and options for a citywide records management system.

**Department Notes**

The City Manager's office continued the process of implementing the Fiscal Sustainability Plan approved by the City Council in early 2014.

The City Manager and key staff continue to manage a number of special projects including supporting the Downtown Business Improvement District (DBID) and Downtown Novato Business Association, the marketing and sales of Hamilton Base properties, and creation of a North Bay Bio / Life Science cluster group. The city developed a citywide Communication Plan and redesigned the city's website for enhanced public engagement and information. Staff continues to expand use of the city's web site, "Our Town" newsletter, and social media.

The City Clerk continued to oversee records scanning and indexing of key departmental documents and fulfilled numerous Public Records Act requests.

City Council meetings are available on the internet through the city's website, [www.novato.org](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:** \$81,096**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 City 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 2015/16 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>									
Policy Development	5.00		8,500	67,066		14,030		81,096	
<b>TOTAL</b>	<b>5.00</b>	<b>0</b>	<b>8,500</b>	<b>67,066</b>	<b>0</b>	<b>14,030</b>	<b>0</b>	<b>81,096</b>	<b>0</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	51,482	52,508	50,786	50,786	67,066
Contract Services	1,288	8,634	0	0	0
Materials and Supplies	10,444	13,852	14,030	14,030	14,030
Capital Outlay					0
<b>TOTAL</b>	<b>63,214</b>	<b>74,994</b>	<b>64,816</b>	<b>64,816</b>	<b>81,096</b>

**Department****Name:** Central Administration**Program:** City Manager**Budget:** \$991,142**Personnel Allocation:** 3.87**Revenue:** \$400**Program Description**

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

**Program Elements**

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

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

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

**Economic Development:** Build on prior redevelopment initiatives to promote the economic vitality of the community through economic development. Focus on a future Council-approved economic development strategy that includes business retention and attraction and identifies ways to enhance the downtown area. A major current focus is to support the creation of high paying jobs in the bio life sciences arena. Additional initiatives include the development and implementation of a strategy to utilize dilapidated and/or vacant city owned buildings in the community, especially at Hamilton. The initiative will look at opportunities to enhance city revenue and complete revitalization plans.



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

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

### ***Program Accomplishments FY 14/15***

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- Supported the Downtown Business Improvement District; recruited and provided support for new DNBA Executive Director; processed annual assessment;
- Completed 2015 Community Satisfaction and Priorities Survey;
- Increased reach and use of web, Facebook, Our Town E-Newsletter;
- Continued the "Shop Local Novato" campaign to help strengthen existing retailers' sales and bring new products and services to Novato;
- Launched North Bay Life Science Alliance;
- Sold Hamilton Base Senior Triangle and Hospital Properties for \$2.5 million;
- Developed a City Communication Plan and redesigned the City's website for enhanced public engagement and information;
- Continued legal efforts on numerous lawsuits and claims; and
- Continued to oversee the implementation of the Novato Response Team (NRT).

### ***Program Goals FY 15/16***

---

- Prepare a revenue measure for Council's consideration for the November 2015 ballot as outlined in the adopted Fiscal Sustainability Plan;
- Continue to oversee General Plan and Redwood Corridor planning process;
- Continue implementation of economic development efforts and Bio Life Sciences program to foster business and job expansion and increase City revenue;
- Facilitate and expedite the development application for the historic Hamilton Hospital into an assisted living and memory care facility;
- Complete analysis and process for long term ownership discussion at Marin Valley Mobile Country Club;
- Research vendors and options for a citywide records management system;
- Promote outreach and involvement of the Hispanic community in various aspects of the City including city programs, volunteers, employees and commissioners;
- Support the successful start of the SMART rail system and its integration in Novato;
- Work with TAM and transit agencies to determine the design and funding for the Downtown Bus Facility; and
- Complete design of Sherman Avenue and Civic Center, identify elements.

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**Program: City Manager**

Division Number 0200

**Summary of 2015/16 Resources Used by Program Element:**

	Employees		Total Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues	
	Perm FTE	Temp FTE							
<b>Program Elements:</b>									
General Management	2.87		4,879	513,341	104,000	78,663	696,004	400	
Economic Development	1.00		1,700	175,138	101,000	19,000	295,138		
<b>TOTAL</b>	<b>3.87</b>	<b>0</b>	<b>6,579</b>	<b>688,479</b>	<b>205,000</b>	<b>97,663</b>	<b>0</b>	<b>991,142</b>	<b>400</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	424,566	466,433	631,312	658,765	688,479
Contract Services	85,547	50,648	125,000	125,000	205,000
Materials and Supplies	24,794	18,839	84,023	83,663	97,663
Capital Outlay					0
<b>TOTAL</b>	<b>534,907</b>	<b>535,920</b>	<b>840,335</b>	<b>867,428</b>	<b>991,142</b>

**Department**

**Name:** Central Administration

**Program:** City Clerk

**Budget:** \$373,699

**Personnel Allocation:** 2.17

**Revenue:** \$0

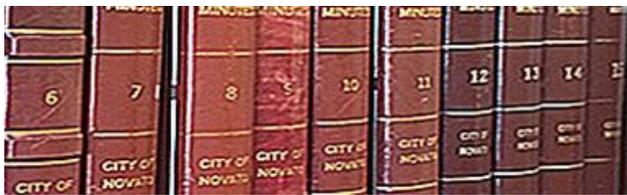
**Program Description**

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

**Program Elements**

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

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



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

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

**Program Accomplishments FY 14/15**

- Assisted with public noticing and televising of all the special budget meetings and workshops.

**Program Goals FY 15/16**

- Facilitate 2015 city elections and assist candidates through the process;
- Investigate other technology enhancements to improve operations;
- Research vendors and options for a citywide records management system; and
- Update city’s records retention program.

**Program: City Clerk**

Division Number 0400

**Summary of 2015/16 Resources Used by Program Element:**

	Employees		Total Hours	Contract/ Personnel	Contract/ Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<b>Program Elements:</b>									
Administration	2.17		3,689	260,932	76,493	36,274		373,699	
<b>TOTAL</b>	<b>2.17</b>	<b>0.00</b>	<b>3,689</b>	<b>260,932</b>	<b>76,493</b>	<b>36,274</b>	<b>0</b>	<b>373,699</b>	<b>0</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	232,392	241,489	253,475	264,832	260,932
Contract Services	15,600	61,626	16,493	16,493	76,493
Materials and Supplies	19,604	17,084	36,454	36,274	36,274
Capital Outlay					0
<b>TOTAL</b>	<b>267,596</b>	<b>320,199</b>	<b>306,422</b>	<b>317,599</b>	<b>373,699</b>

**Department****Name:** Central Administration**Program:** City Attorney**Budget:** \$480,000**Personnel Allocation:** 0.00**Revenue:** \$30,000

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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**

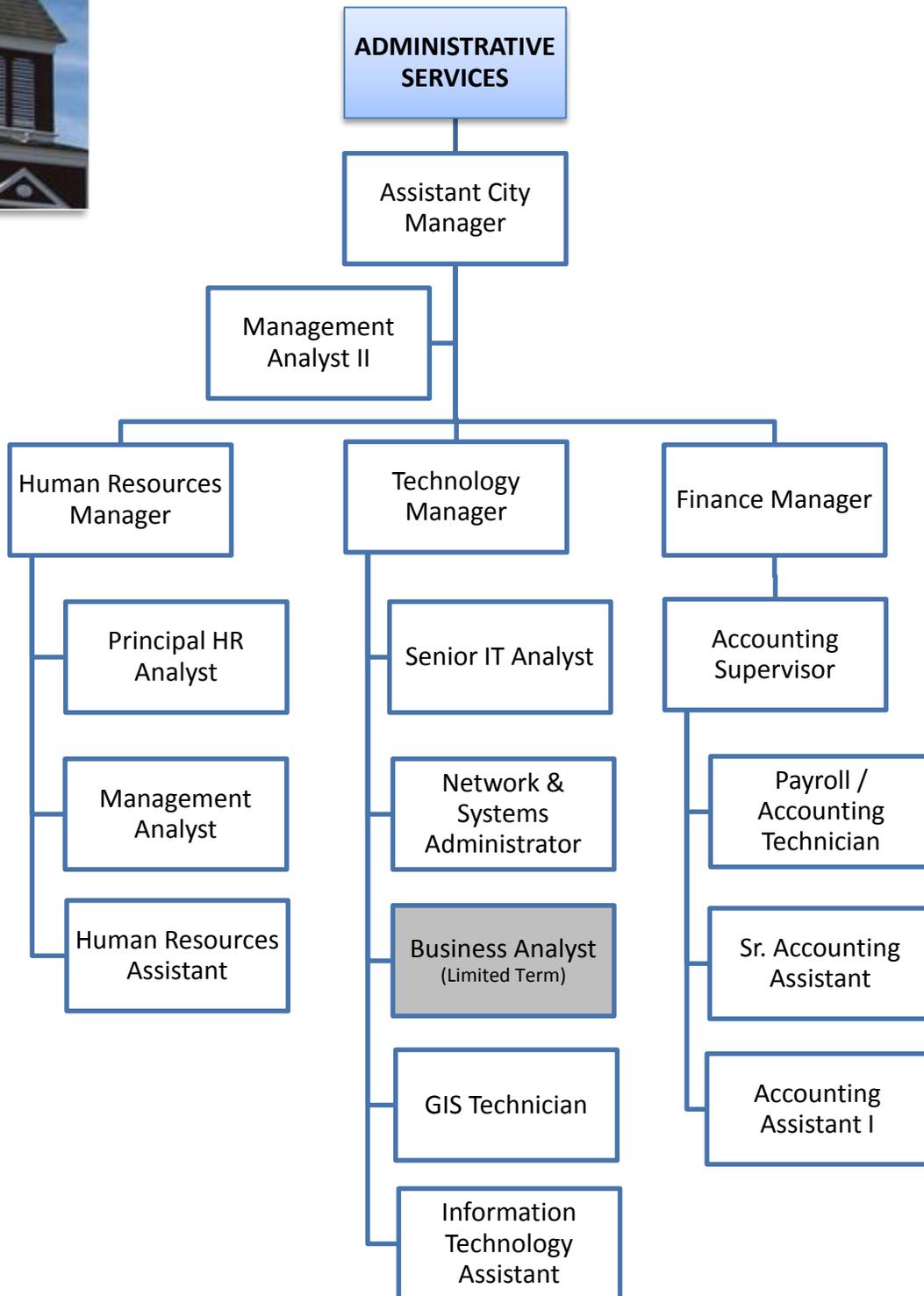
Division Number 0800

**Summary of 2015/16 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					250,000			250,000	
Cost Recovery Services					30,000			30,000	30,000
Litigation					200,000			200,000	
<b>TOTAL</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>480,000</b>	<b>0</b>	<b>0</b>	<b>480,000</b>	<b>30,000</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
<b>Program Inputs:</b>					
Personnel Services					0
Contract Services	436,942	562,323	450,000	450,000	480,000
<b>TOTAL</b>	<b>436,942</b>	<b>562,323</b>	<b>450,000</b>	<b>450,000</b>	<b>480,000</b>

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## Department Budget Summary

	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
<b>Revenues</b>					
Administrative Fees	130,150	130,150	147,500	17,350	13.33%
Business License Tax - Audit	152,500	152,500	162,000	9,500	6.23%
Business License Application Fees	18,415	18,415	18,000	(415)	(2.25)%
Returned Check Charges	420	420	300	(120)	(28.57)%
Publications & Reports	300	300	300	-	0.00%
MVMCC Reimbursement	25,000	25,000	25,000	-	0.00%
Miscellaneous Revenues	8,550	8,550	59,500	50,950	595.91%
<b>Department Total</b>	<b>\$335,335</b>	<b>\$335,335</b>	<b>\$412,600</b>	<b>\$77,265</b>	<b>23.04%</b>

**Appropriations by Division**

Administration	278,409	285,796	310,650	32,241	11.58%
Human Resources	696,552	685,652	775,459	78,907	11.33%
Finance	638,344	670,108	693,943	55,599	8.71%
Information Technology Services	1,070,457	1,050,474	1,058,009	(12,448)	(1.16)%
Citywide Programs	2,042,195	2,067,034	2,242,785	200,590	9.82%
<b>Department Total</b>	<b>\$4,725,957</b>	<b>\$4,759,064</b>	<b>\$5,080,846</b>	<b>\$354,889</b>	<b>7.51%</b>

**Appropriations by Category**

Salaries	1,511,948	1,484,755	1,460,891	(51,057)	(3.38)%
Benefits	402,054	427,932	450,614	48,560	12.08%
Contract Services	1,245,222	1,243,687	1,295,972	50,750	4.08%
Materials & Supplies	1,566,733	1,602,690	1,873,369	306,636	19.57%
<b>Department Total</b>	<b>\$4,725,957</b>	<b>\$4,759,064</b>	<b>\$5,080,846</b>	<b>\$354,889</b>	<b>7.51%</b>

**Personnel Allocation History**

	2011/12	2012/13	2013/14	2014/15	2015/16
Administration	1.10	1.25	1.50	1.50	1.59
Human Resources	2.95	2.95	2.95	3.95	3.90
Finance	6.00	5.60	5.70	4.80	4.80
Information Technology Services	1.85	3.00	3.00	6.00	6.00
Citywide Programs	0.45	0.30	0.30	0.30	0.35
<b>Department Total</b>	<b>12.35</b>	<b>13.10</b>	<b>13.45</b>	<b>16.55</b>	<b>16.64</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. As an internal service provider, the department takes pride in being an attentive and resourceful team providing superior quality service and communication to all city programs and activities.

***Department Responsibilities***

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

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

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

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

Information Technology Services: The Information Technology Division manages the city's data and telecommunications systems networks and provides services and support to end-users in all departments. The division is responsible for network applications used by all employees, and assists departments with business-specific application support. Services to end-users include desktop, printer, telephone and voice mail systems support. The division is also responsible for the city's Internet, telephone system, remote access services, Geographical Information Systems (GIS) and for managing support provided by professional and technical consultants. Some of the city's software systems are hosted on the city's network; others are contracted out and hosted by other organizations.

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

### ***Department Goals FY 15/16***

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#### **Finance**

- Provide research for new ongoing revenue (including consultant expertise and choices to Council) for consideration of a revenue measure in November 2015;
- Continue providing public information regarding the city's fiscal sustainability journey and next steps;
- Continue implementation of use of Measure F;
- Select consultant, complete request for proposal process and prepare for installation of a new Financial, Payroll and Human Resources system;
- Implement business license software and online business license renewals to improve efficiency and e-commerce for customers;
- Continue to update all of the city's financial policies, update with best practices; and
- Continue Successor Agency post-redevelopment initiatives.

#### **Human Resources / Risk Management**

- Develop a comprehensive employee communication, engagement, recognition, and team building program;
- Overhaul the city's evaluation system including new software for improved tracking and communication with supervisors and employees;
- Research options for Human Resources Information System in conjunction with a new financial system;
- Provide training for supervisor/managers on core management skills;
- Construct an employee web portal for HR services, benefits, etc;
- Streamline and improve internal processes for workers' compensation claims;
- Update all contract document templates and provide training to staff;
- Provide training and active management of worker's compensation claims and employee injuries; and
- Implement web-based safety training available through Bay Cities Joint Powers Insurance Authority (BCJPIA).

#### **Information Technology**

- Continue to support departments in a variety of technology projects as outlined in the IT Master Plan;
- Implement a robust Geographical Information System (GIS) in partnership with MarinMap to support local needs;
- Update the city's Information Technology policies and procedures; and
- Complete review and refinement of the city's telecommunication services and billing.

***Department Notes***

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Over the past year, the Administrative Services Department (ASD) worked closely with the City Manager's office to implement the 2014/2015 budget. ASD employees provided staffing for both the Novato Successor Agency and the Successor Agency Oversight Board and the Measure F Oversight/Citizens Finance Committee.



The Administrative Services department helped begin implementing the Fiscal Sustainability plan, approved by the City Council last fiscal year, completed labor negotiations with all bargaining units within the City, realigned both the Human Resources and Information Technology divisions to better serve internal customers and upgraded vital technology to improve efficiency and productivity.

ASD employees within the Human Resources division implemented the results of the 2014 labor negotiations, recruited and hired 36 employees and implemented the classification study for administrative positions in the city.

ASD employees within the Finance Division completed a request for proposal process, selected and transitioned to a new banking services provider, updated the city's investment policy and purchasing ordinances, implemented a local preference policy, and completed education and compliance review of the city's Mobile Home Rent Control Ordinance and fee.

The Finance Division received two Government Finance Officers Association (GFOA) awards for its FY 2013/14 Comprehensive Annual Financial Report and for the FY 2014/15 budget document, and received an Excellence in Budgeting Award from the California Society of Municipal Finance Officers for the FY 2014/15 budget.

ASD employees in the IT division supported departments in researching and planning a variety of technology projects as outlined in the IT Master Plan, procured, configured and deployed 25 laptops and 150 desktops, completed 18 sessions of technology training resources for 139 employees, completed 90% of Planning Division scanning and indexing of documents, deployed iPads for Code Compliance and Building Inspectors and supported the Police Department's implementation of numerous technology projects.

In the upcoming year, the Administrative Services Department will play an important role in driving the implementation of new major technology projects citywide, streamline, improve and develop a variety of Human Resources processes and programs and provide research for new ongoing revenue for consideration in November 2015.

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**Department Name:** Administrative Services

**Program:** Administration

**Budget:** \$310,650

**Personnel Allocation:** 1.59

**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 (BCJPIA) and the Employment Risk Management Authority (ERMA).

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

### ***Program Accomplishments FY 14/15***

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- Provided analytical oversight to the Marin Valley Country Club; and
- Assisted with development and implementation of FY 2015/16 budget.

### ***Program Goals FY 15/16***

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

**Program: Administration**

Division Number 1000

**Summary of 2015/16 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	1.59		2,703	294,250		16,400		310,650	
<b>TOTAL</b>	<b>1.59</b>		<b>2,703</b>	<b>294,250</b>	<b>0</b>	<b>16,400</b>	<b>0</b>	<b>310,650</b>	<b>0</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	221,886	257,058	261,829	269,396	294,250
Contract Services					0
Materials and Supplies	12,493	16,650	16,580	16,400	16,400
Capital Outlay					0
<b>TOTAL</b>	<b>234,379</b>	<b>273,708</b>	<b>278,409</b>	<b>285,796</b>	<b>310,650</b>

**Department Name:** Administrative Services

**Program:** Human Resources

**Budget:** \$775,459

**Personnel Allocation:** 3.90

**Revenue:** \$0

**Program Description**

Directed by the Human Resources Manager, this program provides overall management of the city's Human Resource and Risk Management activities and services.

**Program Elements**

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

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

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

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

**Recruitment and Selection:** Coordinate recruitments by advertising, screening and interviewing qualified applicants for employment with the city. As part of the hiring process, Human Resources staff conducts

reference checks, coordinates medical exams, and provides new employee orientation for the successful candidates. While most recruitments are conducted by Human Resources staff working closely with the hiring department, the city also uses companies that specialize in public sector recruitments to fill certain positions.

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

***Program Accomplishments FY 14/15***

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- Negotiated and implemented results of 2014 labor negotiations sessions;
- Recruited and hired 36 positions;
- Assisted departments with organizational changes;
- Implemented classification study for administrative positions in the city;
- Assisting in research of liability and insurance issues regarding Quiet Zone implementation; and
- Streamlined and improved internal processes for liability claims.

***Program Goals FY 15/16***

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- Develop a comprehensive employee communication, engagement, recognition, and team building program;
- Overhaul the city's evaluation system including training for supervisors and employees, explore software opportunities;
- Research options for Human Resources Information System (HRIS) in conjunction with a new finance system
- Provide training for supervisor/managers on core management skills;
- Construct an employee web portal for HR resources, benefits, etc;
- Streamline and improve internal processes for workers' compensation;
- Implement web-based safety training available through BCJPIA;
- Provide training and active management of worker's compensation claims and employee injuries; and
- Update all contract templates and provide training to staff.

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**Program: Human Resources**

Division Number 1100

**Summary of 2015/16 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	3.90		6,630	484,307	224,531	66,621		775,459	
<b>TOTAL</b>	<b>3.90</b>	<b>0.00</b>	<b>6,630</b>	<b>484,307</b>	<b>224,531</b>	<b>66,621</b>	<b>0</b>	<b>775,459</b>	<b>0</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	331,744	326,450	486,290	475,750	484,307
Contract Services	182,511	159,258	145,781	145,781	224,531
Materials and Supplies	32,709	39,668	64,481	64,121	66,621
Capital Outlay					0
<b>TOTAL</b>	<b>546,964</b>	<b>525,376</b>	<b>696,552</b>	<b>685,652</b>	<b>775,459</b>

**Department Name:** Administrative Services

**Program:** Finance

**Budget:** \$693,943

**Personnel Allocation:** 4.80

**Revenue:** \$335,100

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

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

**Payroll:** Perform citywide biweekly payroll, including issuance of payroll checks and direct deposit for approximately 200 regular full-time and part-time employees and 90 temporary part-time employees. Maintain leave accounts, account for benefits and overtime, state and federal compliance, and respond to employees' questions and special needs.

**Business License/Cashiering/Accounts Receivable:** Billing, collection and records maintenance for approximately 4,600 businesses with total license taxes of approximately \$1 million and business license application fees of \$20,000. Invoice and collect accounts receivable; process and deposit cash receipts.

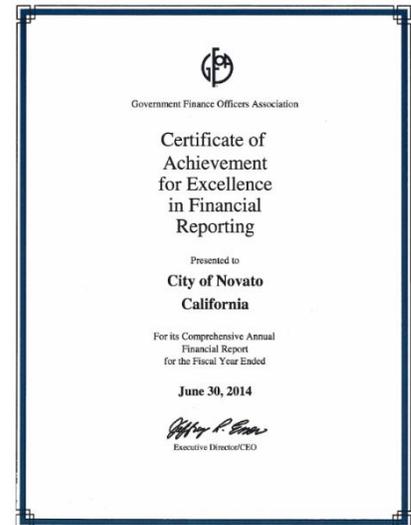
**Accounts Payable:** Process payment for all city obligations for purchased materials and services within vendors' terms, with an approximate volume of 3,400 disbursements annually. Accounts Payable is also responsible for purchasing office supplies for departments and maintaining DMV records for the city's vehicle fleet.

**Centralized Mail/Photocopy Services:** Effective with the 2012/13 fiscal year, Finance took over responsibility for the remaining functions that were part of the Reprographics unit. Personnel from each department are responsible for metering outgoing U.S. mail. Received mail is sorted by the receptionist/administrative clerk assigned to Community Development. A large multi-function color copier is utilized by various department personnel for photocopying that cannot be done in an efficient or cost-effective manner on smaller department copiers. Other services that Reprographics used to provide, such

as collating, binding and distribution of reports, manuals, guides, brochures, forms, newsletters and notices are now the responsibility of requesting departments.

### ***Program Accomplishments FY 14/15***

- Received a Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the 14<sup>th</sup> consecutive year;
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the city's FY 2013/14 Comprehensive Annual Financial Report (CAFR) for the second year;
- Continued providing public information regarding the city's fiscal sustainability journey and next steps;
- Continued implementation of use of Measure F and staffed the Measure F Oversight/Citizens' Finance Commission;
- Updated city's investment policy;
- Updated the city's purchasing ordinance and implemented local preference policy;
- Completed RFP process, selected and transitioned to new banking services provider; and
- Education and compliance review of city's Mobile Home Rent Control Ordinance and fee.



### ***Program Goals FY 15/16***

- Provide research consideration of a revenue measure in November 2015;
- Continue providing public information regarding the city's fiscal sustainability journey and next steps; continue implementation of use of Measure F;
- Select consultant, complete RFP process, and prepare for installation of new financial/HR/payroll system;
- Continue Successor Agency post-redevelopment initiatives;
- Implement new business license software and online business license renewals to improve efficiency and e-commerce for customers; and
- Continue updates to the city's financial policies with best practices.

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**Program: Finance**  
Division Number 1200

**Summary of 2015/16 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Internal Service Chgs	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE								
<i>Program Elements:</i>										
Accounting and Administration	4.80	0.05	8,264	532,893	84,000	107,050	(30,000)		693,943	335,100
<b>TOTAL</b>	<b>4.80</b>	<b>0.05</b>	<b>8,264</b>	<b>532,893</b>	<b>84,000</b>	<b>107,050</b>	<b>(30,000)</b>	<b>0</b>	<b>693,943</b>	<b>335,100</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<i>Program Inputs:</i>				
Personnel Services	504,703	480,834	475,844	502,196	532,893
Contract Services	89,391	76,898	91,000	91,000	84,000
Materials and Supplies	93,095	88,276	101,500	106,912	107,050
Internal Service Charges	(39,705)	(30,842)	(30,000)	(30,000)	(30,000)
Capital Outlay					
<b>TOTAL</b>	<b>647,484</b>	<b>615,166</b>	<b>638,344</b>	<b>670,108</b>	<b>693,943</b>

**Department Name:** Administrative Services

**Program:** Information Technology Services

**Budget:** \$1,058,009

**Personnel Allocation:** 6.00

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

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

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

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

**Telephone Services:** Management of the city's communications systems, including telephones, voice mail, data and voice circuits, emergency and business lines.

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

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

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

***Program Accomplishments FY 2014/2015***

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- Completed realignment of IT Division staffing and the hiring of new staff;
- Supported departments in researching and planning a variety of technology projects as outlined in the IT Master Plan;
- Implemented the following resulting in increased effectiveness and efficiency:
  - Procured, configured and rolled out replacement systems (25 laptops & 150 desktops)
  - Completed 18 sessions of technology training resources for 139 employees to improve efficiency and effectiveness
  - Completed 90% of Planning Division scanning and indexing
  - Deployed mobile technology (iPads) for Code Compliance and Building Inspectors to leverage the CRW system; and
- Supported Police Department with numerous technology projects:
  - 911 phone controller and recording systems
  - Mobile data computers
  - Body cameras for officers
  - Emergency Operations Center software in partnership with Sheriff's office
  - In car video systems
  - Dispatch battery back-up system.

***Program Goals FY 2015/2016***

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- Implement technology and communications initiatives to improve the efficiency and effectiveness of city operations (a full list of the FY 2015/16 projects is outlined in the IT Master Plan):
  - Support Finance with the implementation of a new business license software system
  - Support Finance with the research and purchase of a citywide financial and accounting system
  - Support Public Works with the purchase and installation of a Computerized Maintenance Management System (CMMS)
  - Support Public Works with the implementation of advanced irrigation control technology
  - Support Public Works with the implementation of a fuel management system
  - Support Human Resources with the research for a Human Resources Information System (HRIS)
  - Support the City Clerk with the research for a citywide document management system to improve access and retrieval of images and documents for the city and public;
  - Support Police in the full deployment and back end support for the WebEOC software
  - Support Parks and Recreation in the research for a new program and facility registration program;
- Implement a robust GIS system in partnership with MarinMap with support for local needs;
- Update the city's Information Technology policies and procedures; and
- Complete review and refinement of the city's telecommunication services and billing.

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**Program: Information Technology Services**

Division Number 1300

**Summary of 2015/16 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>									
Information Technology Management	6.00		10,200	523,339	120,535	351,635		995,509	
GIS					34,000	28,500		62,500	
<b>TOTAL</b>	<b>6.00</b>	<b>0.00</b>	<b>10,200</b>	<b>523,339</b>	<b>154,535</b>	<b>380,135</b>	<b>0</b>	<b>1,058,009</b>	<b>0</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	234,923	276,657	617,637	598,104	523,339
Contract Services	177,603	213,566	181,535	180,000	154,535
Materials and Supplies	204,842	222,116	271,285	272,370	380,135
Debt Service	38,548	13,150			0
Capital Outlay	57,864	71,742			0
<b>TOTAL</b>	<b>713,780</b>	<b>797,231</b>	<b>1,070,457</b>	<b>1,050,474</b>	<b>1,058,009</b>

**Department Name:** Administrative Services

**Program:** Citywide Programs

**Budget:** \$2,242,785

**Personnel Allocation:** 0.35

**Revenue:** \$77,500

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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 Bay Cities Joint Powers Insurance Authority and liability management authorities, designed to reduce the city's exposure to losses resulting from workers compensation and liability claims.

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

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

**Cable Television:** Administration of CATV franchise and community access channel programming.

**Marin GSA:** Administration of the various shared public services including street lights, taxi cab regulation and animal control services. The Marin Humane Society provides animal control services to Marin cities and the County of Marin, under contract with the county with oversight through the Marin General Services Authority.

**Program: Citywide Programs**

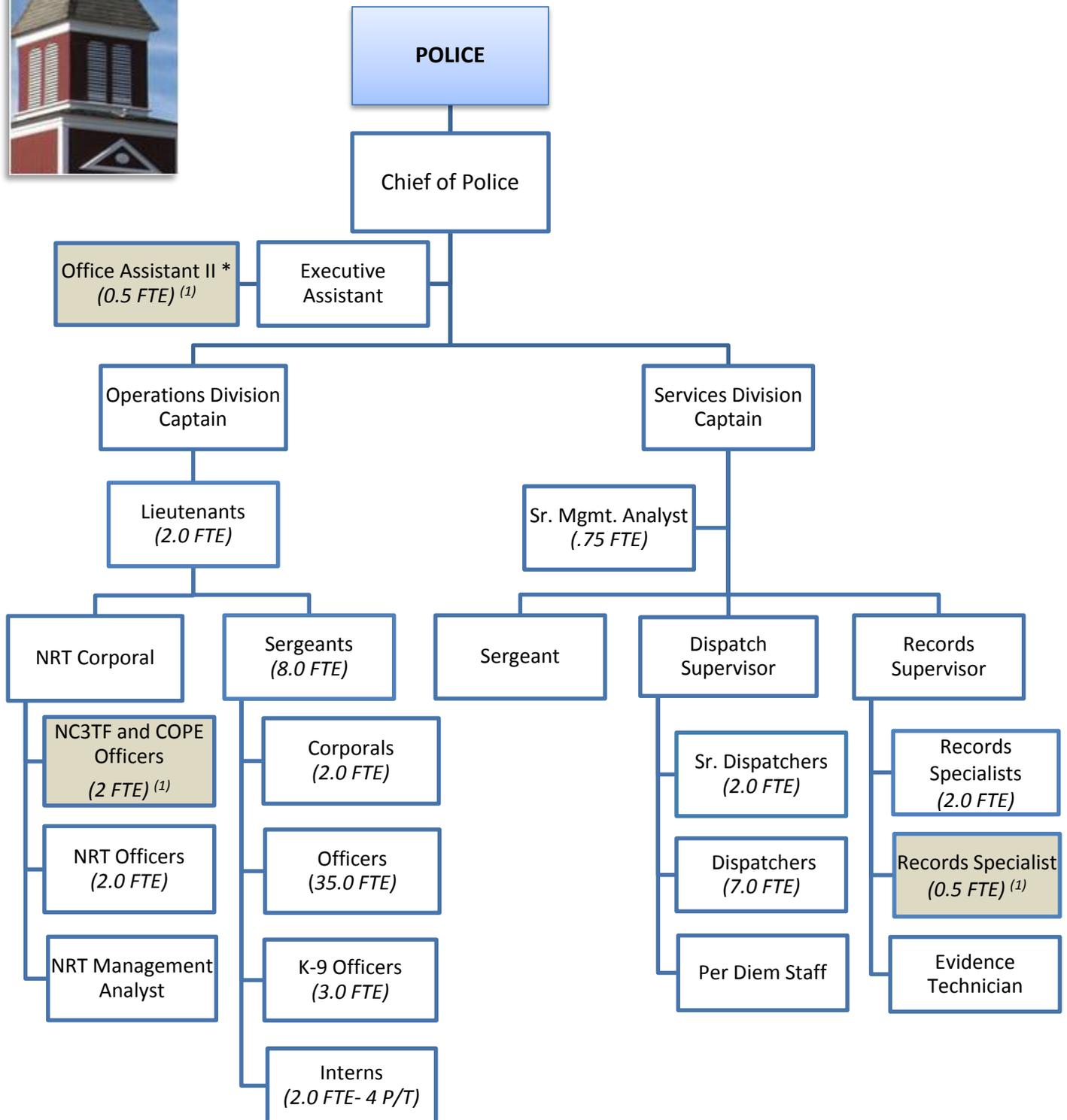
Division Number 1900

**Summary of 2015/16 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>									
Risk Management	0.35		595	44,716		638,000		682,716	77,500
Memberships						30,076		30,076	
Central Stores						5,000		5,000	
Special Programs				32,000	139,407	639,667		811,074	
Cable Television					44,126			44,126	
Marin GSA					50,640			50,640	
Animal Control					598,733			598,733	
City Owned Property						20,420		20,420	
<b>TOTAL</b>	<b>0.35</b>	<b>0.00</b>	<b>595</b>	<b>76,716</b>	<b>832,906</b>	<b>1,333,163</b>	<b>0</b>	<b>2,242,785</b>	<b>77,500</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	39,789	64,257	72,402	67,241	76,716
Contract Services	758,204	746,601	826,906	826,906	832,906
Materials and Supplies	1,966,513	1,860,629	1,142,887	1,172,887	1,333,163
Debt Service		18,548			
Capital Outlay					0
<b>TOTAL</b>	<b>2,764,506</b>	<b>2,690,035</b>	<b>2,042,195</b>	<b>2,067,034</b>	<b>2,242,785</b>

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(1) Paid for via grants and Measure F

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**Department Budget Summary**

	<b>Adopted Budget 2014/15</b>	<b>Final Budget 2014/15</b>	<b>Adopted Budget 2015/16</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
				<b>Dollar</b>	<b>Percent</b>
<b>Revenues</b>					
Sales Tax - Public Safety	398,000	398,000	442,000	44,000	11.06%
Other Agency Reimbursement	2,100	14,957	8,000	5,900	280.95%
State Mandated Cost Reimbursement	4,000	4,000	10,000	6,000	150.00%
COPE Grant Reimbursement	134,000	134,000	137,900	3,900	2.91%
COPS Grant Reimbursement	205,125	205,125	75,000	(130,125)	(63.44)%
NC3 Task Force Reimbursement	125,000	125,000	110,000	(15,000)	(12.00)%
Officer Standards & Training - POST	20,000	32,808	26,000	6,000	30.00%
Record Releases	22,500	22,500	18,000	(4,500)	(20.00)%
Alarm Permits	35,500	35,500	42,000	6,500	18.31%
Vehicle Code Fines	320,000	320,000	240,000	(80,000)	(25.00)%
Parking /Other Fines	80,000	90,191	80,000	-	0.00%
Traffic/Police Permits	16,400	16,400	16,500	100	0.61%
DUI/Accident	7,400	7,400	5,000	(2,400)	(32.43)%
Vehicle Impound Fees	26,500	26,500	25,000	(1,500)	(5.66)%
Special Police Services	6,000	6,000	5,000	(1,000)	(16.67)%
North Marin Water District	2,400	2,400	2,400	-	0.00%
Miscellaneous Revenues	1,600	1,600	3,650	2,050	128.13%
<b>Department Total</b>	<b>\$1,406,525</b>	<b>\$1,442,381</b>	<b>\$1,246,450</b>	<b>(\$160,075)</b>	<b>(11.38)%</b>

<b>Appropriations</b>					
Administration	1,085,570	1,113,885	1,138,527	52,957	4.88%
Technical Services	1,714,105	1,755,460	1,813,864	99,759	5.82%
Professional Standards	363,364	395,022	393,647	30,283	8.33%
Investigations	834,432	845,633	910,605	76,173	9.13%
Patrol	6,686,428	6,786,838	7,329,492	643,064	9.62%
Traffic	638,354	641,263	701,555	63,201	9.90%
Special Police Services	658,708	668,552	1,032,164	373,456	56.70%
<b>Department Total</b>	<b>\$11,980,961</b>	<b>\$12,206,653</b>	<b>\$13,319,854</b>	<b>\$1,338,893</b>	<b>11.18%</b>

<b>Appropriations by Category</b>					
Salaries	7,674,393	7,783,051	8,146,105	471,712	6.15%
Benefits	2,827,778	3,037,606	3,712,959	885,181	31.30%
Contract Services	240,458	240,458	241,458	1,000	0.42%
Materials & Supplies	1,238,332	1,145,538	1,219,332	(19,000)	(1.53)%
<b>Department Total</b>	<b>\$11,980,961</b>	<b>\$12,206,653</b>	<b>\$13,319,854</b>	<b>\$1,338,893</b>	<b>11.18%</b>

<b>Personnel Allocation History</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Administration	4.75	4.75	4.75	4.75	4.75
Technical Services	14.00	14.00	14.00	14.00	14.00
Professional Standards	1.00	1.00	1.00	1.00	1.00
Investigations	5.00	5.00	5.00	5.00	5.00
Patrol	41.00	41.00	41.00	41.00	41.00
Traffic	4.00	4.00	4.00	4.00	4.00
Special Police Services	1.67	3.00	3.00	4.54	6.78
Special Police Services-Measure F Funded	-	3.00	3.00	3.46	1.22
<b>Department Total</b>	<b>71.42</b>	<b>75.75</b>	<b>75.75</b>	<b>77.75</b>	<b>77.75</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, policy revisions, and many other functions. The Chief of Police has ultimate responsibility for development and implementation of the vision of the department with the City of Novato. The Chief uses a participatory management approach involving the administrative and patrol staff, sets formal department policy, facilitates strategic planning, and sets goals and objectives for the organization.

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

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

**Department Goals**

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

**Department Notes**

The commitment and dedication of the department's personnel and volunteers, and the support of Novato's citizens, have formed a partnership that is the foundation of the department's community oriented policing philosophy. This partnership has helped make the City of Novato a safer and more

desirable place to live and work. The Police Department prides itself on being a strong part of the community that we serve. We participate in, or organize, numerous programs to enhance the quality of life in Novato. Some programs have existed for many years while others are new ventures. We involve the public in decision-making and encourage their input into possible solutions to problems.

The department remains committed to the citizens of Novato and undertakes community-oriented initiatives daily, such as:

- Avoid the 13 and anti-drinking and driving campaigns;
- Share the Road program to enhance safety between motorists and bicyclists;
- School safety and prevention training, vandalism reduction, and Safe Routes to School programs;
- Supports the Police Advisory and Review Board and the Multicultural Commission to promote diversity;
- Minors Access to Alcohol Prevention program;
- Youth Police Camps giving youth in our community an opportunity to receive an inside look at law enforcement;
- Community Police Academy shows participants how the NPD trains for the everyday challenges of a career in law enforcement;
- Girls Forum workshops offering instruction on sexual assault prevention;
- Outreach to Hispanic community;
- Speakers Bureau;
- Homeless outreach; and
- Crime Free Multi-Housing program.



**Department Name:** Police

**Program:** Administration

**Budget:** \$1,138,527

**Personnel Allocation:** 4.75

**Revenue:** \$45,650

**Program Description**

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

**Program Elements**

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

**Operations Division:** This element provides management and direction to the following operations: Patrol, Investigations, Traffic, special teams, operational grants and manages the department’s vehicle fleet.

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

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

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

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

**Emergency Services:** The city’s Emergency Services program is responsible for developing and maintaining the city’s ability to prepare for and respond to natural disasters and also maintains the city’s Hazard Mitigation Plan.

**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 14/15***

- Conducted earthquake and public information exercises and provided training for 90 city & Novato Fire District staff on updated EOC operations;
- Received "Storm Ready" certification from the National Weather Service;
- Updated Emergency Operations Ordinance and Plan;
- Partnered with NFPD to fund an emergency preparedness contract position;
- Received \$557,200 in new and pending grants this year and currently manages \$1,979,000 in grants;
- Issued 1,400 false alarms/billings; and
- Continued community outreach programs:
  - Coffee with the Cops
  - Shop with a Cop
  - National Night Out
  - Safe Summer and Safe Holiday presentations
  - Open House
  - Youth Camps.



***Program Goals FY 15/16***

- Continue to maintain crime at historically low levels;
- Continue the Crime-Free Multi-Family housing crime reduction programs;
- Maintain staffing levels;
- In conjunction with other Marin agencies, replace countywide emergency radio (MERA) system for increased staff commitment to various subcommittees;
- Continue community engagement:
  - Website and Social Media Enhancements
  - Youth-oriented engagement
    - Youth Camp, RadKids, GREAT, Top the Cops, Girls Forum
  - Community events
    - Coffee with the Cops,
    - Community Academy
    - National Night Out,
    - Open House
  - Outreach to Hispanic Community
  - Blue Ribbon Coalition for Youth
    - Minors Access to Alcohol Program;
- Capitalize on local and regional partnerships;
- Potential Hazard Mitigation Plan update;
- Reestablish disaster council;
- Continue to develop additional emergency plans with local partners; and
- Hold a two-day emergency EOC and field response exercise in early 2016 with other Marin agencies and SMART.

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**Program: Administration**

Division Number 2000

**Summary of 2015/16 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	418,572		55,841		474,413	
Operations Admin.	1.00		1,700	246,449		2,752		249,201	
Services Administration	1.75		2,975	323,362	2,123	41,662		367,147	42,000
Emergency Services					21,250	26,516		47,766	3,650
<b>TOTAL</b>	<b>4.75</b>	<b>0.00</b>	<b>8,075</b>	<b>988,383</b>	<b>23,373</b>	<b>126,771</b>	<b>0</b>	<b>1,138,527</b>	<b>45,650</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	889,382	945,051	932,426	961,710	988,383
Contract Services	13,244	11,452	23,373	23,373	23,373
Materials and Supplies	114,989	88,001	129,771	128,802	126,771
Capital Outlay	14,473				0
<b>TOTAL</b>	<b>1,032,088</b>	<b>1,044,504</b>	<b>1,085,570</b>	<b>1,113,885</b>	<b>1,138,527</b>

**Department Name:** Police

**Program:** Technical Services

**Budget:** \$1,813,864

**Personnel Allocation:** 14.00

**Revenue:** \$33,400

**Program Description**

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

**Program Elements**

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

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

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

**Program Accomplishments FY 14/15**

- 67,981 calls received by Dispatch and Records;
- 19,438 incidents dispatched;
- 18,483 pieces of property and evidence catalogued;
- 2,798 work hours provided by volunteers;
- New UPS (Uninterrupted Power Supply) installed for Dispatch;
- New master audio logging recorder for telephones and radio funded by the state 911 program;
- 3rd generation mobile in-car camera system;
- New 911 computer telephone system funded by the state 911 program;
- Increased storage capacity by installing additional shelving units in Evidence room;
- Complete replacement of Dispatch consoles funded by the state 911 program; and
- Lobby kiosks installed with computer stations for enhanced customer service.

***Program Goals FY 15/16***

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- Participate with Marin County Sheriff's Office (MCSO) to upgrade/replace Computer-Aided Dispatch/Records Management System (CAD/RMS);
- Partner with Novato Independent Elders to expand the Carrier Alert program; and
- Complete shelving project to expand evidence storage.

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**Program: Technical Services**

Division Number 2100

**Summary of 2015/16 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>									
Records Management	4.00	0.11	7,029	416,915	106,016	116,336		639,267	28,000
Communications/ Dispatch	10.00	0.26	17,541	1,119,809	26,085	28,703		1,174,597	5,400
<b>TOTAL</b>	<b>14.00</b>	<b>0.37</b>	<b>24,570</b>	<b>1,536,724</b>	<b>132,101</b>	<b>145,039</b>	<b>0</b>	<b>1,813,864</b>	<b>33,400</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
<b>Program Inputs:</b>					
Personnel Services	1,356,970	1,430,926	1,435,205	1,478,092	1,536,724
Contract Services	125,262	127,709	132,861	132,861	132,101
Materials and Supplies	138,274	112,053	146,039	144,507	145,039
Capital Outlay					0
<b>TOTAL</b>	<b>1,620,506</b>	<b>1,670,688</b>	<b>1,714,105</b>	<b>1,755,460</b>	<b>1,813,864</b>

**Department Name:** Police

**Program:** Professional Standards

**Budget:** \$393,647

**Personnel Allocation** 1.00

**Revenue:** \$26,000

**Program Description**

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

**Program Elements**

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

**Training and Development (POST):** This element provides ongoing training for Police Department personnel as required by POST, as well as other federal, state, and local laws and mandates. POST has established mandated training guidelines for Police Officers and Dispatchers.

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

**Program Accomplishments FY 14/15**

- Coordinated Active Shooter trainings for all Novato sworn police personnel and hosted police agencies from greater North Bay;
- Hired two Police Captains, ten Police Officers, one Corporal, one Dispatch Supervisor, one Dispatcher, one Intern, one half-time Records Specialist, one half-time Office Assistant, and two volunteers;
- Provided 7,544 total hours of training to staff;
- Trained Police Officers in accordance with mandated POST guidelines;
- Coordinated the in-house testing process for specialty positions;
- Coordinated and arranged for department employees to attend state mandated training;
- Presented POST approved training;
- Continued the volunteer team to manage and deliver the Get Ready program; and
- Continued testing process for the daily training bulletins.

**Program Goals FY 15/16**

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

**Program: Professional Standards**

Division Number 2200

**Summary of 2015/16 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>									
Training & Development	1.00		1,700	291,290	500	101,857		393,647	26,000
<b>TOTAL</b>	<b>1.00</b>	<b>0.00</b>	<b>1,700</b>	<b>291,290</b>	<b>500</b>	<b>101,857</b>	<b>0</b>	<b>393,647</b>	<b>26,000</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
<b>Program Inputs:</b>					
Personnel Services	290,768	283,842	261,007	292,665	291,290
Contract Services	1,326		500	500	500
Materials and Supplies	65,854	92,007	101,857	101,857	101,857
Capital Outlay			0	0	0
<b>TOTAL</b>	<b>357,948</b>	<b>375,849</b>	<b>363,364</b>	<b>395,022</b>	<b>393,647</b>

**Department****Name:** Police**Program:** Investigations**Budget:** \$910,605**Personnel Allocation:** 5.00**Revenue:** \$13,000

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**Program Description**

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

**Program Elements**

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

**Child Abuse:** Detectives investigate child physical and sexual abuse cases and work in collaboration with Marin Child Protective Services, Community Violence Solutions, Jeanette Prandi Children's Center and other child and youth-serving organizations. Additionally, one detective is a member of Internet Crimes Against Children Task Force (ICAC), and has specialized training in internet crimes against children.

**Program Accomplishments FY 14/15**

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- Continued to coordinate the Marin County gang detail;
- Continued process for POST Institute for Criminal Investigation (ICI) certification for detectives;
- Continued implementation of Megan's/Jessica's Law (sex registrants);
- Addressed graffiti and vandalism issues working with city Code Enforcement, Public Works staff, and citizen volunteers to track and immediately remove graffiti and blight in the community;
- 1,775 new cases reviewed for assignment;
- 83 arrests/complaints to DA for prosecution; and
- 1,685 reports/supplements generated.

**Program Goals FY 15/16**

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

**Program: Investigations**

Division Number 2600

**Summary of 2015/16 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	0.25	9,020	803,255	28,808	78,542		910,605	13,000
<b>TOTAL</b>	<b>5.00</b>	<b>0.25</b>	<b>9,020</b>	<b>803,255</b>	<b>28,808</b>	<b>78,542</b>	<b>0</b>	<b>910,605</b>	<b>13,000</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
<b>Program Inputs:</b>					
Personnel Services	680,511	784,701	729,082	750,226	803,255
Contract Services	20,351	26,019	28,808	28,808	28,808
Materials and Supplies	79,150	70,681	76,542	66,599	78,542
Capital Outlay					0
<b>TOTAL</b>	<b>780,012</b>	<b>881,401</b>	<b>834,432</b>	<b>845,633</b>	<b>910,605</b>

**Department Name:** Police

**Program:** Patrol

**Budget:** \$7,329,492

**Personnel Allocation:** 41.00

**Revenue:** \$687,000

**Program Description**

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

**Program Elements**

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

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

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



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

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

**Program Accomplishments FY 14/15**

- Installed Automatic License Plate Readers (ALPR), now installed on five patrol vehicles, and a static display trailer:
  - 1,076,689 license plates scanned (2,122,128 total scanned since inception)
  - 14 parked unoccupied stolen vehicles recovered
  - One hit on a stolen license plate which led to the arrest of one suspect
  - Two hits on stolen vehicles in transit which led to the arrest of two suspects in each incident;
- Responded to 19,438 calls for service from community members;
- Continued a Minor Access to Alcohol Prevention program using minors as decoys to reduce sales to minors violations;
- Body worn cameras were installed and are now in service;
- Completed 3<sup>rd</sup> generation mobile in-car camera system;
- Continued to enhance the patrol vehicles' mobile data computer (MDC) and digital camera systems;
- Continued the Top the Cops drag racing program at Sonoma Raceway;
- Purchased 14 new fleet vehicles;
- Integrated tactical situation training with the Special Response Team and the Crisis Negotiation Team;

**PD**

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- Homeless outreach, school safety and prevention, training and vandalism reduction;
- Community Outreach Programs:
  - Coffee with the Cops
  - Shop with a Cop
  - National Night Out
  - Safe Summer and Safe Holiday presentations
  - Open House
  - Youth camps
  - Every 15 Minutes; and
- Canine Program:
  - Two teams are cross trained in handler protection and drug detection, one team trained in handler protection
  - Integrated training with SRT team for tactical situations
  - Involved in 300 plus incidents this past fiscal year
  - Participated in the regional canine competition hosted by Alameda Police Department
  - Contract services with Novato Unified School District
  - 7,031 cases issued.

***Program Goals FY 15/16***

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- Continue technology expansion:
  - Marin Emergency Radio Authority (MERA)
  - New CAD/RMS
  - Patrol vehicle technology – replace MDCs
  - Upgrade in-car video cameras
  - Complete fleet replacement/transition to new utility vehicles;
- Maintain Patrol staffing levels;
- Continue community outreach to the Hispanic community; and
- Further develop safety presentations to the elderly community.

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**Program: Patrol**  
Division Number 2700

**Summary of 2015/16 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>									
Patrol Administration	2.00		3,400	531,757		11,000		542,757	
Patrol Operations	36.00	2.0	65,360	5,710,945	39,091	544,140		6,294,176	682,000
Range Activities						19,853		19,853	
Canine Program	3.00		5,100	414,773	10,315	47,618		472,706	5,000
<b>TOTAL</b>	<b>41.00</b>	<b>2.00</b>	<b>73,860</b>	<b>6,657,475</b>	<b>49,406</b>	<b>622,611</b>	<b>0</b>	<b>7,329,492</b>	<b>687,000</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	5,829,488	5,857,448	5,970,171	6,126,197	6,657,475
Contract Services	28,912	39,520	47,646	47,646	49,406
Materials and Supplies	602,858	643,928	668,611	612,995	622,611
Capital Outlay	10,652	10,907	0	0	0
<b>TOTAL</b>	<b>6,471,910</b>	<b>6,551,803</b>	<b>6,686,428</b>	<b>6,786,838</b>	<b>7,329,492</b>

**Department Name:** Police

**Program:** Traffic

**Budget:** \$701,555

**Personnel Allocation:** 4.00

**Revenue:** \$113,500

**Program Description**

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

**Program Elements**

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

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

**Program Accomplishments FY 14/15**

- Awards:
  - National Law Enforcement Challenge:
    - **Second** place among cities with 26 to 75 sworn officers
  - California Law Enforcement Challenge:
    - **First** place in Special Award among California cities with 26 to 75 sworn officers
    - **First** place in Occupant Protection Award
    - **First** Place in the Commissioners Award of overall best Traffic Safety Program in California
- Received three MADD awards;
- Received a Top the Cops Agency Award, 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, pedestrian enforcement operations and sobriety checkpoints;
- Received \$220,272 grant from the Office of Traffic Safety (OTS) Selective Traffic Enforcement Program (STEP);
- Participated in Avoid the Marin 2 program which includes DUI checkpoints, saturation patrol, warrant programs, and countywide DUI patrols;
- Participated in the Safe Routes to School program;
- Investigated 463 collisions, issued 5,215 citations, 320 DUI arrests, and 1,403 parking citations; and
- Partnered with local businesses and organizations on special events.

***Program Goals FY 15/16***

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- Maintain traffic enforcement levels within the traffic index guidelines to keep a balance between traffic enforcement and traffic collision standards;
- Reduce the number of injury collisions within the city through proactive community outreach, education and enforcement;
- Participate in the National Night Out campaign;
- Submit applications to California Law Enforcement Challenge and the National Law Enforcement Challenge; and
- If awarded, implement objectives within the 2015 Office of Traffic Safety STEP grant.

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**Program: Traffic**  
Division Number 2800

**Summary of 2015/16 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>									
Traffic Operations	4.00		6,800	612,488	5,753	83,314		701,555	80,000
Special Traffic Services									33,500
<b>TOTAL</b>	<b>4.00</b>	<b>0.00</b>	<b>6,800</b>	<b>612,488</b>	<b>5,753</b>	<b>83,314</b>	<b>0</b>	<b>701,555</b>	<b>113,500</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	601,778	577,262	549,287	576,930	612,488
Contract Services	2,516	301	5,753	5,753	5,753
Materials and Supplies	76,840	82,914	83,314	58,580	83,314
Capital Outlay					0
<b>TOTAL</b>	<b>681,134</b>	<b>660,477</b>	<b>638,354</b>	<b>641,263</b>	<b>701,555</b>

**Department Name:** Police

**Program:** Special Police Services

**Budget:** \$1,032,164

**Personnel Allocation:** 6.78

**Revenue:** \$327,900

**Program Description**

This program provides police services for activities considered to be unique or special to the department or community. Programs include the Marin County Major Crimes Task Force, Novato Response Team, Special Response Team/Crisis Negotiation Team, Police Explorer program, Chaplain program, Open House, Special Events, COPE program, Northern California Computer Crimes Task Force (NC3TF) and the Community Police Academy.

**Program Elements**

**Novato Response Team (NRT):** A team consisting of one corporal, two officers and one management analyst who are responsible for the integration of city services to target criminal activity and quality of life issues through prevention, intervention and enforcement strategies.

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

**COPE Grant:** One Novato police officer is assigned to the county’s Coordination of Probation Enforcement (COPE) unit, which monitors high-risk narcotic violators who have been placed on probation rather than serving time in custody. The COPE position will bring in \$137,900 in grant revenue in FY 2015/16, which covers direct payroll costs for the assigned officer.

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

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

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

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

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

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



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

***Program Accomplishments FY 14/15***

- Novato Response Team:
  - Continues to provide targeted prevention, education and enforcement efforts citywide:
    - Facilitated two crime-free multiple housing program classes to train managers
    - Certified ten properties with others in progress
    - GREAT (Gang Resistance Education and Training)
  - Continued active shooter training to include private businesses. Crime Prevention through Environmental Design is part of the CFMHP and is being applied to many different properties as a way to decrease crime
  - Tactical per-plan site surveys have been completed for all public schools, two private schools, and private businesses. Maps and diagrams have been loaded onto all patrol vehicle computers for access by all patrol staff.

***Program Goals FY 15/16***

- Continue Task Force Partnerships:
  - Marin County Major Crimes Task Force
  - COPE Team (Coordination of Probation Enforcement)
  - NC3TF (Northern California Computer Crimes Task Force)
- Continue liaison efforts with NRT and Novato Unified School District in an effort to manage criminal and gang activity, drug and alcohol use and youth violence;
- Investigate opportunities for collaboration and efficiencies amongst the SRT and CNT teams;
- Continue crime free multi housing program and gang suppression by the Novato Response Team;
- Continue to manage the homeless population and apply different strategies to facilitate services for recovery to those in need;
- Continue development of additional tactical per-plan site surveys at high priority/risk targets; and
- Continue grant opportunities through Homeland Security and Bay Area Urban Areas Security Initiative.

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**Program: Special Police Services**

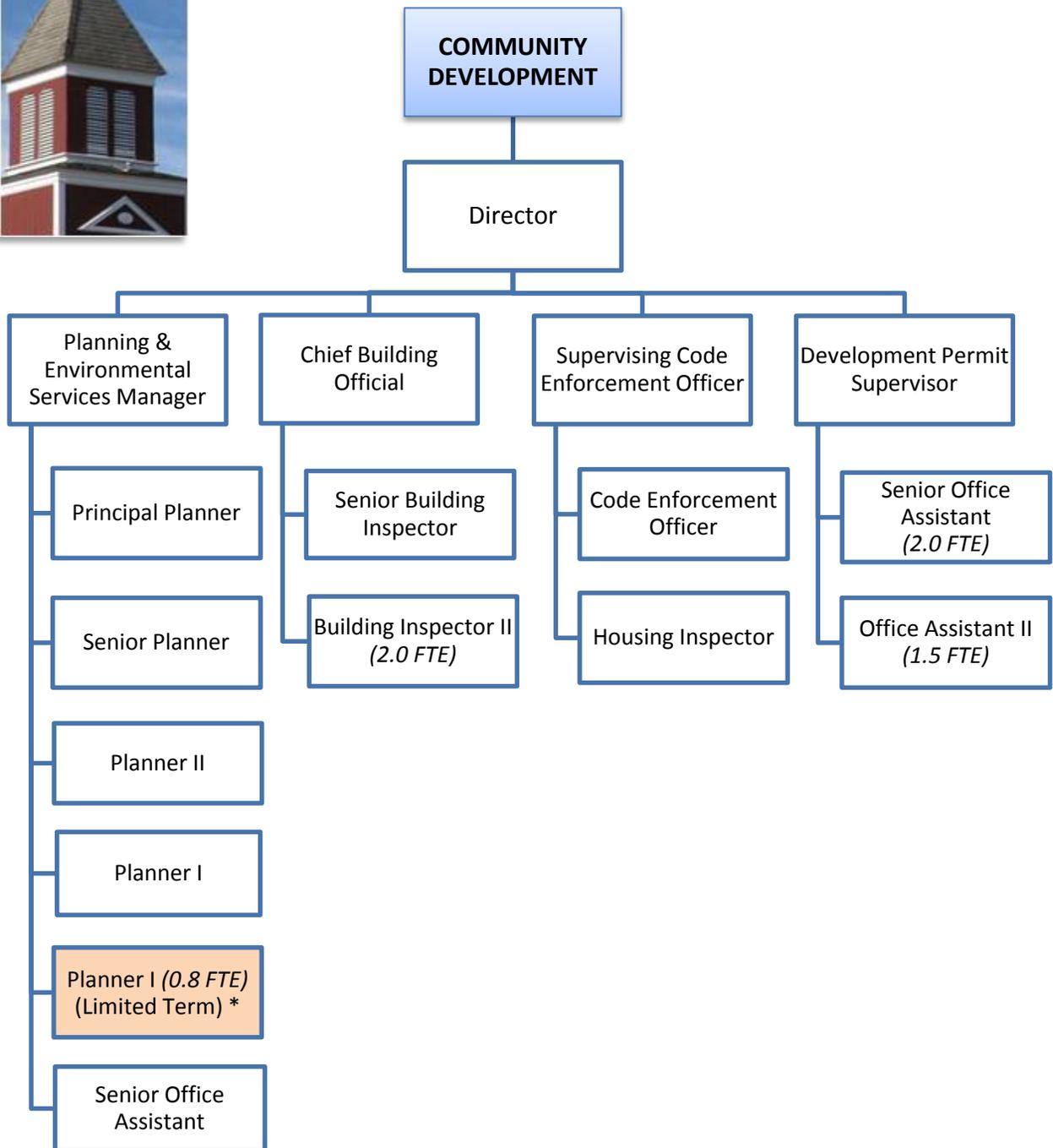
Division Number 2900

**Summary of 2015/16 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	139,094	1,517			140,611	
NC3 Task Force	0.78		1,326	113,983		9,615		123,598	110,000
COPE Grant	1.00		1,700	153,497				153,497	137,900
Novato Response Team (NRT)	4.00		6,800	530,489		26,000		556,489	75,000
Special Response Team				18,709		20,059		38,768	
Explorers						2,658		2,658	
Chaplain Program						1,366		1,366	
Special Events				13,677		1,500		15,177	5,000
<b>TOTAL</b>	<b>6.78</b>	<b>0.00</b>	<b>11,526</b>	<b>969,449</b>	<b>1,517</b>	<b>61,198</b>	<b>0</b>	<b>1,032,164</b>	<b>327,900</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	689,040	770,297	624,993	634,837	969,449
Contract Services			1,517	1,517	1,517
Materials and Supplies	9,777	10,285	32,198	32,198	61,198
Capital Outlay					0
<b>TOTAL</b>	<b>698,817</b>	<b>780,582</b>	<b>658,708</b>	<b>668,552</b>	<b>1,032,164</b>

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\* Paid for with General Plan and Automation Surcharge

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## Department Budget Summary

	Adopted	Final	Adopted	Adopted to Adopted	
	Budget	Budget	Budget	Increase/ (Decrease)	
	2014/15	2014/15	2015/16	Dollar	Percent
<b>Revenues</b>					
Abandoned Vehicle Program	35,000	35,000	36,000	1,000	2.86%
Building Permit Investigative Fees	167,000	167,000	167,000	-	0.00%
Residential Inspection Fees	250,000	250,000	255,500	5,500	2.20%
Plan Storage Fees	19,390	19,390	19,500	110	0.57%
Administration Fees	19,130	19,130	19,000	(130)	(0.68)%
Cost Recovery Fees - Clerical Fees	8,150	8,150	3,150	(5,000)	(61.35)%
Home Occupation Permit	9,750	9,750	8,300	(1,450)	(14.87)%
Tree Removal Permit	4,500	4,500	5,000	500	11.11%
Planning Flat Fees	10,000	10,000	12,000	2,000	20.00%
Cost Recovery - Private Projects	90,000	90,000	85,000	(5,000)	(5.56)%
Planning Final Site Inspection	1,600	1,600	1,500	(100)	(6.25)%
Building Plan Check/Planning	10,000	10,000	12,500	2,500	25.00%
Appeals	2,100	2,100	2,100	-	0.00%
Cost Recovery Penalties	4,000	4,000	4,000	-	0.00%
Building Plan Check Fees	160,500	160,500	162,500	2,000	1.25%
Energy Plan Check Fees	51,300	51,300	50,000	(1,300)	(2.53)%
Crime Prevention Plan Check	1,020	1,020	1,100	80	7.84%
Building Permits	476,000	476,000	490,000	14,000	2.94%
Electrical, Plumbing, & Mechanical Permits	208,000	208,000	194,000	(14,000)	(6.73)%
Miscellaneous Revenue	760	760	2,300	1,540	202.63%
<b>Department Total</b>	<b>\$1,528,200</b>	<b>\$1,528,200</b>	<b>\$1,530,450</b>	<b>\$2,250</b>	<b>0.15%</b>

**Appropriations**

Administration	204,650	215,984	210,471	5,821	2.84%
Code Enforcement	304,508	308,719	325,710	21,202	6.96%
Planning	773,744	797,799	762,816	(10,928)	(1.41)%
Clerical Support Services	308,647	306,173	337,639	28,992	9.39%
Building	501,983	513,714	557,179	55,196	11.00%
<b>Department Total</b>	<b>\$2,093,532</b>	<b>\$2,142,389</b>	<b>\$2,193,815</b>	<b>\$100,283</b>	<b>4.79%</b>

**Appropriations by Category**

Salaries	1,472,069	1,500,910	1,524,774	52,705	3.58%
Benefits	466,219	493,619	512,347	46,128	9.89%
Contract Services	15,309	15,309	15,309	-	0.00%
Materials & Supplies	139,935	132,551	141,385	1,450	1.04%
<b>Department Total</b>	<b>\$2,093,532</b>	<b>\$2,142,389</b>	<b>\$2,193,815</b>	<b>\$100,283</b>	<b>4.79%</b>

**Personnel Allocation History**

	2011/12	2012/13	2013/14	2014/15	2015/16
Administration	0.70	0.80	0.80	0.78	0.78
Code Enforcement	3.10	3.10	3.00	3.00	3.00
Planning	4.70	6.20	6.20	6.10	6.10
Clerical Support Services	1.85	1.85	3.00	4.00	4.00
Building	5.05	5.05	4.00	4.00	4.00
Other Funds	1.50	0.50	1.30	1.42	1.42
<b>Department Total</b>	<b>16.90</b>	<b>17.50</b>	<b>18.30</b>	<b>19.30</b>	<b>19.30</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 and building code standards for new construction based on federal, state and local requirements.

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

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

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

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

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

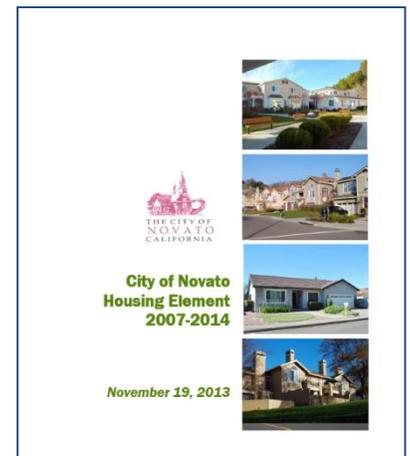
***Department Goals FY 15/16***

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Department goals are included in the City Council's Strategic Plan attached to the City Manager's Budget Message.

**Department Notes**

- The 2015-2023 Housing Element was adopted by the City Council in November and was subsequently certified by the State Department of Housing and Community Development;
- The City Council approved Zoning Code amendments to allow the creation of Junior Accessory Dwelling Units – small second units created by repurposing an existing bedroom in a single family dwelling;
- A successful community charrette, assisted by 12 volunteer architects, helped define desired streetscape improvements for North Redwood Boulevard between DeLong Avenue and San Marin Drive;
- Community workshops were held in September to define desired land uses and transportation improvements for future development of the North, North Redwood Boulevard corridor, north of San Marin Drive. The City Council supported continued planned office development of the area, with the potential for some mixed use development near the new SMART station;
- Workshops were held to update the neighborhood plan for the Northwest Quadrant;
- Substantial work was accomplished on the General Plan Update, including preparation of policy “White Papers” issued on hillside/ridgeline preservation, the Climate Change Action Plan, and Sea Level Rise. An evaluation of policies and programs contained in the 1996 General Plan was completed, including feedback from the City Council, and the Planning Commission, Design Review Commission, Recreation, Cultural & Community Services Commission, Economic Development Commission and Bicycle/Pedestrian Committee;
- The design review for 128 post-doctoral housing units at the Buck Center was approved by the Design Review Commission;
- Over \$8 million in tenant improvements were completed for Bio Marin in the Bel Marin Keys Industrial Park;
- The Canyon Green Subdivision is largely complete and being occupied, and work has begun on the Rudnick Estates subdivision;
- Community Development staff provided oversight of the city’s affordable housing program and assets being managed by housing specialists Hello Housing;
- The ePermits service was initiated to allow online application for minor building permits that do not require plan submittal and to allow public access to permit records and status;
- All building permit plans and files and the majority of planning application files were digitized;
- Partnered with the Novato Response Team to conduct the Crime-Free Multi-Family Housing Program to assist property owners in managing tenant selection, tenant evictions and reducing physical conditions conducive to criminal activities;
- Conducted over 700 single-family resale inspections due to the improving real estate market; and
- Hired a new Chief Building Official and three Planners to fill positions vacated by retirements and a resignation.

**Code Enforcement**

The Code Enforcement Division continues to engage property owners and tenants with our long-standing apartment inspection program and a new dual-agency program to assure high living



standards and property maintenance to enhance community quality of life. This year the division assisted the Police Department's Novato Response Team to initiate the Crime-Free Multi-Family Housing Inspection program. The voluntary certification program educates apartment owners and managers in tenant screening techniques and eviction rights, requires that leases contain crime-free conditions, and requires physical improvements to eliminate conditions which encourage or conceal criminal activities. To date, owners and managers of over a dozen properties have gone through the training and are at various stages in the certification process.

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

### Planning Division

The Planning Division works on current (development review) and long-range planning activities. Staff has seen an increase in development applications that have been submitted for new commercial projects, residential additions and new single family homes on individual lots, and several larger proposals for multi-family housing. Two of the sites for multi-family development are sites that were identified in the 2007-2014 Housing Element, and are proposed to have 20% of the units available to affordable income households. One proposal is for a hotel and live/work spaces east of Highway 101 and north of State Route 37. Examples of new commercial projects include new fitness operations in Downtown Novato (two on Redwood Boulevard, one on Railroad), and two existing gas stations will be remodeled with better access to the sites, as well as additional service amenities for their patrons.

The Hamilton area continues to see requests for development, as the city is processing an application for a townhome project at Main Gate and "C" Streets; the North Bay Children's Center is posed to expand with a larger facility; and a residential care facility for seniors at the site of the former Hamilton Hospital is currently in pre-development.

Two new, smaller affordable housing developments have started or will start construction this year. Ten new single family homes are under construction at 1112 Fourth Street, developed by Habitat for Humanity. Homeward Bound expects to begin site work for 14 new family housing units on Nave Drive.

The long-range planning activity that continues to be a major focus for the Planning Division is the update of the General Plan. In 2014, the results of the North Redwood Corridor study were presented to the Council, as well as two options for potential streetscape improvements to Redwood Boulevard from DeLong to Olive Avenue. Two workshops on the North, North Redwood Corridor study (San Marin north to the city limits at the former Birkenstock building) were held, and the outcome presented to the City Council. Staff prepared the 2015-2023 update of the city's Housing Element, and received approval of this document from the state Housing and Community Development Department in January 2015.

The City has prepared a number of “white papers”, which are discussion topics on a variety of policy options on development issues that are important to Novato, such as the city’s Urban Growth Boundary, water availability, and Hillside Ridgeline Ordinance. The white papers have been presented to various Boards, Committees, and the Planning Commission before discussion with the City Council. Staff will be using the direction from the Council on the white papers, and incorporate this information into the updated General Plan. The city continues to use web-based engagement software to generate comments from those residents who are interested in participating in city meetings, but who may not have the ability to attend night meetings due to work or family commitments, or other issues.

The Community Development hired three new planners, two in late 2014 to replace two planners who retired from the City of Novato, one in the spring of 2015 to replace a planner who resigned to take another position. The new planners bring experience and vitality to the Division, and have made a seamless transition into their new work environment.

### **Housing**

With the state-mandated dissolution of redevelopment agencies in December 2011, the city assumed administration of the city’s affordable housing program. In December 2012, the city hired Hello Housing, a 501(c)3 nonprofit organization that focuses on creating innovative housing programs with government partners and their constituencies. Hello Housing offers a very entrepreneurial and customer-focused team to assist residents of affordable units with sales and refinancing, utilizing a cost structure that helps minimize the impact to the city’s finances.

This past year Hello Housing has increased its outreach to owners of affordable homes, providing a newsletter and neighborhood workshops to publicize information on resale and refinancing. The City Council authorized program modifications to provide opportunities for resizing of city second loans and for limited cash-out upon refinancing.

### **Building**

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

Our popular One-Stop Shop continues to generate most of the permits for residential remodels, additions, and other minor work. Online credit card payment is now Payment Card Industry (PCI) compliant and a limited number of contractors are being phased into the ePermits service. In addition to improving our service to the public, online permitting is environmentally friendly by eliminating trips to city offices.

Inspection requests remain at a very steady level, and are expected to increase during the construction season. The ability to check inspection results online has received very positive feedback.

The 25-home Canyon Green subdivision on the site of the old Novato Hospital on Hill Road began construction, and several homes are now occupied.

Bio Marin completed an estimated \$8.7 million in improvements to its facilities in various locations within the Bel Marin Keys Industrial Park including administrative offices and laboratories.

**Department Performance Measures**

<b>Building Inspection Performance Measures:</b>	<b>Actual FY 2013/14</b>	<b>Projected FY 2014/15</b>	<b>Projected FY 2015/16</b>
Number of annual inspections	5,815	6,855	6,800
Percentage of inspections completed on scheduled day	99%	99%	99%
<b>Code Enforcement Performance Measures:</b>			
Number of annual complaints	1,820	1,800	1,800
Percentage of complaints by category			
Building	35%	35%	35%
Abatement	20%	20%	25%
Zoning	40%	40%	35%
Engineering/Other	5%	5%	5%
Percent of complaints resolved within 12-month period	85%	85%	85%
<b>Planning Performance Measures:</b>			
Number of private projects received	61	58	65
Number of private projects approved	34	58	35
Number of hours spent on private projects	1,200	800	1,000
Average hours per project	28	28	25
<b>Clerical Support Services Performance Measures:</b>			
Total number of permits processed/issued	2,845	3,490	3,400
Percentage of all permits issued under One-Stop Shop Program	75%	78%	75%
Average time to process approved One-Stop Shop Permits	12 minutes	12 minutes	12 minutes

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**Department****Name:** Community Development**Program:** Administration**Budget:** \$210,471**Personnel Allocation:** 0.78**Revenue:** \$500

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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, and provides policy direction regarding services provided to the Design Review Commission, Planning Commission, City Council and community.

**Program Elements**

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

**Program Accomplishments FY 14/15**

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- Directed the completion of the 2015-2023 Housing Element and substantial progress on the General Plan update;
- Conducted community workshops for the North, North Redwood Corridor, the North Redwood Boulevard streetscape design and the Northwest Quadrant neighborhood; and
- Recruited for and hired a new Chief Building Official.

**Program Goals FY 15/16**

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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.

**Program: Administration**

Division Number 4000

**Summary of 2015/16 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	0.78		1,326	163,777		41,977		205,754	500
Sustainability					2,101	2,616		4,717	
<b>TOTAL</b>	<b>0.78</b>	<b>0.00</b>	<b>1,326</b>	<b>163,777</b>	<b>2,101</b>	<b>44,593</b>	<b>0</b>	<b>210,471</b>	<b>500</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
<b>Program Inputs:</b>					
Personnel Services	127,282	155,600	156,406	159,357	163,777
Contract Services	2,000	2,000	2,101	2,101	2,101
Materials and Supplies	14,865	23,331	46,143	54,526	44,593
Capital Outlay					0
<b>TOTAL</b>	<b>144,147</b>	<b>180,931</b>	<b>204,650</b>	<b>215,984</b>	<b>210,471</b>

**Department****Name:** Community Development**Program:** Code Enforcement**Budget:** \$325,710**Personnel Allocation:** 3.00**Revenue:** \$460,600**Program Description**

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

**Program Elements**

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

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

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

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

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

**Program Accomplishments FY 14/15**

- Continued offering Crime-Free Multi-Family Housing Program, resulting in certification of ten properties;
- Responded to 700 public complaints, with 80% compliance achieved after first notification;
- Improved processing time for issuance of resale inspection reports from ten days to 2-3 days, with many reports available on the same day as the inspection; and
- Held informational meetings for tenants of the Elm Court Apartments; and
- Initiated proactive enforcement for properties on Leafwood Drive and Dusel Court.

**Program Goals FY 15/16**

Department/Division goals are included in the City Council's Strategic Plan which is attached to the City Manager's Budget Message.

**Program: Code Enforcement**

Division Number 4100

**Summary of 2015/16 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>									
Code Enforcement	2.00		3,400	202,596	600	25,748		228,944	285,600
Resale Inspection	1.00		1,700	96,766				96,766	175,000
<b>TOTAL</b>	<b>3.00</b>	<b>0.00</b>	<b>5,100</b>	<b>299,362</b>	<b>600</b>	<b>25,748</b>	<b>0</b>	<b>325,710</b>	<b>460,600</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	283,544	271,410	278,610	295,879	299,362
Contract Services			600	600	600
Materials and Supplies	20,312	14,587	25,298	12,240	25,748
Capital Outlay					0
<b>TOTAL</b>	<b>303,856</b>	<b>285,997</b>	<b>304,508</b>	<b>308,719</b>	<b>325,710</b>

**Department****Name:** Community Development**Program:** Planning**Budget:** \$762,816**Personnel Allocation:** 6.10**Revenue:** \$134,800**Program Description**

The Planning Division consists of both Current and Long-Range Planning sections. Current Planning is responsible for reviewing new development proposals for compliance with the General Plan and Municipal Code, community design standards and the California Environmental Quality Act. Long-Range Planning is responsible for implementing and updating the city's General Plan, including the Housing Element, and for monitoring regional planning activities. The Planning Division also assists in the administration of the city's affordable housing program. The Planning Division staffs the Planning Commission and Design Review Commission.

**Program Elements**

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

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

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

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

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

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

### ***Program Accomplishments FY 14/15***

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- The 2015-2023 Housing Element was approved by the City Council in November 2014 and accepted by the State Department of Housing and Community Development in January 2015.
- The design review proposal for 128 post-doctoral housing units at the Buck Center was approved in November 2014 by the city's Design Review Commission;
- The city continues to work with Marin Transit regarding the upgrade to an existing bus facility in downtown Novato;
- Planning staff continues to provide assistance to Hello Housing, the firm that now administers the city's affordable housing program and assets;
- The ePermits service was initiated to allow online application for minor building permits that do not require plan submittal and to allow public access to permit records and status; and
- Planning staff was hired to fill the positions vacated by the retirement of two planners and the resignation of a third contract planner.

### ***Program Goals FY 15/16***

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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.

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**Program: Planning**

Division Number 4200

**Summary of 2015/16 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	152,362		29,041		181,403	10,500
General Plan/ Long-Range Planning	2.00		3,400	241,699				241,699	
Private Project Processing	3.00		5,100	339,714				339,714	124,300
<b>TOTAL</b>	<b>6.10</b>	<b>0.00</b>	<b>10,370</b>	<b>733,775</b>	<b>0</b>	<b>29,041</b>	<b>0</b>	<b>762,816</b>	<b>134,800</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	753,104	782,003	747,028	771,083	733,775
Contract Services	77,955	0	0	0	0
Materials and Supplies	20,701	20,180	26,716	26,716	29,041
Capital Outlay					0
<b>TOTAL</b>	<b>851,760</b>	<b>802,183</b>	<b>773,744</b>	<b>797,799</b>	<b>762,816</b>

**Department Name:** Community Development

**Program:** Clerical Support Services

**Budget:** \$337,639

**Personnel Allocation:** 4.00

**Revenue:** \$22,150

### ***Program Description***

Clerical Support Services provides three critical program elements: department support services, word processing, and direct support and service to the public. In July 2014 Clerical Support Services staff became responsible for citywide reception services due to the elimination of the city's full-time receptionist position.

### ***Program Elements***

**Department Support Services:** Staffed by a Development Permit Supervisor and Office Assistants, this program provides support services vital to the operations of the department. Office Assistants screen, accept, and forward permit applications to appropriate divisions for review and approval. Minor residential permits are issued by the Office Assistants 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 Office Assistants perform the cashiering function for the department, collecting and processing fees associated with applications, permits, contractor business licenses, residential resale reports, etc. Staff processes all legal notices and purchase requests. Staff is also responsible for managing the department's records and provides for the review and integrity of documentation requested by subpoena. Staff issues parking permits and processes simple business licenses for the Finance Department.

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, citywide directing inquiries to appropriate staff and providing referrals to other public agencies when appropriate. Staff assists the public in obtaining copies of public records and scheduling resale inspections.

### ***Program Accomplishments FY 14/15***

- Continued activity at One-Stop Shop serving 60 to 70 customers each week (75% of permits issued are processed in this manner);
- Initiated ePermits service, which allows online access to building permit, planning application and code enforcement records, online inspection requests and real-time application status. Also initiated online submittal and issuance of minor residential building permits;
- Coordinated the digitizing of building and planning permit files and building permit plans; and
- Assumed responsibility for citywide reception functions.

### ***Program Goals FY 15/16***

Department/Division goals are included in the City Council's Strategic Plan which is attached to the City Manager's Budget Message.

**Summary of 2015/16 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	2.00		3,400	176,069				176,069	22,150
One-Stop Shop	2.00		3,400	161,570				161,570	
<b>TOTAL</b>	<b>4.00</b>	<b>0.00</b>	<b>6,800</b>	<b>337,639</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>337,639</b>	<b>22,150</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	135,468	226,889	308,647	306,173	337,639
Contract Services					0
Materials and Supplies					0
Capital Outlay					0
<b>TOTAL</b>	<b>135,468</b>	<b>226,889</b>	<b>308,647</b>	<b>306,173</b>	<b>337,639</b>

**Department****Name:** Community Development**Program:** Building**Budget:** \$557,179**Personnel Allocation:** 4.00**Revenue:** \$912,400**Program Description**

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

**Program Elements**

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

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

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

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

**Program Accomplishments FY 14/15**

- Permitted and inspected over \$67 million in building permits;
- Issued over 3,140 permits - over 600 were issued at One-Stop-Shop;
- Performed over 6,352 building inspections;
- Performed 1,125 plan checks;
- Inspection requests increased 18% from FY 13/14;
- Construction completed on the 25-home Canyon Green subdivision;
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- Issued 37 tenant improvement permits for various industries including restaurants, medical offices, retail sales, laboratories, car wash and business offices and the \$7.8 million lab improvement construction for BioMarin;
- Issued 153 photovoltaic (solar) permits;
- Issued permits for four multi-family buildings and a community center for OMA Village senior housing;
- Issued 36 permits for new single family dwellings;
- Plan checked 48-unit Novato Village senior housing at 801 State Access Road;
- Launched new beta service for issuing minor permits to contractors online; and
- Continued digitizing all permit records and plans continues as permits are issued and finalized.

***Program Goals FY 15/16***

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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.

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**Program: Building**

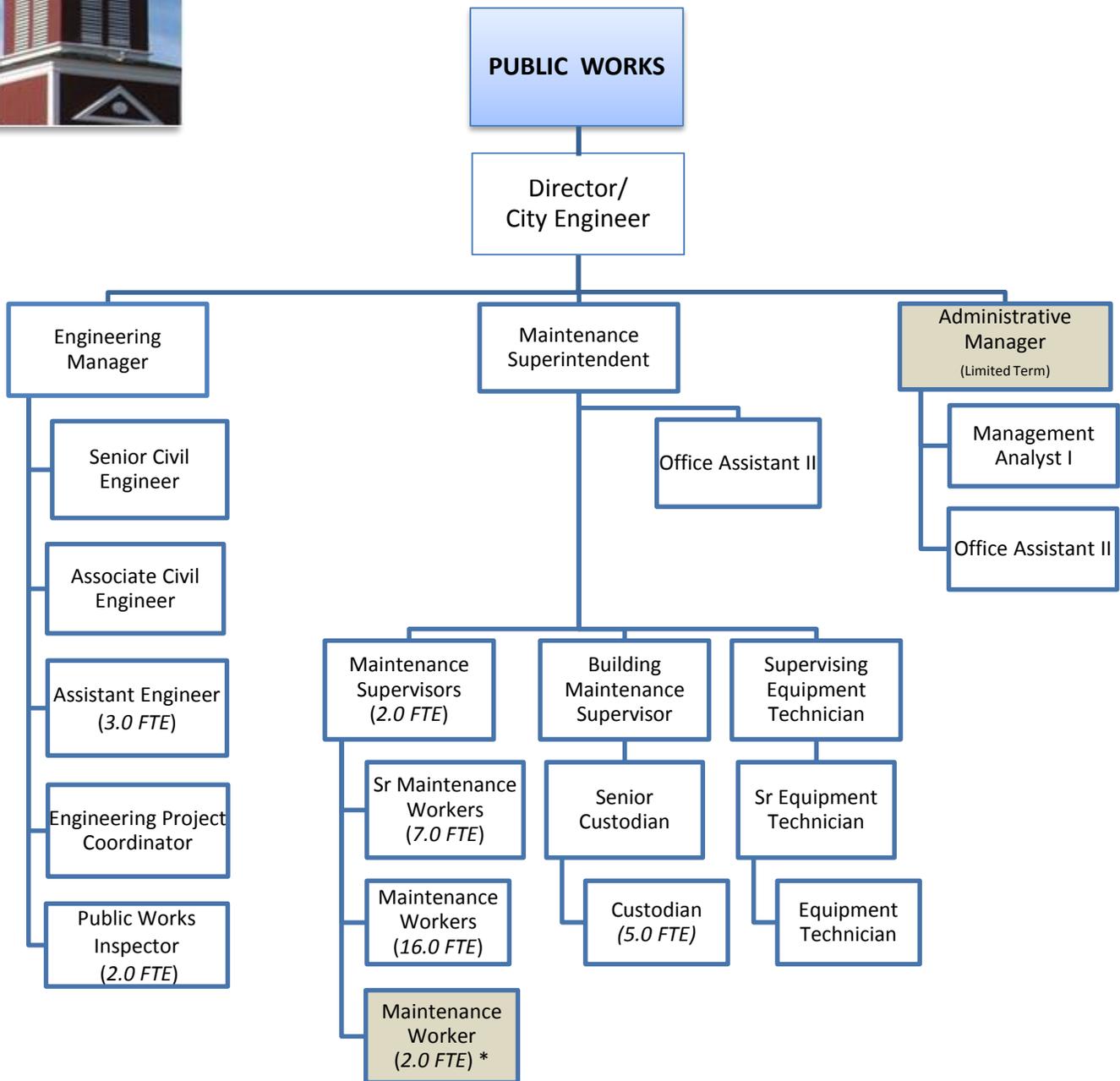
Division Number 4400

**Summary of 2015/16 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	4.00		6,800	502,568	12,608	42,003		557,179	226,900
Building Inspection								0	685,500
<b>TOTAL</b>	<b>4.00</b>	<b>0.00</b>	<b>6,800</b>	<b>502,568</b>	<b>12,608</b>	<b>42,003</b>	<b>0</b>	<b>557,179</b>	<b>912,400</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
<b>Program Inputs:</b>					
Personnel Services	526,872	479,843	447,597	462,037	502,568
Contract Services	11,609	29,204	12,608	12,608	12,608
Materials and Supplies	30,358	31,484	41,778	39,069	42,003
Capital Outlay					0
<b>TOTAL</b>	<b>568,839</b>	<b>540,531</b>	<b>501,983</b>	<b>513,714</b>	<b>557,179</b>

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\* Paid with Parks Measure A

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**Department Budget Summary**

	<b>Adopted Budget 2014/15</b>	<b>Final Budget 2014/15</b>	<b>Adopted Budget 2015/16</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%
Encroachment and Grading Permits	38,000	38,000	38,750	750	1.97%
Engineering Flat Fees	42,840	42,840	45,000	2,160	5.04%
Engineering Cost Recovery	8,770	8,770	9,000	230	2.62%
Engineering Final Site Inspection	41,820	41,820	42,000	180	0.43%
Park & Facilities Rentals	23,500	23,500	21,600	(1,900)	(8.09)%
Miscellaneous Fees	6,830	6,830	10,700	3,870	56.66%
<b>Department Total</b>	<b>\$171,760</b>	<b>\$171,760</b>	<b>\$177,050</b>	<b>5,290</b>	<b>3.08%</b>

<b>Appropriations</b>					
Traffic and Engineering Administration	761,563	739,181	758,441	(3,122)	(0.41)%
Project Development	256,868	257,681	276,079	19,211	7.48%
Construction Management	1,018,248	1,060,849	1,071,460	53,212	5.23%
<i>Less Capital Projects Reimbursement</i>	<i>(737,500)</i>	<i>(737,500)</i>	<i>(737,500)</i>	-	0.00%
Maintenance Administration	312,593	318,130	326,373	13,780	4.41%
Street Maintenance	1,267,799	1,263,637	1,334,162	66,363	5.23%
Traffic Operations	422,723	415,364	438,495	15,772	3.73%
Street Trees & Parkway Maintenance	358,341	364,251	357,789	(552)	(0.15)%
Parks Maintenance	1,344,311	1,372,202	1,412,068	67,757	5.04%
Building Maintenance	1,170,760	1,202,944	1,234,288	63,528	5.43%
<b>Department Total</b>	<b>\$6,175,706</b>	<b>\$6,256,739</b>	<b>\$6,471,655</b>	<b>295,949</b>	<b>4.79%</b>

<b>Appropriations by Category</b>					
Salaries	2,992,674	3,022,844	3,053,336	60,662	2.03%
Benefits	1,124,089	1,225,862	1,332,949	208,860	18.58%
Contract Services	258,403	258,403	256,403	(2,000)	(0.77)%
Materials & Supplies	1,735,322	1,684,412	1,763,749	28,427	1.64%
Debt Service	65,218	65,218	65,218	-	0.00%
<b>Department Total</b>	<b>\$6,175,706</b>	<b>\$6,256,739</b>	<b>\$6,471,655</b>	<b>\$295,949</b>	<b>4.79%</b>

<b>Personnel Allocation History</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Engineering & Traffic Administration	2.95	2.95	2.95	2.45	2.45
Project Development	1.90	1.65	1.65	1.75	1.75
Construction Management	8.00	7.90	7.90	8.80	8.80
Mapping	1.40	1.00	1.00	-	-
Maintenance Administration	2.00	2.00	2.00	2.00	2.00
Street Maintenance	6.68	6.68	7.68	7.68	7.68
Traffic Operations	2.25	2.25	2.25	2.25	2.25
Street Trees & Parkway Maintenance	2.92	2.92	1.92	1.92	1.92
Parks Maintenance	8.08	8.08	8.08	8.08	8.08
Building Maintenance	7.00	7.00	7.00	7.00	7.00
Other Funds	10.07	9.07	9.07	10.07	10.07
<b>Department Total</b>	<b>53.25</b>	<b>51.50</b>	<b>51.50</b>	<b>52.00</b>	<b>52.00</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/City Engineer manages the Department which is comprised of Administration, Engineering, and Maintenance Divisions. The Divisions are complementary in achieving the successful design, construction, operation and maintenance of the city's assets and infrastructure.

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

**Administration**

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

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

**Engineering Division**

The Engineering Division is responsible for all technical issues related to traffic movement, the design of public facilities (streets, parks, buildings and drainage improvements) and construction management within the public rights-of-way. The Engineering Division administers the streetlight maintenance contract, the Pavement Management Program (PMP), storm drain master plan, and special programs such as the National Flood Insurance Program (NFIP) including the Community Rating System (CRS), the Marin County Storm Water Pollution Prevention Program (MCSTOPPP), and Safe Routes to Schools. The Engineering Division consists of three sections: Traffic and Engineering, Project Development, and Project Design and Construction Management.

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

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

The Project Design and Construction Management section provides engineering design and construction inspection services for public improvements involving streets, storm drains, structures, traffic signals, streetlights, park facilities and municipal structures. This section also oversees the Storm Drainage Master Plan, the Pavement Management Program, contract management and inspection of construction activities for public and private projects.

### **Maintenance Division**

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



In addition to citywide maintenance, this division provides services to the Hamilton Community Facilities District for the Hamilton levee, two pump stations, and roadside landscaping on the main thoroughfares in the former Hamilton Air Field and Rafael Village areas. Emergency response, operations, and cleanup is another key role for the division. The

Maintenance Division is managed by the Maintenance Superintendent and consists of six sections: Streets Maintenance, Traffic Operations, Street Trees and Parkway Maintenance, Parks and Athletic Field Maintenance, Building Maintenance, and Equipment Maintenance.

The Streets Maintenance section includes inspection and repair of streets, city-owned sidewalks and drains, street sweeping and tree removal. This 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.

The Traffic Operations section is responsible for repairing or replacing signage, striping, pavement markings and barricades, minor signal maintenance, graffiti removal from city property, and emergency services. Graffiti abatement is prioritized based on nature, location and content and removed in a timely manner. In addition, the section administers the striping/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 Street Trees and Parkway Maintenance section provides street tree pruning, weed control, turf maintenance, landscape irrigation, litter pick-up and planting maintenance on median islands, roadside landscapes, around city buildings, and in city pedestrian easements. Other functions include storm patrol and emergency tree work, and close coordination with organizations, companies, and citizen groups that have adopted median islands at various locations. This section is responsible for inspecting newly landscaped areas and irrigation systems and participating in hazardous material responses. This section installs, maintains and removes the DeLong Avenue sign banner, Grant Avenue banners, street tree lights along Grant Avenue, and seasonal decorations.

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

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

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



### ***Department Accomplishments FY 14/15***

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- Prepared successful grant applications for capital improvement projects, including a Transportation for Clean Air (TFCA) grant, and a Safe Pathways to Schools grant;
- Completed yearly pavement rehabilitation project including new pavement surface for over five miles of streets, 14 new accessible curb ramps and correction of over 160 sidewalk trip hazards;
- Completed environmental review for Olive Avenue bike lanes, Olive Avenue Phase III, and Rush Creek projects;
- Completed the Pedestrian Crosswalk Study;
- Improved pedestrian and bicycle access and safety around Sinaloa and Lynwood Schools with the construction of Safe Routes to Schools funded improvements;
- Completed reconstruction of the Pioneer Park Tennis Courts;
- Completed the 2014 Novato Bicycle and Pedestrian Plan;
- Completed the Novato Community Based Transportation Plan;

- Established and implemented an Integrated Pest Management (IPM) policy and program;
- Investigated and implemented a solar photovoltaic project through Sustainable Energy & Economic Development (SEED) Fund opportunities;
- Completed evaluation of city retaining walls and implemented a process for upgrading; and
- Investigated and applied to Federal Railroad Administration for Quiet Zones at SMART rail crossings.

***Department Goals FY 15/16***

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- Construct the Olive Avenue Class II bike lanes from Samrose Avenue to the city limits;
- Complete regulatory agency permitting for Olive Ave pavement, drainage (Railroad Avenue Drainage Ditch) and utility undergrounding improvements;
- Improve pedestrian crossings on Ignacio Boulevard and South Novato Boulevard with a Safe Pathways to Schools grant;
- Work with Marin Transit in managing the project development for the downtown transit facility on Redwood Boulevard;
- Certify environmental review and start design documents for the Novato Boulevard widening project;
- Close two sidewalk gaps on Arthur Street and on Plum Street as part of a Safe Pathways to Schools grant award;
- Complete the Storm Drain Master Plan (SDMP);
- Partner with the Parks and Recreation Department to complete the ADA Self-Evaluation and Transition Plan Update;
- Continue evaluating and implementing recommendations from the Facility Conditions Assessment for buildings and parks;
- Continue to provide staff support to Council-appointed committees:
  - Bicycle/Pedestrian Advisory Committee
  - Novato Streetscape Committee
  - Street Improvement Oversight Advisory Committee;
- Complete streetlight conversion project for remaining streetlights in Novato;
- Identify new Computerized Maintenance Management System (CMMS);
- Develop a plan for document imaging and permanent records retention;
- Initiate repairs at two priority retaining wall locations (Simmons Lane and Sunset Parkway) as identified in the study;
- Provide engineering services for current needs projects and long range utility replacement planning at Marin Valley Mobile Country Club;
- Develop a preliminary design for the North Redwood Corridor for use as a guide in developing a project study report;
- Complete environmental review and issue RFP for design services for the Grant Avenue Bridge rehabilitation project
- Implement first phase of repairs to storm drainage system based on recommendations of the Storm Drain Master Plan;
- Repave Vineyard Road from Wilson Avenue to Sutro Avenue;
- Complete design and initiate construction of the DeLong Avenue and Ignacio Boulevard Interchange repaving project; and
- Finalize design and initiate construction of the remainder of Hamilton Levee toe drain.

**Department Notes**

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**Traffic and Engineering**

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

**Project Development**

Section staff reviews and issues encroachment permits for a wide variety of projects within the public right-of-way, on city property, and along watercourses for developers, property owners, and utility companies. Project Development staff also issues grading permits for large scale development projects and has primary responsibility for the city's floodplain management activities and ensures compliance with the National Flood Insurance program (NFIP) and the Community Rating System (CRS) program. Staff continues to implement floodplain management practices to secure discounts on flood insurance for Novato residents in the Special Flood Hazard Area (SFHA).

**Project Design and Construction Management**

Staff continues to design and manage pavement rehabilitation projects funded through Measure A and Gas Tax. Measure B and Proposition 1B have both expired, and staff continues to analyze how a reduction in funds will impact road conditions in the years to come. The section continues to use innovative pavement management technologies such as rejuvenating scrub seals with a micro-surfacing material for surface rehabilitation which maximizes the reuse of existing materials on the roadway thereby reducing costs and environmental impacts. In addition to pavement, staff is completing studies to inventory, evaluate, and plan repair and replacement strategies for other infrastructure needs including storm drains, retaining walls and cross walks. Staff manages various planning, design and construction projects for municipal and parks facilities such as the Hill Recreation Area Master Planning and roof replacement at the Downtown Recreation Center. The section strives to research and implement new technologies in order to better utilize existing funding. Cost savings achieved through best management practices allows the section to upgrade infrastructure and facilities while continuing to ensure well-engineered projects.

**Maintenance Division**

Maintenance Division crews patch and repair streets in preparation for upcoming capital improvement projects, manage the Hamilton Pool complex, and maintain irrigation systems throughout the city for water optimization and conversion to reclaimed water. The Division also operates the sweeper hotline and updates the Maintenance Division's section of the city's website.

The Maintenance Division provides operational support in the following areas:

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

- Winter storm flood monitoring and remediation;
- National Pollutant Discharge Elimination System (NPDES) work program to reduce the discharge of pollutants into city waterways;
- Annual creek inspection program and creek bank repair stabilization program;
- Drainage systems debris removal program;
- Assist and manage volunteers with graffiti removal program; and
- Study multiple measures designed to streamline services, increase efficiency, and reduce overall maintenance costs, including utilization of more efficient equipment, re-negotiating service contracts, optimizing maintenance services at various sites, and increasing reliance on volunteers.

### **Maintenance Administration**

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

### **Street Maintenance**

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



The NPDES program initiated in the mid-1990s continues to be one of the section's highest priorities. Phase II regulations for this program were implemented in FY 2003/04 and video inspection of drainage culverts and increased cleaning of the culverts and outfalls have been added to the program. Program actions include monthly street sweeping, annual cleaning of drainage structures, inspection of drainage culverts, the addition of a second sweeper for four months each year to pick up leaves prior to winter storms, annual creek inspection program, annual creek bank stabilization program, an ongoing program to clean drainage systems with video equipment and follow-up cleaning with the city's vacuum truck.

### **Traffic Operations**

The Traffic Operations section is responsible for maintaining the safety regulation elements of the city's public roadways, including maintaining all signs and pavement markings within the city. New computerized sign-making equipment has provided staff with the ability to expand sign operations to fabricate a wide assortment of sign styles as needed. This includes street signs, traffic regulatory signs, city logos, and special signs needed for city projects. Staff responds to graffiti removal requests within 36 hours of notification.



**Street Trees and Parkway Maintenance**

The Street Trees and Parkway Maintenance section provides maintenance to the city's median islands, roadside landscapes, open space areas, city trees, and landscapes around city buildings. This section provides many other services such as installation of banners and holiday lights in the city, and light maintenance on the Grant Avenue trees. Staff continues to work with citizen volunteers on landscape projects throughout the city. The Novato Streetscape Committee continues to be highly successful in advocating for and maintaining quality streetscapes within the city while assisting and providing support to the Islands Maintenance section. The section helps to coordinate planned activities such as the Adopt-an-Island program, and work performed by volunteer groups. The section assists with storm remediation, hazardous materials response, the Integrated Pest Management program, garden club events, and emergency tree work.

**Parks and Field Maintenance**

The Parks and Field Maintenance Section provides overall park maintenance services for the city's open space and trails, community and neighborhood parks, sports fields, community dog park, and the Hamilton skate park, as well as some limited maintenance of Novato Unified School District sites. This work includes weed abatement, athletic field maintenance and remediation, athletic facility lighting, yearly backflow testing and maintenance, Hamilton Pool maintenance, trail maintenance, park safety checks, roadside weed mowing, restroom maintenance, irrigation repairs, graffiti removal, and vandalism repairs.

The wood chip program provides free wood chips and firewood to the public as available. Utilization of the chips assists with Integrated Pest Management practices by reducing weeds. As a result, fewer chemicals are needed to keep landscape weeds under control. The section also assists with storm remediation, hazmat response, and volunteer projects as needed.

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

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

**Building Maintenance**

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

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

- Manage annual maintenance contracts with fire and security alarm equipment monitoring and quarterly testing, bleacher quarterly testing and maintenance, Title 19 certifications, HVAC maintenance contracts and repairs, fire extinguisher testing, elevator maintenance, and roll up door inspections; and
- Provide services in high demand for general repairs including electrical, light replacements, wood floor maintenance, minor plumbing repairs, door repairs, bleacher repairs, minor roof repairs, seasonal services to gutters, and internal service requests and work orders.

**Equipment/Vehicle Maintenance**

The section is responsible for maintaining 122 vehicles, 51 pieces of heavy equipment, 202 pieces of miscellaneous equipment, five emergency generators, solar equipment at four locations, and two pump stations. The section also maintains permit compliance with federal, state, and county agencies for environmental regulatory compliance and hazardous materials management, storage and disposal. Staff maintains compliance with permit requirements for the Corporation Yard, the Police Station, Margaret Todd Senior Center, both storm water pump stations, and the Hamilton Pool facility.

**Department Name:** Public Works

**Program:** Traffic and Engineering Administration

**Budget:** \$758,441

**Personnel Allocation:** 2.45

**Revenue:** \$10,000

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### ***Program Description***

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This program provides administrative services to support engineering and maintenance functions in the Public Works Department and traffic engineering support services for the city. This program serves both internal customers (City Council and staff) and external customers (Novato residents, businesses, community groups and other public agencies).

### ***Program Elements***

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**Administration:** This program includes the administrative functions of the department such as workflow, budget preparation, policy and procedure development, grant processing and coordination of work between departments. This program provides management of special projects such as the transit shelter advertising program, property management functions, the solid waste program, and coordination with the Novato Sanitary District on issues such as recycling and household hazardous waste disposal. Staff is responsible for the grant program (research, application and management) and staff training needs. The Public Works Administrative Manager provides oversight of administrative functions for the department. A Management Analyst is responsible for coordinating the department's operating and capital budgets, as well as all financial transactions and office functions. An Office Assistant is responsible for staff support functions.

**Traffic Engineering/Traffic Safety:** Duties involve the day-to-day operation and repair of city-owned and operated traffic signal systems, review of and response to the city's signal maintenance contractor, coordination with Maintenance Division staff on signal functionality, implementation of new equipment, review of emergency vehicle equipment, review of interconnect/coordination operations, and periodic review of the city's traffic signal equipment. This program element responds to requests from the public and city staff on topics such as parking, vehicle speed, pedestrian safety, ADA compliance, and traffic regulation.

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

**Special Assessment Districts:** Administration staff oversees four landscape and lighting assessment districts and one special assessment district within the city. The work involves assistance and support to homeowner associations, annual updating of the districts' assessment rolls, required notification to property owners, preparation of documents for City Council consideration, coordination of contract services, and other related tasks.

**Stormwater Pollution Prevention:** Under federal and state mandate, the city is required to develop and implement a program to protect its waterways from pollution under the NPDES Phase II regulations. As a result, the city joined with several other cities within the county to formulate the Marin County Stormwater Pollution Prevention Program (MCSTOPPP). Standards for reduction of stormwater pollution in the county have been established under "Action Plan 2010". In its desire to protect water quality in Novato, this section

is designated to oversee and coordinate efforts to implement the plan on an ongoing basis. Contributions from various other departments and sections help make this program successful.

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

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

### ***Program Accomplishments FY 14/15***

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- Assisted with traffic control plan development and monitoring of Capital Improvement Program (CIP) projects, encroachment permit projects, and response to public input;
- Prepared successful grant applications for Transportation for Clean Air (TFCA) and Safe Pathways to Schools projects;
- Worked with a consultant and the Bicycle/Pedestrian Advisory Committee (B/PAC) on the update of the city's General Plan Circulation Element and provided input to Sonoma-Marín Area Rail Transit (SMART) on the bicycle path to be provided as part of their railroad improvements;
- Continued implementation of the storm water pollution prevention program by monitoring, outreach, education, inclusion of best management practices (BMP) in development plans, and projects such as curb stenciling and business notification;
- Ensured ongoing compliance with revised NPDES Phase II permit process;
- Worked closely with maintenance staff to ensure continued compliance with the Department of Fish and Wildlife code under the routine maintenance agreement for the city's storm drain system activities;
- Completed the 2014 Novato Bicycle and Pedestrian Plan;
- Completed the Novato Community Based Transportation Plan; and
- Completed the Pedestrian Crosswalk Study.

### ***Program Goals FY 15/16***

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- Continue to pursue grant opportunities associated with capital improvement and utility projects;
- Continue to provide staff support to Council-appointed committees:
  - Bicycle/Pedestrian Advisory Committee
  - Novato Streetscape Committee
  - Street Improvement Oversight Advisory Committee;
- Complete the Storm Drain Master Plan;
- Continue evaluating and implementing recommendations from the Facility Conditions Assessment for buildings and parks; and
- Partner with the Parks and Recreation Department to complete the ADA Self-Evaluation and Transition Plan update.

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**Program: Traffic and Engineering Administration**

Division Number 4500

**Summary of 2015/16 Resources Used by Program Element:**

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Debt Service	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<b>Program Elements:</b>									
Administration	2.35	0.64	5,326	351,582	18,776	47,011		417,369	
Traffic Engineering & Streetlighting						260,225	65,218	325,443	
Storm Water Pollution Prevention	0.10		170	15,629				15,629	10,000
<b>TOTAL</b>	<b>2.45</b>	<b>0.64</b>	<b>5,496</b>	<b>367,211</b>	<b>18,776</b>	<b>307,236</b>	<b>65,218</b>	<b>758,441</b>	<b>10,000</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	469,023	437,531	369,223	347,951	367,211
Contract Services	21,378	20,214	18,776	18,776	18,776
Materials and Supplies	366,607	313,895	308,346	307,236	307,236
Debt Service		65,218	65,218	65,218	65,218
<b>TOTAL</b>	<b>857,008</b>	<b>836,858</b>	<b>761,563</b>	<b>739,181</b>	<b>758,441</b>

**PW**

**Department Name:** Public Works

**Program:** Project Development

**Budget:** \$276,079

**Personnel Allocation:** 1.75

**Revenue:** \$138,750

### ***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 14/15***

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

### ***Program Goals FY 15/16***

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

**PW**

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- Reduce flood damage risk to insurable properties in Novato by the continued strengthening of the city's floodplain management activities including public information and outreach, mapping and regulations, and flood damage reduction;
- Increase outreach and assistance to specific industrial business sectors to ensure continued compliance with state and federal storm water pollution prevention regulations; and
- Work with MCSTOPPP, neighboring agencies and other city departments to develop, maintain and monitor systems, policies and infrastructure to comply with Phase II of the NPDES permit.

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**Program: Project Development**

Division Number 4700

**Summary of 2015/16 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>									
Private Projects Engineering	1.75		2,975	240,186		35,893		276,079	138,750
<b>TOTAL</b>	<b>1.75</b>	<b>0.00</b>	<b>2,975</b>	<b>240,186</b>	<b>0</b>	<b>35,893</b>	<b>0</b>	<b>276,079</b>	<b>138,750</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	96,428	133,700	220,975	231,249	240,186
Contract Services	95,403	117,143	0	0	0
Materials and Supplies	543	20,219	35,893	26,432	35,893
Capital Outlay					
<b>TOTAL</b>	<b>192,374</b>	<b>271,062</b>	<b>256,868</b>	<b>257,681</b>	<b>276,079</b>

PW

**Department Name:** Public Works

**Program:** Project Design and Construction Management

**Budget:** \$333,960

**Personnel Allocation:** 8.80

**Revenue:** \$700

**Program Description**

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

**Program Elements**

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

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

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

**Program Accomplishments FY 14/15**

- Provided project management and construction oversight of Pioneer Park Tennis Court Reconstruction
- Continued implementation of new pavement management technologies;
- Completed yearly pavement rehabilitation project including new pavement surface for over five miles of streets, 14 new accessible curb ramps and correction of over 160 sidewalk trip hazards;
- Completed environmental review for Olive Avenue bike lanes, Olive Avenue Phase III and Rush Creek projects; and
- Improved pedestrian and bicycle access and safety around Sinaloa and Lynwood Schools with the construction of Safe Routes to Schools funded improvements.

***Program Goals FY 15/16***

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- Construct the Olive Avenue Class II bike lanes from Samrose Avenue to the city limits;
- Complete regulatory agency permitting for Olive Avenue pavement, drainage (Railroad Avenue Drainage Ditch), and utility undergrounding improvements;
- Improve pedestrian crossings on Ignacio Boulevard and South Novato Boulevard with a Safe Pathways to Schools grant;
- Work with Marin Transit in managing the project development for the downtown transit facility on Redwood Boulevard;
- Certify environmental review and start design documents for the Novato Boulevard widening project;
- Close two sidewalk gaps on Arthur Street and on Plum Street as part of a Safe Pathways to Schools grant award;
- Complete streetlight conversion project for remaining streetlights in Novato;
- Initiate repairs at two priority retaining wall locations (Simmons Lane and Sunset Parkway) as identified in a recently completed study;
- Provide engineering services for current needs projects and long range utility replacement planning at Marin Valley Mobile Country Club;
- Develop a preliminary design for the North Redwood Corridor for use as a guide in developing a project study report;
- Complete environmental review and issue RFP for design services for the Grant Avenue Bridge Rehabilitation project;
- Implement first phase of repairs to storm drainage system based on recommendations of the Storm Drain Master Plan;
- Repave Vineyard Road from Wilson Avenue to Sutro Avenue;
- Complete design and initiate construction of the DeLong Avenue and Ignacio Boulevard Interchange repaving project; and
- Finalize design and initiate construction of the remainder of Hamilton Levee toe drain.

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**PW**

**Program: Project Design & Construction Management**

Division Number 4800

**Summary of 2015/16 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>									
Capital Projects Engineering	8.80		14,960	1,059,034		12,426		1,071,460	700
Less: Reimbursed Fees							(737,500)	(737,500)	
<b>TOTAL</b>	<b>8.80</b>	<b>-</b>	<b>14,960</b>	<b>1,059,034</b>	<b>0</b>	<b>12,426</b>	<b>(737,500)</b>	<b>333,960</b>	<b>700</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
<b>Program Inputs:</b>					
Personnel Services	791,754	848,491	1,010,688	1,053,289	1,059,034
Contract Services			0	0	0
Materials and Supplies	29,995	107	7,560	7,560	12,426
CIP Reimburse	(579,983)	(601,775)	(737,500)	(737,500)	(737,500)
Capital Outlay					
<b>TOTAL</b>	<b>241,766</b>	<b>246,823</b>	<b>280,748</b>	<b>323,349</b>	<b>333,960</b>

**PW**

**Department Name:** Public Works

**Program:** Maintenance Administration

**Budget:** \$326,373

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

**Reception, Dispatch, and Records Management:** The section is staffed by an Office Assistant. The Office Assistant receives requests for service from the public and other departments and forwards work orders to appropriate maintenance sections. The Office Assistant manages the dispatch of personnel and equipment by radio, keeps a log of all service requests and their status, maintains the Division's web page, monitors the sweeper hotline and updates public service notices on the public access television broadcasts. This position tracks all employee time and work product records, maintains infrastructure inventories, issues and controls all purchase requests, receives and distributes all supplies and materials, and assists the Supervising Equipment Technician who manages vehicle and equipment maintenance records.

### **Program Accomplishments FY 14/15**

- Continued to work with and enhance support for the graffiti abatement volunteer group;
- Continued to cycle supervisory and lead personnel through the Public Works Institute training program in advanced management; and
- Purchased and installed new digital fueling system at the Police Department with an option to expand to the Corporation Yard.

### **Program Goals FY 15/16**

- Continue to research and work toward implementation of a Computerized Maintenance Management System (CMMS); and
- Continue with implementation of new Manual on Uniform Traffic Control Devices (MUTCD) standards for all regulatory, informational, and directional signage throughout the city as needed.

**Program: Maintenance Administration**

Division Number 5000

**Summary of 2015/16 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	2.00		3,400	238,964		113,693		352,657	3,600
Less Costs Applied						(26,284)		(26,284)	
Records Management								0	
<b>TOTAL</b>	<b>2.00</b>	<b>0.00</b>	<b>3,400</b>	<b>238,964</b>	<b>0</b>	<b>87,409</b>	<b>0</b>	<b>326,373</b>	<b>3,600</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	217,248	222,370	226,684	232,200	238,964
Contract Services			0	0	0
Materials and Supplies	120,692	135,518	112,193	112,214	113,693
Less Costs Applied	(26,284)	(26,284)	(26,284)	(26,284)	(26,284)
Capital Outlay					
<b>TOTAL</b>	<b>311,656</b>	<b>331,604</b>	<b>312,593</b>	<b>318,130</b>	<b>326,373</b>

**PW**

**Department Name:** Public Works

**Program:** Street Maintenance

**Budget:** \$1,334,162

**Personnel Allocation:** 7.68

**Revenue:** 0

**Program Description**

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

**Program Elements**

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

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

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

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

**National Pollutant Discharge Elimination System (NPDES):** 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 creek banks in order to prioritize and implement stabilization work.

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

**PW**

***Program Accomplishments FY 14/15***

- Cleaned, painted over, or otherwise remedied, with the assistance of volunteers, more than 1,000 graffiti sites and removed hundreds of abandoned signs and other items from city streets;
- Continued the process of integrating National Pollution Discharge Elimination System (NPDES) Phase II permit requirements into the maintenance program;
- Installed paved parking lot for City Hall and downtown businesses at the old Railroad lot;
- Overlaid 600 feet of road on Bugeia Lane;
- Reconditioned ball fields at Hill Recreation Area and Indian Valley College;
- Inspected and cleaned city creeks and open space inlets to prevent flooding with the continued assistance from Conservation Corps North Bay;
- Cleaned up 30 homeless encampments throughout city;
- Provided emergency operations response during heavy winter storms; and
- Launched pilot program of using live goats for vegetation management and defensible space maintenance.



***Program Goals FY 15/16***

- Continue street repairs with skin patching and dig outs that support Capital Improvement Program (CIP) street improvements;
- Continue to inspect and clear all creeks and open space inlets to prevent flooding with the ongoing assistance of Conservation Corps North Bay;
- Replace NPDES storm drain video equipment with state-of-the-art equipment for enhanced maintenance capability;
- Develop a base division plan for general maintenance on street-related projects;
- Work with Engineering staff and MCSTOPPP to comply with Phase II storm water permit; and
- Continue to use live goats as an environmentally sensitive solution for vegetation management and defensible space maintenance.

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

Division Number 5200

**Summary of 2015/16 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>									
Street Maintenance	5.68		9,656	539,335	10,254	519,418		1,069,007	
Drainage Maintenance								0	
NPDES Program	2.00		3,400	181,415	41,483	42,257		265,155	
<b>TOTAL</b>	<b>7.68</b>	<b>0.00</b>	<b>13,056</b>	<b>720,750</b>	<b>51,737</b>	<b>561,675</b>	<b>0</b>	<b>1,334,162</b>	<b>0</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	671,058	680,572	667,387	691,189	720,750
Contract Services	37,421	39,555	38,737	38,737	51,737
Materials and Supplies	389,949	429,701	561,675	533,711	561,675
Capital Outlay		3,859			0
<b>TOTAL</b>	<b>1,098,428</b>	<b>1,153,687</b>	<b>1,267,799</b>	<b>1,263,637</b>	<b>1,334,162</b>

**PW**

**Department Name:** Public Works

**Program:** Traffic Operations

**Budget:** \$438,495

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

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

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

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

### **Program Accomplishments FY 14/15**

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

### **Program Goals FY 15/16**

- Continue work on upgrading signage throughout the city to comply with MUTCD regulations; and
- Continue working with volunteers on graffiti abatement program.

**PW**

**Program: Traffic Operations**

Division Number 5300

**Summary of 2015/16 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>									
Crosswalks & Street Messages	2.25		3,825	211,408	22,073	205,014		438,495	2,400
<b>TOTAL</b>	<b>2.25</b>	<b>0.00</b>	<b>3,825</b>	<b>211,408</b>	<b>22,073</b>	<b>205,014</b>	<b>0</b>	<b>438,495</b>	<b>2,400</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	197,056	198,002	195,636	202,649	211,408
Contract Services	18,204	15,588	22,073	22,073	22,073
Materials and Supplies	221,691	199,264	205,014	190,642	205,014
Capital Outlay	6,708				0
<b>TOTAL</b>	<b>443,659</b>	<b>412,854</b>	<b>422,723</b>	<b>415,364</b>	<b>438,495</b>

# PW

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**Department****Name:** Public Works**Program:** Street Trees and Parkway Maintenance**Budget:** \$357,789**Personnel Allocation:** 1.92**Revenue:** 0**Program Description**

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

**Program Elements**

**Supervision:** The Parks Maintenance 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. The Parks Supervisor 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 directs emergency tree work as required for public safety and manages the Hamilton and Pointe Marin CFD landscape maintenance areas.

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

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

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

**Program Accomplishments FY 14/15**

- Re-landscaped San Marin Drive islands from Redwood Blvd to East Campus and Somerset Way to West Campus; and
- Pruned over 300 Grant Avenue street trees.

**Program Goals FY 15/16**

- Replace redbud trees along Grant Avenue;
- Replant median island on DeLong Avenue from Highway 101 to Reichert Avenue and replant Rowland Boulevard islands from Redwood to Novato Boulevard; and
- Install pavers at bus stop located at Reichert Avenue and DeLong Avenue.

**Program: Street Trees and Parkway Maintenance**

Division Number 5400

**Summary of 2015/16 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>									
Median Island Landscape Maintenance	1.92		3,264	184,546	23,510	149,733		357,789	
<b>TOTAL</b>	<b>1.92</b>	<b>0.00</b>	<b>3,264</b>	<b>184,546</b>	<b>23,510</b>	<b>149,733</b>	<b>0</b>	<b>357,789</b>	<b>0</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	173,406	168,903	170,098	175,967	184,546
Contract Services	10,101	18,894	38,510	38,510	23,510
Materials and Supplies	151,158	186,084	149,733	149,774	149,733
Capital Outlay	4,000	3,859			0
<b>TOTAL</b>	<b>338,665</b>	<b>377,740</b>	<b>358,341</b>	<b>364,251</b>	<b>357,789</b>

## PW

**Department Name:** Public Works

**Program:** Parks Maintenance

**Budget:** \$1,412,068

**Personnel Allocation:** 8.08

**Revenue:** \$4,600

### **Program Description**

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

### **Program Elements**

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

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



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

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

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

### **Program Accomplishments FY 14/15**

- Added two new BBQ areas at the Amphitheatre Park and South Park in partnership with Parks and Recreation Department;
- Resurfaced the Thigpen tennis courts and sports court at Hamilton;
- Certified an additional employee as a backflow preventer technician;
- Oversaw the reclaimed water projects along the Olive Ave corridor;

**PW**

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- Upgraded irrigation and re-landscaped entry to Pansy Tong Lo Park; and
- Upgraded irrigation at Wildwood Glen subdivision to the Techline drip system.

***Program Goals FY 15/16***

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- Repair eroded areas along the city maintained portion of the Bay Trail at Reservoir Hill;
- Repair or replace picnic benches throughout the city;
- Certify an additional employee as a pool operator;
- Re-asphalt pathways at Hoog, Miwok, and Pioneer Parks;
- Install bollards at Pioneer Park entryway;
- Install new park regulation signs; and
- Rehabilitate Hamilton Pool pump house.

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**Program: Parks Maintenance**

Division Number 5500

**Summary of 2015/16 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>									
Park Maintenance	7.33		12,461	675,678	56,720	506,886		1,239,284	4,600
Hamilton Pool	0.75		1,275	64,943	425	107,416		172,784	
<b>TOTAL</b>	<b>8.08</b>	<b>0.00</b>	<b>13,736</b>	<b>740,621</b>	<b>57,145</b>	<b>614,302</b>	<b>0</b>	<b>1,412,068</b>	<b>4,600</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
<b>Program Inputs:</b>					
Personnel Services	607,250	654,166	688,391	714,353	740,621
Contract Services	54,050	65,436	57,145	57,145	57,145
Materials and Supplies	562,836	579,734	598,775	600,704	614,302
Capital Outlay					0
<b>TOTAL</b>	<b>1,224,136</b>	<b>1,299,336</b>	<b>1,344,311</b>	<b>1,372,202</b>	<b>1,412,068</b>

**PW**

<b>Department Name:</b>	Public Works	<b>Program:</b>	Building Maintenance
<b>Budget:</b>	\$1,234,288	<b>Personnel Allocation:</b>	7.00
<b>Revenue:</b>	\$17,000		

**Program Description**

Under the direction of the Building Maintenance Supervisor, this section provides building maintenance and custodial services to city-owned buildings.

**Program Elements**

**Supervision:** The Building Maintenance Supervisor directs and schedules all custodial and building maintenance efforts for 27 city-owned buildings and oversees preparations for facility usage by committees, commissions, private parties, city staff, and other user groups. The Supervisor works closely with the custodial lead worker and other departments to facilitate their programmed usage of city buildings, manages the section budget, and prepares CIP budget/deferred maintenance recommendations for building maintenance items. The Supervisor manages annual maintenance contracts for all facilities and schedules work orders for facility repair and deferred maintenance. The Supervisor is responsible for overseeing night and weekend staff directed to work facility rentals and perform general custodial cleaning. The Supervisor is responsible for scheduling all fire equipment testing that is performed as well as overseeing all 24-hour central station monitoring for all security panels. The Supervisor schedules responses to requests for vandalism and graffiti repair on a regular basis.

**Civic Center Maintenance:** This section provides daily custodial and maintenance services to the Police Department, 901 Sherman Avenue, and 922 Machin Ave. Section staff provides daily custodial services to the Novato Police Department and responds to special building maintenance set-up requirements for meetings at 901 Sherman and the Police Department training room. Building Maintenance responds to all service requests while being as flexible as time permits. Maintenance staff is always monitoring intrusions and vandalism that have affected the vacant city-owned facilities on Sherman Avenue as well as weatherization issues.

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

**Downtown Recreation Center/Gymnastic Center Maintenance:** Staff provides custodial/maintenance services and general cleaning to the facility five times each week, and works closely with Community Services staff to facilitate programmed use of the buildings. Staff cleans restrooms, offices, main auditorium sports floors, mezzanine, Gymnastics Center store, Downtown Community Center (DRC) 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 meetings that are scheduled on the weekends. The DRC sports floors are scheduled to be refinished on an annual basis.

**Margaret Todd Senior Center/Hill Gym Maintenance:** Staff provides custodial/maintenance services and general cleaning to both facilities seven days a week, and works closely with staff and senior citizen

groups to facilitate programmed use of the buildings. Staff cleans restrooms, kitchen facilities, offices, auditorium/stage, meeting rooms, nutrition sites, Hill Community Room, Hill Gym wood floors, lobby, and multi-use rooms daily, and removes trash from staff offices. Staff provides all services necessary for events scheduled in the Senior Center, Hill Community Room, and Hill Community Gym for both public and private use. Building Maintenance responds to all requests for service and repairs. In addition, staff will respond to Red Cross needs in the event of an emergency if the Margaret Todd Center is opened as a shelter.

**Hamilton Recreation Facilities:** Staff performs custodial services and general cleaning to the facilities at Hamilton, and works closely with Community Services staff to facilitate programmed use of the buildings. Staff cleans restrooms and eating areas, removes trash from staff offices, and responds to requests for repairs. Hamilton Gymnasium is cleaned five times per week. Custodial staff performs wood floor maintenance, cleans restrooms, the main hallway, and bleachers, and responds to building repairs and seasonal services. Staff services heating furnaces and performs wood floor refinishing, minor plumbing, and electrical work. Seasonal cleaning of the Hamilton Pool facility, staff offices, and locker rooms is performed before opening to the public in May. General cleaning is performed twice weekly during the summer due to increased use of the facility. The Hamilton Firehouse Museum includes management of a fire equipment maintenance contract and regular building supply check.

**Hamilton Facilities:** Staff manages security equipment and graffiti removal at several city-owned vacant and closed facilities: 201 Bachelor Officers Club, Hamilton Hospital, Officers Club, Hamilton Theatre, and the Book Exchange. Staff performs weekly security monitoring of facilities.

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

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

### ***Program Accomplishments FY 14/15***

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- Continued to work with various user groups and customers to keep up with increased rental demand at the Hamilton Community Gymnasium, Gymnastics Center, Building 503 in Hamilton, and 901 Sherman Avenue as well as other city-owned facilities;
- Established new storage facility for Novato Police Department at 816 State Access Road;
- Implemented Green MBA recommendations to meet energy efficiency standards at NPD and City Hall;
- Implemented a new facility LED replacement program for exterior light fixtures;
- Implemented a routine safety and maintenance training program;
- Shifted lead worker and supervisor schedules to provide enhanced oversight of contracts and other custodial work;
- Relocated custodial staff and operations to the Corporation Yard while creating a new storage unit for staff supplies; and
- Completed key deferred maintenance projects in order to improve building exterior weatherization.

***Program Goals FY 15/16***

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- Continue to meet the public demand for city facility rental use;
- Continue to work closely with Parks, Recreation, and Community Services staff, including meeting on a regular basis;
- Continue working to optimize work schedules and shift rotations to best accommodate city operations;
- Work with Engineering Division staff to complete deferred maintenance on city-owned facilities according to the Parks and Facilities Condition Assessment reports;
- Complete and assist with projects identified in the Facilities Condition Assessment Report for scheduled and deferred maintenance, such as the Gymnastics / Downtown Recreation Center roof replacement project;
- Increase safety training for Custodial staff; and
- Continue to meet staff and maintenance demands for the new Administration Building.

**Program: Building Maintenance**  
 Division Number 5800

**Summary of 2015/16 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>									
Civic Center	4.00		6,800	376,944	80,200	336,871		794,015	3,000
Novato Museum						2,500		2,500	
DRC/Gym Center	0.74		1,258	58,749	1,859	57,469		118,077	
Lu Sutton Childcare						700		700	
Todd Senior Center	2.00		3,400	167,230	1,103	72,273		240,606	14,000
Hamilton Pool						10,445		10,445	
Hamilton Rec Facilities	0.26		442	20,642		47,303		67,945	
<b>TOTAL</b>	<b>7.00</b>	<b>0.00</b>	<b>11,900</b>	<b>623,565</b>	<b>83,162</b>	<b>527,561</b>	<b>0</b>	<b>1,234,288</b>	<b>17,000</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
<b>Program Inputs:</b>					
Personnel Services	570,295	578,350	567,681	599,859	623,565
Contract Services	1,547	45,331	83,162	83,162	83,162
Materials and Supplies	395,109	497,491	519,917	519,923	527,561
Capital Outlay			0	0	0
<b>TOTAL</b>	<b>966,951</b>	<b>1,121,172</b>	<b>1,170,760</b>	<b>1,202,944</b>	<b>1,234,288</b>

**PW**

<b>Department Name:</b>	Public Works	<b>Program:</b>	Equipment/Vehicle Maintenance
<b>Budget:</b>	\$851,893	<b>Personnel Allocation:</b>	3.00
<b>Revenue:</b>	\$851,893		

**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 Supervising Equipment Technician directs and schedules maintenance of all fleet vehicles and equipment owned by the city. The Supervising Equipment Technician solicits quotations for accident repairs of vehicles and equipment, and where necessary, provides comparison repair estimates. The Supervising Equipment Technician 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 Supervising Equipment Technician maintains accurate records of vehicles and equipment. Additionally, the position maintains operating permits and environmental compliance for facilities, emissions, hazardous materials, hazardous waste and tax obligations for gasoline, diesel and propane.

**Vehicle/Equipment Maintenance:** This section provides scheduled maintenance on all patrol vehicles, canine vehicles, and unmarked police vehicles every 3,000 miles, on 188 fleet vehicles every four months, and inspections on all DOT-regulated trucks every 90 days. Staff performs maintenance on 221 pieces of small equipment and four 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, such as special metal fabrications, major equipment repairs, decommissioning salvaged vehicles and equipment and preparing them for sale.

**Emergency Services:** Staff members provide roadside services in response to vehicle breakdowns as required. Staff assists in emergency hazardous waste response and disposal of all hazardous waste collected by the Division. This section maintains four emergency generators and two storm water pump stations.

**Program Accomplishments FY 14/15**

- Completed installation of the electronic gate system for the Corporation Yard; and
- Facilitated the Building Maintenance Division move to the Corporation Yard.

**Program Goals FY 15/16**

- Assist with the selection of a new Computerized Maintenance Management System (CMMS);
- Make improvements to the Corporation Yard wash rack and storage areas;
- Upgrade fueling system at the Corporation Yard and Police Department; and
- Increase safety measures with upgraded equipment.

**PW**

**Program: Equipment/Vehicle Maintenance**

Division Number 7100

**Summary of 2015/16 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	104,784				13,100	117,884	
Equipment/Vehicle Maintenance	2.20		3,740	243,474	10,928	479,607			734,009	851,893
<b>TOTAL</b>	<b>3.00</b>	<b>0.00</b>	<b>5,100</b>	<b>348,258</b>	<b>10,928</b>	<b>479,607</b>	<b>0</b>	<b>13,100</b>	<b>851,893</b>	<b>851,893</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
<b>Program Inputs:</b>					
Personnel Services	323,536	322,143	322,221	333,936	348,258
Contract Services	8,947	12,254	10,928	10,928	10,928
Materials and Supplies	443,022	513,857	479,607	479,607	479,607
Capital Outlay			0	0	0
Operating Transfers	12,088	12,260	12,488	12,488	13,100
<b>TOTAL</b>	<b>787,593</b>	<b>860,514</b>	<b>825,244</b>	<b>836,959</b>	<b>851,893</b>

**PW**

**Department Name:** Public Works

**Program:** Equipment/Vehicle Replacement

**Budget:** \$1,062,184

**Personnel Allocation:** 0.00

**Revenue:** \$1,101,019

**Program Description**

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

**Program Elements**

**Vehicle Replacement:** Monthly charges are levied against user departments to ensure that when equipment is scheduled for replacement, sufficient funds have accumulated to pay the replacement cost. Proceeds from equipment sales or salvage also support this activity. An interest rate of 1% and an inflation rate of 3% are used to project interest earnings and replacement costs respectively.

A description of the equipment and vehicles scheduled for replacement during FY 2015/16 is listed below. Vehicles marked with an asterisk (\*) will only be replaced if needed.

	<b>Budget Replacement Amount</b>
<u>1980 Toyota Forklift (Unit 105)</u> – This forklift has exceeded its life expectancy and needs to be replaced.	\$25,000
<u>2005 Landscape Trailer (Unit 123)</u> – This trailer has met its life expectancy and is in need of replacement.	\$4,881
<u>2005 Landscape Trailer (Unit 126)</u> – This trailer has met its life expectancy and is in need of replacement.	\$3,129
<u>2007 Chevrolet Trailblazer (Unit 130)</u> – This vehicle has high mileage and has met its life expectancy.	\$27,942
<u>2005 Chevrolet Silverado 3500 (Unit 148)*</u> – This truck has low mileage and will be reevaluated annually.	\$26,362
<u>2005 Chevrolet Silverado 3500 (Unit 149)*</u> – This truck has low mileage and will be reevaluated annually.	\$23,572
<u>2005 Ford F450 Dump Truck (Unit 171)*</u> – This truck has low mileage and will be reevaluated annually.	\$45,516
<u>2005 Ford E150 Camera Van (Unit 173)*</u> – This truck has low mileage and will be reevaluated annually.	\$19,835
<u>Pipeline Video system (mounted in unit 173)</u> – This camera system, purchased in 2004, is in need of replacement.	\$106,070

	<b>Budget Replacement Amount</b>
<u>2008 Ford F150 Pickup (Unit 318)*</u> – This truck has low mileage and will be reevaluated annually.	\$19,483
<u>2008 Chevrolet Colorado Pickup (Unit 320)*</u> – This truck has low mileage and will be reevaluated annually.	\$17,028
<u>2008 Chevrolet Colorado Pickup (Unit 322)*</u> – This truck has low mileage and will be reevaluated annually.	\$17,069
<u>2008 Chevrolet Express Commuter Van (Unit 324)</u> – This vehicle has high mileage and has met its life expectancy.	\$18,746
<b>Subtotal</b>	<b>\$354,633</b>

The following Police vehicles are scheduled to be replaced in FY 2015/16. 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>
<u>2011 Ford Crown Victoria (Unit 228)</u>	\$39,971
<u>2011 Ford Expedition (Unit 231)</u>	\$39,071
<u>2011 Ford Expedition (Unit 237)</u>	\$39,478
<u>2004 Chevrolet Blazer (Unit 277)</u>	\$38,953
<u>2009 Ford Escape Hybrid (Unit 286)</u>	\$39,602
<u>2011 Chrysler 300 (Unit 293)</u>	\$37,130
<b>Subtotal</b>	<b>\$234,205</b>

This fund will also be utilized to replace two pieces of equipment that are past their expected useful life: a tire changing machine and wheel balancing machine. Modern machines have safety features that are important for injury avoidance. The total cost is estimated at \$22,000.

**GRAND TOTAL    \$610,838**

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**Program: Equipment/Vehicle Replacement**

Division Number 7200

**Summary of 2015/16 Resources Used by Program Element:**

	Contract Services	Materials & Supplies	Debt Service	Capital Outlay	Operating Transfers	Total Budget	Program Revenues
<b>Program Elements:</b>							
Administration						0	17,600
Sale of Equip - Auction						0	10,000
Equipment Acquisition		8,010		602,828		610,838	674,419
MERA	204,564		246,782			451,346	399,000
<b>TOTAL</b>	<b>204,564</b>	<b>8,010</b>	<b>246,782</b>	<b>602,828</b>	<b>0</b>	<b>1,062,184</b>	<b>1,101,019</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
<b>Program Inputs:</b>					
Contract Services	179,793	186,512	192,862	192,862	204,564
Materials & Supplies	498,344	406,253	23,000		8,010
Debt Service	246,818	246,709	246,761	246,761	246,782
Capital Outlay		140,905	1,351,534	1,489,226	602,828
Operating Transfers	124,481	(112,307)	80,000	1,000	0
<b>TOTAL</b>	<b>1,049,436</b>	<b>868,072</b>	<b>1,894,157</b>	<b>1,929,849</b>	<b>1,062,184</b>

PW

**Department Name:** Public Works

**Program:** Hamilton CFD

**Budget:** \$1,313,576

**Personnel Allocation:** 3.07

**Revenue:** \$798,970

**Program Description**

Under the collective direction of both the Parks and Streets Maintenance Supervisors, this section provides landscape, pump station, and levee maintenance for the Hamilton Community Facilities District (CFD).

**Program Elements**

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

**Levee Maintenance:** Staff provides all maintenance services to ensure that the structural integrity of the levee is intact in order to protect Hamilton properties from flooding. Staff also arranges for the annual monitoring of levee settlement.

**Pump Stations I & II Maintenance:** Section staff performs all scheduled maintenance to Hamilton Pump Station I, located at the south end of Hangar Avenue and to Hamilton Pump Station II, located on Pizzaro Avenue in the Bayside subdivision. Services include weekly, monthly and seasonal maintenance checks and cleaning of the pump house building, diesel pumps, electric pumps and all associated mechanical and control equipment. Staff also ensures that the pump station is fully operational at all times and is available for emergency dewatering of the Hamilton residential areas.

**Program Accomplishments FY 14/15**

- Replanted landscape along Palm Drive between Hangar Avenue and Hamilton Parkway;
- Trimmed sycamore trees on Palm Drive and San Pablo Ave between Hangar Ave and Hamilton Parkway;
- Converted irrigation at Bayside Subdivision to a Techline drip system; and
- Re-landscaped corner of Hangar Ave and Palm Drive.

**Program Goals FY 15/16**

- Prune all palm trees on Hamilton Parkway and Hangar Avenue;
- Upgrade landscaping at Sunny Cove subdivision; and
- Rewire and connect lighting at Newport and Sunny Cove entryways.

**Program: Hamilton Community Facilities**

Division Number 5600

**Summary of 2015/16 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>									
Administration						43,550	724,660	768,210	798,970
Landscape Maintenance	2.00		3,400	173,178	65,000	110,000		348,178	
Pump Station #1	0.58		986	51,672		26,000		77,672	
Levee	0.17		289	14,720	25,000	25,000		64,720	
Pump Station #2	0.32		544	28,796		26,000		54,796	
<b>TOTAL</b>	<b>3.07</b>	<b>0.00</b>	<b>5,219</b>	<b>268,366</b>	<b>90,000</b>	<b>230,550</b>	<b>724,660</b>	<b>1,313,576</b>	<b>798,970</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
<b>Program Inputs:</b>					
Personnel Services	256,234	255,154	251,493	261,795	268,366
Contract Services	46,179	10,210	55,000	58,500	90,000
Materials & Supplies	143,321	194,861	229,500	226,008	229,500
Debt Service/Settlements	1,835	892	1,050	1,050	1,050
Capital Outlay		12,026			
Operating Transfers	10,331	14,508	39,218	39,218	724,660
<b>TOTAL</b>	<b>457,900</b>	<b>487,651</b>	<b>576,261</b>	<b>586,571</b>	<b>1,313,576</b>

**PW**

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**Department Name:** Public Works

**Program:** Pointe Marin CFD

**Budget:** \$209,066

**Personnel Allocation:** 2.00

**Revenue:** \$181,167

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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 (CFD).

**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 Accomplishments FY 14/15**

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- Removed dead and dying shrubs at Pointe Marin II center islands and replanted with drought tolerant landscaping; and
- Replanted bare areas with drought tolerant and deer resistant shrubs in Pointe Marin I.

**Program Goals FY 15/16**

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- Continue upgrading landscapes by removing older, mature plants and installing drought tolerant and deer resistant plants.

**PW****Program: Pointe Marin Community Facilities**

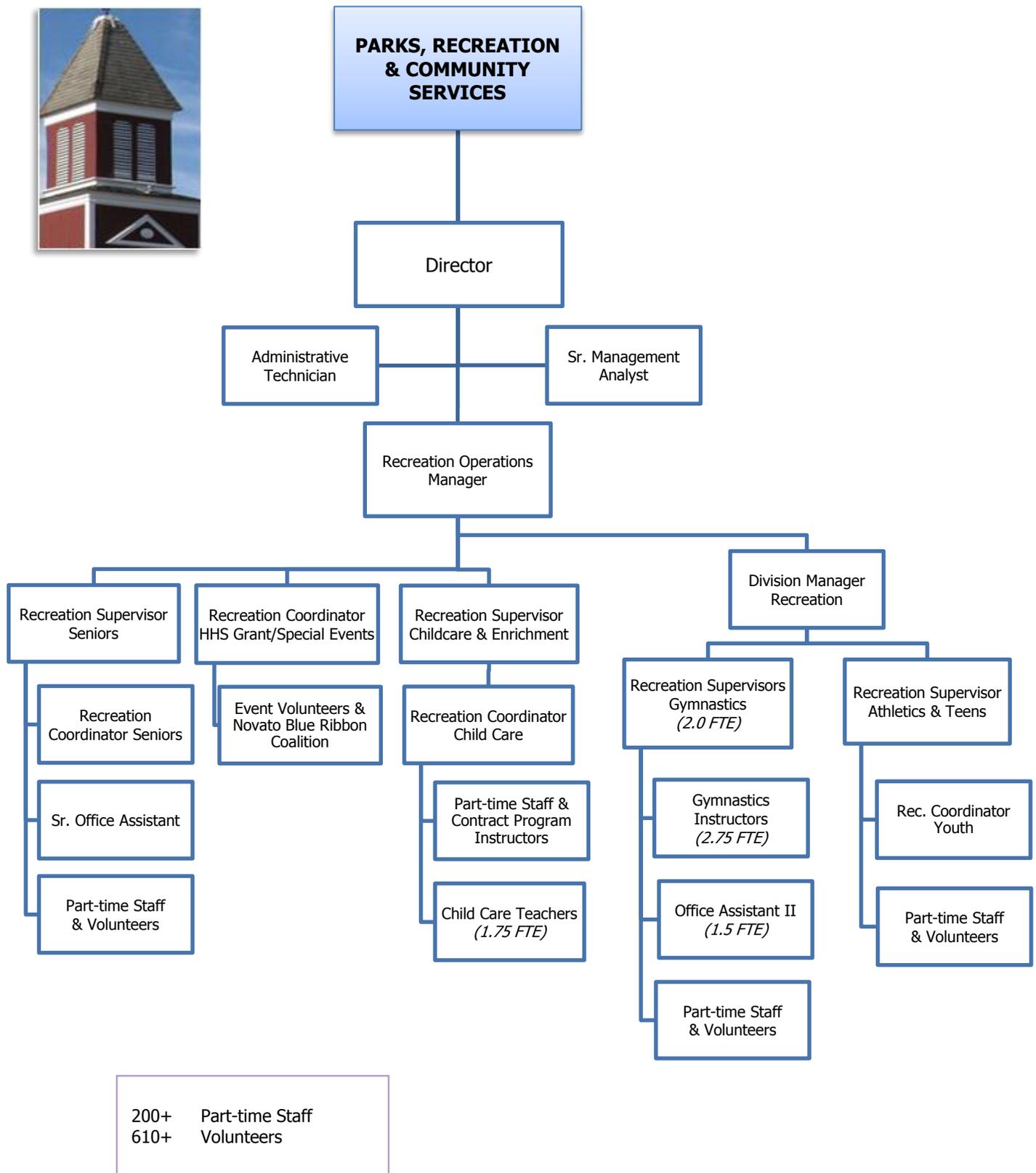
Division Number 5600

**Summary of 2015/16 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	173,178	300	29,369	6,219	209,066	181,167
<b>TOTAL</b>	<b>2.00</b>	<b>0.00</b>	<b>3,400</b>	<b>173,178</b>	<b>300</b>	<b>29,369</b>	<b>6,219</b>	<b>209,066</b>	<b>181,167</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
<b>Program Inputs:</b>					
Personnel Services	146,302	124,543	162,574	169,314	173,178
Contract Services			300	300	300
Materials & Supplies	29,416	49,811	29,369	29,379	29,369
Capital Outlay		3,859			
Operating Transfers	6,857	6,286	6,029	6,029	6,219
<b>TOTAL</b>	<b>182,575</b>	<b>184,499</b>	<b>198,272</b>	<b>205,022</b>	<b>209,066</b>

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**Department Budget Summary**

	<b>Adopted Budget 2014/15</b>	<b>Final Budget 2014/15</b>	<b>Adopted Budget 2015/16</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
				<b>Dollar</b>	<b>Percent</b>
<b>Revenues</b>					
Program Fees:					
Administration	129,300	129,300	136,300	7,000	5.41%
Childcare & Enrichment	557,350	557,350	550,150	(7,200)	(1.29)%
Senior Citizens Programs	140,000	140,000	140,500	500	0.36%
Athletics Programs	1,016,100	1,016,100	1,016,100	-	0.00%
Donations & Grants	65,000	65,000	63,000	(2,000)	(3.08)%
Facilities Rentals	178,500	178,500	188,000	9,500	5.32%
Miscellaneous	8,000	8,000	9,200	1,200	15.00%
<b>Department Total</b>	<b>\$2,094,250</b>	<b>\$2,094,250</b>	<b>\$2,103,250</b>	<b>9,000</b>	<b>0.43%</b>

<b>Appropriations</b>					
Administration	849,003	866,277	920,035	71,032	8.37%
Childcare & Enrichment	664,889	688,248	686,537	21,648	3.26%
Museum Administration	8,717	9,007	9,213	496	5.69%
Senior Citizens Programs	310,465	317,589	334,601	24,136	7.77%
Athletics Programs	1,383,268	1,392,291	1,417,349	34,081	2.46%
<b>Department Total</b>	<b>\$3,216,342</b>	<b>\$3,273,412</b>	<b>\$3,367,735</b>	<b>151,393</b>	<b>4.71%</b>

<b>Appropriations by Category</b>					
Salaries	2,120,315	2,133,851	2,176,796	56,481	2.66%
Benefits	490,533	532,572	575,929	85,396	17.41%
Contract Services	217,772	217,205	221,262	3,490	1.60%
Materials & Supplies	387,722	389,784	393,748	6,026	1.55%
<b>Department Total</b>	<b>\$3,216,342</b>	<b>\$3,273,412</b>	<b>\$3,367,735</b>	<b>\$151,393</b>	<b>4.71%</b>

<b>Personnel Allocation History</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Administration	3.45	3.87	3.87	4.57	5.15
Childcare & Enrichment	3.74	4.08	4.08	4.48	4.08
Museum Administration	0.41	0.15	0.15	0.05	0.05
Senior Citizens Programs	2.33	2.58	2.58	2.58	2.58
Athletics Programs	8.17	9.17	9.17	9.17	9.14
<b>Department Total</b>	<b>18.10</b>	<b>19.85</b>	<b>19.85</b>	<b>20.85</b>	<b>21.00</b>

***Department Mission Statement***

Enrich individual and community life.

***Department Vision Statement***

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

***Department Responsibilities***

Parks, Recreation and Community Services (PRCS) programs, services and recreation facilities are vital to achieving and maintaining a high quality of life, and ensuring the health of Novato's youth, families, and seniors. PRCS manages 29 community recreation facilities. Since 1996 the City has invested in 15 new community recreation facilities and they are utilized each and every day to offer a wide variety of programs, activities, services, and special events for individuals of all ages and interests. PRCS manages parks and recreation facilities for city programs and community uses, including Dogbone Meadow Dog Park, Novato City Hall, Hill Gymnasium, Hill Community Room, Lu Sutton Child Care Center, Margaret Todd Senior Center, Novato Gymnastics Center, Downtown Recreation Center (DRC), DRC Pocket Park, Novato History Museum, Indian Valley Campus ball



fields, multiple multi-use turf athletic fields throughout town, Miwok Park, Josef Hoog Park, and Pioneer Park, as well as the newly updated Pioneer Park tennis courts. The PRCS Department also manages several parks and facilities at Hamilton, including the Hamilton Community Center, Novato Field History Museum, Gymnasium, new Community Gymnasium (jointly built and shared with Novato Unified School District [NUSD]), Hamilton Pool, Thigpen Sports Courts, Hamilton Amphitheater Park and South Hamilton Park.

Support for parks and recreation is an investment in the security, health and stability of the community. The PRCS Department plays an important role in crime prevention, and creates a healthy community through diverse and innovative recreation programming. PRCS has taken the lead in developing creative partnerships with local agencies and community groups to provide enhanced recreational opportunities for all Novato residents. Beginning in the 1960's, and remaining vital today, the PRCS Department entered into a Reciprocal Use Agreement with the Novato Unified School District to share school and city facilities for student, city and community programs for community programs. Without this partnership, and the ability to use school gymnasiums and fields, it would be difficult to offer extensive community sports programs and summer camp experiences. Partnership agreements to operate and manage facilities are in place with the Novato Historical Guild to maintain open hours at the city's two museums, and with the City of San Rafael to manage and operate Hamilton Pool. Other partnerships, such as those with the Novato Senior Citizens Club, Gymnastics Boosters and Episcopal Senior Communities support programs and opportunities that are only made possible through successful collaborations.

Recreation fosters community. A robust parks and recreation program encourages safety, clean neighborhoods, and creates a livelier community atmosphere where people want to reside. 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 desirable communities, and create a higher quality of life for residents. PRCS provides thousands of program hours each year and in FY 2014/15 served over 137,000 participants through programs and facilities.

PRCS has a long and successful history of working with volunteers to meet community needs and successfully run a wide array of programs, some of which would not be possible without volunteers. PRCS currently manages over 610 volunteers annually. In FY 2014/15 PRCS volunteers donated more than 32,700 hours that served to assist staff in delivering high quality programs for the Novato community. This was an increase of over 4,000 hours from the prior year. The value of volunteer hours in the 2014/2015 fiscal year is estimated to value nearly \$810,000.

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

### **Administration**

The Administration Division manages and coordinates all PRCS programs, activities, facilities, and community outreach efforts. Responsibilities include establishing department policy and direction; working with the Recreation, Cultural and Community Services Commission and City Council to accomplish citywide goals; and preparing and monitoring the PRCS general operating and Capital Improvement Program (CIP) budgets. Other responsibilities include overseeing program registration; facility reservations; special events; activity guide production; 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, and serves as staff for the Novato Blue Ribbon Coalition for Youth.

### **Community Services Division**

The Community Services Division plans and implements recreational, cultural, and educational programs, activities, classes, services, and citywide special events for all residents – preschool aged toddlers through centenarians. Community Services also manages the Margaret Todd Senior Center and senior services, Hill Community Room, Lu Sutton Child Care Center, Novato History Museum, Hamilton Field History Museum, Hamilton Community Center, and manages community use of the Novato City Hall and Civic Green. The Community Services Division manages day-to-day relationships and coordinates facility use with the Novato Historical Guild, Novato Senior Citizens Club, and Episcopal Senior Communities for the Novato Independent Elders Program at the Margaret Todd Senior Center.

### **Recreation Division**

The Recreation Division supervises instructional, recreational, and competitive sports programs for children, teens, and adults. The Recreation Division oversees programs and recreational activities at Novato Gymnastics, Downtown Recreation Center, Hill Gymnasium, old Hamilton Gymnasium, the new Hamilton Community Gymnasium, Indian Valley Campus Athletic Fields, and schedules program use of community facilities and rental of athletic fields and facilities. Program



uses include city sports programs, and use by individuals and community groups. The Recreation Division manages all city and community use of the new Hamilton Community Gymnasium, a joint project between the city and the school district on-site at Hamilton Elementary School.

***Department Accomplishments FY 14/15***

- Gymnastics Boosters donated \$25,000 to support operational cost of the gymnastics program;
- PRCS continues to collaborate and rely heavily upon numerous partners, managing a large number of volunteers and contracts, including the Novato Historical Guild, Novato Senior Citizens Club, Gymnastics Boosters, Novato Independent Elders Program (NIEP), City of San Rafael, and Novato Fire District, which all help to deliver programs and services;
- PRCS continued to employ more than 200 part-time seasonal staff, and remains one of the largest local employers of young adults;
- Engaged over 610 volunteers as coaches, receptionists, docents, activity leaders, and other positions who worked to support community projects and programs;
- PRCS continued to provide community-wide benefits. PRCS programs improved health and wellness, taught new skills, supported self-esteem, developed youth leadership skills, and provided community and social connections for residents;
- Served over 58,000 senior participants in a variety of programs, classes and special events;
- More than \$84,000 in revenue was generated at Hamilton Pool through a partnership with the City of San Rafael;
- Funding for the Youth Financial Assistance Program, along with reduced rates on selected programs, provided access to recreation programs for 192 low income Novato families;
- County of Marin provided \$10,000 in funding to help provide financial scholarships for low income youth to participate in PRCS programs;
- The 2015 Novato Spring Classic Gymnastics Meet had over 540 participants from Northern California and Nevada, this was the largest meet in Novato Gymnastics' history and required the event to be extended for an additional day;
- The Novato HEAL Resource Collaborative began having regular meetings, decided to change their name to HEAL Novato, and has started to prioritize an action plan related to healthy food and active living in Novato;
- California Park and Recreation Society (CPRS), District I awarded a Community Service award to Pat Cline for her commitment to Novato as a volunteer at the Margaret Todd Senior Center;
- Increased programming, rentals and revenue for community and city use of the Hamilton Community Center, indicating responsiveness in meeting community needs for facilities and active programming;
- Maintained high participation in Adult Athletics for the second consecutive year. There were more than 3,100 adults who participated in Volleyball, Softball and Basketball Leagues, which is a 500% increase from FY 2012/13;
- FY 2014/15 represented the fifth year of PRCS's work with Novato Blue Ribbon Coalition for Youth (NBRCY), funded by a grant from the County of Marin Health and Human Services Department;
- Received an extension for the third year for FY 2015/16 of the county grant for work with NBRCY to continue to support coalition work toward reducing underage alcohol and marijuana use, and reducing incidences of bullying in Novato;
- PRCS and Public Works launched the Hill Recreation Area/Margaret Todd Senior Center master plan process in January 2015;

- PRCS organized and held the first play streets program, Sundays on Sherman, on Sunday, July 26;
- Started a new evening concert series, Friday Night Live Music at City Hall. A total of three concerts were performed during the spring of 2015;
- PRCS and Public Works collaborated to remodel the Pioneer Parks Tennis Courts, which included resurfacing, new fencing, new benches, new trash receptacles, an ADA compliant water fountain and new lighting;
- PRCS continued to work collaboratively with Public Works, to achieve the execution of a maintenance agreement with the Bahia Neighborhood to maintain the Bahia Mini Parks;
- The City’s Self Evaluation and American with Disabilities Act Plan is being updated and the evaluation of all active city parks, and city recreation facilities and buildings is expected to be complete in fall 2015; and
- Camp Ton-of-Fun served nearly 700 children, effectively serving community needs for a cost-effective and high quality summer child care and camp experience.



***Department Goals FY 15/16***

**Healthy Eating Active Living (HEAL) Initiative:** As part of the city’s commitment to the HEAL Cities Campaign, ongoing and intensified work is underway focused on making the healthy choice the easy choice. Areas of focus are improving the built environment to make biking and walking easy and safe, implementing effective employee wellness programs and incentives, and addressing issues surrounding healthy food access. PRCS participates on the county HEAL Steering Committee and has created the Novato HEAL Resource Collaborative to help create and then monitor a HEAL Action Plan over the next three years. The HEAL Action Plan, with abundant input from key professionals and stakeholders groups in Novato, is nearly complete and will guide city HEAL efforts over the next three years.

Additional Department/Division goals are included in the City Council’s Strategic Plan, which is attached to the City Manager’s Budget Message.

***Department Performance Measures***

In an effort to follow best management practices and increase the transparency of the Parks, Recreation and Community Services Department’s performance and accomplishments, PRCS has identified three performance measures. PRCS views these performance measures as a system to help evaluate the effectiveness of its offerings, to help track trends, and to offer information to help guide future program development and facility needs. The PRCS Department wants Novato’s residents to know it is using its resources wisely, and using funding effectively and efficiently while providing the highest value possible to its community members. The PRCS Department also views these performance measures as a basis for establishing long and short term departmental goals, and as a method of evaluating the allocation of valuable city funds.

**Strategic Plan Goal: Living Well, Together** – Safe and livable city with an active and connected way of life; caring, harmonious, all residents prosper and participate.

**PRCS Goal:** Provide a multitude of opportunities for Novato residents and community members to recreate, learn, participate in social programs, and experience a high quality of life. Engage community members of all ages in a successful volunteer program, which helps keep individuals engaged and connected to the community in which they live.

	Actual FY 14/15	Projected FY 15/16
Number of individuals served in PRCS programs	137,000	139,000
Number of PRCS volunteers	616	620

**Strategic Plan Goal: Great Places** – Natural and built spaces work together.

**PRCS Goal:** Manage a robust community parks and facility rental program, where residents take advantage of Novato’s numerous parks and great recreation facilities.

	Actual FY 14/15	Projected FY 15/16
Number of parks and facility reservations processed	8,926	9,000
Total hours of athletic field use	14,208	14,225

**Strategic Plan Goal: A City that Works** – City government that runs well and connects to the community it serves. A city that works knows, understands, and responds to the community it serves, engages its residents, and provides valued services promptly, professionally and with a passion.

**PRCS Goal:** Provide excellent customer service to as many residents and community members as possible in an efficient and friendly manner. Provide financial assistance to as many families as city resources allow.

	Actual FY 14/15	Projected FY 15/16
Total number of PRCS program registrations processed	16,057	16,100
Number of families served by financial aid and at-risk youth funds provided	192	225

***Department Notes***

PRCS provides essential community services. In a constant effort to, “Enrich Individual and Community Life,” PRCS strives to create and implement programs, activities, services, and special events for all ages, cultures, individuals, and families. Partnerships with other public agencies and community organizations enable the department to provide a variety of recreational, cultural, educational, and community programs, activities, services, special events, and park and recreation facilities.

The values PRCS upholds and believes in are:

- Recreation has an inherent value in developing healthy minds and bodies;
- Positive experiences in life build confidence and self-esteem, and lead to positive choices in the future, particularly important for youth;
- Persons of all ages benefit from social interaction, play, and enjoyment of their environment;
- Participation in recreation programs, events, services, and facilities provides opportunities to build healthy and safe communities, foster community identity, and promote strong bonds among people of all backgrounds;
- Park and recreation agencies are health and wellness leaders in the community; and
- PRCS encourages staff to pursue professional growth and expanded knowledge to ensure the highest level of programs, facilities, and services are provided to Novato’s residents.

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**Department Name:** Parks, Recreation and Community Services

**Program:** Administration

**Budget:** \$920,035

**Personnel Allocation:** 5.15

**Revenue:** \$247,800

***Program Description***

Under the direction of the PRCS Director, administration manages and coordinates all PRCS programs, activities, facilities, and community outreach efforts. Administration oversees program registration; facility reservations and use policies; publication of the programs and special events activity guide; grants; and the planning, acquisition, and development of parks, recreation and cultural facilities.

***Program Elements***

**General Management:** Establishes the overall policy and direction of the Department. Implements the goals and policies of the City Council and General Plan, and staffs the Recreation, Cultural and Community Services Commission. Prepares and monitors the PRCS operating and Capital Improvement Program (CIP) budgets. Oversees program registrations, facility reservations, and grants that fund programs and services. Coordinates program and facility use with the Novato Unified School District, Marin Community College District, and community groups. Responsible for developing and managing contracts and agreements with community groups and nonprofit agencies related to delivering PRCS services and managing facilities (Novato Historical Guild, City of San Rafael, Episcopal Senior Communities, etc.).

**Recreation Activity Guide:** PRCS publishes and mails to all Novato residents a programs and special events recreation activity guide twice a year. This is the Department’s main public relations marketing resource showcasing PRCS programs, activities, services, and special events. The guide is also available online at [www.novato.org/prcs](http://www.novato.org/prcs). In addition to the twice yearly publication, a special summer supplement is mailed to selected Novato households, and distributed to families through school children’s “Friday Folders” at each of Novato’s elementary schools. This supplement is designed for families to use as an at-a-glance, week by week guide to summer programs for youth from preschool age through 12<sup>th</sup> grade, and is sent by direct mail to participants who have registered for similar programs during the past year.

**Community Coalition:** Since FY 2010/11, PRCS has continued to receive a grant for community coalition work from the County of Marin Department of Health and Human Services. This grant was originally available only to municipalities. Grant funds are used to provide staff support to the coalition, support capacity-building of the Novato Blue Ribbon Coalition for Youth (NBRC4Y) members, and coalition initiatives and activities identified to reduce youth access to, and use of, alcohol, and marijuana, as well as reducing incidences of bullying. Coalition work is structured to use evidence-based strategies to change community conditions and social norms identified as supporting alcohol and other drug abuse. Data from the 2013 California Healthy Kids Survey (CHKS) which is administered biannually to over 80% of Novato 7<sup>th</sup>, 9<sup>th</sup>, and 11<sup>th</sup> graders, shows drinking has dropped steadily and by over 50% compared to 2007. Enforcement of existing laws,



such as Novato’s Social Host law, along with community change efforts such as those of the NBRC4Y, have contributed to this unprecedented decrease.

**Hamilton Pool Management and Program Agreement:** PRCS entered into an ongoing agreement with the City of San Rafael in FY 2011/12 to operate and program the Hamilton Pool. The City of San Rafael provides all training, recruitment, and staffing of certified aquatics program and management staff. PRCS and San Rafael recreation staff work together to set use fees, and plan and develop an exciting seasonal summer swim program. The seasonal program provides the community with poolside BBQ and party rental options, camps, aquatic fitness and lesson programs, lap swim, recreational swim, seasonal passes and daily use options. The City of San Rafael and the City of Novato share net revenues from Hamilton Pool programs, rentals, and use fees. Summer 2014 was the most successful season for the Hamilton Pool, with net revenues totaling more than \$84,000.



**Youth Financial Assistance Program:** Enables children from low-income families to participate in recreational programs, classes, and activities. To be eligible for the program, families must be Novato residents, and be considered low income. This program offers two opportunities for low income families to participate in recreation programs. Direct funding is currently provided to eligible families solely through grants, donations and, beginning in FY 2013/14, through Measure F funding. These funds may be used to enroll in any PRCS program. The per family funding allocation changes annually depending on availability and is allocated on a first-come, first-served basis until all available funding is disbursed. The financial assistance program also offers a reduced rate for select seasonal programs to help stretch each family's financial assistance dollars, or, if no assistance dollars are available, to help fit recreation activities into the family budget. The programs selected (e.g. day camps, sports camps, theater programs, basketball, and gymnastics) are ones in which a limited number of participants may be added without additional costs to the program. This financial assistance is particularly beneficial to families with several children.

**Capital Improvement Projects:** Plans and manages the acquisition, development and renovation of new and existing parks, recreation and cultural facilities. Calculates park dedication in-lieu (Quimby) fees, and manages the public art policy and Percent for Art program.

### ***Program Accomplishments FY 14/15***

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- More than 16,000 registrations for participation in programs, classes, memberships, and activities;
- Processed 937 individual event rental applications for parks and tennis court use;
- Managed 14,208 hours of outdoor recreation facility use and nearly 18,500 hours of indoor recreation use;
- 192 families participated in the Youth Financial Assistance program, with 37 on a waiting list for funds;
- Developed two seasonal (Winter/Spring and Summer/Fall) activities guides;
- The value of PRCS volunteer hours in 2014/15 fiscal year is estimated at nearly \$810,000;
- Registration for adult sports activities served more than 3,100 adults last year;
- Served more than 34,000 participants at Hamilton Pool;
- Swim lessons provided at Hamilton Pool increased by more than 20% to serve 1,204 students;
- Created new PRCS marketing committee to effectively guide and expand marketing of programs and services.

### ***Program Goals FY 15/16***

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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.

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**Program: Administration**

Division Number 6000

**Summary of 2015/16 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	4.34	0.15	7,690	649,579	43,220	124,397		817,196	149,800
Less Administration Applied						(20,000)		(20,000)	
Activities Guide	0.31		527	26,100		38,239		64,339	8,000
Health & Human Svcs Grant	0.50		850	36,786	1,790	8,924		47,500	50,000
Hamilton Pool		0.03	62	1,000		10,000		11,000	40,000
<b>TOTAL</b>	<b>5.15</b>	<b>0.18</b>	<b>9,129</b>	<b>713,465</b>	<b>45,010</b>	<b>161,560</b>	<b>0</b>	<b>920,035</b>	<b>247,800</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	500,478	519,900	651,949	680,728	713,465
Contract Services	53,144	48,859	41,520	40,953	45,010
Materials and Supplies	143,408	131,026	175,534	164,596	181,560
Administration Applied	(6,245)	(10,046)	(20,000)	(20,000)	(20,000)
Capital Outlay					0
<b>TOTAL</b>	<b>690,785</b>	<b>689,739</b>	<b>849,003</b>	<b>866,277</b>	<b>920,035</b>

**Department Name:** Parks, Recreation and Community Services

**Program:** Child Care & Enrichment

**Budget:** \$686,537

**Personnel Allocation:** 4.08

**Revenue:** \$571,350

***Program Description***

Child Care & Enrichment programs offer a wide array of experiences for youth ages 1½ to 18 years. Programs include year-round children’s classes, childcare for school-aged children, dance, Taekwondo, preschool classes and numerous after-school programs and activities.

***Program Elements***

**Lu Sutton Child Care (LSCC):** State-licensed program providing before and after school childcare at Lu Sutton Elementary School during the school year. LSCC is open during school holidays and in-service teacher training days, and is available to any elementary school-aged youth in Novato during these days, regardless of their school affiliation. Childcare revenues cover the majority of direct costs for this program.

**Camp Ton-of-Fun, Specialty Camps & Enrichment Classes:**

**Camp Ton-of-Fun:** This summer camp is one of Novato’s most popular summer program options. The program is held at Rancho Elementary School for eight weeks, and Lu Sutton for one week. Camp Ton-of-Fun provides part-time and full-time childcare alternatives during the summer for children entering 1<sup>st</sup> – 6<sup>th</sup> grades. A typical day at Camp Ton-of-Fun includes arts and crafts projects, group games, outdoor play, sports, small group activities and special events. There are many ways participants can choose to enhance their experience at camp by registering for optional programs. Participants can register for any specialty camp at Rancho School, and will be escorted to and from programs by staff. Specialty camp offerings include programs such as robotics, science, art, public speaking, Spanish, Lego engineering and Minecraft. Participants can register for special, off-site weekly field trips to destinations such as the San Francisco Zoo, Discovery Kingdom and a Giants baseball game. Each week there is an optional trip to the Hamilton Pool, where participants can enjoy supervised swimming and playing in the Spray Ground. Camp Ton-of-Fun is designed for maximum flexibility, with a mix of extended day hours and enrichment experiences.



**Specialty Camps:** Various week-long specialty camps are offered at Rancho School, Lu Sutton School, the Hamilton Community Center and other Novato locations during the summer. The PRCS Department works with different organizations and businesses to be able to provide diverse camps to the community, and has established effective partnerships with Scienstational Workshops for Kids, Inc., Alta Cuisine, Techsplosion, TEKnologies, and Enriching U to provide science, cooking, robotics, video game design, Minecraft and Lego camps. Several independent contractors offer additional camps in areas such as art, poetry, debate, detective science, and photography. The PRCS Department also has a long-standing partnership with the Novato Fire District to provide the Fire Squirts Day Camp, where youth, ages 10–14, learn about fire safety, rappel from a tower, cut open a car with extraction tools and put out a fire in front of friends and family.

**Enrichment Classes:** A variety of traditional and special interest classes such as cooking, photography,

movie making, art, video game design, music classes, theater, and Taekwondo for children are offered year round. The Novato School of Dance is offered at the Hamilton Community Center throughout the year, with classes in ballet, tap, hip hop, and more. The dance program includes performance opportunities with a spring and winter show, and offers summer and holiday dance camps such as the Fairy Tale Ballet and Nutcracker camps. Children's classes also include traditional Teeny Tiny Tot, Tiny Tot, and Pre-K programs held at the Lu Sutton Child Care site, and at Hamilton Community Center.

**Hamilton Community Center:** Located at 503B South Palm Drive, the center hosts programs and recreational activities for youth and adults. The Hamilton West Wing Auditorium, dance studio, recreation room, art studio and a meeting room are all available to rent.

### ***Program Accomplishments FY 14/15***

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- Childcare & Enrichment programs served nearly 5,500 youth this year;
- 1,968 children's class registrations were processed;
- Over 700 participants attended Camp Ton-of-Fun during the summer of 2014;
- Over 600 people enjoyed theater performances, as either performers or audience members;
- Enrollment in preschool programs has increased by 25%;
- New programming was created specifically for preschool and middle school aged youth, as requested by community members;
- Several new classes and enrichment programs have been added, including video game design, computer programming, photography, Minecraft, and debate club;
- Enriching U for Kids summer camp programs continued a successful trend of high attendance, and new programs added for the Summer 2015 season include 3D Printing, Python Computer Programming, and an App Design class for girls;
- Ten Childcare & Enrichment program staff attended a series of positive discipline trainings that focused on classroom management, conflict resolution, parenting tips and child development;
- A new fenced-in playground was installed at the Lu Sutton preschool, which included a turf area, picnic tables, play equipment and a sandbox;
- The Hamilton Community Center West Wing Auditorium received a fresh coat of paint and new flooring;
- The Hamilton Community Center was rented a total of 387 times.

### ***Program Goals FY 15/16***

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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.

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**Program: Childcare & Enrichment**

Division Number 6100

**Summary of 2015/16 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>									
Child Care	4.08	3.67	14,570	534,503	84,990	67,044		686,537	571,350
<b>TOTAL</b>	<b>4.08</b>	<b>3.67</b>	<b>14,570</b>	<b>534,503</b>	<b>84,990</b>	<b>67,044</b>	<b>0</b>	<b>686,537</b>	<b>571,350</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	464,970	514,828	512,855	523,214	534,503
Contract Services	58,069	85,700	84,990	84,990	84,990
Materials and Supplies	43,241	50,334	67,044	80,044	67,044
Capital Outlay					0
<b>TOTAL</b>	<b>566,280</b>	<b>650,862</b>	<b>664,889</b>	<b>688,248</b>	<b>686,537</b>

**Department Name:** Parks, Recreation and Community Services

**Program:** Museum Administration

**Budget:** \$9,213

**Personnel Allocation:** 0.05

**Revenue:** \$0

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### ***Program Description***

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Museum Administration designates oversight and coordination with city staff in other departments related to the work of the Novato Historical Guild in the management and operation of the city's two museums, and the community's historical interests. The mission of the Museum program is to preserve the city's collection of objects, to encourage the education and involvement of the public through interpretive exhibits, programs and publications, 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. Museum archives are in the basement of the Novato Arts Center at Hamilton. The city works in partnership with the nonprofit Novato Historical Guild to operate both museums, and develop historical exhibits and programs. With the elimination of a part-time professional curator position in 2012 as part of the city's budget reductions, Novato Historical Guild continues to staff both museums and provide public open hours of both museums utilizing solely volunteers, and in accordance with an agreement with the city. Guild/city volunteers have formed exhibits committees and implement exhibits for each museum. The Recreation Operations Manager attends the guild's monthly board meetings to remain responsive and informed about museum issues, manages the agreement between the city and the guild, provides for oversight of professional standards in museum policies, exhibits and archives management, as well as ensuring guild volunteers are supported and enrolled as city volunteers for on-site museum activities in support of the community's historical interests. A museum professional is contacted when necessary to assist the guild with specialized training and support as needed.

### ***Program Accomplishments FY 14/15***

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- 95 Novato Historical Guild/city volunteers contributed 6,293 hours to the operation of the Hamilton and Downtown Novato museums;
- Volunteer work at the Museums increased by approximately 20%;
- 3,513 general visitors and children on school tours visited both Novato museums;
- Museum attendance increased by more than 10%;
- Novato History Museum featured a new exhibit detailing the history of baseball in Novato. The exhibit content spanned the time period from 1915 to the present. Noted were the early Novato Colts semi-pro team, future Hall of Famer Lefty Gomez as a player on a volunteer Fire Department team, and current pitcher for the Baltimore Orioles, Novato-born Bud Norris; and
- Developed new exhibits at the Hamilton Museum through use of volunteer efforts.

### ***Program Goals FY 15/16***

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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.

**Program: Museum Administration**

Division Number 6200

**Summary of 2015/16 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>									
Museum Administration	0.05		85	8,953		260		9,213	
<b>TOTAL</b>	<b>0.05</b>	<b>0.00</b>	<b>85</b>	<b>8,953</b>	<b>0</b>	<b>260</b>	<b>0</b>	<b>9,213</b>	<b>0</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	16,033	16,451	8,457	8,747	8,953
Contract Services			0	0	0
Materials and Supplies			260	260	260
Capital Outlay					0
<b>TOTAL</b>	<b>16,033</b>	<b>16,451</b>	<b>8,717</b>	<b>9,007</b>	<b>9,213</b>

**Department Name:** Parks, Recreation and Community Services

**Program:** Senior Citizens

**Budget:** \$334,601

**Personnel Allocation:** 2.58

**Revenue:** \$167,500

***Program Description***

**Program Management:** Margaret Todd Senior Center (MTSC) hosts a number of senior and adult enrichment classes, programs, special events, and outreach services. MTSC offers special events throughout the year such as the Holiday Crafts Faire, big band dances, flea markets, and other seasonal activities. The center also organizes on-going specialty programs such as game groups and bocce ball. The Senior Citizen Financial Assistance program provides funding for low-income seniors to participate in programs and activities. MTSC operates on a membership basis, but not all activities require membership. In addition to programming and managing on-site services and partnerships with other senior serving agencies, the center supervisor manages community use and rentals at MTSC, the Hill Community Room, and weekend event rentals at Novato City Hall.

Novato Senior Citizens Club is a nonprofit organization that provides social opportunities for adults 50+. The club is sponsored by the City of Novato, and coordinates with center staff to offer trips, special events, Sunday brunches, bingo, and other fundraising activities that help support their programs. Novato Senior Citizens Club members are required to be MTSC members.

The Novato Independent Elders Program (NIEP) is a program of the Episcopal Senior Communities and is located at the MTSC through an agreement with the city. NIEP develops programs that enhance services and support the independence of seniors, focusing on frail, isolated and non-English speaking seniors. MTSC membership is required to participate in many of the programs offered by NIEP.

**Classes:** Classes are developed and offered based upon the needs and interests of Novato seniors. Classes include fitness, dance, computers, languages, arts, and specialty subjects.

***Program Accomplishments FY 14/15***

- Served approximately 58,000 older adults through various programs, classes and events;
- 1,057 older adults became MTSC members, which is over 100 more members than last year;
- Nearly 18,000 people attended drop-in classes, and nearly 2,000 people pre-registered for adult classes;
- Over 5,000 registrations were processed at the MTSC;
- The City sponsors the Novato Senior Citizens Club as an effort to broaden senior programming and increase social and volunteer opportunities for older adults. Club activities served:
  - 2,852 adults attended Novato Senior Citizens Club meetings
  - 2,760 adults participated in Club Sunday Bingo
  - 1,440 adults attended the Club Partner Pedro;
- The partnership with the Episcopal Senior Communities for Novato Independent Elders Program continues to successfully serve thousands of older adults in Novato:
  - Nearly 2,000 people participated in NIEP’s drop-in services, including blood pressure clinics, caregiver support groups and victim witness protection
  - Senior Produce Market serves an average of 50 people on the 1<sup>st</sup> and 3<sup>rd</sup> Thursday of each month

**PRCS**

- NIEP’s Brown Bag market has been extended from twice a month to every week and serves an average of 60 people each week
- NIEP’s Home Delivered Grocery program volunteers shopped for, and delivered, 1,080 grocery orders to homebound Novato seniors
- NIEP volunteers served 6,000 meals at the Margaret Todd Café
- NIEP’s Seasonal Yardwork program provided 76 seniors with yardwork help
- 435 participants attended NIEP special events and educational workshops at MTSC on issues such as hearing & vision loss, diabetes and heart disease, fall prevention, memory loss and more
- 724 older adults participated in the Alma Latina Program, which duplicates NIEP programs for Spanish-speaking seniors and is part of MTSC’s multicultural outreach efforts;
- Received two restricted donations: one from Marco Vidal (\$5,000), and one from the North Bay Corvette Association (\$250);
- California Parks and Recreation Society, District I awarded Alice Pat Cline a community service award for her volunteer efforts at the Margaret Todd Senior Center front desk, bridge group coordinator, and NIEP Produce Market;
- Participated in the Marin Senior Information Fair, and won an award in booth design;
- After a five year hiatus, brought back the popular “Oktoberfest” event, which had 111 attendees;
- Purchased new tables for Hill Community Room and office furniture for the NIEP;
- Gave four informational presentations to community groups: Garden Club, Villa Entrada, Spectrum and the Villas at Hamilton;
- Increased registration for the Beginning Bridge class;
- Jeanette Logan’s exercise classes continued to perform exceptionally well, and are currently at maximum capacity. Nearly 1,000 registrations are processed for these classes each year;
- Supported NSCC in hosting their first new dinner event in several years, a Country Western Dinner, which had 160 participants;
- Expanded program offerings include a collaboration with non-profit group AgeSong and a new Russian social group through NIEP. New classes include Feldenkrais, Managing Your Photos, How to Use Your Smart Phone or Tablet, and Intermediate Tai Chi;
- Special event offerings this year included a new Memorial Day event, an ice cream social in June, July Jazz Night & Dinner, a bridge tournament in August, two flea markets (April and October), and the annual Holiday Crafts Fair;
- Distributed financial aid to 15 seniors;
- MTSC and the NSCC co-hosted the first Margaret Todd Senior Center Open House in October 2014;
- MTSC and the NSCC hosted four informational booths at the Downtown Novato Farmers’ Market during the summer months;
- MTSC staff partner with the Novato Senior Citizens Club and the Novato Garden Club to produce the annual Holiday Crafts Faire. In 2014, approximately 1,500 people attended this event; and
- 1,610 rental applications were submitted for events held at MTSC, Hill Community Room and weekend rentals at Novato City Hall.



***Program Goals FY 15/16***

Department/Division goals are included in the City Council’s Strategic Plan which is attached to the City Manager’s Budget Message.

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**Program: Senior Citizens**

Division Number 6300

**Summary of 2015/16 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	1.95	0.33	4,001	196,779	1,826	17,926		216,531	54,500
Senior Classes	0.63	0.96	3,068	85,385	32,685			118,070	113,000
<b>TOTAL</b>	<b>2.58</b>	<b>1.29</b>	<b>7,069</b>	<b>282,164</b>	<b>34,511</b>	<b>17,926</b>	<b>0</b>	<b>334,601</b>	<b>167,500</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
	<b>Program Inputs:</b>				
Personnel Services	236,887	229,050	258,028	265,152	282,164
Contract Services	36,506	44,316	34,511	34,511	34,511
Materials and Supplies	15,117	18,197	17,926	17,926	17,926
Capital Outlay					0
<b>TOTAL</b>	<b>288,510</b>	<b>291,563</b>	<b>310,465</b>	<b>317,589</b>	<b>334,601</b>

**Department Name:** Parks, Recreation and Community Services

**Program:** Athletics

**Budget:** \$1,417,349

**Personnel Allocation:** 9.14

**Revenue:** \$1,116,600

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***Program Description***

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The Recreation Division is comprised of Athletics and Gymnastics programs, both of which offer year-round recreational sports programs for all ages, from one year olds to adults. Sports activities include instructional, recreational, and competitive programs. Participants are encouraged to experience a variety of recreational and competitive sports in a safe environment. Programs focus on building self-esteem, promoting teamwork and sportsmanship, and having fun while learning new skills. PRCS emphasizes learning basics skills before competing, developing a sense of fair play, encouraging a love for the game, and participation in active recreation that supports life-long health and wellness.

The Athletics program staff also rents athletic facilities to community groups and individuals throughout the year.

***Program Elements***

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**Facility Rentals:** Athletic facilities are rented to community groups and individuals throughout the year. These facilities include Hill Recreation Area; Hill Gymnasium; Indian Valley Campus of College of Marin Athletic Fields; Marion Park; Slade Park; Old Hamilton Gymnasium; Hamilton Community Gymnasium; Thigpen Multi-Use Sports Courts and the Downtown Recreation Center.

**Children’s Athletics:** Year-round recreational and instructional sports programs are offered for youth ages three to 12. Programs include basketball and flag football leagues and sports camp opportunities in soccer, baseball, basketball, lacrosse, tennis, and football. Basketball and flag football leagues are coached by community volunteers. Programs for children stress teaching fundamental skills, sportsmanship, teamwork, and developing self-esteem.

**Teen Programs and Athletics:** Teen programs include a variety of special interest and life skills classes designed for middle school and high school age participants, such as babysitting safety. Teen programs also include 6<sup>th</sup> grade recreation nights, and other special events focused on teens. Teen Athletics includes basketball and flag football leagues, sports camps and activities. Leagues are structured to provide participation, instruction, and develop good sportsmanship. A variety of sports camps, including basketball, baseball, soccer, volleyball, and football, are offered primarily in the summer. PRCS offers a girls summer basketball tournament for teams throughout northern California. A girls’ freshman/JV basketball league is also offered each summer.

**Adult Athletics:** Leagues in this area include men’s and women’s basketball, men’s, women’s and coed volleyball and men’s and coed softball. Leagues for basketball and volleyball are offered year round. Softball leagues are played in the spring, summer, and fall at the Indian Valley Campus of College of Marin athletic fields.



**Gymnastics:** The year-round gymnastics program utilizes the Novato Gymnastics Center located at 950 Seventh Street for preschool, recreational, and competitive gymnastics classes. In addition to regular classes, the gymnastics program offers camps during school breaks and in the summer, several special events each year, including gymnastics meets, a recreational and preschool show, and private lessons.

***Program Accomplishments FY 14/15***

**Gymnastics Accomplishments:**

- Over 5,000 youth participated in gymnastics classes and camps;
- Over 900 athletes participated in city-sponsored gymnastics meets;
- 1,700 spectators attended gymnastics events;
- Novato Gymnastics celebrated its 15 year anniversary, and over 200 spectators attended the anniversary celebration which included remarks by city officials and longtime Novato Gymnastics staff, a preschool and recreational gymnastics performance, and a performance by the Novato flag football team;
- The 2015 Novato Spring Classic Gymnastics Meet had over 540 participants from Northern California and Nevada, and was the largest meet in Novato Gymnastics’ history;
- Novato Gymnastics offered eight weeks of full-day and half-day camps during the summer, and two weeks of full-day camps over the winter breaks;
- Eight gymnastics staff members attended the 2014 USA Gymnastics Regional Congress in San Jose, where they attended informational sessions instructed by the nation’s top gymnastics experts;
- Perry Siu, Recreation Supervisor, taught the USA Gymnastics required safety certification course during the 2014 Regional Congress and also attended the 2014 USA Gymnastics National Congress in Pittsburgh, Pennsylvania where he attended workshops offered by experts from around the globe.

**Athletics Accomplishments:**

- Nearly 1,800 youth participated in athletic camps and classes;
- Over 3,100 adults participated in adult athletic leagues;
- 98 teams participated in adult coed volleyball;
- Over 2,000 games were played in our athletic leagues;
- 766 boys and girls participated in Kindergarten – 8<sup>th</sup> grade youth basketball;
- Kindergarten basketball participation increased by 30%;
- Mini Soccer participation increased by 25%;
- Over 2,500 hours of city gymnasiums were rented to community athletic groups;
- Pickleball drop-ins increased by 50% at the only indoor Pickleball court in Marin, located at the Downtown Recreation Center.

***Program Goals FY 15/16***

Department/Division goals are included in the City Council’s Strategic Plan which is attached to the City Manager’s Budget Message.

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**Program: Athletics**

Division Number 6800

**Summary of 2015/16 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>									
Athletics	3.49	7.81	22,178	581,886	55,000	103,144		740,030	480,500
Gymnastics	5.65	4.22	18,383	631,754	1,751	43,814		677,319	636,100
<b>TOTAL</b>	<b>9.14</b>	<b>12.40</b>	<b>41,330</b>	<b>1,213,640</b>	<b>56,751</b>	<b>146,958</b>	<b>0</b>	<b>1,417,349</b>	<b>1,116,600</b>

	Previous Actual 2012/13	Previous Actual 2013/14	Adopted Budget 2014/15	Final Budget 2014/15	Adopted Budget 2015/16
<b>Program Inputs:</b>					
Personnel Services	1,176,279	1,165,755	1,179,559	1,188,582	1,213,640
Contract Services	42,033	57,797	56,751	56,751	56,751
Materials and Supplies	128,466	156,825	146,958	146,958	146,958
Capital Outlay					0
<b>TOTAL</b>	<b>1,346,778</b>	<b>1,380,377</b>	<b>1,383,268</b>	<b>1,392,291</b>	<b>1,417,349</b>

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Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities and equipment other than those financed by proprietary funds. The city's Capital Projects Funds are as follows:

**Capital Improvement Projects** – This fund accounts for capital project expenditures, financed by grants, reimbursements, and transfers from other funds.

**Measure B Street Bonds Project 2007** – Accounts for bond proceeds and the use of Street and Storm Drain General Obligation Bonds approved by the voters in 2000. All funds have been expended.

**Marin County Street Improvement (VRF)** – Accounts for funds for street improvement projects from a \$2 vehicle registration fee (VRF) assessed annually on each vehicle registered in the county. Funds are received from the county every three years.

**Measure A Street Bonds** – This fund accounts for proceeds received from Measure A for local streets and roads. Funds are received through the Transportation Authority of Marin and are for a 20-year period.

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

**Proposition 1B Street Funds** – This fund was established to account for proceeds received from state Proposition 1B for local streets and roads. The funds have all been expended.

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

**Clean Stormwater CIP** – Accounts for the capital improvement element of the city's Clean Storm Water program.

**Street and Storm Drain Maintenance** – Accounts for revenues and expenditures used for ongoing maintenance and emergency needs in connection with the city's streets and storm drains.

**Facilities Long-Term Maintenance** – This fund was established in FY 2005/06 using a portion of year-end general fund balance, with the intent that the funds will be made available for long-term maintenance of city buildings. Beginning in FY 14/15, an annual transfer of \$545,000 will come from the General Fund to fund ongoing facilities maintenance, as identified in the Facilities Conditions Assessment.

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

**Development Impact Fees (DIF)** – This fund was established by resolution in 1997 and is used to account for impact fees paid by developers. Funds are used in combination with other City or outside funds to complete public facilities as identified in the initial DIF Report, and the 1999 and 2002 updates.

**Community Facilities** – These funds were established in 1996 using resources provided under the terms of the Owner Participation Agreement (OPA) between the Novato Redevelopment Agency and the developer of the Vintage Oaks shopping center. Funds are used for construction, improvement, and maintenance of identified community facilities.



**Novato Public Financing Authority Capital Projects** – Accounts for operational transactions of certain city properties, including the Gymnastics/Downtown Community Center building and properties at Hamilton.

**Fund 301 - Capital Improvement Projects**

The purpose of this fund is to manage revenues and expenditures for Novato's Capital Improvement Projects. The fund is financed by grants and transfers from other funds.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	(370,293)	(370,706)	(383,268)	(383,268)
Revenues				
Intergovernmental				
Other	23,077	89,827	33,712	528,296
<b>Subtotal Revenues</b>	<u>23,077</u>	<u>89,827</u>	<u>33,712</u>	<u>528,296</u>
Transfers In:				
General Fund	6,691,209	6,454,171	196,645	616,271
Other Funds	3,386,764	4,185,367	3,533,011	15,753,326
<b>TOTAL FINANCING AVAILABLE</b>	<u>9,730,757</u>	<u>10,358,659</u>	<u>3,380,100</u>	<u>16,514,625</u>
Expenditures	10,085,336	10,629,620	3,763,368	6,856,649
Carryovers from Prior Year				10,041,244
Transfers Out				
Other	16,127	112,307		
<b>Total Expenditures &amp; Transfers Out</b>	<u>10,101,463</u>	<u>10,741,927</u>	<u>3,763,368</u>	<u>16,897,893</u>
<b>Fund Balance - End Fiscal Year</b>	<u>(370,706)</u>	<u>(383,268)</u>	<u>(383,268)</u>	<u>(383,268)</u>

**Fund 307 - Measure B Street Bond Projects**

This fund accounts for bond proceeds and the use of Street and Storm Drain General Obligation Bonds (Measure B) approved by voters in 2000. The funds have all been expended.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	1,200,384	600,035	0	0
Revenues				
Investment Earnings	2,397			
Bond Proceeds				
Other				
<b>Subtotal Revenues</b>	<u>2,397</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers In:				
Chapter 27 Assessment				
<b>TOTAL FINANCING AVAILABLE</b>	<u>1,202,781</u>	<u>600,035</u>	<u>0</u>	<u>0</u>
Expenditures				
Transfers Out:				
General Fund	602,746	600,035		
Chapter 27 Assessments				
Capital Projects Fund				
<b>Total Expenditures &amp; Transfers Out</b>	<u>602,746</u>	<u>600,035</u>	<u>0</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>600,035</u>	<u>0</u>	<u>0</u>	<u>0</u>

**Fund 308 - Marin County Street Improvement (VRF) Fund**

This fund accounts for funds allocated for street improvement projects from a \$2 vehicle registration fee (VRF) assessed annually on each vehicle registered in the county. Funds will be distributed by the county to municipalities every three years. Fiscal Year 2013/14 is the first year the funds will be received.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	0	0	405,527	327,027
Revenues				
Investment Earnings		210	1,500	1,400
Intergovernmental Revenue		405,317		
<b>Subtotal Revenues</b>	<u>0</u>	<u>405,527</u>	<u>1,500</u>	<u>1,400</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>0</u>	<u>405,527</u>	<u>407,027</u>	<u>328,427</u>
Expenditures				
Transfers Out:				
Capital Projects Fund			80,000	325,317
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>0</u>	<u>80,000</u>	<u>325,317</u>
<b>Fund Balance - End Fiscal Year</b>	<u>0</u>	<u>405,527</u>	<u>327,027</u>	<u>3,110</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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	863,484	1,289,861	1,060,334	1,355,787
Revenues				
Investment Earnings	3,402	4,550	4,400	4,600
Intergovernmental Revenue	451,945	483,011	621,782	1,026,675
Other				
<b>Subtotal Revenues</b>	<u>455,347</u>	<u>487,561</u>	<u>626,182</u>	<u>1,031,275</u>
Transfers In:				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>1,318,831</u>	<u>1,777,422</u>	<u>1,686,516</u>	<u>2,387,062</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	28,970	717,088	330,729	2,332,657
<b>Total Expenditures &amp; Transfers Out</b>	<u>28,970</u>	<u>717,088</u>	<u>330,729</u>	<u>2,332,657</u>
<b>Fund Balance - End Fiscal Year</b>	<u>1,289,861</u>	<u>1,060,334</u>	<u>1,355,787</u>	<u>54,405</u>

**Fund 310 - Parks Measure A**

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

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	0	0	203,235	409,472
Revenues				
Investment Earnings			1,200	1,500
Intergovernmental Revenue		203,235	376,080	320,348
Other				
<b>Subtotal Revenues</b>	<b>0</b>	<b>203,235</b>	<b>377,280</b>	<b>321,848</b>
Transfers In:				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<b>0</b>	<b>203,235</b>	<b>580,515</b>	<b>731,320</b>
Expenditures			130,000	219,178
Transfers Out:				
General Fund			25,000	25,000
Capital Projects Fund			10,000	321,995
Pension Obligation Bonds			6,043	6,219
<b>Total Expenditures &amp; Transfers Out</b>	<b>0</b>	<b>0</b>	<b>171,043</b>	<b>572,392</b>
<b>Fund Balance - End Fiscal Year</b>	<b>0</b>	<b>203,235</b>	<b>409,472</b>	<b>158,928</b>

**Summary of 2015/16 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	2.00	4,160	173,178	26,000	20,000	353,214	572,392	321,848
<b>TOTAL</b>	<b>2.00</b>	<b>4,160</b>	<b>173,178</b>	<b>26,000</b>	<b>20,000</b>	<b>353,214</b>	<b>572,392</b>	<b>321,848</b>



**Fund 311 - Proposition 1B Street Projects**

This fund accounts for proceeds received from state Proposition 1B for local streets and roads. The funds are required to be expended within three fiscal years following the year of receipt. Any unexpended funds will be returned to the state. The funds were received for a limited term and are now fully expended.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	535,528	0	0	0
Revenues				
Investment Earnings	735			
Intergovernmental Revenue				
<b>Subtotal Revenues</b>	<u>735</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers In:				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>536,263</u>	<u>0</u>	<u>0</u>	<u>0</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	536,263			
<b>Total Expenditures &amp; Transfers Out</b>	<u>536,263</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

**Fund 319 - Civic Center**

This fund was created in 1971 by Ordinance No. 645 to accrue sufficient monies to construct a new Civic Center.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	234,962	235,805	136,838	125,958
Revenues				
Investment Earnings	843	1,033	500	550
Other				
<b>Subtotal Revenues</b>	843	1,033	500	550
Transfers In				
Capital Projects				
<b>TOTAL FINANCING AVAILABLE</b>	235,805	236,838	137,338	126,508
Expenditures				
Transfers Out				
General Fund				
Capital Projects		100,000	11,380	26,420
Interfund Loan-General Fund				
<b>Total Expenditures &amp; Transfers Out</b>	0	100,000	11,380	26,420
<b>Fund Balance - End Fiscal Year</b>	235,805	136,838	125,958	100,088

**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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	261,199	300,133	341,948	286,013
Revenues				
Investment Earnings	998	1,415	1,500	1,600
Developer in Lieu Fees				
Other				
<b>Subtotal Revenues</b>	<u>998</u>	<u>1,415</u>	<u>1,500</u>	<u>1,600</u>
Transfers In:				
Clean Storm Water Fund	45,000	45,000	45,000	45,000
<b>TOTAL FINANCING AVAILABLE</b>	<u>307,197</u>	<u>346,548</u>	<u>388,448</u>	<u>332,613</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	7,064	4,600	102,435	225,197
<b>Total Expenditures &amp; Transfers Out</b>	<u>7,064</u>	<u>4,600</u>	<u>102,435</u>	<u>225,197</u>
<b>Fund Balance - End Fiscal Year</b>	<u>300,133</u>	<u>341,948</u>	<u>286,013</u>	<u>107,416</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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	318,610	282,335	261,031	258,184
Revenues				
Investment Earnings	1,129	1,231	1,225	1,275
Other				
<b>Subtotal Revenues</b>	<u>1,129</u>	<u>1,231</u>	<u>1,225</u>	<u>1,275</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>319,739</u>	<u>283,566</u>	<u>262,256</u>	<u>259,459</u>
Expenditures				
Transfers Out				
Capital Projects	37,404	22,535	4,072	
<b>Total Expenditures &amp; Transfers Out</b>	<u>37,404</u>	<u>22,535</u>	<u>4,072</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>282,335</u>	<u>261,031</u>	<u>258,184</u>	<u>259,459</u>

**Fund 323 - Facilities Long-Term Maintenance**

This fund was established in FY 05/06 using a portion of the year-end general fund balance with the intent that the funds will be made available for long-term maintenance and emergency needs for the Civic Center buildings. Following City Council's adoption of a fiscal sustainability plan in February 2014, this fund has been expanded to provide a funding mechanism for maintenance of all of the city's existing buildings and park facilities. The City completed a facilities condition analysis in 2012 which demonstrated a need for ongoing funding. An annual transfer of \$545,000 (adjusted by CPI each year) from the General Fund will provide the funds, with \$400,000 available for city building projects and \$145,000 available for park facilities projects.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	508,240	362,913	509,725	673,478
Revenues				
Investment Earnings	1,610	2,208	2,600	2,750
Other	57,544	45,332	26,100	
<b>Subtotal Revenues</b>	<u>59,154</u>	<u>47,540</u>	<u>28,700</u>	<u>2,750</u>
Transfers In				
General Fund	150,000	300,000	545,000	558,625
<b>TOTAL FINANCING AVAILABLE</b>	<u>717,394</u>	<u>710,453</u>	<u>1,083,425</u>	<u>1,234,853</u>
Expenditures				
Transfers Out				
Capital Projects	354,481	200,728	409,947	966,814
<b>Total Expenditures &amp; Transfers Out</b>	<u>354,481</u>	<u>200,728</u>	<u>409,947</u>	<u>966,814</u>
<b>Fund Balance - End Fiscal Year</b>	<u>362,913</u>	<u>509,725</u>	<u>673,478</u>	<u>268,039</u>

**Fund 324 - Infrastructure Long-Term Maintenance**

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

	<b>Previous Actual 2014/15</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	0	0	0	349,550
Revenues				
Investment Earnings			700	1,600
<b>Subtotal Revenues</b>	<u>0</u>	<u>0</u>	<u>700</u>	<u>1,600</u>
Transfers In				
General Fund			545,000	558,625
<b>TOTAL FINANCING AVAILABLE</b>	<u>0</u>	<u>0</u>	<u>545,700</u>	<u>909,775</u>
Expenditures				
Transfers Out				
Capital Projects			196,150	828,554
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>0</u>	<u>196,150</u>	<u>828,554</u>
<b>Fund Balance - End Fiscal Year</b>	<u>0</u>	<u>0</u>	<u>349,550</u>	<u>81,221</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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	12,178,446	12,699,950	11,709,460	12,071,435
Revenues				
Investment Earnings	45,278	52,756	54,000	56,000
Developer in Lieu Fees				
- Streets & Intersections	341,969	124,263	210,000	635,500
- Recreational & Cultural Facilities	379,499	73,066	115,000	1,037,500
- Civic Facilities	71,812	13,700	22,500	186,015
- Transit/Bicycle Facilities	13,002	4,216	8,000	21,950
- Corporation Yard	7,571	2,734	5,000	13,695
- General Governmental Systems	32,578	6,257	10,000	80,700
- Open Space	91,282	15,684	28,000	224,500
- Drainage	90,991	29,774	62,000	127,500
<b>Subtotal Revenues</b>	<b>1,073,982</b>	<b>322,450</b>	<b>514,500</b>	<b>2,383,360</b>
<b>TOTAL FINANCING AVAILABLE</b>	<b>13,252,428</b>	<b>13,022,400</b>	<b>12,223,960</b>	<b>14,454,795</b>
Expenditures				450,000
Transfers Out:				
General Fund	84,362	99,273	76,520	103,910
Capital Projects Fund	468,116	1,213,667	76,005	1,445,500
<b>Total Expenditures &amp; Transfers Out</b>	<b>552,478</b>	<b>1,312,940</b>	<b>152,525</b>	<b>1,999,410</b>
<b>Fund Balance - End Fiscal Year</b>	<b>12,699,950</b>	<b>11,709,460</b>	<b>12,071,435</b>	<b>12,455,385</b>
<b>Reserved for Long-Term Obligations</b>	<b>(117,554)</b>	<b>(117,857)</b>	<b>(117,864)</b>	<b>(117,871)</b>
<b>Available Funds - End Fiscal Year</b>	<b>12,582,396</b>	<b>11,591,603</b>	<b>11,953,571</b>	<b>12,337,514</b>

**Long-Term Obligations:**

Loan to Redevelopment Agency (assumed by Successor Agency/Redevelopment Obligation Retirement Fund)

**Fund 330 - Community Facilities Maintenance & Contingency**

This fund was established in 1996 using resources provided to the City under the terms of the Owner Participation Agreement (OPA) between the Novato Redevelopment Agency and the developer of the Vintage Oaks shopping center. Funds are used for construction, improvement, and maintenance of identified community facilities, including the Gymnastics and Teen Center, Pool, and Performing Arts. The original four separate funds were consolidated in FY 2007/08. Below activity and balances are for the four combined funds.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	1,013,102	801,445	711,581	284,736
Revenues				
Investment Earnings	3,308	3,466	2,500	2,600
<b>Subtotal Revenues</b>	<u>3,308</u>	<u>3,466</u>	<u>2,500</u>	<u>2,600</u>
Transfers In:				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>1,016,410</u>	<u>804,911</u>	<u>714,081</u>	<u>287,336</u>
Expenditures	3,650			
Transfers Out:				
Capital Projects Fund	211,315	93,330	429,345	199,306
<b>Total Expenditures &amp; Transfers Out</b>	<u>214,965</u>	<u>93,330</u>	<u>429,345</u>	<u>199,306</u>
<b>Fund Balance - End Fiscal Year</b>	<u>801,445</u>	<u>711,581</u>	<u>284,736</u>	<u>88,030</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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	(538,126)	(474,637)	(384,507)	773,319
Revenues				
Investment Earnings	3,543	4,377	4,600	4,700
Rental Income	194,353	195,372	37,365	37,910
Equity Transfer/Measure F			1,141,581	
<b>Subtotal Revenues</b>	<u>197,896</u>	<u>199,749</u>	<u>1,183,546</u>	<u>42,610</u>
Transfers In				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>(340,230)</u>	<u>(274,888)</u>	<u>799,039</u>	<u>815,929</u>
Expenditures				
Transfers Out:				
General Fund	13,000	13,000	13,000	13,000
Capital Projects Fund				
Debt Service-POB Fund				
<b>Total Expenditures &amp; Transfers Out</b>	<u>134,407</u>	<u>109,619</u>	<u>25,720</u>	<u>24,507</u>
<b>Fund Balance - End Fiscal Year</b>	<u>(474,637)</u>	<u>(384,507)</u>	<u>773,319</u>	<u>791,422</u>
<b>Reserved for Long-Term Obligations</b>	1,560,000	1,485,000	270,000	270,000
<b>Available Funds - End Fiscal Year</b>	<u>1,085,363</u>	<u>1,100,493</u>	<u>1,043,319</u>	<u>1,061,422</u>

**Long-Term Obligations:**

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



# Capital Improvement Program

## Five-Year Capital Improvement Program Fiscal Years 2015/16-19/20

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 2015/16 (including carryover)	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	
101	<b>General Fund</b>	616,271					616,271
	11-005 City Administrative Offices						
	<b>Special Revenue Funds:</b>						
201	Measure F	4,194,949	812,000	82,225			5,089,174
	11-012 Technology Planning & Efficiency						
	14-009 Synthetic Turf Fields Research & Installation						
	15-010 Streetlight Project Phase 3						
	15-012 Pedestrian Crossing Improvement Program						
	15-015 Traffic Signal Improvements Scoping & Preliminary Design						
	15-018 Hamilton Pool Solar						
	16-008 SP2S Crosswalk Improvements 2015						
	16-010 SR2S Sidewalk Gap Closure - Arthur & Plum Streets						
	16-012 Hill Rec Area Phase I Const / Parking & Bocce						
226	Underground Utility	274,513		163,350		326,700	764,563
	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	73,107					73,107
	14-002 Downtown Depot Parking Lot Phase I						
231	Subdivision Park Trust (Quimby Fees)	549,515					549,515
	01-005 Hill Recreation Area Site Planning						
	11-018 PRCS Minor Project Funding						
	14-008 Old Hamilton Gym Determination						
	15-006 Hill Gymnasium Deferred Maintenance						
235	Art in Public Places	64,616					64,616
	11-019 Public Art Projects						
241	Hamilton Community Facilities District	715,000					715,000
	12-017 Hamilton Levee Seepage Collection, Ph II						
251	Chapter 27 Assessments	6,920					6,920
	02-008 Sherman Ave/Cain Lane Improvements						
272	Gas Tax	883,006	522,514	135,000	160,000	165,000	1,865,520
	97-001 Olive Avenue Improvements Phase 3						
	00-015 Railroad Avenue Ditch Drainage						
	09-003 Grant Ave Bridge						
	13-002 MTC Pavement Mgmt System						
	13-003 DeLong/Ignacio Interchange Resurfacing						
	13-009 Olive Ave Class 2 Bike Lane						
	14-007 Retaining Wall Assessment						
	15-001 Measure A Group 7 Pavement Rehabilitation						
	15-011 Nave Drive Multi Use Path						
	15-013 SMART Access Improvements						
	15-017 Vineyard Road Improvements						
	16-001 Measure A Group 8 Pavement Rehabilitation						
	16-002 South Novato Blvd (Diablo to US 101) Preventative Maint.						
	17-001 Measure A Group 9 Pavement Rehabilitation						
	18-001 Measure A Group 10 Pavement Rehabilitation						
	19-001 Measure A Group 11 Pavement Rehabilitation						
283	State Grants	438,279					438,279
	15-011 Nave Drive Multi Use Path						
284	Federal Grants Fund	1,623,077	1,417,456				3,040,533
	09-003 Grant Ave Bridge						
	13-003 DeLong/Ignacio Interchange Resurfacing						
	13-009 Olive Ave Class 2 Bike Lane						
298	Self-Insurance	158,767					158,767
	11-012 Technology Planning & Efficiency						
	11-013 Streamlining & Service Improvements						
299	Emergency and Disaster Response Reserve	99,817					99,817
	11-012 Technology Planning & Efficiency						
	<b>Total Special Revenue Funds</b>	<b>9,081,566</b>	<b>2,751,970</b>	<b>380,575</b>	<b>160,000</b>	<b>491,700</b>	<b>12,865,811</b>



# Capital Improvement Program

## Five-Year Capital Improvement Program Fiscal Years 2015/16-19/20

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 2015/16 <small>(including carryover)</small>	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	
<b>Capital Project Funds:</b>							
308	Marin County Street Improvements	325,317					325,317
	15-001 Measure A Group 7 Pavement Rehabilitation						
	15-013 SMART Access Improvements						
	15-017 Vineyard Road Improvements						
	16-008 SP2S Crosswalk Improvements 2015						
	16-009 SP2S Radar Speed Feedback Signs						
309	Measure A Street Projects	2,332,657	462,878	1,630,000	7,410,847	670,000	12,506,382
	97-001 Olive Avenue Improvements Phase 3						
	01-004 Novato Blvd. Improvements / Diablo to Grant						
	02-008 Sherman Ave/Cain Lane Improvements						
	12-004 Rule 20A UUD Novato Blvd. Diablo to Rowland						
	15-001 Measure A Group 7 Pavement Rehabilitation						
	15-017 Vineyard Road Improvements						
	16-001 Measure A Group 8 Pavement Rehabilitation						
	16-002 South Novato Blvd (Diablo to US 101) Preventative Maint.						
	16-010 SR2S Sidewalk Gap Closure - Arthur & Plum Streets						
	17-001 Measure A Group 9 Pavement Rehabilitation						
	18-001 Measure A Group 10 Pavement Rehabilitation						
	19-001 Measure A Group 11 Pavement Rehabilitation						
310	Parks Measure A	321,995					321,995
	15-004 Bahia Parks Playground Construction						
	15-005 Dogbone Meadow Renovations						
319	Civic Center	26,420					26,420
	11-006 Civic Center Planning						
321	Clean Storm Water Capital Improvement	225,197					225,197
	97-001 Olive Avenue Improvements Phase 3						
	98-008 Storm Drain Master Plan						
	14-003 Corp. Yard Phase 2 Planning						
323	Facilities Long-Term Maintenance	966,814	30,000	30,000	30,000	30,000	1,086,814
	11-018 Minor Building Maintenance Projects						
	12-010 Accessibility Enhancements Municipal Facilities						
	12-011 Accessibility Enhancements Community Facilities						
	12-013 Community Facility Signage						
	15-002 Civic Facilities Deferred Maintenance						
	15-003 Police Building Locks/Security Cameras Replacement						
	15-005 Dogbone Meadow Renovations						
	15-006 Hill Gymnasium Deferred Maintenance						
	15-008 MTSC Deferred Building Maintenance						
	15-009 Park Facilities Deferred Maintenance						
	16-003 Police Department Deferred Maintenance						
	16-004 Hamilton Community Center / MTSC Improvements						
	16-005 Downtown Recreation / Gymnastics Center Roof						
	16-006 Downtown Recreation / Gymnastics Center Maint.						
	16-007 Reservoir Hill Vista Trail & Scottsdale Marsh						
324	Infrastructure Long-Term Maintenance	828,554	300,000	425,000	300,000	425,000	2,278,554
	14-007 Retaining Wall Assessment						
	15-001 Measure A Group 7 Pavement Rehabilitation						
	15-014 Storm Drain Improvements FY 14/15						
	15-016 Traffic, Bicycle, Pedestrian Enhancements FY 14/15						
	15-017 Vineyard Road Improvements						
	18-001 Measure A Group 10 Pavement Rehabilitation						
	19-001 Measure A Group 11 Pavement Rehabilitation						
325	Restricted Revenue	486,357					486,357
	97-001 Olive Avenue Improvements Phase 3						
	99-007 Redwood/San Marin Improvements						
	12-005 Rule 20A UUD Olive Redwood to Railroad						
	15-005 Dogbone Meadow Renovations						



## Five-Year Capital Improvement Program Fiscal Years 2015/16-19/20

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 2015/16 <small>(including carryover)</small>	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	
<b>Capital Project Funds:</b>							
327	Development Impact Fees:						
	Streets & Intersections	836,346	583,145	2,161,512	3,969,579		7,550,582
	99-007 Redwood/San Marin Improvements						
	01-004 Novato Blvd. Improvements / Diablo to Grant						
	05-002 Redwood Blvd. Improvements North of San Marin						
	11-020 Intersection Improvements San Marin/Simmons						
	12-004 Rule 20A UUD Novato Blvd. Diablo to Rowland						
	16-011 North Redwood Corridor Study						
	Recreational & Cultural Facilities	345,853					345,853
	01-005 Hill Recreation Area Site Planning						
	14-009 Synthetic Turf Fields Research & Installation						
	15-006 Hill Gymnasium Deferred Maintenance						
	15-007 IVC Lighting & Scoreboard Replacement						
	16-012 Hill Rec Area Phase I Const / Parking & Bocce						
	Civic Facilities	33,080					33,080
	11-006 Civic Center Planning						
	14-002 Downtown Depot Parking Lot Phase 1						
	Drainage	230,221					230,221
	97-001 Olive Ave Improvements						
	98-008 Storm Drain Master Plan						
	00-015 Railroad Avenue Ditch Drainage						
	15-014 Storm Drain Improvement Annual Project						
330	Community Facilities Maint. & Contingency	199,306					199,306
	01-005 Hill Recreation Area Site Planning						
	11-018 PRCS Minor Projects						
	12-013 Community Facility Signage						
	16-005 Downtown Recreation / Gymnastics Center Roof						
	<b>Total Capital Projects Funds</b>	<b>7,158,117</b>	<b>1,376,023</b>	<b>4,246,512</b>	<b>11,710,426</b>	<b>1,125,000</b>	<b>25,290,761</b>
<b>Other Funding:</b>							
	Utility Reimbursements	41,939	325,225	491,650	105,300	663,300	1,627,414
	97-001 Olive Ave Improvements						
	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 Other Funding</b>	<b>41,939</b>	<b>325,225</b>	<b>491,650</b>	<b>105,300</b>	<b>663,300</b>	<b>1,627,414</b>
<b>TOTALS</b>		<b>16,897,893</b>	<b>4,453,218</b>	<b>5,118,737</b>	<b>11,975,726</b>	<b>2,280,000</b>	<b>40,400,257</b>



# Capital Improvement Program

## Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses-FY 2014/15	Prior Years Budgets	New Funding FY 2015/16	Proposed Future Funding				Total
					FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	
<b>MUNICIPAL FACILITIES (MUNI)</b>									
11-005	City Offices		15,087,500						15,087,500
	Under construction; scheduled for completion September 2013, General Fund								
11-006	Civic Center Master Planning		50,000						50,000
	Determine use of Civic Center campus. Civic Center; DIF Civic								
12-010	Accessibility Enhancements - Municipal Facilities		30,000	10,000	10,000	10,000	10,000	10,000	80,000
	Continue ADA improvements on municipal facilities as needed Facilities Long-Term Maintenance								
14-002	Downtown Depot Parking Lot Phase I		110,000						110,000
	Plan and construct basic improvements to former SMART depot site DIF Civic; Parking Improvement								
14-003	Corporation Yard Phase II Planning		70,000						70,000
	Plan and implement stormwater improvements at Corporation Yard Clean Stormwater								
15-002	Civic Facilities Deferred Maintenance FY 14/15		148,672						148,672
	Repairs in various buildings identified in Facilities Condition Study Facilities Long-Term Maintenance								
15-003	Police Building Locks/Security Camera Replacement		67,180						67,180
	Replace locks and security cameras in Police Department building Facilities Long-Term Maintenance								
16-003	Police Department Deferred Maintenance			200,000					200,000
	Locker room and flooring replacement Facilities Long-Term Maintenance								
<b>PARKS, RECREATION &amp; COMMUNITY FACILITIES (PRCF)</b>									
01-005	Hill Recreation Area Site Planning		283,416	200,000					483,416
	Develop recreation and parking improvements for site. Quimby; Community Facilities								
11-018	PRCS Minor Project Funding		128,807						128,807
	Minor project funding, including Hamilton Community Center flooring; LSCC wall paneling Community Facilities; Facilities Long-Term Maintenance								
11-019	Public Arts Project Funding		64,616						64,616
	Identify additional sites for public art. Art in Public Places								
12-011	Accessibility Enhancements - Community Facilities		55,000	20,000	20,000	20,000	20,000	20,000	155,000
	Continue ADA improvements on community facilities as needed Facilities Long Term Maintenance								
12-013	Community Facility Signage		10,000						10,000
	Install signage on City buildings and in parks. Community Facilities								
14-008	Old Hamilton Gym Determination and Scoping		65,000						65,000
	Evaluate and potentially implement repairs needed at old Hamilton Gym Quimby								
14-009	Synthetic Turf Fields		25,000	1,112,800					1,137,800
	Identify locations for installation of synthetic turf fields; select and install turf Measure F; DIF Parks								
15-004	Bahia Parks Playground Construction		250,000						250,000
	Replace outdated playground; install benches at five other mini parks Parks Measure A								
15-005	Dogbone Meadow Renovations		101,995	30,000					131,995
	Create new small dog area in partnership with Friends of Dogbone Meadow; install new fencing, pathway, and shade structure Facilities Long Term Maintenance; Restricted Revenue (donation)								
15-006	Hill Gymnasium Deferred Building Maintenance		150,000						150,000
	Replace outdated scoreboard with LED scoreboard; new HVAC system; install curtain divider Quimby; Facilities Long Term Maintenance								
15-007	IVC Lighting and Scoreboard Replacement		295,000						295,000
	Replace outdated and misdirected lighting and outdated scoreboard Quimby; DIF Parks								
15-008	MTSC Deferred Building Maintenance		91,000						91,000
	Replace acoustical walls and panels; remove dry rot; replace kitchen equipment and carpet Facilities Long Term Maintenance								



# Capital Improvement Program

## Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses - FY 2015/16	Prior Years Budgets	New Funding FY 2015/16	Proposed Future Funding				Total
					FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	
<b>PARKS, RECREATION &amp; COMMUNITY FACILITIES (PRCF)</b>									
15-009	Park Facilities Deferred Maintenance		121,467						121,467
	Replace park benches; replace fountains at Pioneer, Miwok, Hillside parks; repair asphalt and pathways. Facilities Long Term Maintenance								
15-018	Hamilton Pool Solar - SEED Fund		173,438						173,438
	Install solar power system at Hamilton Pool Measure F								
16-004	Hamilton Community Center / MTSC			120,000					120,000
	Interior improvements, deferred maintenance, interior design scoping Facilities Long-Term Maintenance								
16-005	Downtown Recreation / Gymnastics Center Roof Replacement			340,000					340,000
	Replace all roofs at complex per Facilities Condition Assessment and site inspection Facilities Long-Term Maintenance; Community Facilities								
16-006	Downtown Recreation / Gymnastics Center Deferred Maintenance			30,000					30,000
	Repaint interior, regROUT tiles, replace carpet Facilities Long-Term Maintenance								
16-007	Reservoir Hill Vista Trail & Scottsdale Marsh			26,000					26,000
	Add decomposed granites to existing path and add interpretive signage Facilities Long-Term Maintenance								
16-012	Hill Recreation Area Phase I Construction / Parking & Bocce			505,689					505,689
	Create bocce ball facility and expand parking Measure F; DIF Parks								
<b>TECHNOLOGY AND ORGANIZATIONAL INVESTMENTS (TOI)</b>									
11-012	Technology Planning & Efficiencies		1,258,000	1,306,100	812,000	82,225			3,458,325
	Invest in technology enhancements to improve efficiency and effectiveness of City staff. Conduct research, purchase software and provide training on new technological improvements. General Fund; DIF General Government; Insurance Reserve; Emergency Reserve; Measure F								
11-013	Streamlining, Customer Service and Employee Development		215,000						215,000
	Invest in training to streamline City processes and enhance staff skills. General Fund; Insurance Reserve								
<b>TRANSPORTATION, DRAINAGE &amp; UTILITIES (TDU)</b>									
97-001	Olive Ave Impts, Phase 3		702,292	50,000					752,292
	Complete construction. Clean Stormwater; DIF Drainage; Measure B; Utility Reimb.; Measure A; Gas Tax								
98-008	Storm Drain Master Plan		334,000						334,000
	Complete master plan and identify clean storm water improvements. Clean Stormwater; DIF Drainage								
99-007	Redwood Blvd at San Marin Improvements		56,604			30,000	2,434,734		2,521,338
	Intersection improvement coordination with proposed San Marin Business Park project. DIF Streets; Restricted Revenue								
00-015	Railroad Avenue Ditch Drainage Improvements		413,534	30,000					443,534
	Coordinate project with SMART. SMART to build box culvert in existing ditch, City to reimburse. Gas Tax; DIF Drainage; Measure B								
01-004	Novato Blvd Impts (Between Diablo Ave & Grant Ave)		2,464,764		205,386	2,100,000	8,395,692		13,165,842
	Continue right-of-way acquisition. Project development begins FY 15/16. DIF Streets; Measure A								
02-008	Sherman Avenue/Cain Lane Improvements		84,513		178,867				263,380
	Project currently on hold pending development of the civic center master plan. Measure A; Chapter 27; Measure B								
05-002	Redwood Blvd Improvements North of San Marin Dr				128,462	696,539			825,001
	Add southbound lane. Project scheduled to occur concurrently with the San Marin Business Park project. DIF Streets & Intersections								
09-003	Grant Avenue Bridge Rehabilitation		255,201	231,717	1,601,103				2,088,021
	Complete environmental process for construction in FY 15/16. Gas Tax; DIF Transit, Bike; Grant - HBBR								
11-020	San Marin at Simmons Lane Intersection Improvements		183,433			354,973			538,406
	Analysis for traffic signal or roundabout. DIF Streets & Intersections								
12-004	Rule 20A Underground Utility District 16 Novato Blvd. - Diablo to Boulevard Terrace		30,000	15,000	440,000	220,000			705,000
	Begin design FY 14/15 to convert overhead utilities to underground. Measure A; DIF Streets & Intersections; Utility Reimbursement								
12-005	Rule 20B Underground Utility District B-6 Olive Ave. - Redwood Blvd. to Railroad Ave.		422,377						422,377
	Convert overhead utilities to underground. Underground Utility								
12-006	Rule 20A Underground Utility District 17 Railroad Ave. to South		22,275		45,225	495,000			562,500
	Convert overhead utilities to underground. Underground Utility; Utility Reimbursement								
12-007	Rule 20A Underground Utility District 18 Olive Ave. - Rosalia Drive to City Limits		29,700				105,300	990,000	1,125,000
	Convert overhead utilities to underground. Underground Utility; Utility Reimbursement								



# Capital Improvement Program

## Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses - FY 2015/16	Prior Years Budgets	New Funding FY 2015/16	Proposed Future Funding				Total
					FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	
<b>TRANSPORTATION, DRAINAGE &amp; UTILITIES (TDU)</b>									
12-017	Hamilton Levee Seepage Collection, Phase II		50,000	715,000					765,000
	Complete levee toe drain along entirety of levee to prevent neighborhood flooding Hamilton CFD								
13-002	MTC Pavement Management System III		105,000	35,000	35,000	35,000	35,000	35,000	280,000
	Project scheduled for funding FY 12/13. Gas Tax								
13-003	De Long Ave and Ignacio Blvd Highway Interchange Resurfacing		905,712	77,376					983,088
	Project scheduled for funding FY 12/13, with construction occurring in FY 15/16. Grant; Gas Tax; Utility Reimbursement								
13-009	Olive Avenue Bike Lane		779,400						779,400
	Provide Class 2 bike lanes on Olive between Samrose and city limits. Grant; Gas Tax								
14-007	Retaining Wall Assessment		150,000	150,000	25,000	125,000	25,000	125,000	600,000
	Assess retaining walls throughout the city. Gas Tax; Infrastructure Long Term Maint.								
15-001	Measure A Group 7 Pavement Rehabilitation		1,096,882						1,096,882
	Project scheduled for funding FY 14/15. Measure A; Gas Tax; Marin VRF; Infrastructure Long Term Maint.								
15-010	Streetlight Project Phase 3		1,200,000						1,200,000
	Retrofit all remaining streetlights in the City with energy efficient LED fixtures Measure F								
15-011	Nave Sidewalk Construction, Bolling to Hamilton School		585,883						585,883
	Construct sidewalk on the east side of Nave between Bolling Drive and Hamilton School State Grant (TFCA); Gas Tax								
15-012	Pedestrian Crossing Improvement Program		50,000						50,000
	Develop policy and industry development standards Measure F								
15-013	SMART Access Improvements		100,000						100,000
	Construct access improvements to/from two new SMART stations Marin VRF								
15-014	Storm Drain Improvements FY 14/15		93,850	94,120					187,970
	Implement improvements/repairs identified in storm drain master plan Infrastructure Long Term Maint.; DIF Drainage								
15-015	Traffic Signal Improvements Scoping & Preliminary Design		25,000						25,000
	Design, plan and specifications, and grant funding research Measure F								
15-016	Traffic, Bicycle, Pedestrian Enhancements FY 14/15		20,000	20,000					40,000
	Provide safety enhancements and ADA compliance. Infrastructure Long-Term Maint.								
15-017	Vineyard Road Improvements		83,975	921,782					1,005,757
	Pavement rehabilitation. Project development scheduled for FY 14/15. Gas Tax; Measure A; Marin VRF; Infrastructure Long-Term Maint.								
16-001	Measure A Group 8 Pavement Rehabilitation				952,175				952,175
	Project scheduled for funding FY 15/16. Measure A; Gas Tax								
16-002	South Novato Blvd.- Diablo to US 101 Preventive Maintenance						150,000		150,000
	Resurface and restripe. Measure A; Gas Tax								
16-008	SP2S Crosswalk Improvements 2015			183,959					183,959
	Upgrade / install crosswalks at four locations: Ignacio/Laurelwood; Ignacio/Country Club; SNB/Lark; SNB/Yukon Measure F; Marin VRF								
16-009	SP2S Radar Speed Feedback Signs			24,500					24,500
	Install at four locations Marin VRF								
16-010	SR2S Sidewalk Gap Closures - Arthur and Plum Streets			377,606					377,606
	Gap closure installation of sidewalk Measure F; Measure A								
16-011	North Redwood Corridor Study			30,000					30,000
	Project study report DIF Streets & Intersections								
17-001	Measure A Group 9 Pavement Rehabilitation				950,000				950,000
	Project scheduled for funding FY 17/18. Measure A; Gas Tax								
18-001	Measure A Group 10 Pavement Rehabilitation					950,000			950,000
	Project scheduled for funding FY 18/19. Measure A; Gas Tax; Infrastructure Long-Term Maint								
19-001	Measure A Group 11 Pavement Rehabilitation						950,000		950,000
	Project scheduled for funding FY 19/20. Measure A; Gas Tax; Infrastructure Long-Term Maint								
<b>TOTAL FUNDING ALL PROJECTS</b>			<b>29,095,486</b>	<b>6,856,649</b>	<b>4,453,218</b>	<b>5,118,737</b>	<b>11,975,726</b>	<b>2,280,000</b>	<b>59,779,816</b>

**Capital Improvement Program  
Definition of Sub-objects Used in Project Budgets**

<b>Sub-Object Number</b>	<b>Sub-Object Name</b>	<b>Definition</b>
410	Project	Project Development includes all costs (except acquisition and equipment/furnishings) up to and including contract award. Community input, environmental review, and design are typical costs. Staff work, up to the month of contract award, is charged to the 410 sub-object.
420	Acquisition	Acquisition includes direct costs for acquiring real property needed for the project. Appraisals, negotiating costs, title reports, and escrow fees are also charged to the 420 sub-object.
430	Construction	Construction includes direct costs for contracts which result in a completed project. Utility hookups and utility relocation costs are also charged to the 430 sub-object.
440	Construction Management	Construction Management includes all costs (except construction and equipment/furnishings) after the construction contract has been awarded. Construction staking, testing, and inspection are typical costs. Staff work after and including the month of contract award is charged to the 440 sub-object.
450	Equipment/ Furnishings	Equipment/Furnishings include the direct costs for purchasing materials or manufactured products for the capital improvement project.



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**Municipal Facilities  
Alphabetical Project Summary Index**

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**Accessibility Enhancements Municipal Facilities**

Project No.: 12-010

Base Code: 448

*Funded*

**Project Objective:** To improve accessibility on municipal facilities for people with disabilities.

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

**Basis for Cost Estimate:** \$10,000 is added to the project balance on an annual basis

**Basis for Schedule:** This is an annual allocation project. Project components are constructed by informal contracts, combined with larger projects or as Maintenance Division day labor projects.

**Revenue Considerations:** The Long Term Maintenance Fund - Facilities is the source for this project.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	3,000	1,455	1,000	1,000	1,000	1,000	8,455
Construction	430	0	34,545	8,500	8,500	8,500	8,500	68,545
Construction Mgt	440	0	1,000	500	500	500	500	3,000
TOTAL		3,000	37,000	10,000	10,000	10,000	10,000	80,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
LTM Facilities (323)	410	2,455	2,000	2,000	2,000	2,000	2,000	12,455
LTM Facilities (323)	430	27,045	7,500	7,500	7,500	7,500	7,500	64,545
LTM Facilities (323)	440	500	500	500	500	500	500	3,000
TOTAL		30,000	10,000	10,000	10,000	10,000	10,000	80,000
CARRYOVER		27,000						



**City Administrative Offices**

Project No.: 11-005

Base Code: 448

***Funded***

**Project Objective:** This project will construct an office building on city-owned property to house city staff from Central Administration, Community Development, Parks, Recreation & Community Services, and Public Works (Engineering Division).

**Project Description and Background:** City offices, with the exception of the Police Department and the Maintenance Division of Public Works, were located in several small buildings at the Civic Center Complex. In 2004, the Civic Center structures were deemed unfit for occupation and City offices were temporarily relocated to leased office space at 75 Rowland Way. This project is constructing a new office building in the downtown area and eliminate ongoing lease costs.

**Basis for Cost Estimate:** Costs are based on the awarded construction contract, and estimates of remaining costs.

**Basis for Schedule:** This project was substantially complete in fall of 2013. Punch list work continues through 2015.

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

Project Expenditure	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Proj Develop	410	1,612,903						1,612,903
Construction	430	11,000,000	596,271					11,596,271
Construction Mgt	440	1,420,000	20,000					1,440,000
Equip/Furnish	450	438,326	0					438,326
<b>TOTAL</b>		14,471,229	616,271	0	0	0	0	15,087,500

Funding Source	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
General Fund (101)	410	1,612,903						1,612,903
General Fund (101)	430	11,519,597	(23,326)					11,496,271
Civic Center Fund (319)	430	100,000						100,000
General Fund (101)	440	1,430,000	10,000					1,440,000
General Fund (101)	450	425,000	13,326					438,326
<b>TOTAL</b>		15,087,500	0	0	0	0	0	15,087,500
CARRYOVER		616,271						



**Civic Center Master Planning**

**Project No.: 11-006**

**Base Code: 448**

Funded

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

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

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

**Basis for Schedule:** To be completed at the conclusion of the City Offices project.

**Revenue Considerations:** The Civic Center Fund and Development Impact Fees-Civic are the funding sources for this project.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	15,000	35,000					50,000
<b>TOTAL</b>		15,000	35,000	0	0	0	0	50,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Civic Center (319)	410	37,800						37,800
DIF Civic (327)	410	12,200						12,200
<b>TOTAL</b>		50,000	0	0	0	0	0	50,000
CARRYOVER		35,000						



**Civic Facilities Deferred Maintenance FY 14/15**

**Project No.: 15-002**

**Base Code: 448**

***Funded***

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

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

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

**Basis for Schedule:** This project should be implemented and completed in FY 15/16.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	8,500	6,500					15,000
Construction	430	75,000	48,672					123,672
Construction Mgt	440	0	10,000					10,000
<b>TOTAL</b>		<b>83,500</b>	<b>65,172</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>148,672</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Facilities LTM (323)	410	15,000						15,000
Facilities LTM (323)	430	123,672						123,672
Facilities LTM (323)	440	10,000						10,000
<b>TOTAL</b>		<b>148,672</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>148,672</b>
CARRYOVER		65,172						



**Corporation Yard Phase 2 Planning**

**Project No.:** 14-003

**Base Code:** 448

***Funded***

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

**Project Description and Background:** The Corp Yard site has been previously master-planned, and improvements have been partially implemented over time. With the new NPDES regulations, staff needs to re-evaluate the site and operation for conformance and start planning for improvements. The implementation plan will outline specific mitigations and prioritize recommendations with construction to follow the implementation plan.

**Basis for Cost Estimate:** Staff estimates based on size of site and engineer's estimate for the cost of improvements.

**Basis for Schedule:** The first phase of this project should be completed in FY 15/16.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	16,000	15,000					31,000
Construction	430		35,000					35,000
Construction Mgt	440	0	5,000					5,000
<b>TOTAL</b>		16,000	55,000	0	0	0	0	71,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Clean Storm Water (321)	410	30,000						30,000
Clean Storm Water (321)	430	35,000						35,000
Clean Storm Water (321)	440	5,000						5,000
<b>TOTAL</b>		70,000	0	0	0	0	0	70,000
<b>CARRYOVER</b>		54,000						

**Downtown Depot Parking Lot Phase 1**

Project No.: 14-002

448

**Funded**

**Project Objective:** To plan and construct basic improvements to the former SMART train depot site.

**Project Description and Background:** In 2013 the City negotiated a land swap with SMART that included the city obtaining the former downtown train depot at the corner of Grant Avenue and Railroad Avenue. SMART retains an easement on a portion of the site adjacent to the tracks to construct a multi-use path across the western boundary of the parcel. Phase 1 of the Downtown Depot Parking Lot project includes planning, public outreach and engineering functions to identify constraints and explore improvements for the site, as well as construction of primary improvements such as fencing, drainage facilities, underground electrical services, up to and including finish improvements and paving.

**Basis for Cost Estimate:** Staff estimates are based on size of site and engineer's estimate for the cost of basic phase 1 improvements.

**Basis for Schedule:** The first phase of this project should be completed in FY 15/16.

**Revenue Considerations:** The Development Impact Fee (DIF) - Civic Facilities fund will provide partial funding along with a required match from the Parking Improvement Fund.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	2,500	24,500					27,000
Construction	430	9,893	63,107					73,000
Construction Mgt	440	0	10,000					10,000
TOTAL		12,393	97,607	0	0	0	0	110,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
DIF Civic (327)	410	27,000						27,000
Parking Imprvmt (323)	430	73,000						73,000
Parking Imprvmt (323)	440	10,000						10,000
TOTAL		110,000	0	0	0	0	0	110,000
CARRYOVER		97,607						

**Police Department Building Locks and Security Cameras**

**Project No.:** 15-003

**Base Code:** 429

***Funded***

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

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

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

**Basis for Schedule:** This project should be completed in FY 15/16.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	2,000	5,000					7,000
Construction	430	0	53,680					53,680
Construction Mgt	440	0	6,500					6,500
<b>TOTAL</b>		2,000	65,180	0	0	0	0	67,180

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Facilities LTM (323)	410	7,000						7,000
Facilities LTM (323)	430	53,680						53,680
Facilities LTM (323)	440	6,500						6,500
<b>TOTAL</b>		67,180	0	0	0	0	0	67,180
<b>CARRYOVER</b>		65,180						

**Police Department Deferred Maintenance**

**Project No.: 16-003**

**Base Code: 429**

***Funded***

**Project Objective:** This project will renovate the men's locker room including the supply and installation of new lockers, and replace worn out carpet in the main building hallways.

**Project Description and Background:** The existing lockers are original to the building, and have exceeded their useful life. The locking mechanisms have failed on a number of the units, and they lack many of the features standard on today's public safety lockers including shelving and sub storage. The hallway carpet is worn and needs replacement per staff inspection and per the facilities condition report.

**Basis for Cost Estimate:** The cost estimate is based on similar previous projects for other agencies and price quotations received for locker systems.

**Basis for Schedule:** Project development is anticipated in the first two quarters of 15/16, followed by construction in early 2016.

**Revenue Considerations:** Facilities Long Term Maintenance is the proposed funding source for this project. Grants funding opportunities will also be explored.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	0	20,000					20,000
Construction	430	0	170,000					170,000
Construction Mgt	440	0	10,000					10,000
<b>TOTAL</b>		0	200,000	0	0	0	0	200,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Facilities LTM (323)	410	0	20,000					20,000
Facilities LTM (323)	430	0	170,000					170,000
Facilities LTM (323)	440	0	10,000					10,000
<b>TOTAL</b>		0	200,000	0	0	0	0	200,000
CARRYOVER		0						



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**Accessibility Enhancements Community Facilities**

Project No.: 12-011

Base Code: 456

*Funded*

**Project Objective:** To improve accessibility at community facilities for people with disabilities.

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

**Basis for Cost Estimate:** Project costs are contingent upon the size and nature of the project.

**Basis for Schedule:** This is an annual allocation project. Project components are constructed by informal contracts, combined with larger projects or as Maintenance Division day labor projects.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	8,000	252	2,500	2,500	2,500	2,500	18,252
Construction	430	2,250	62,498	16,500	16,500	16,500	16,500	130,748
Construction Mgt	440	51	1,949	1,000	1,000	1,000	1,000	6,000
<b>TOTAL</b>		<b>10,301</b>	<b>64,699</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>155,000</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Facilities LTM (323)	410	5,752	2,500	2,500	2,500	2,500	2,500	18,252
Facilities LTM (323)	430	48,248	16,500	16,500	16,500	16,500	16,500	130,748
Facilities LTM (323)	440	1,000	1,000	1,000	1,000	1,000	1,000	6,000
<b>TOTAL</b>		<b>55,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>155,000</b>
CARRYOVER		44,699						

**Bahia Mini Parks Improvements**

**Project No.: 15-004**

**Base Code: 452**

**Funded**

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

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

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

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

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	10,000	25,000					35,000
Construction	430	0	205,000					205,000
Construction Mgt	440	0	10,000					10,000
<b>TOTAL</b>		10,000	240,000	0	0	0	0	250,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Measure A Parks (310)	410	23,000	12,000					35,000
Measure A Parks (310)	430	210,000	(5,000)					205,000
Measure A Parks (310)	440	17,000	(7,000)					10,000
<b>TOTAL</b>		250,000	0	0	0	0	0	250,000
<b>CARRYOVER</b>		240,000						



**Community Facilities Signage**

**Project No.: 12-013**

**Base Code: 456**

***Funded***

**Project Objective:** To provide signage at Community Facilities.

**Project Description and Background:** This project would provide a name sign for the Hamilton Fire House and three park regulation signs for City parks.

**Basis for Cost Estimate:** Estimates from sign shops.

**Basis for Schedule:** To be completed in FY 14/15.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	272						272
Construction	430	1,885	3,165					5,050
Construction Mgt	440	4,678						4,678
<b>TOTAL</b>		<b>6,835</b>	<b>3,165</b>	-	-	-	-	<b>10,000</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Com Fac Maint (330)	410	272						272
Com Fac Maint (330)	430	5,050						5,050
Com Fac Maint (330)	440	4,678						4,678
<b>TOTAL</b>		<b>10,000</b>	-	-	-	-	-	<b>10,000</b>
CARRYOVER		3,165						



**Dog Park Renovations and Small Dog Area**

**Project No.:** 15-005

**Base Code:** 452

**Funded**

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

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

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

**Basis for Schedule:** This project was started in FY 14/15 and will finish in FY 14/15.

**Revenue Considerations:** Long Term Maintenance - Facilities is the funding source, together with a donation from the Friends of Dog Bone Meadow in the amount of \$7,000 specifically for creation of the small dog area. A mid-year FY 14/15 allocation of County Parks Measure A was added to the project budget.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	10,000	20,000					30,000
Construction	430	0	94,995					94,995
Construction Mgt	440	7,000	7,000					14,000
<b>TOTAL</b>		17,000	121,995	0	0	0	0	138,995

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Parks Measure A (310)	410	6,000	20,000					26,000
Parks Measure A (310)	430	41,995	10,000					51,995
Parks Measure A (310)	440	4,000						4,000
Facilities LTM (323)	410	4,000						4,000
Facilities LTM (323)	430	36,000						36,000
Facilities LTM (323)	440	3,000						3,000
Restricted Revenue (325)	430	7,000						7,000
<b>TOTAL</b>		101,995	30,000	0	0	0	0	131,995
<b>CARRYOVER</b>		84,995						



**Downtown Recreation Center and Gymnastics Center  
Deferred Maintenance**

**Project No.: 16-006**

**Base Code: 456**

***Funded***

**Project Objective:** The project proposes to complete deferred maintenance repairs per the Facilities Conditions Report including painting and flooring (tile and carpet repair and replacement.)

**Project Description and Background:** The needs are identified in the Facilities Condition Assessment Report and were confirmed by City staff.

**Basis for Cost Estimate:** The project costs are based on estimated costs in the Facilities Condition Assessment Report

**Basis for Schedule:** The project should be initiated and completed in FY 2015/16. Construction work will need to be coordinated with facility programming.

**Revenue Considerations:** Community Facilities is the proposed fund source.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	0	3,000					3,000
Construction	430	0	25,500					25,500
Construction Mgt	440	0	1,500					1,500
<b>TOTAL</b>		0	30,000	0	0	0	0	30,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Comm Facilities (330)	410	0	3,000					3,000
Comm Facilities (330)	430	0	25,500					25,500
Comm Facilities (330)	440	0	1,500					1,500
<b>TOTAL</b>		0	30,000	0	0	0	0	30,000
CARRYOVER		0						

## Downtown Recreation Center and Gymnastics Center Roof Replacement

**Project No.: 16-005**

**Base Code: 456**

**Funded**

**Project Objective:** This project will replace roofs of the Downtown Recreation Center and the Gymnastics Center per the Facilities Condition Report, and as verified by City staff. Removal and replacement of the Gymnastics Center roof will require temporary removal, storage and reinstallation of solar panels.

**Project Description and Background:** The roofs are at the end of their useful life, and have required substantial on going maintenance over recent years to address leaks.

**Basis for Cost Estimate:** The cost estimate is per the Facilities Condition Report and includes accommodation of the solar panels.

**Basis for Schedule:** Project development is scheduled for 2015. Construction will be coordinated with programmed building use, but is anticipated to occur when weather permits in spring/ summer 2016.

**Revenue Considerations:** Facilities Long Term Maintenance together with Community Facilities is the proposed funding source.

Project Expenditure	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Proj Develop	410	0	20,000					20,000
Construction	430	0	310,000					310,000
Construction Mgt	440	0	10,000					10,000
<b>TOTAL</b>		0	340,000	0	0	0	0	340,000

Funding Source	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Facilities LTM (323)	410	0	20,000					20,000
Facilities LTM (323)	430	0	179,000					179,000
Facilities LTM (323)	440	0	10,000					10,000
Comm Facilities (330)	430	0	131,000					131,000
<b>TOTAL</b>		0	340,000	0	0	0	0	340,000
CARRYOVER		0						

## Hamilton Community Center and MTSC Interior Improvements

Project No.: 16-004

Base Code: 456

***Funded***

**Project Objective:** This project will evaluate interior improvements at both Hamilton Community Center and Margaret Todd Senior Center for aesthetics in public use areas and for functionality such that any needed improvements can be incorporated into or otherwise accounted for with scheduled deferred maintenance.

**Basis for Cost Estimate:** The cost estimate is based on awarding a consultant contract for evaluating interior improvements and a construction contract for identified deferred maintenance improvements. Any identified improvements that are identified and which are recommended for implementation concurrently with deferred maintenance work will require additional funding.

**Basis for Schedule:** The consultant work is anticipated to be completed in 2015 and construction of deferred maintenance improvements in 2016.

**Revenue Considerations:** Facilities Long Term Maintenance is the proposed funding source.

Project Expenditure	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Proj Develop	410	0	30,000					30,000
Construction	430	0	80,000					80,000
Construction Mgt	440	0	10,000					10,000
<b>TOTAL</b>		0	120,000	0	0	0	0	120,000

Funding Source	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Facilities LTM (323)	410	0	30,000					30,000
Facilities LTM (323)	430	0	80,000					80,000
Facilities LTM (323)	440	0	10,000					10,000
<b>TOTAL</b>		0	120,000	0	0	0	0	120,000
CARRYOVER		0						

## Hamilton Pool Solar Project - SEED Fund

**Project No.:**15-018

**Base Code:** 456

***Funded***

**Project Objective:** To install a 46.8 kW solar power system at Hamilton Pool (SEED Fund project), offsetting existing electricity usage at the facility and reducing municipal operations GHG emissions by 1,274 metric tons.

**Project Description and Background:** Hamilton Pool is a recreational facility

**Basis for Cost Estimate:** Costs are based on construction estimate provided by construction manager.

**Basis for Schedule:** Project Development is scheduled for 14/15 and construction in 15/16

**Revenue Considerations:** Construction and construction management will be funded by Measure F.

Project Expenditure	Sub Objects	Prior to						Total
		15/16	15/16	16/17	17/18	18/19	19/20	
Proj Develop	410	15,000						15,000
Construction	430		151,732					151,732
Construction Mgt	440		6,706					6,706
TOTAL		15,000	158,438					173,438

Funding Source	Sub Objects	Prior to						Total
		15/16	15/16	16/17	17/18	18/19	19/20	
Measure F (201)	410		15,000					15,000
Measure F (201)	430	136,395	15,337					151,732
Measure F (201)	440	37,043	(30,337)					6,706
								0
TOTAL		173,438	0					173,438
CARRYOVER		158,438	0					



**Hill Gymnasium Deferred Maintenance**

**Project No.: 15-006**

**Base Code: 452**

***Funded***

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

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

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

**Basis for Schedule:** This project should be implemented in FY 14/15, with completion in FY 15/16.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	15,000	0					15,000
Construction	430	0	125,000					125,000
Construction Mgt	440	5,000	10,000					15,000
<b>TOTAL</b>		20,000	135,000	0	0	0	0	155,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Quimby (231)	410	12,000						12,000
Quimby (231)	430	100,000						100,000
Quimby (231)	440	8,000						8,000
DIF-Rec & Cultural (327)	410	3,000						3,000
DIF-Rec & Cultural (327)	430	25,000						25,000
DIF-Rec & Cultural (327)	440	2,000						2,000
<b>TOTAL</b>		150,000	0	0	0	0	0	150,000
<b>CARRYOVER</b>		130,000						

## Hill Recreation Area Bocce Ball and Parking Improvements

**Project No.: 16-012 (R1)**

**Base Code: 452**

**Funded**

**Project Objective:** The project will construct a tournament bocce ball facility at the Hill Recreation Site. The facility would provide approximately six courts for daytime, evening, and nighttime use.

**Project Description and Background:** A new tournament bocce ball facility was recommended in the city's adopted Fiscal Sustainability Plan. Project development will occur concurrently with the Hill Recreation Area master planning such that the scope and location of the bocce facility will be determined in the context of overall site development.

**Basis for Cost Estimate:** The project costs are based on preliminary engineer's estimates.

**Basis for Schedule:** Project development will occur concurrently with development of the Hill Recreation Area Master Plan, and detail design could commence once the Master Plan is near completion, anticipated to be in early-to-mid 2016.

**Revenue Considerations:** Measure F is the proposed project funding source, with a Development Impact Fee contribution of 20.9%.

Project Expenditure	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Proj Develop	410	0	59,963					59,963
Construction	430	0	399,754					399,754
Construction Mgt	440	0	45,972					45,972
<b>TOTAL</b>		0	505,689	0	0	0	0	505,689

Funding Source	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
DIF-Rec & Cultural (327)	410	0	12,532					12,532
DIF-Rec & Cultural (327)	430	0	83,549					83,549
DIF-Rec & Cultural (327)	440	0	9,608					9,608
Measure F (201)	410	0	47,431					47,431
Measure F (201)	430	0	316,205					316,205
Measure F (201)	440	0	36,364					36,364
<b>TOTAL</b>		0	505,689	0	0	0	0	505,689
CARRYOVER		0						



**Hill Recreation Area Site Planning**

**Project No.:** 01-005

**Base Code:** 452

**Funded**

**Project Objective:** Perform a parking and site study for Hill Recreation Area. The study will evaluate whether fields meet current size and grading standards, improve playability of fields, reduce maintenance costs, beautify the park, and better meet the youth athletic field needs in Novato.

**Project Description and Background:** The new parking and site study will analyze site options to improve field and facility conditions and layout, and address the existing parking problems at the site. A future phase to complete the design and construction of the recommended improvements is anticipated.

**Basis for Cost Estimate:** A detailed estimate has not been prepared for any future construction pending the completion of the parking and site study. Current project costs are for design and planning services to develop conceptual designs for the site.

**Basis for Schedule:** Estimated time to complete parking and site study is 9-12 months. Future phases could include planning and design, 12-15 months; and construction of new improvements, approximately 9-12 months. No funding has been identified for these future phases.

**Revenue Considerations:** Quimby, with a maximum permissible Development Impact Fee contribution is the identified funding source for this project.

<b>Project Expenditure</b>	<b>Sub Object</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	75,000	408,416					483,416
<b>TOTAL</b>		75,000	408,416	0	0	0	0	483,416

<b>Funding Source</b>	<b>Sub Object</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Quimby (231)	410	226,516						226,516
DIF-Rec & Cultural (327)	410	56,900						56,900
Measure F	410		200,000					200,000
<b>TOTAL</b>		283,416	200,000	0	0	0	0	483,416
CARRYOVER		208,416						

**IVC Lighting Replacement**

**Project No.: 15-007**

**Base Code: 456**

***Funded***

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

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

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

**Basis for Schedule:** This project should be completed in FY 15/16.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	18,000	0					18,000
Construction	430	4,500	252,360					256,860
Construction Mgt	440	0	9,000					9,000
Equip/Furnish	450	12,640						12,640
<b>TOTAL</b>		<b>35,140</b>	<b>261,360</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>296,500</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Quimby (231)	410	20,000	(3,500)					16,500
Quimby (231)	430	208,000	(6,140)					201,860
Quimby (231)	440	12,000	(3,000)					9,000
Quimby (231)	450		12,640					12,640
DIF-Rec & Cultural (327)	410	5,000	(5,000)					0
DIF-Rec & Cultural (327)	430	47,000	8,000					55,000
DIF-Rec & Cultural (327)	440	3,000	(3,000)					0
<b>TOTAL</b>		<b>295,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>295,000</b>
<b>CARRYOVER</b>		<b>259,860</b>						



**Margaret Todd Senior Center Deferred Maintenance**

**Project No.: 15-008**

**Base Code: 456**

***Funded***

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

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

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

**Basis for Schedule:** This project should be completed in FY 15/16.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	0	5,000					5,000
Construction	430	15,000	68,000					83,000
Construction Mgt	440	0	3,000					3,000
<b>TOTAL</b>		15,000	76,000	0	0	0	0	91,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Facilities LTM (323)	410	5,000						5,000
Facilities LTM (323)	430	83,000						83,000
Facilities LTM (323)	440	3,000						3,000
<b>TOTAL</b>		91,000	0	0	0	0	0	91,000
<b>CARRYOVER</b>		76,000						



**Old Hamilton Gym Determination and Scoping**

**Project No.:** 14-008

**Base Code:** 456

*Funded*

**Project Objective:** Evaluate and potentially implement repairs needed at the Hamilton Gym.

**Project Description and Background:** The Hamilton Gym and Bowling Alley is a structure that was built in 1942 with several renovations over the years. When the City inherited the building as part of the base transfer, it was known that it would require renovations to stay in service as a recreational facility. Given the renovations required, staff has closed the bowling alley section of the building and only the gym itself is now open to the public. Staff originally targeted the renovation through a state grant, however, this grant covered only a small portion of the project cost and it was determined that the City would be better served by co-funding the new Hamilton Gym built by the School District. Now that the new gymnasium is open at Hamilton School, the City needs to determine whether to perform some required renovations at the original Hamilton Gym and bowling alley or close this facility permanently. The cost study will identify several options for how to proceed with renovations and associated costs.

**Basis for Cost Estimate:** Estimate based on similar projects and quotes from contractors.

**Basis for Schedule:** Not known at this time - will depend upon study.

**Revenue Considerations:** Quimby is the funding source for this project.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	1,000	64,000					65,000
Construction	430	0						0
Construction Mgt	440	0						0
<b>TOTAL</b>		1,000	64,000	0	0	0	0	65,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Quimby (231)	410	65,000						65,000
Quimby (231)	430							0
Quimby (231)	440							0
<b>TOTAL</b>		65,000	0	0	0	0	0	65,000
<b>CARRYOVER</b>		64,000						

**Parks Deferred Maintenance**

**Project No.: 15-009**

**Base Code: 452**

***Funded***

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

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

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

**Basis for Schedule:** This project should be completed in FY 15/16.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	2,000	6,957					8,957
Construction	430	12,000	91,467					103,467
Construction Mgt	440	0	8,000					8,000
Equip/Furnish	450	1,043	0					1,043
<b>TOTAL</b>		<b>15,043</b>	<b>106,424</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>121,467</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Facilities LTM (323)	410	10,000	-1,043					8,957
Facilities LTM (323)	430	103,467						103,467
Facilities LTM (323)	440	8,000						8,000
Facilities LTM (323)	450	0	1,043					1,043
<b>TOTAL</b>		<b>121,467</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>121,467</b>
<b>CARRYOVER</b>		<b>106,424</b>						

**Parks, Recreation and Community Facilities Minor Project  
Funding**

**Project No: 11-018**

**Base Code: 452**

***Funded***

**Project Objective:** Construct small neighborhood capital projects in parks which are not district-wide serving facilities. Projects address safety, Americans with Disability Act accessibility compliance needs, playground safety standards, and/or needed beautification.

**Project Description and Background:** Projects addressing safety concerns will be given highest priority. Neighborhood contributions to project funding and/or donated labor, will be given a higher ranking for funding than neighborhood projects without active community involvement.

**Basis for Cost Estimate:** Will be calculated on a per-project basis as projects arise.

**Basis for Schedule:** Project schedules will be determined depending on the scope and type of project.

**Revenue Considerations:** The types of projects that can be done will depend on the availability of funding and any restrictions on the use of the funds. Some projects may be better handled through the General Fund Maintenance Operating Budget and not through the Capital Improvement Program.

**Operation and Maintenance:** Will be evaluated on a per-project basis.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	27,000	984					27,984
Construction	430	50,000	18,407					68,407
Construction Mgt	440		5,000					5,000
Equip/Furnish	450	3,228	24,188					27,416
<b>TOTAL</b>		<b>80,228</b>	<b>48,579</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>128,807</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Com Fac Maint (330)	410	13,838						13,838
Com Fac Maint (330)	430	22,553						22,553
Com Fac Maint (330)	450	27,416						27,416
Facilities LTM (323)	410	14,146						14,146
Facilities LTM (323)	430	30,854						30,854
Facilities LTM (323)	440	5,000						5,000
Quimby (231)	430	15,000						15,000
<b>TOTAL</b>		<b>128,807</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>128,807</b>
<b>CARRYOVER</b>		<b>48,579</b>						

**Public Art Projects Funding**

**Project No. 11-019**

**Base Code: 452**

***Funded***

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

**Project Description and Background:** The Recreation, Cultural and Community Services Commission will consider potential public art sites and identify desired projects. Locations for public art do not need to be located within City-owned park or recreation facilities.

**Basis for Cost Estimate:** Cost estimates are determined on a project-by-project basis.

**Basis for Schedule:** Schedule is determined on a project-by-project basis. Art program has been placed on indefinite hiatus as City continues with staff reductions and organization restructuring.

**Revenue Considerations:** Funding collected from the Art In-Lieu program is recommended for public art projects.

**Operation and Maintenance:** Any potential impacts to ongoing operation and maintenance costs are unknown until the artwork(s) selection and installation is complete.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	0	10,000					10,000
Construction Mgt	440	0	15,676					15,676
Equip/Furnish	450	0	38,940					38,940
<b>TOTAL</b>		0	64,616	0	0	0	0	64,616

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Art Fund (235)	410	10,000						10,000
Art Fund (235)	440	15,676						15,676
Art Fund (235)	450	38,940						38,940
<b>TOTAL</b>		64,616	0	0	0	0	0	64,616
<b>CARRYOVER</b>		64,616						

**Reservoir Hill Vista Trail and Scottsdale Marsh Pathway  
Rehabilitation**

**Project No.: 16-007**

**Base Code: 452**

**Funded**

**Project Objective:** This project will add decomposed granite to existing paths where the existing material has been removed with use over time. In addition, the interpretive signs will be replaced.

**Project Description and Background:** The needs are identified in the Facilities Condition Assessment Report and were confirmed by City staff.

**Basis for Cost Estimate:** The project costs are based on estimated costs in the Facilities Condition Assessment Report.

**Basis for Schedule:** The project should be initiated and completed in FY 2015/16.

**Revenue Considerations:** Facilities Long Term Maintenance is the proposed funding source.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	0	2,000					2,000
Construction	430	0	23,000					23,000
Construction Mgt	440	0	1,000					1,000
<b>TOTAL</b>		0	26,000	0	0	0	0	26,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
LTM Facilities (323)	410	0	2,000					2,000
LTM Facilities (323)	430	0	23,000					23,000
LTM Facilities (323)	440	0	1,000					1,000
<b>TOTAL</b>		0	26,000	0	0	0	0	26,000
CARRYOVER		0						



**Synthetic Turf Fields - Research & Project Initiation**

Project No.: 14-009

Base Code: 452

**Funded**

**Project Objective:** Identify locations and feasibility for construction of synthetic turf fields.

**Project Description and Background:** In the Fall of 2012, staff revised information gathered in 2008 when a preliminary evaluation of two sites (Hill Recreation Area and IVC ball fields) assessed the potential conversion of natural grass to synthetic turf. Council considered the information and directed staff to continue the research and include additional sites that might have potential for conversion to synthetic turf. The initial research phase will identify potential additional sites, establish criteria for analyzing the financial benefits, analyze the financial and operational aspects of synthetic turf, and provide both expense and revenue projections. Cost estimates will include the purchase, installation, and maintenance of synthetic turf fields, as well as the cost and benefits of potential amenities, lighting, and parking needs.

**Basis for Cost Estimate:** Funds for project initiation - future funding for construction will depend on the location and nature of the project.

**Basis for Schedule:** Initial research to be completed in FY 14/15, with construction planned to start in FY 15/16.

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

Project Expenditure	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Proj Develop	410	25,000	88,780					113,780
Construction	430	0	910,240					910,240
Construction Mgt	440	0	113,780					113,780
TOTAL		25,000	1,112,800	0	0	0	0	1,137,800

Funding Source	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Measure F (201)	410	10,000	80,000					90,000
Measure F (201)	430	0	720,000					720,000
Measure F (201)	430	0	90,000					90,000
DIF-Rec & Cultural (327)	410	15,000	8,780					23,780
DIF-Rec & Cultural (327)	430	0	190,240					190,240
DIF-Rec & Cultural (327)	440	0	23,780					23,780
TOTAL		25,000	1,112,800	0	0	0	0	1,137,800
CARRYOVER		0						



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

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**Streamlining and Service Improvements**

**Project No.:** 11-013

**Base Code:** 419

*Funded*

**Project Objective:** To streamline internal processes and to enhance customer service.

**Project Description and Background:** Process re-engineering and mapping initiative to streamline internal processes (purchasing, contracts, workers' compensation, payroll, agenda, etc.). Interest based decision making for employees. Develop customer service standards and provide training. Perform human resources classification study in selected areas.

**Basis for Cost Estimate:** Costs are based on an estimate of staff time and consultants to perform work on the project.

**Basis for Schedule:** To be completed by June 30, 2016.

**Revenue Considerations:** The General Fund and the Insurance Reserve Fund are funding this project.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	136,233	78,767					215,000
TOTAL		136,233	78,767	0	0	0	0	215,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 14/15</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
General Fund (101)	410	100,000						100,000
Insurance Reserve (298)	410	115,000						115,000
TOTAL		215,000	0	0	0	0	0	215,000
CARRYOVER		78,767						

## Technology Planning and Efficiencies

**Project No.:** 11-012

**Base Code:** 419

**Partially Funded**

**Project Objective:** To increase efficiencies by incorporating more technology into the work place and provide training on the new technologies.

**Project Description and Background:** Evaluate and develop a strategic plan for Information Technology and Graphical Interface System (GIS). Invest in and implement an information technology fiber infrastructure. Provide software training for employees (Microsoft and others). Implement SharePoint Portal for intranet. Create a Human Resources information management system. Invest in and implement Internet-based application tracking software to allow on-line applications for open positions. Revamp the performance evaluation system including training of management and supervisors. Provide vehicle maintenance software. Implement Phase One of records management through new retention schedules and staff training. As part of Council's adoption of a fiscal sustainability plan, this project will expand to include a variety of key technology projects over the next five years

**Basis for Cost Estimate:** Costs are based on an estimate of staff time, consultants, software costs and infrastructure costs.

**Basis for Schedule:** To be completed by June 30, 2018.

**Revenue Considerations:** Development Impact Fees-General Government Systems, the General Fund, Insurance Reserve, Emergency Reserve and Measure F funds are funding this project. Funding for the remaining project costs is yet to be identified.

Project Expenditure	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Proj Develop	410	486,015	151,100	156,000	160,225			953,340
Equip/Furnish	450	446,985	1,480,000	656,000	656,000			3,238,985
TOTAL		933,000	1,631,100	812,000	816,225	0	0	4,192,325

Funding Source	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
DIF-Gen Government (327)	410	136,640						136,640
DIF-Gen Government (327)	450	58,560						58,560
General Fund (101)	410	62,160						62,160
General Fund (101)	450	41,440						41,440
Measure F (201)	410	155,000	151,100	156,000	82,225			544,325
Measure F (201)	450	443,000	1,155,000	656,000				2,254,000
Insurance Reserve (298)	410	60,000						60,000
Insurance Reserve (298)	450	20,000						20,000
Emergency Reserve (299)	410	201,200						201,200
Emergency Reserve (299)	450	80,000						80,000
TOTAL		1,258,000	1,306,100	812,000	82,225	0	0	3,458,325
CARRYOVER		325,000						



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

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## De Long Avenue and Ignacio Boulevard Highway Interchanges Resurfacing

**Project No.:** 13-003

**Base Code:** 431

**Funded**

**Project Objective:** To re-establish the conforms between the bridge decks and the surrounding asphalt concrete pavement.

**Project Description and Background:** Bridge decks and the surrounding pavement settle at different rates creating uneven conforms. City maintenance crews mitigate this settlement by providing asphalt ramps which have to be redone periodically as more settlement occurs. After a period of time, the ramps can no longer provide an adequate mitigation for the uneven conforms. This project will re-establish the conforms and provide pavement resurfacing of the approaches at both the De Long Avenue and Ignacio Boulevard highway interchanges. The Ignacio Boulevard portion will extend to the Alameda Del Prado intersection and will coincide with a recently completed County of Marin project. The Enfrente Drive approach to Ignacio is also included in the project.

**Basis for Cost Estimate:** Costs are based on the City's Pavement Management System treatment costs per square yard, and the areas for those sections of City streets.

**Basis for Schedule:** Due to a shortfall in available federal funding in 2014/15, the project is scheduled for Fiscal Year 2015/16, the anticipated timing of federal funding.

**Revenue Considerations:** A Local Streets and Roads Shortfall federal grant of \$687,000 will be the main funding source. Gas tax and utility reimbursement make up the rest of the funding.

Project Expenditure	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Proj Develop	410	28,000	68,000					96,000
Construction	430	0	806,750					806,750
Construction Mgt	440	0	80,338					80,338
<b>TOTAL</b>		28,000	955,088	0	0	0	0	983,088

Funding Source	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Gas Tax (272)	410	95,325						95,325
Gas Tax (272)	430	14,442	77,376					91,818
Gas Tax (272)	440	9,182						9,182
Grant LSR (284)	430	708,182						708,182
Grant LSR (284)	440	70,818						70,818
Utility Reimbursement	410	675						675
Utility Reimbursement	430	6,750						6,750
Utility Reimbursement	440	338						338
<b>TOTAL</b>		905,712	77,376	0		0	0	983,088
CARRYOVER		877,712						

## Grant Avenue Bridge Rehabilitation

**Project No.: 09-003**

**Base Code: 431**

**Funded**

**Project Objective:** To rehabilitate the existing vehicle bridge by providing separate bicycle and pedestrian facilities and replacing substandard railings.

**Project Description and Background:** The existing bridge on Grant Avenue over Novato Creek near the intersection with Virginia Avenue, was built in 1932, and by today's standards is not wide enough to carry both vehicle and bicycle traffic. Pedestrian traffic is limited to the northerly side of the bridge (via a separate bridge adjacent to the vehicle bridge). The pedestrian bridge on the southerly side was removed in 2005 as it had deteriorated beyond repair. Both the vehicle bridge and remaining pedestrian bridge are structurally sound and do not need to be replaced. This project is planned to widen the vehicle bridge to provide bicycle facilities and new bridge railings. The existing pedestrian bridge may be able to be used in its current location, or will need to be relocated, or removed and discarded.

**Basis for Cost Estimate:** Project development costs are an estimate to complete the design and advertise for bids. Construction costs are based on an estimate prepared by the structural engineer hired to analyze the existing bridge and provide alternatives for construction - the most costly estimate is shown. Construction management costs are based on the federal funding guidelines.

**Basis for Schedule:** Project development began late in FY 07/08 when the project was initiated and a concept plan developed. The concept plan was completed spring 2010. A request for federal funding was made, and received federal authorization in October 2010. The environmental process began in the summer of 2011. Once the environmental process is complete a construction schedule will be developed.

**Revenue Considerations:** Highway Bridge Program federal grant, Development Impact Fees Transit/Bicycle and gas tax are the funding sources for this project.

Project Expenditure	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Proj Develop	410	240,000	226,219					466,219
Construction	430	0		1,360,938				1,360,938
Construction Mgt	440	0		240,165				240,165
<b>TOTAL</b>		240,000	226,219	1,601,103	0	0	0	2,067,322

Funding Source	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
DIF-Transit/Bike (327)	410	89,259						89,259
Gas Tax (272)	410	20,699	22,940					43,639
Gas Tax (272)	430	0		156,100				156,100
Gas Tax (272)	440	0		27,547				27,547
Grant HBRR (284)	410	145,243	208,777					354,020
Grant HBRR (284)	430	0		1,204,838				1,204,838
Grant HBRR (284)	440	0		212,618				212,618
<b>TOTAL</b>		255,201	231,717	1,601,103	0	0	0	2,088,021
CARRYOVER		15,201						



**Hamilton Levee Seepage Collection Phase II**

**Project No.:** 12-017

**Base Code:** 431

*Partially Funded*

**Project Objective:** To collect seepage relative to the Hamilton Wetlands Restoration Project.

**Project Description and Background:** This CIP project is the next phase of project 09-014 Hamilton Levee Seepage Collection. The Hamilton Levee provides protection from tidal water to the developments along Hanger Avenue at the most easterly part of Hamilton nearest San Pablo Bay. The Levee is situated along the westerly side of the old air force base runways which are being converted to wetlands by the Corps of Engineers. The conversion to wetlands entails depositing fill material on the runways from the Port of Oakland dredging project. The fill material is saturated with water, allowing it to flow into containment cells that were created east of the levee by the Corps of Engineers. Once the saturated fill material has been placed in the containment cells, the water drains out and is expected to flow out towards the bay. During the filling of the containment cell towards the southerly end, some of the water that was expected to flow towards the bay was found to be seeping through underground conduits that were not sufficiently plugged during construction of the levee. This project will collect that seepage and discharge it into a drainage system that will take the water to the storm drain pump station. In May 2014 the outer levee was intentionally breached as part of the wetlands creation. To date, no additional issues have been identified with the breach necessitating acceleration of this project.

**Basis for Cost Estimate:** Initial funding is seed funding only for the next phase of the project. A preliminary engineer's estimates that the entire project will cost \$765,000. However, costs may change as further project development analysis is conducted.

**Basis for Schedule:** The initial phase of the seepage collection was completed in fiscal year 2010/11. The first construction phase was the installation of a 400 foot toe drain. A construction schedule for this second phase of the project will not be developed until funding is determined. At this time, it is anticipated the project will be constructed in 2015/16.

**Revenue Considerations:** The Hamilton CFD fund is the initial funding source for this project. However, for the project to proceed, additional funding sources will need to be identified.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	28,000	63,800					91,800
Construction	430	7,500	604,500					612,000
Construction Mgt	440	16,000	45,200					61,200
<b>TOTAL</b>		51,500	713,500	0	0	0	0	765,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Hamilton CFD (241)	410		91,800					91,800
Hamilton CFD (241)	430	50,000	562,000					612,000
Hamilton CFD (241)	440		61,200					61,200
<b>TOTAL</b>		50,000	715,000	0	0	0	0	765,000
CARRYOVER		(1,500)						



**Measure A Group 7 Pavement Rehabilitation**

Project No.: 15-001

Base Code: 431

Funded

**Project Objective:** To rehabilitate the pavement, and address ADA deficiencies on local streets.

**Project Description and Background:** In November, 2003 county voters approved the Measure A transportation sales tax. One component of the sales tax is local infrastructure. This project will rehabilitate pavement on city streets that are not part of the Major Roads category. The streets to be rehabilitated will be determined from an eligibility list, and based on the City's Pavement Management System.

**Basis for Cost Estimate:** Costs are based on the estimated amount of Measure A Local Streets, Measure B (Vehicle Registration Fee), and Gas Tax funds that will be available in FY 14/15 along with a \$300,000 allocation of Long Term Maintenance - Infrastructure funding. Staff will develop a candidate list of streets sufficient to utilize all the funding available in 14/15.

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

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

Project Expenditure	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Proj Develop	410	80,000	0					80,000
Construction	430	200,000	749,553					949,553
Construction Mgt	440	40,000	27,329					67,329
TOTAL		320,000	776,882		0	0	0	1,096,882

Funding Source	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Infrastructure LTM (324)	410	80,000						80,000
TAM Measure A (309)	430	483,011						483,011
TAM Measure B (308)	430	405,317						405,317
Infrastructure LTM (324)	430	61,225						61,225
Infrastructure LTM (324)	440	67,329						67,329
TOTAL		1,096,882	0		0	0	0	1,096,882
CARRYOVER		776,882						



**Measure A Group 8 Pavement Rehabilitation**

**Project No.:** 16-001

**Base Code:** 431

*Funded*

**Project Objective:** To rehabilitate the pavement on City maintained streets per the Pavement Management Plan.

**Project Description and Background:** In November 2003, county voters approved the Measure A transportation sales tax. One component of the sales tax is local infrastructure. This project will rehabilitate pavement on city streets that are not part of the Major Roads category. The streets to be rehabilitated will be determined from the City's Pavement Management System.

**Basis for Cost Estimate:** Costs are based on the estimated amount of Measure A funds that will be available in FY 15/16.

**Basis for Schedule:** The project is scheduled for FY 2016/17, with construction anticipated in summer of 2017.

**Revenue Considerations:** The voter approved Measure A transportation sales tax, Gas Tax, and Long Term Maintenance - Infrastructure are the funding sources for this project.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	0		100,000				100,000
Construction	430	0		777,175				777,175
Construction Mgt	440	0		75,000				75,000
<b>TOTAL</b>		0	0	952,175	0	0	0	952,175

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Gas Tax (272)	410	0		100,000				100,000
LTM Infrastructure	430	0		225,000				225,000
LTM Infrastructure	440	0		75,000				75,000
Measure A (309)	430	0		552,175				552,175
<b>TOTAL</b>		0	0	952,175		0	0	952,175
CARRYOVER		0						



**Measure A Group 9 Pavement Rehabilitation**

**Project No.:** 17-001

**Base Code:** 431

**Funded**

**Project Objective:** To rehabilitate the pavement on streets not previously rehabilitated with Measure F or Measure B funds.

**Project Description and Background:** In November of 2003 the County voters approved Measure A transportation sales tax. One component of the sales tax is local infrastructure. This project will rehabilitate pavement on City streets that are not part of the Major Roads category. The streets to be rehabilitated will be determined based on the City's Pavement Management System.

**Basis for Cost Estimate:** Costs are based on the estimated amount of Measure A Local Streets and Gas Tax funds that will be available in FY 16/17. The City's portion of Measure A funds for local streets is estimated to be between \$372,000 and \$450,000 per fiscal year.

**Basis for Schedule:** The project is scheduled for FY 2017/18.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	0			100,000			100,000
Construction	430	0			775,000			775,000
Construction Mgt	440	0			75,000			75,000
<b>TOTAL</b>		0	0	0	950,000	0	0	950,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Gas Tax (272)	410	0			100,000			100,000
LTM Infrastructure	430	0			225,000			225,000
LTM Infrastructure	440	0			75,000			75,000
Measure A (309)	430	0			550,000			550,000
<b>TOTAL</b>		0	0	0	950,000	0	0	950,000
CARRYOVER		0						



**Measure A Group 10 Pavement Rehabilitation**

**Project No.: 18-001**

**Base Code: 431**

*Funded*

**Project Objective:** To rehabilitate the pavement on streets not previously rehabilitated with Measure F or Measure B funds.

**Project Description and Background:** In November of 2003 the County voters approved Measure A transportation sales tax. One component of the sales tax is local infrastructure. This project will rehabilitate pavement on City streets that are not part of the Major Roads category. The streets to be rehabilitated will be determined based on the City's Pavement Management System.

**Basis for Cost Estimate:** Costs are based on the estimated amount of Measure A Local Streets and Gas Tax funds that will be available in FY 17/18. The City's portion of Measure A funds for local streets is estimated to be between \$372,000 and \$450,000 per fiscal year.

**Basis for Schedule:** The project is scheduled for FY 2018/19.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	0				100,000		100,000
Construction	430	0				775,000		775,000
Construction Mgt	440	0				75,000		75,000
<b>TOTAL</b>		0	0	0	0	950,000	0	950,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Gas Tax (272)	410	0				100,000		100,000
LTM Infrastructure	430	0				225,000		225,000
LTM Infrastructure	440	0				75,000		75,000
Measure A (309)	430	0				550,000		550,000
<b>TOTAL</b>		0	0	0	0	950,000	0	950,000
CARRYOVER		0						



**Measure A Group 11 Pavement Rehabilitation**

**Project No.:** 19-001

**Base Code:** 431

Funded      □

**Project Objective:** To rehabilitate the pavement on streets not previously rehabilitated with Measure F or Measure B funds.

**Project Description and Background:** In November of 2003 the County voters approved Measure A transportation sales tax. One component of the sales tax is local infrastructure. This project will rehabilitate pavement on City streets that are not part of the Major Roads category. The streets to be rehabilitated will be determined based on the City's Pavement Management System.

**Basis for Cost Estimate:** Costs are based on the estimated amount of Measure A Local Streets and Gas Tax funds that will be available in FY 17/18. The City's portion of Measure A funds for local streets is estimated to be between \$372,000 and \$450,000 per fiscal year.

**Basis for Schedule:** The project is scheduled for FY 2019/20.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	0					100,000	100,000
Construction	430	0					775,000	775,000
Construction Mgt	440	0					75,000	75,000
<b>TOTAL</b>		0	0	0	0		950,000	950,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Gas Tax (272)	410	0					100,000	100,000
LTM Infrastructure	430	0					225,000	225,000
LTM Infrastructure	440	0					75,000	75,000
Measure A (309)	430	0					550,000	550,000
<b>TOTAL</b>		0	0	0	0		950,000	950,000
CARRYOVER		0						



**MTC Pavement Management System III**

**Project No.:** 13-002

**Base Code:** 431

***Funded***

**Project Objective:** Maintain the City's Pavement Management System based upon the program (Streetsaver) developed by the Metropolitan Transportation Commission (MTC) thereby keeping Novato's certification as an MTC Pavement Management Program user.

**Project Description and Background:** The project measures the pavement life of a street after construction, reconstruction, or rehabilitation and develops the most cost-effective rehabilitation strategies for pavement maintenance. Through use of the Pavement Management System, Novato remains eligible to apply for transportation grants. The database must be maintained on a regular basis by inputting new streets into the system, entering maintenance treatments applied to streets, rating streets that do not receive maintenance treatments within the four year cycle, updating the unit costs for maintenance treatments, updating the GIS interface, and entering available funding. To remain certified with MTC the City must submit an annual report or make the database available through the internet for MTC to view.

**Basis for Cost Estimate:** Project development costs are for the annual rating of City streets and to maintain the database used by Streetsaver. Project costs will be tracked over a four year period to determine annual costs - this CIP project is a continuation of two previous four year cycle projects.

**Basis for Schedule:** Arterial and collector streets are required to be rated every two years. Residential and other streets are not required to be rated, but MTC recommends that they are, and it is an advantage in receiving grant funding.

**Revenue Considerations:** Gas Tax will be utilized for this project.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	45,000	55,000	35,000	55,000	35,000	55,000	280,000
<b>TOTAL</b>		45,000	55,000	35,000	55,000	35,000	55,000	280,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Gas Tax (272)	410	105,000	35,000	35,000	35,000	35,000	35,000	280,000
<b>TOTAL</b>		105,000	35,000	35,000	35,000	35,000	35,000	280,000
CARRYOVER		60,000						

**Nave Drive Sidewalk Construction - Bolling to Hamilton School**

**Project No.:** 15-011

**Base Code:** 431

***Funded***

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

**Project Description and Background:** In 2013 staff started receiving requests from residents in the Hamilton area for improved pedestrian facilities along Nave Drive in the vicinity of the Hamilton Meadows school and new gym. Staff applied for and received two consecutive rounds of Transportation for Clean Air (TFCA) grants through the Bay Area Air Quality Management District, that provide the majority of the funding. Since the filing of the first TFCA grant, an additional improvement (left turn lane) has been identified as a benefit, increasing the proposed cost.

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

**Basis for Schedule:** Construction is tentatively scheduled to take place in summer of 2015; The first round of TFCA funding has a November 2015 deadline for expenditure.

**Revenue Considerations:** Partial funding has been secured through the TFCA grant, and the gap closure is being funded with Gas Tax.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	70,000	0					70,000
Construction	430		468,883					468,883
Construction Mgt	440		47,000					47,000
<b>TOTAL</b>		70,000	515,883	0	0	0	0	585,883

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Gas Tax (272)	410	29,000						29,000
Gas Tax (272)	430	65,050						65,050
Gas Tax (272)	440	12,554						12,554
Grant BAAQMD (283)	410	41,000						41,000
Grant BAAQMD (283)	430	403,833						403,833
Grant BAAQMD (283)	440	34,446						34,446
<b>TOTAL</b>		585,883	0	0	0	0	0	585,883
<b>CARRYOVER</b>		515,883						



**North Redwood Boulevard Corridor Study**

**Project No.: 16-011**

**Base Code: 431**

***Partially Funded***

**Project Objective:** To develop a comprehensive streetscape plan for Redwood Boulevard between Diablo Avenue and San Marin Drive. Preliminary work will involve consolidation of previous design schemes and determination of constraints for development of the plan, including number of vehicle lanes, parking orientation and disposition of utilities.

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

**Basis for Cost Estimate:** The project cost is based on staff's estimate based on previous similar work.

**Basis for Schedule:** Preliminary work is scheduled for fiscal year 14-15, with full development in fiscal year 15-16 as funded permits.

**Revenue Considerations:** Development Impact Fees (Streets and Intersections) is the identified funding source for the preliminary work. No funding source has been identified for completion of the study.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	0	30,000	200,000				230,000
Construction	430	0	0					0
Construction Mgt	440	0	0					0
<b>TOTAL</b>		0	30,000	200,000	0	0	0	230,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
DIF ST&I (325)	410	0	30,000					30,000
<b>TOTAL</b>		0	30,000	0	0	0	0	30,000
CARRYOVER		0						



**Novato Boulevard Improvements  
Between Diablo Avenue and Grant Avenue (AGP-1)**

Project No.: 01-004

Base Code: 431

***Funded***

**Project Objective:** To improve safety and reduce traffic congestion.

**Project Description and Background:** To provide improvements to Novato Boulevard between Diablo Avenue and Grant Avenue. This project is listed in the General Plan as one of the improvements needed to accommodate future growth and enable the roadway system to operate safely and efficiently. The project will widen this stretch of arterial to two lanes with bike lanes in each direction, separated by a raised median island or two-way, left turn lane. In addition, side street access issues will be addressed for Pine Street, Cypress Avenue, and Los Alondras Court. The three traffic signals will either be rebuilt or modernized. The widening and side street access issues will necessitate house moving and/or relocations. The completion of the environmental documentation will further define the project. This project does not include the rule 20A underground utility district. The underground utility district will be done under a different Capital Improvement Program project that will be scheduled once environmental documentation is complete, and it will include the street lighting.

**Basis for Cost Estimate:** Costs are based on the Council approved Project Study Report, CIP Project 97-003. A portion of the project development and acquisition costs are actual.

**Basis for Schedule:** Construction is tentatively scheduled for FY 2015/16. Environmental documentation (CEQA) is underway, and should be complete by the end of 2014. Right-of-way acquisition will follow, and could take several years. Detailed project design will coincide with right-of-way acquisition.

**Revenue Considerations:** The Citywide Development Impact Fees - Streets and Intersections and Measure A are the major funding source for these improvements. Deferred improvement agreements along this section will also be invoked.

Project Expenditure	Sub Object	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Proj Develop	410	690,000	250,000	360,000				1,300,000
Acquisition	420	454,558	400,000	515,592				1,370,150
Construction	430	0			2,100,000	7,883,842		9,983,842
Construction Mgt	440	0				511,850		511,850
<b>TOTAL</b>		<b>1,144,558</b>	<b>650,000</b>	<b>875,592</b>	<b>2,100,000</b>	<b>8,395,692</b>	<b>0</b>	<b>13,165,842</b>

Funding Source	Sub Object	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
DIF-St/Intersections (327)	410	547,307		374,683				921,990
DIF-St/Intersections (327)	420	685,075						685,075
DIF-St/Intersections (327)	430	0			1,050,000	1,278,920		2,328,920
DIF-St/Intersections (327)	440	0				255,925		255,925
Measure A (309)	410	547,307		(169,297)				378,010
Measure A (309)	420	685,075						685,075
Measure A (309)	430	0			1,050,000	6,604,922		7,654,922
Measure A (309)	440	0				255,925		255,925
<b>TOTAL</b>		<b>2,464,764</b>	<b>0</b>	<b>205,386</b>	<b>2,100,000</b>	<b>8,395,692</b>	<b>0</b>	<b>13,165,842</b>
CARRYOVER		1,320,206						



**Olive Avenue Class II Bike Lanes - HSIP**

**Project No.: 13-009**

**Base Code: 431**

**Funded**

**Project Objective:** To provide Class II bike lane safety improvements on Olive Avenue between Samrose Drive & City Limit.

**Project Description and Background:** In July 2012 the City applied for a grant from the federal Highway Safety Improvement Program (HSIP), which is administered by Caltrans. The City was awarded the grant in October 2012. This project will widen Olive Avenue between Samrose Drive and the City limit to include Class II bike lanes and potentially a pedestrian path on one side of the street. The viability of including a pedestrian path will be reviewed as part of the project.

**Basis for Cost Estimate:** Estimate was prepared for the HSIP grant application based on design work done by W-Trans, a consultant for the grant application.

**Basis for Schedule:** Project development is scheduled to begin in Fiscal Year 2013/14 while the project is being processed by federal government with construction scheduled for summer 2015.

**Revenue Considerations:** Federal grant pays 90% of project cost, with the city share of local match funding from the Gas Tax fund (project budget included \$10,000 in FY 12/13 pre-development costs not specified in grant budget to account for project activities before allocation of federal funds by Caltrans).

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	110,000	29,200					139,200
Construction	430	0	556,700					556,700
Construction Mgt	440	0	83,500					83,500
<b>TOTAL</b>		110,000	669,400	0	0	0	0	779,400

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Gas Tax (272)	410	14,000						14,000
Gas Tax (272)	430	55,700						55,700
Gas Tax (272)	440	8,400						8,400
Federal Grants (284)	410	125,200						125,200
Federal Grants (284)	430	501,000						501,000
Federal Grants (284)	440	75,100						75,100
<b>TOTAL</b>		779,400	0		0	0	0	779,400
<b>CARRYOVER</b>		669,400						



**Olive Avenue Improvements, Phase III**

**Project No.:** 97-001

**Base Code:** 431

**Funded**

**Project Objective:** To improve the sight distance across the railroad tracks, replace failing drainage facilities, provide a storm water treatment outfall structure and rehabilitate the pavement along Olive Avenue between Redwood Boulevard and Railroad Avenue.

**Project Description and Background:** Improvements to the northerly side of Olive Avenue, between Redwood Boulevard and the railroad tracks, will be constructed by the City. Drainage enhancements will include a new storm drain from Redwood Blvd. to the railroad tracks. The rebuilding of the railroad tracks will be accomplished by Sonoma Marin Area Rail Transit (SMART). Widening the railroad crossing will require negotiations with SMART, owner of the tracks.

**Basis for Cost Estimate:** Project development costs are based on actual amounts and an estimate to complete the environmental review and design. Construction costs are based on a preliminary estimate of contract quantities and recent bid prices, and do not include any environmental mitigation measures, the extent of which will not be known until completion of environmental review. Construction management costs are estimates for inspection and material testing.

**Basis for Schedule:** Project development is far enough along to allow the City to coordinate the design of the railroad crossing with the development's frontage improvements, and the railroad tracks reconstruction. The project is tentatively scheduled to begin construction in the spring of 2015 pending environmental and permit processing.

**Revenue Considerations:** Measure B was replaced with Measure A as Measure B funds needed to be expended by March 2012. Development Impact Fees Drainage will fund the drainage improvements.

Project Expenditure	Sub Object	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Proj Develop	410	170,000	52,000					222,000
Construction	430	0	476,451					476,451
Construction Mgt	440	0	53,841					53,841
<b>TOTAL</b>		170,000	582,292	0	0	0	0	752,292

Funding Source	Sub Object	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Bond B (307)	410	41,651						41,651
Clean Storm Water (321)	410	9,789						9,789
Clean Storm Water (321)	430	20,000						20,000
Clean Storm Water (321)	440	2,445						2,445
DIF Drainage (327)	410	13,183						13,183
DIF Drainage (327)	430	79,589						79,589
DIF Drainage (327)	440	9,730						9,730
Gas Tax (272)	410		50,000					50,000
Measure A (309)	410	45,000						45,000
Measure A (309)	430	113,386						113,386
Measure A (309)	440	9,329						9,329
Utility Reimbursement	410	413						413
Utility Reimbursement	430	4,125						4,125
Utility Reimbursement	440	206						206
Restricted Revenue	410	61,964						61,964
Restricted Revenue	430	259,351						259,351
Restricted Revenue	440	32,131						32,131
<b>TOTAL</b>		702,292	50,000	0	0	0	0	752,292
<b>CARRYOVER</b>		532,292						



## Pedestrian Crossing Safety Enhancement Pilot Program

**Project No.:** 15-012

**Base Code:** 431

**Funded**

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

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

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

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

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	25,000	10,000					35,000
Construction	430		13,500					13,500
Construction Mgt	440		1,500					1,500
<b>TOTAL</b>		25,000	25,000	0	0	0	0	50,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Measure F (201)	410	25,000	10,000					35,000
Measure F (201)	430	20,000	(6,500)					13,500
Measure F (201)	440	5,000	(3,500)					1,500
<b>TOTAL</b>		50,000	0	0	0	0	0	50,000
<b>CARRYOVER</b>		25,000						



**Railroad Avenue Ditch Drainage Improvements**

**Project No.:** 00-015

**Base Code:** 431

*Funded*

**Project Objective:** To reduce flooding risk in the northeastern area of Downtown Novato. Rush Creek runs generally along the railroad right-of-way in the northern part of Downtown Novato.

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

**Basis for Cost Estimate:** Project development costs are a combination of actual costs, and an estimate to complete the coordination with SMART. Construction and construction management costs are based on an estimate developed with SMART.

**Basis for Schedule:** SMART is currently reconstruct railroad tracks; however the subject drainage work is not included the permitting secured by SMART. The schedule will be dependent upon permitting required, and coordination with SMART.

**Revenue Considerations:** An allocation of \$330,000 in Measure B funding was replaced with Gas Tax due to time constraints of spending Measure B funding. Development Impact Fees - Drainage are eligible for this project since Railroad Avenue is a collector street. DIF funds have a match rate of 20.2% per the DIF 2002 Update.

<b>Project Expenditure</b>	<b>Sub Object</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	120,000	12,442					132,442
Construction	430	0	292,973					292,973
Construction Mgt	440	0	18,119					18,119
<b>TOTAL</b>		120,000	323,534	0	0	0	0	443,534

<b>Funding Source</b>	<b>Sub Object</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Bond B (307)	410	61,785						61,785
DIF-Drainage (327)	410	20,693	6,060					26,753
DIF-Drainage (327)	430	59,180						59,180
DIF-Drainage (327)	440	3,661						3,661
Gas Tax (272)	410	19,964	23,940					43,904
Gas Tax (272)	430	233,793						233,793
Gas Tax (272)	440	14,458						14,458
<b>TOTAL</b>		413,534	30,000	0	0	0	0	443,534
<b>CARRYOVER</b>		293,534						



**Redwood Boulevard and U.S. 101 Southbound Ramps at San Marin Drive Improvements (AGP-5 & NP-1)**

Project No.: 99-007

Base Code: 431

*Partially Funded*

**Project Objective:** To improve safety and reduce traffic congestion.

**Project Description and Background:** This project is listed in the General Plan as one of the improvements needed to accommodate future growth, and is also part of the City of Novato's establishment of traffic impact fees of development. Additional lane capacity is needed at these two intersections. The project would modify the southbound, eastbound, and westbound approaches at Redwood Boulevard and San Marin Drive, and the eastbound right turn lane onto the southbound U.S. 101 on-ramp, including ramp widening. The work could require widening the San Marin Drive bridge over the SMART railroad.

**Basis for Cost Estimate:** Costs are based on the 2002 update of the Development Impact Fees For Public Facilities for AGP-5 and NP-1 traffic mitigation. Total anticipated costs are \$6,032,203.

**Basis for Schedule:** The project will be scheduled to occur at the time the proposed San Marin Business Park project (located in the vicinity of Wood Hollow Drive and Meadow Crest Road) proceeds with development. Initial project development was funded in FY 2006/07 in order to allow coordination between the city and Caltrans for the Marin Sonoma Narrows freeway project. Construction schedule will be based on Caltrans, the private development of the business park, and available funding.

**Revenue Considerations:** Citywide Development Impact Fees-Streets and Intersections, is the funding source for these improvements. Traffic in-lieu fees from the Buck Center, and accrued interest, are the restricted revenue component of this project. Grant funding is another possible fund source.

Project Expenditure	Sub Object	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Proj Develop (410)	410	100			29,900	690,000		720,000
Construction (430)	430	0				4,832,203		4,832,203
Construction Mgt (440)	440	0				480,000		480,000
Equip/Furnish (450)	450	0						0
<b>TOTAL</b>		100	0	0	29,900	6,002,203	0	6,032,203

Funding Source	Sub Object	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Dev Impact-St/Int (327)	410	26,000			30,000	664,000		720,000
Dev Impact-St/Int (327)	430	0				1,610,734		1,610,734
Dev Impact-St/Int (327)	440	0				160,000		160,000
Rest Rev - Buck Center (325)	430	30,604						30,604
<b>TOTAL</b>		56,604	0	0	30,000	2,434,734	0	2,521,338
CARRYOVER		56,504						

**Redwood Boulevard Improvements North of San Marin (NP-2)**

**Project No.:** 05-002

**Base Code:** 431

***Partially Funded***

**Project Objective:** To improve safety and reduce traffic congestion.

**Project Description and Background:** This project is listed in the General Plan as one of the improvements needed to accommodate future growth, and is also part of the City of Novato's establishment of traffic impact fees of development. The project is also listed in the Development Impact Fee (DIF) Report For Public Facilities 2002 update, as a needed improvement to accommodate future growth. The project would widen Redwood Boulevard to include two southbound lanes between Wood Hollow Drive and San Marin Drive. This project will require right-of-way acquisition.

**Basis for Cost Estimate:** Costs are based on the 2002 update of the DIF Report for Public Facilities. The costs, shown on the future development share, are listed in the DIF Report for Public Facilities. Total project costs will not be known until project development begins. Right-of-way costs are unknown, and were not identified in the Development Impact Fee Report. Right-of-way costs are a rough estimate in the absence of an appraisal report.

**Basis for Schedule:** The project will be scheduled to occur at the time the San Marin Business Park, located in the vicinity of Wood Hollow Drive and Meadow Crest Road, proceeds with development. Project Development is scheduled to begin in FY 2015/16. Project is contingent upon sufficient funds being available in the DIF account.

**Revenue Considerations:** Citywide development impact fees are one funding source for these improvements. Additional revenues will be determined during project development. Staff may apply for state or federal grant funding to supplement and/or replace the DIF funding.

<b>Project Expenditure</b>	<b>Sub Object</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop (410)	410	0		128,462				128,462
Acquisition (420)	420	0			100,000			100,000
Construction (430)	430	0			542,308			542,308
Construction Mgt (440)	440	0			54,231			54,231
<b>TOTAL</b>		0	0	128,462	696,539	0	0	825,001

<b>Funding Source</b>	<b>Sub Object</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Dev Impact-St/Int (327)	410	0		128,462				128,462
Dev Impact-St/Int (327)	420	0			100,000			100,000
Dev Impact-St/Int (327)	430	0			542,308			542,308
Dev Impact-St/Int (327)	440	0			54,231			54,231
<b>TOTAL</b>		0	0	128,462	696,539	0	0	825,001
CARRYOVER		0						

## Retaining Wall Assessment and Repairs

**Project No.:** 14-007

**Base Code:** 431

***Funded***

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

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

**Basis for Cost Estimate:** Preliminary cost estimates

**Basis for Schedule:** Study completed in 13/14. Initial repairs scheduled for 14/15.

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

Project Expenditure	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Proj Develop	410	45,000	5,000	25,000		25,000		100,000
Construction	430	0	225,000		115,000		115,000	455,000
Construction Mgt	440	0	25,000		10,000		10,000	45,000
<b>TOTAL</b>		45,000	255,000	25,000	125,000	25,000	125,000	600,000

Funding Source	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Gas Tax (272)	410	50,000	0	25,000		25,000		100,000
Infrastructure LTM (324)	430	100,000	125,000		115,000		115,000	455,000
Infrastructure LTM (324)	440	0	25,000		10,000		10,000	45,000
<b>TOTAL</b>		150,000	150,000	25,000	125,000	25,000	125,000	600,000
CARRYOVER		105,000						



**Rule 20A Underground Utility District 16 Novato Boulevard from  
Diablo Avenue to Boulevard Terrace**

**Project No.: 12-004**

**Base Code: 431**

*Funded*

**Project Objective:** To remove all overhead wires and supporting poles on Novato Boulevard between Diablo Avenue and Boulevard Terrace and underground utilities.

**Project Description and Background:** Novato Boulevard between Diablo Avenue and Grant Avenue is scheduled for major road work in fiscal year 2015/16, and it is desirable to underground utilities along that corridor. Overhead utilities exist between Diablo Avenue and Boulevard Terrace. Novato Boulevard is an eligible street for a rule 20A underground conversion project. The involved utility companies will prepare their underground conversion designs and the City will compile the information into trench composites and then bid the project. The City would be reimbursed for non-City costs on the project by the utility companies.

**Basis for Cost Estimate:** Costs are based on rough trench costs provided by PG&E. Once the district is developed, more accurate estimates will be developed.

**Basis for Schedule:** In order to meet the construction timeline for the Novato Boulevard Improvements project 01-004, design needs to commence this upcoming fiscal year.

**Revenue Considerations:** Measure A Regional and Development Impact Fees-Streets and Intersections will cover the City portion of the underground district. Utility reimbursements will cover the rest of the project costs.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	5,913	39,087					45,000
Construction	430	0		400,000	200,000			600,000
Construction Mgt	440	0		40,000	20,000			60,000
<b>TOTAL</b>		5,913	39,087	440,000	220,000	0	0	705,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Dev Impact-St/Int (327)	410	7,500						7,500
Dev Impact-St/Int (327)	430	0		75,000	25,000			100,000
Dev Impact-St/Int (327)	440	0		5,000	5,000			10,000
Measure A (309)	410	7,500						7,500
Measure A (309)	430	0		75,000	25,000			100,000
Measure A (309)	440	0		5,000	5,000			10,000
Utility Reimbursement	410	15,000	15,000					30,000
Utility Reimbursement	430	0		250,000	150,000			400,000
Utility Reimbursement	440	0		30,000	10,000			40,000
<b>TOTAL</b>		30,000	15,000	440,000	220,000	0	0	705,000
<b>CARRYOVER</b>		24,087						



**Rule 20A Underground Utility District 17 Railroad Avenue from Olive Avenue to South End**

**Project No.: 12-006**

**Base Code: 431**

**Funded**

**Project Objective:** To remove all overhead wires and supporting poles on Railroad Avenue between Olive Avenue and South End and underground utilities.

**Project Description and Background:** Railroad Avenue between Olive Avenue and Grant Avenue has experienced a lot of construction activity in recent years, and after the Sonoma Marin Area Rail Transit is built, Railroad Avenue will be in need of road work. It is therefore desirable to underground utilities along that corridor. The undergrounding will include all of Railroad and a small section of Olive Avenue at the intersection of Railroad Avenue extending across the railroad tracks. Railroad Avenue is a collector street which makes it an eligible Rule 20A underground conversion project. The City will be the trenching agent for the project, decreasing the design length from 5 years to 2 to 3 years. The involved utility companies will prepare their underground conversion designs and the City will compile the information into trench composites and then bid the project. The City will be reimbursed for non City costs on the project by the utility companies.

**Basis for Cost Estimate:** Costs are based on rough trench costs provided by PG&E. Once the district is developed, more accurate estimates will be developed.

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

**Revenue Considerations:** Underground Utility fund covers the City's streetlight portion. Utility reimbursement is the other funding source for this project.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	8,881		58,619				67,500
Construction	430	0			450,000			450,000
Construction Mgt	440	0			45,000			45,000
<b>TOTAL</b>		8,881	0	58,619	495,000	0	0	562,500

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Underground Utility (226)	410	22,275						22,275
Underground Utility (226)	430	0			148,500			148,500
Underground Utility (226)	440	0			14,850			14,850
Utility Reimbursement	410	0		45,225				45,225
Utility Reimbursement	430	0			301,500			301,500
Utility Reimbursement	440	0			30,150			30,150
<b>TOTAL</b>		22,275	0	45,225	495,000	0	0	562,500



**Rule 20A Underground Utility District 18 Olive Avenue from Rosalia Drive to City Limits**

**Project No.:** 12-007

**Base Code:** 431

***Partially Funded***

**Project Objective:** To remove all overhead wires and supporting poles and underground utilities on Olive Avenue between Rosalia Drive and the city limit.

**Project Description and Background:** Olive Avenue between Railroad Avenue and Rosalia Drive was undergrounded in the late 1980's. With the other two underground districts on Olive near Redwood and Railroad Avenue this project would complete undergrounding of utilities from Redwood Blvd to the city limits on Olive. Olive Avenue is a collector street which makes it an eligible Rule 20A underground conversion project. The City will be the trenching agent for the project, decreasing the design length from 5 years to 2 to 3 years. The involved utility companies will prepare their underground conversion designs and the City will compile the information into trench composites and then bid the project. The City will be reimbursed for non City costs on the project by the utility companies. The amount of funding available for this project in FY 17/18 may change after completion of other priority underground projects, and thus, this project should be considered partially funded at this time.

**Basis for Cost Estimate:** Costs are based on rough trench costs provided by PG&E. Once the district is developed, more accurate estimates will be developed.

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

**Revenue Considerations:** Underground Utility fund covering the City's streetlight portion and utility reimbursement are the funding source for this project. The availability of utility reimbursement revenues will

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	4,265				130,735		135,000
Construction	430	0					900,000	900,000
Construction Mgt	440	0					90,000	90,000
<b>TOTAL</b>		4,265	0	0	0	130,735	990,000	1,125,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Underground Utility (226)	410	29,700						29,700
Underground Utility (226)	430	0					297,000	297,000
Underground Utility (226)	440	0					29,700	29,700
Utility Reimbursement	410	0				105,300		105,300
Utility Reimbursement	430	0					603,000	603,000
Utility Reimbursement	440	0					60,300	60,300
<b>TOTAL</b>		29,700	0	0	0	105,300	990,000	1,125,000
<b>CARRYOVER</b>		25,435						



**Rule 20B Underground Utility District B-6 Olive Avenue from Redwood Boulevard to Railroad Avenue**

Project No.: 12-005

Base Code: 431

Funded

**Project Objective:** To remove all overhead wires and supporting poles on Olive Avenue between Redwood Blvd and the railroad tracks and underground utilities.

**Project Description and Background:** Olive Avenue between Redwood Blvd and Railroad Avenue is scheduled for major road work in fiscal year 2014/15 and it is desirable to underground utilities along that corridor. Overhead utilities exist between Redwood Blvd to Railroad Avenue. The owner of the parcel at the northeast corner of Redwood Blvd and Olive Avenue signed a deferred improvement agreement that including undergrounding the utilities. The City will be the trenching agent for the project, decreasing the design length from 5 years to 2 to 3 years. The involved utility companies will prepare their underground conversion designs and the City will compile the information into trench composites and then bid the project. The City will be reimbursed by the developer for this project.

**Basis for Cost Estimate:** Costs are based on rough trench costs provided by PG&E. Once the district is developed, more accurate estimates will be developed.

**Basis for Schedule:** This project is on hold pending environmental certification and permitting being undertaken for the associated street widening project, 97-001.

**Revenue Considerations:** Underground Utility fund will fund the improvements with the expectation that the developer will reimburse a portion of the funds. Restricted Revenue is included, reflecting the contribution from the developer.

Project Expenditure	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Proj Develop	410	57,675	5,000					62,675
Construction	430	0	344,300					344,300
Construction Mgt	440	0	15,402					15,402
<b>TOTAL</b>		57,675	364,702	0	0	0	0	422,377

Funding Source	Sub Objects	Prior to 15/16	15/16	16/17	17/18	18/19	19/20	Total
Underground Utility (226)	410	28,600	5,998					34,598
Underground Utility (226)	430	228,481						228,481
Underground Utility (226)	440	13,200	(5,998)					7,202
Restricted Revenue (325)	410	23,077	5,000					28,077
Restricted Revenue (325)	430	115,819						115,819
Restricted Revenue (325)	440	13,200	(5,000)					8,200
<b>TOTAL</b>		422,377	0	0	0	0	0	422,377
<b>CARRYOVER</b>		364,702						



**Safe Pathways to Schools Crosswalk Improvements -  
Ignacio Boulevard and South Novato Boulevard**

**Project No.: 16-008**

**Base Code: 431**

**Funded**

**Project Objective:** This project would install crosswalk markings and controls at two locations on Ignacio Boulevard where none exist and install enhancements at two existing crossing locations on South Novato Boulevard. The specific locations are Ignacio at Country Club Drive and at Laurelwood Drive (west) and South Novato Boulevard at Lark Court and at Yukon Way. The specific enhancements include continental style markings, rectangular rapid flashing beacons, pedestrian refuge and signage.

**Project Description and Background:** The subject locations were chosen based on the criteria for a Transportation Authority of Marin Safe Pathways to Schools grant.

**Basis for Cost Estimate:** The project costs are based on engineer's estimate.

**Basis for Schedule:** The project should be initiated and completed in FY 2015/16.

**Revenue Considerations:** A Transportation Authority of Marin Safe Pathways to Schools grant provides the bulk of the funding with a match contribution of Measure F funds.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	0	24,000					24,000
Construction	430	0	150,959					150,959
Construction Mgt	440	0	9,000					9,000
<b>TOTAL</b>		0	183,959	0	0	0	0	183,959

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Measure F (201)	410	0	22,000					22,000
Measure F (201)	430	0	53,819					53,819
Measure F (201)	440	0	8,140					8,140
SP2S Measure A (309)	410	0	2,000					2,000
SP2S Measure A (309)	430	0	97,140					97,140
SP2S Measure A (309)	440	0	860					860
<b>TOTAL</b>		0	183,959	0	0	0	0	183,959
<b>CARRYOVER</b>		0						



**Safe Pathways to Schools Radar Speed Feedback Signs**

**Project No.: 16-009**

**Base Code: 431**

***Funded***

**Project Objective:** This project would install seven radar speed feedback signs at schools within Novato. The specific locations have been preliminary determined to be at San Marin High School, Pleasant Valley Elementary School, Novato High School and Hamilton Elementary School.

**Project Description and Background:** The subject locations were chosen based on the criteria for a Transportation Authority of Marin Safe Pathways to Schools grant.

**Basis for Cost Estimate:** The project costs are based on engineer's estimate.

**Basis for Schedule:** The project should be initiated and completed in FY 2015/16.

**Revenue Considerations:** A Transportation Authority of Marin Safe Pathways to Schools grant provides the funding.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	0	0					0
Construction	430	0	24,500					24,500
Construction Mgt	440	0	0					0
<b>TOTAL</b>		0	24,500	0	0	0	0	24,500

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
SP2S Measure A (309)	410	0	0					0
SP2S Measure A (309)	430	0	24,500					24,500
SP2S Measure A (309)	440	0	0					0
<b>TOTAL</b>		0	24,500	0	0	0	0	24,500
CARRYOVER		0						

**Safe Pathways to Schools Sidewalk Gap Closures -  
Arthur Street and Plum Street**

**Project No.: 16-010**

**Base Code: 431**

**Funded**

**Project Objective:** This project would install new curb gutter and sidewalk to close gaps in existing pedestrian infrastructure on designated routes to schools for Novato High School (on Arthur Street) and for Olive Elementary School (Plum Street).

**Project Description and Background:** The subject locations were chosen based on the criteria for a Transportation Authority of Marin Safe Pathways to Schools grant.

**Basis for Cost Estimate:** The project costs are based on engineer's estimate.

**Basis for Schedule:** The project should be initiated and completed in FY 2015/16.

**Revenue Considerations:** A Transportation Authority of Marin Safe Pathways to Schools grant provides the bulk of the funding together with matching funds from Measure F.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	0	50,000					50,000
Construction	430	0	317,606					317,606
Construction Mgt	440	0	10,000					10,000
<b>TOTAL</b>		0	377,606	0	0	0	0	377,606

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Measure F (201)	410	0	22,606					22,606
Measure F (201)	430	0	0					0
Measure F (201)	440	0	5,000					5,000
SP2S Measure A (309)	410	0	27,394					27,394
SP2S Measure A (309)	430	0	317,606					317,606
SP2S Measure A (309)	440	0	5,000					5,000
<b>TOTAL</b>		0	377,606	0	0	0	0	377,606
CARRYOVER		0						



**San Marin Drive at Simmons Lane Intersection Improvements**

**Project No.:** 11-020

**Base Code:** 431

***Funded***

**Project Objective:** To reduce traffic congestion.

**Project Description and Background:** The 1999 update of the Development Impact Fees for Public Facilities listed installation of a traffic signal at this intersection as a needed improvement to accommodate future growth and enable the roadway system to operate safely and efficiently. The update indicated that San Marin Drive and Simmons Lane would be expected to operate with an unacceptable level of service (LOS) E during both peak hours under future conditions. The mitigation is to install a traffic signal. A traffic signal could improve the operation to LOS B. A roundabout also will be considered for this intersection.

**Basis for Cost Estimate:** Project development costs are an estimate to complete the design, including advertising for bids. Construction costs are based on the preliminary estimate from the development impact fee report. Construction management costs are an estimate for the signal work.

**Basis for Schedule:** Construction is not currently scheduled.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	5,755		67,678				73,433
Construction	430	0			427,470			427,470
Construction Mgt	440	0			37,503			37,503
<b>TOTAL</b>		<b>5,755</b>	<b>0</b>	<b>67,678</b>	<b>464,973</b>	<b>0</b>	<b>0</b>	<b>538,406</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
DIF-St/Intersections (327)	410	73,433						73,433
DIF-St/Intersections (327)	430	100,000			327,470			427,470
DIF-St/Intersections (327)	440	10,000			27,503			37,503
<b>TOTAL</b>		<b>183,433</b>	<b>0</b>	<b>0</b>	<b>354,973</b>	<b>0</b>	<b>0</b>	<b>538,406</b>
CARRYOVER		177,678						

**Sherman Avenue/Cain Lane Improvements**

**Project No.:** 02-008

**Base Code:** 431

***Partially Funded***

**Project Objective:** To restore the surface of Sherman Avenue and Cain Lane between Sherman Avenue and Reichert Avenue.

**Project Description and Background:** The pavement on Sherman Avenue, and a portion of Cain Lane, need repair. Sherman Avenue is an accepted public street, and serves as an entrance to Novato's downtown. Cain Lane is not a public street but provides access to businesses and public parking. Property owners were approached to determine if there was any interest in installing frontage improvements on Sherman Avenue and rehabilitating Cain Lane. Property owners declined.

**Basis for Cost Estimate:** Costs are based on an engineer's estimate for pavement and concrete repair only. The cost estimate for the full scope of streetscape enhancements proposed by the Downtown Specific Plan is an estimate only. Measure "B" and Chapter 27 funding are for pavement and concrete work only. An additional \$296,739 (approximately, depending on level of improvements) will be needed for this streetscaping.

**Basis for Schedule:** This project is on hold pending development of the civic center master plan.

**Revenue Considerations:** Cain Lane is currently a private alley, therefore, improvements would be subject to the formation of an assessment district. Measure "B" funds were used for project development of pavement rehabilitation and drainage on Sherman Avenue. Remaining Measure B funds were replaced with Measure A funds as Measure B funds needed to be expended by March 2012. The cost of retaining walls, grading, and new sidewalk on Sherman Avenue where it intersects Cain Lane, would need to come from another source, not yet determined.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	53,627		23,966				77,593
Acquisition	420	0						0
Construction	430	0		423,434				423,434
Construction Mgt	440	0		42,343				42,343
<b>TOTAL</b>		<b>53,627</b>	<b>0</b>	<b>489,743</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>543,370</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Chapter 27 (251)	410	11,057						11,057
Measure B (307)	410	49,488						49,488
Measure A (309)	410	20,888						20,888
Measure A (309)	430	3,080		178,867				181,947
<b>TOTAL</b>		<b>84,513</b>	<b>0</b>	<b>178,867</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>263,380</b>
CARRYOVER		30,886						



**SMART Access Improvements**

**Project No.:** 15-013

**Base Code:** 431

**Funded**

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

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

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

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

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

Project Expenditure	Sub Objects	Prior to						Total
		15/16	15/16	16/17	17/18	18/19	19/20	
Proj Develop	410	18,000	7,000					25,000
Construction	430		70,000					70,000
Construction Mgt	440		5,000					5,000
<b>TOTAL</b>		18,000	82,000	0	0	0	0	100,000

Funding Source	Sub Objects	Prior to						Total
		15/16	15/16	16/17	17/18	18/19	19/20	
Gas Tax (272)	410	10,000	15,000					25,000
Gas Tax (272)	430	82,500	(12,500)					70,000
Gas Tax (272)	440	7,500	(2,500)					5,000
<b>TOTAL</b>		100,000	0	0	0	0	0	100,000
CARRYOVER		82,000						

**South Novato Boulevard Diablo to US 101 Preventative Maintenance**

**Project No.:** 16-002

**Base Code:** 431

Funded

**Project Objective:** To preserve the pavement on one of the City's main arterial streets.

**Project Description and Background:** South Novato Boulevard was reconstructed in two phases between 1995 and 2000. Both segments have held up well, however, by 2015 both will be in need of a new surface. South Novato Boulevard is a regional road and Measure A Regional funds will be utilized. It is proposed to use a micro surfacing to seal the pavement. New traffic striping would be required after the surfacing.

**Basis for Cost Estimate:** Costs are based on the City's pavement management system cost per unit for micro surfacing.

**Basis for Schedule:** This project is scheduled to follow the Novato Blvd widening project from Diablo Avenue to Grant Avenue. The current estimated project schedule is for FY 2019/20.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	0					18,000	18,000
Construction	430	0					120,000	120,000
Construction Mgt	440	0					12,000	12,000
<b>TOTAL</b>		0	0	0	0	0	136,164	150,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Gas Tax (272)	410	0					18,000	18,000
Gas Tax (272)	440	0					12,000	12,000
Measure A (309)	430	0					120,000	120,000
<b>TOTAL</b>		0	0	0	0	0	150,000	150,000
CARRYOVER		0						



**Storm Drain Improvements 2015**

**Project No.:** 15-014

**Base Code:** 431

***Funded***

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

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

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

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

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to</b>						<b>Total</b>
		<b>15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	
Proj Develop	410		21,305					21,305
Construction	430		151,627					151,627
Construction Mgt	440		15,038					15,038
<b>TOTAL</b>		0	187,970	0	0	0	0	187,970

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to</b>						<b>Total</b>
		<b>15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	
Infrastructure LTM (324)	410	8,000	9,000					17,000
Infrastructure LTM (324)	430	61,000	60,000					121,000
Infrastructure LTM (324)	440	6,000	6,000					12,000
DIF-Drainage (327)	410	2,011	2,294					4,305
DIF-Drainage (327)	430	15,331	15,296					30,627
DIF-Drainage (327)	440	1,508	1,530					3,038
<b>TOTAL</b>		93,850	94,120	0	0	0	0	187,970
<b>CARRYOVER</b>		93,850						

## Storm Drainage Master Plan

**Project No.:** 98-008

**Funded**

**Base Code:** 431

**Project Objective:** Complete work on the City of Novato's Storm Drainage Master Plan in conjunction with current pollutant discharge elimination programs (National Pollution Discharge Elimination System (NPDES); Marin County Storm Water Pollution Prevention Program (MCSTOPPP); and best management practices.

**Project Description and Background:** The initial master plan work was done during 1986-89 and supported the Measure F bond funding component for storm drainage improvements. The focus at that time was identifying areas where existing local storm drains (as opposed to Flood Control District facilities) warranted upgrades in capacity design to convey flows. New work includes compiling all the previous work done into a comprehensive computerized model of the Novato basins studied previously. Also, mapping will be produced to aid the Clean Storm Water program and the drainage component of the Development Impact Fees. The information obtained will be integrated with the existing storm drain inventory. The work product will also focus on the creation of a GIS database which will serve as a key to facilities management work in the City of Novato with respect to the NPDES mandate to monitor flows throughout the city's network of storm drains. The master plan work will assist creek inspections and pollution complaint investigations. The maps produced will show all pipe outfalls into creeks, and will help fulfill the outfall monitoring task required by the Goals 2000 Clean Storm Water Program (MCSTOPPP).

**Basis for Cost Estimate:** Costs are based on actual expenditures, and estimates for annual and ongoing work for staff and consultants to complete the master plan.

**Basis for Schedule:** The completion of the master plan is scheduled for FY 2014/15. Staff will work with the NPDES and MCSTOPP programs in conjunction with the current point discharge pollutant elimination program, to formulate a treatment program and monitoring system useful to all agencies.

**Revenue Considerations:** The use of Clean Storm Water and Development Impact Fees-Drainage funds will be utilized to perform the project objectives. The Development Impact Fees for Public Facilities 2002 update, Development Impact Fees (DIF) Drainage, identified the storm drain master plan update as needed drainage improvement. The DIF funding is to be a 20.2% match to other city funds.

<b>Project Expenditure</b>	<b>Sub Object</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	200,000	134,000					334,000
<b>TOTAL</b>		200,000	134,000	0	0	0	0	334,000

<b>Funding Source</b>	<b>Sub Object</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Clean Storm Water (321)	410	266,800						266,800
DIF-Drainage (327)	410	67,200						67,200
<b>TOTAL</b>		334,000	0	0	0	0	0	334,000
<b>CARRYOVER</b>		134,000						



**Streetlight Retrofit Project Phase 3**

Project No.: 15-010

Base Code: 431

***Funded***

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

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

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

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

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

Project Expenditure	Sub Objects	Prior to						Total
		15/16	15/16	16/17	17/18	18/19	19/20	
Proj Develop	410	12,661	0					12,661
Construction	430	300,000	747,339					1,047,339
Construction Mgt	440	25,000	55,000					80,000
Equip/Furnish	450	34,365	25,635					60,000
<b>TOTAL</b>		<b>372,026</b>	<b>827,974</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,200,000</b>

Funding Source	Sub Objects	Prior to						Total
		15/16	15/16	16/17	17/18	18/19	19/20	
Measure F (201)	410	60,000	(47,339)					12,661
Measure F (201)	430	1,000,000	47,339					1,047,339
Measure F (201)	440	80,000						80,000
Measure F (201)	450	60,000						60,000
<b>TOTAL</b>		<b>1,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,200,000</b>
<b>CARRYOVER</b>		<b>827,974</b>						

**Traffic Signal Upgrade Program**

**Project No.: 15-015**

**Base Code: 431**

***Partially Funded***

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

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

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

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

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to</b>						<b>Total</b>
		<b>15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	
Proj Develop	410	0	25,000					25,000
Construction	430			650,000				650,000
Construction Mgt	440			50,000				50,000
<b>TOTAL</b>		0	25,000	700,000	0	0	0	725,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to</b>						<b>Total</b>
		<b>15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	
Measure F (201)	410	25,000						25,000
<b>TOTAL</b>		25,000	0	0	0	0	0	25,000
CARRYOVER		25,000						



**Traffic, Bicycle and Pedestrian Improvements 2015**

Project No.:15-016

Base Code: 431

**Funded**

**Project Objective:** To provide enhancements for traffic, bicyclists, and pedestrians for safety, equal access per ADA guidelines, and capacity relief.

**Project Description and Background:** As areas of concern are identified this project will allow staff to investigate and determine solutions on a case by case basis and at various locations citywide, where such installations are not feasible as part of another CIP project.

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

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

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Proj Develop	410	19,484	10,000					29,484
Construction	430		10,000					10,000
Equipment	450	516	0					516
<b>TOTAL</b>		<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 15/16</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Infrastructure LTM (324)	410	5,000	24,484					29,484
Infrastructure LTM (324)	430	15,000	(5,000)					10,000
Infrastructure LTM (324)	430		516					516
<b>TOTAL</b>		<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>
CARRYOVER			0					

## Vineyard Road Improvements

**Project No.:**15-017

**Base Code:** 431

**Funded**

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

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

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

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

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

Project Expenditure	Sub Objects	Prior to						Total
		15/16	15/16	16/17	17/18	18/19	19/20	
Proj Develop	410	20,000	63,975					83,975
Construction	430		829,604					829,604
Construction Mgt	440		92,178					92,178
<b>TOTAL</b>		20,000	985,757	0	0	0	0	1,005,757

Funding Source	Sub Objects	Prior to						Total
		15/16	15/16	16/17	17/18	18/19	19/20	
Gas Tax (272)	410	63,975						63,975
LTM Infrastructure (324)	410	20,000						20,000
LTM Infrastructure (324)	430		207,822					207,822
LTM Infrastructure (324)	440		92,178					92,178
Measure A (309)	430		621,782					621,782
<b>TOTAL</b>		83,975	921,782		0	0	0	1,005,757
<b>CARRYOVER</b>		63,975						



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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*** — Accounts for the revenues and expenditures in connection with landscape maintenance for the Pointe Marin Community Facilities District.

**Fund 241 - Hamilton Community Facilities District**

This special revenue fund was established to account for the special tax assessment for landscaping maintenance and pump and levee maintenance in the Hamilton Community Facilities District.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	(382,363)	(310,944)	(227,091)	68,651
Revenues				
Investment Earnings	111	280	340	285
Special Tax Assessment	521,216	521,216	547,545	561,497
Other			230,000	230,000
<b>Subtotal Revenues</b>	<b>521,327</b>	<b>521,496</b>	<b>777,885</b>	<b>791,782</b>
Transfers In:				
General Fund	7,992			
San Pablo CFD		50,000	7,097	7,153
<b>TOTAL FINANCING AVAILABLE</b>	<b>146,956</b>	<b>260,552</b>	<b>557,891</b>	<b>867,586</b>
Expenditures	445,734	472,243	449,150	588,016
Interfund Loan Interest Payment	1,835	892	850	900
Transfers Out:				
Debt Service-POB Fund	10,331	14,508	9,388	9,660
Capital Projects			29,852	715,000
<b>Total Expenditures &amp; Transfers Out</b>	<b>457,900</b>	<b>487,643</b>	<b>489,240</b>	<b>1,313,576</b>
<b>Fund Balance - End Fiscal Year</b>	<b>(310,944)</b>	<b>(227,091)</b>	<b>68,651</b>	<b>(445,990)</b>
<b>Reserved for Long-Term Obligations</b>	<b>376,234</b>	<b>347,234</b>	<b>88,034</b>	<b>544,034</b>
<b>Available Funds - End Fiscal Year</b>	<b>65,290</b>	<b>120,143</b>	<b>156,685</b>	<b>98,044</b>
<b>Long-Term Obligations:</b>				
Loan from General Fund for Levee				



Fund 243 - Pointe Marin Community Facilities District

This special revenue fund was established to account for the special tax assessment for landscape maintenance in the Pointe Marin Community Facilities District.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	563,519	559,961	556,470	541,085
Revenues				
Investment Earnings	1,949	2,350	2,400	2,500
Special Tax Assessment	177,067	178,658	180,858	178,667
<b>Subtotal Revenues</b>	<u>179,016</u>	<u>181,008</u>	<u>183,258</u>	<u>181,167</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>742,535</u>	<u>740,969</u>	<u>739,728</u>	<u>722,252</u>
Expenditures	175,717	178,213	192,600	202,847
Transfers Out:				
Debt Service-POB Fund	6,857	6,286	6,043	6,219
<b>Total Expenditures &amp; Transfers Out</b>	<u>182,574</u>	<u>184,499</u>	<u>198,643</u>	<u>209,066</u>
<b>Fund Balance - End Fiscal Year</b>	<u>559,961</u>	<u>556,470</u>	<u>541,085</u>	<u>513,186</u>



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Special Revenue Funds are used to account for revenues derived from specific revenue sources. These funds are required by statute or ordinance to finance particular functions or activities of government. The City's various Special Revenue Funds and revenue sources are as follows:

**Measure F Sales Tax** — Accounts for revenues from a five-year ½ cent local sales tax measure passed by Novato voters in 2010, as well as expenditures utilized to maintain vital general city services.

**RDA Successor Agency** — The Redevelopment Agency was dissolved by state statute in FY 2011/12. The City Council elected to serve as the Successor Agency to the dissolved RDA. This fund was established to track activity related to administration by the Successor Agency.

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

**Housing Opportunity** — Accounts for the revenues from developer agreements required to implement local housing programs established by the housing element of the Novato General Plan.

**Affordable Housing Trust** — Accounts for resources used to assist qualifying families in the purchase of below market rate housing.

**Clean Stormwater** — This fund manages revenues and expenditures for the city's clean stormwater program, preventing pollutant discharge flowing into creeks and wetlands.

**Underground Utilities Trust** — Accounts for resources utilized for undergrounding overhead utilities.

**Parking Improvement** — Accounts for assessments collected from businesses in the Old Town parking improvement area to be used for services and programs related to parking facilities in the area.

**Subdivision Park Trust (Quimby)** — Accounts for in-lieu fees from residential subdivision developers to be used for parks and recreation areas for residents of the subdivision.

**Art in Public Places** — Accounts for fees paid by developers to be used for public art projects.

**General Plan Surcharge** — Accounts for revenues and expenditures for planning and updating the City's General Plan. The expenditures are funded by surcharges on construction permits.

**Automation Surcharge** — Accounts for revenues and expenditures to maintain the city's database and permit issuance software. The expenditures are funded by surcharges on construction permits.

**Hamilton Arts Center** — This fund was created to account for the revenues received and the administration and maintenance expenditures incurred with the Hamilton Arts Center.

**Chapter 27 Assessment** — Accounts for assessment district activities to complete missing frontage improvements, often in cooperation with property owners.

**Assessment Districts (San Marin, Country Club, Wildwood Glen, Hillside, Scottsdale)** — Account for the collection of assessments, which are used for median island landscaping and maintenance in the various districts.

**Downtown and San Pablo Landscape/Lighting** — Accounts for the collection and expenditures of special assessments of the Downtown and San Pablo Landscape and Lighting Districts.

**Eucalyptus Assessment District** — Accounts for the collection and expenditures of special assessments in the assessment district for Eucalyptus Avenue improvements.

**State Gas Tax** — Accounts for the city's share of gasoline tax revenues that are restricted to the maintenance and construction of city streets.

**State Proposition Park Bond** — Accounts for the city's share of bond proceeds from the Safe Neighborhood, Parks, Clean Water, Clean Air and Coastal Protection Bond Act of 2000.

**Traffic Congestion Relief** — Accounts for the City's share of street and road funds allocated to cities and counties by Assembly Bill 2928 (Chapter 91, Statutes of 2000), as amended by Senate Bill 1662 (Chapter 656, Statutes of 2000). This funding source was incorporated into Gas Tax funds in FY 10/11.

**Justice Assistance Grant** — Accounts for revenues and expenditures associated with the grant.

**Special Police Projects** — Accounts for resources restricted to law enforcement activities such as crime prevention and DARE programs.

**State COPS Grant** — This fund was established to track activity related to the grant.

**State Grants** — This fund was established to record revenue and expenditure activity for state grants. Pursuant to the requirement of the granting authority, grant-related transactions must be reported in a separate fund.

**Federal Grants** — This fund was established to record revenue and expenditure activity for federal grants. Pursuant to the requirement of the granting authority, grant-related transactions must be reported in a separate fund.

**Private Grants** — This fund was established to track revenue and expenditures for private grants.

**Pension Reserve** — This fund was established in FY 2006/07 to help stabilize pension expense by consistently charging the General Fund the normal cost, as determined by CalPERS.

**Hamilton Trust** — This fund was established to receive payments from the developer of the Navy property at Hamilton, pursuant to a development agreement. 80% of the investment earnings are transferred to the General Fund and used to maintain city infrastructure and facilities.

**Insurance Reserve** — Accounts for set aside monies to meet uninsured losses to city facilities and other property, as well as workers' compensation claims.

**Emergency and Disaster Response Reserve** — Accounts for funds that will provide a buffer during significant economic downturns affecting revenues, or for severe emergency reasons. To meet minimum levels of safety and security, a balance equal to 15% of operating budget is maintained in this reserve.



**Fund 201 - Measure F**

This fund was created to track revenues and expenditures from Measure F, a five-year ½ cent local sales tax increase approved by Novato voters in November, 2010. The purpose of Measure F is to offset/prevent additional budget cuts and to maintain/restore vital general city services.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	4,549,416	8,120,552	11,330,630	11,749,190
Revenues				
Sales Tax	4,473,532	4,422,885	4,567,000	3,493,500
Investment Earnings	20,872	40,394	45,500	46,000
Equity Transfer				
Other Revenues		10,000	22,000	
<b>Subtotal Revenues</b>	<u>4,494,404</u>	<u>4,473,279</u>	<u>4,634,500</u>	<u>3,539,500</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>9,043,820</u>	<u>12,593,831</u>	<u>15,965,130</u>	<u>15,288,690</u>
Expenditures	486,044	989,669	744,550	605,417
Equity Transfer/NPFA			1,141,581	
Transfers Out:				
General Fund	411,375	253,779	1,425,300	2,398,794
Debt Service-POB Fund	13,103	19,481	29,938	14,115
CIP		272	874,571	4,194,949
Equipment Replacement	12,746			
<b>Total Expenditures &amp; Transfers Out</b>	<u>923,268</u>	<u>1,263,201</u>	<u>4,215,940</u>	<u>7,213,275</u>
<b>Fund Balance - End Fiscal Year</b>	<u>8,120,552</u>	<u>11,330,630</u>	<u>11,749,190</u>	<u>8,075,415</u>

The ordinance that established the Measure F transactions and use tax also required the formation of an independent citizens oversight committee to review and report on the revenues and expenditures of Measure F funds. Each year since 2011/12, the Measure F Oversight / Citizens Finance Committee has produced an annual report with detailed information about Measure F. The latest edition of this report, for the 2014/15 fiscal year, has been included in this Adopted Budget document in the appendices (page 469). The report includes both narrative information about the programs and projects funded with Measure F funds as well as a detailed data table outlining all Measure F revenues and expenditures. All Measure F annual reports can be downloaded at the Committee's web page:

<http://novato.org/government/finance/measure-f/measure-f-oversight-citizens-finance-committee>.



**Fund 205 - RDA Successor Agency**

Redevelopment Agencies in California were dissolved by State statute, effective January 31, 2012. The City Council for the City of Novato elected to serve as the Successor Agency to the dissolved RDA. This fund was established to track expenditures related to administration by the Successor Agency as well as administrative reimbursements from the County.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Available Funds - Begin Fiscal Year</b>	(52,081)	(83,617)	(778)	33,776
Revenues				
Investment Earnings				
Intergovernmental Reimbursements	235,234	167,459	122,252	91,060
<b>Subtotal Revenues</b>	<u>235,234</u>	<u>167,459</u>	<u>122,252</u>	<u>91,060</u>
Transfers In				
General Fund		31,536		
<b>TOTAL FINANCING AVAILABLE</b>	<u>183,153</u>	<u>115,378</u>	<u>121,474</u>	<u>124,836</u>
Expenditures	259,750	112,571	85,000	88,841
Transfers Out				
Debt Service-POB Fund	7,020	3,585	2,698	2,219
<b>Total Expenditures &amp; Transfers Out</b>	<u>266,770</u>	<u>116,156</u>	<u>87,698</u>	<u>91,060</u>
<b>Available Funds - End Fiscal Year</b>	<u>(83,617)</u>	<u>(778)</u>	<u>33,776</u>	<u>33,776</u>

**Summary of 2015/16 Resources Used by Program Element:**

<b>Program Elements:</b>	Employees		Personnel	Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Total Hours						
Administration	0.32	666	57,551	28,000	3,290	2,219	91,060	91,060
<b>TOTAL</b>	<u>0.32</u>	<u>666</u>	<u>57,551</u>	<u>28,000</u>	<u>3,290</u>	<u>2,219</u>	<u>91,060</u>	<u>91,060</u>



**Fund 210 - Affordable Housing Programs**

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

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	0	0	3,294,871	3,529,085
Revenues				
Investment Earnings			5,000	4,090
Affordable Housing Fees		81,069	98,400	80,700
Equity Transfer		2,998,879		
Other		228,253	99,478	
<b>Subtotal Revenues</b>	<b>0</b>	<b>3,308,201</b>	<b>202,878</b>	<b>84,790</b>
Transfers In				
General Fund		175,107		
Hamilton Trust Fund			234,000	36,000
<b>TOTAL FINANCING AVAILABLE</b>	<b>0</b>	<b>3,483,308</b>	<b>3,731,749</b>	<b>3,649,875</b>
Expenditures				
Transfers Out		188,437	201,963	192,169
Debt Service-POB Fund			701	714
<b>Total Expenditures &amp; Transfers Out</b>	<b>0</b>	<b>188,437</b>	<b>202,664</b>	<b>192,883</b>
<b>Fund Balance - End Fiscal Year</b>	<b>0</b>	<b>3,294,871</b>	<b>3,529,085</b>	<b>3,456,992</b>
<b>Reserved for Long-Term Obligations</b>		(1,695,000)	(1,695,000)	(1,695,000)
<b>Available Funds - End Fiscal Year</b>	<b>0</b>	<b>1,599,871</b>	<b>1,834,085</b>	<b>1,761,992</b>

**Long-Term**

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

**Summary of 2015/16 Resources Used by Program Element:**

<b>Program Elements:</b>	Employees		Personnel	Consultant Services	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Total Hours					
Administration	0.12	250	17,169	175,000	714	192,883	120,790
<b>TOTAL</b>	<b>0.12</b>	<b>250</b>	<b>17,169</b>	<b>175,000</b>	<b>714</b>	<b>192,883</b>	<b>120,790</b>



**Fund 211 - Housing Opportunity**

The Housing Element of the Novato General Plan requires the city to create a fund to implement local housing programs. This fund, established by Resolution No. 88-86, meets that requirement. A set of guidelines adopted by the City Council regulates disbursements from the fund. Revenues are received from agreements with developers, affordable housing ordinance in lieu fees, and investment earnings. This assets and liabilities of this fund were transferred to the new consolidated Affordable

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	2,054,710	2,068,509	0	0
Revenues				
Investment Earnings	1,991	3,020		
Affordable Housing Ordinance In-Lieu Fees	11,808	301,500		
Other				
<b>Subtotal Revenues</b>	<u>13,799</u>	<u>304,520</u>	<u>0</u>	<u>0</u>
Transfers In				
Hamilton Trust Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>2,068,509</u>	<u>2,373,029</u>	<u>0</u>	<u>0</u>
Expenditures				
Equity Transfer		2,373,029		
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>2,373,029</u>	<u>0</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>2,068,509</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Reserved for Long-Term Obligations</b>	(1,500,000)			
<b>Available Funds - End Fiscal Year</b>	<u>568,509</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Long-Term Obligations:</b>				
Loan to Eden Housing for senior affordable housing project				



**Fund 212 - Affordable Housing Trust**

Established in March 1988 by Resolution No. 42-88, this fund receives monies as may be negotiated from developers to assist in providing below market rate housing. The monies are then expended to assist eligible families in the first-time purchase of BMR housing. Eligibility requirements are detailed in the General Plan Housing Element. Funds are restricted in use as stated above. This assets and liabilities of this fund were transferred to the new consolidated Affordable Housing Programs fund in FY 2013/14.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	622,438	623,971	0	0
Revenues				
Investment Earnings	1,533	1,879		
<b>Subtotal Revenues</b>	<u>1,533</u>	<u>1,879</u>	<u>0</u>	<u>0</u>
Transfers In				
General Fund				
Capital Projects				
<b>TOTAL FINANCING AVAILABLE</b>	<u>623,971</u>	<u>625,850</u>	<u>0</u>	<u>0</u>
Expenditures				
Equity Transfer		625,850		
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>625,850</u>	<u>0</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>623,971</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Reserved for Long-Term Receivables</b>	195,000			
<b>Available Funds - End Fiscal Year</b>	<u>428,971</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Long-Term Obligations:</b>				
Loan to Habitat for Humanity				



**Fund 221 - Clean Stormwater**

This fund was established by Resolution No. 26-96 during FY 1995/96. The purpose of this fund is to manage revenues and expenditures for Novato's clean stormwater program. The program's goal is to prevent pollutant discharge from entering streets and stormdrains before flowing into creeks and wetlands.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	6,393	4,118	3,174	12,822
Revenues				
Investment Earnings	34	62	10	30
Special Assessments	356,309	356,056	353,779	356,500
<b>Subtotal Revenues</b>	<b>356,343</b>	<b>356,118</b>	<b>353,789</b>	<b>356,530</b>
Transfers In:				
General Fund				
Other Funds				
<b>TOTAL FINANCING AVAILABLE</b>	<b>362,736</b>	<b>360,236</b>	<b>356,963</b>	<b>369,352</b>
Expenditures:				
County of Marin-Collection Fees	15,672	15,693	15,679	15,725
JPA Contribution-MCSTOPP	147,946	154,369	158,462	161,476
Other				147,000
Transfers Out:				
General Fund	150,000	142,000	125,000	
Clean Storm Water Capital Improvement Fund	45,000	45,000	45,000	45,000
<b>Total Expenditures &amp; Transfers Out</b>	<b>358,618</b>	<b>357,062</b>	<b>344,141</b>	<b>369,201</b>
<b>Fund Balance - End Fiscal Year</b>	<b>4,118</b>	<b>3,174</b>	<b>12,822</b>	<b>151</b>



**Fund 226 - Underground Utilities**

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

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	968,599	961,564	962,126	966,326
Revenues				
Investment Earnings	3,461	4,202	4,200	4,245
Developer in Lieu Fees				
<b>Subtotal Revenues</b>	3,461	4,202	4,200	4,245
Transfers In:				
Long-Term Maintenance				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	972,060	965,766	966,326	970,571
Expenditures				
Transfers Out:				
Capital Projects Fund	10,496	3,640		274,513
<b>Total Expenditures &amp; Transfers Out</b>	10,496	3,640	0	274,513
<b>Fund Balance - End Fiscal Year</b>	961,564	962,126	966,326	696,058

**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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	81,921	81,723	81,622	71,629
Revenues				
Investment Earnings	293	356	375	380
Other				
<b>Subtotal Revenues</b>	<u>293</u>	<u>356</u>	<u>375</u>	<u>380</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>82,214</u>	<u>82,079</u>	<u>81,997</u>	<u>72,009</u>
Expenditures	491	457	475	495
Transfers Out:				
Capital Projects Fund			9,893	73,107
<b>Total Expenditures &amp; Transfers Out</b>	<u>491</u>	<u>457</u>	<u>10,368</u>	<u>73,602</u>
<b>Fund Balance - End Fiscal Year</b>	<u>81,723</u>	<u>81,622</u>	<u>71,629</u>	<u>(1,593)</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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	1,555,293	1,281,042	1,354,457	1,446,881
Revenues				
Investment Earnings	4,595	4,407	4,750	4,500
Developer in Lieu Fees	65,100	95,877	97,290	30,000
<b>Subtotal Revenues</b>	<u>69,695</u>	<u>100,284</u>	<u>102,040</u>	<u>34,500</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>1,624,988</u>	<u>1,381,326</u>	<u>1,456,497</u>	<u>1,481,381</u>
Expenditures				
Transfers Out:				
General Fund	500	500	500	500
Capital Projects Fund	343,446	26,369	9,116	549,515
<b>Total Expenditures &amp; Transfers Out</b>	<u>343,946</u>	<u>26,869</u>	<u>9,616</u>	<u>550,015</u>
<b>Fund Balance - End Fiscal Year</b>	<u>1,281,042</u>	<u>1,354,457</u>	<u>1,446,881</u>	<u>931,366</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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	88,356	93,716	110,213	110,713
Revenues				
Investment Earnings	335	457	500	500
Developer in Lieu Fees	5,025	16,040		
<b>Subtotal Revenues</b>	<u>5,360</u>	<u>16,497</u>	<u>500</u>	<u>500</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>93,716</u>	<u>110,213</u>	<u>110,713</u>	<u>111,213</u>
Transfers Out:				
Capital Projects Fund				64,616
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>64,616</u>
<b>Fund Balance - End Fiscal Year</b>	<u>93,716</u>	<u>110,213</u>	<u>110,713</u>	<u>46,597</u>



**Fund 237 - General Plan Surcharge**

The General Plan Surcharge Fund was created to account for fees collected from developers that are restricted in use for the City's general plan updates.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	275,899	231,784	324,225	446,825
Revenues				
Investment Earnings	1,042	1,265	1,600	1,500
Service Charges	56,409	74,893	68,000	59,000
<b>Subtotal Revenues</b>	<u>57,451</u>	<u>76,158</u>	<u>69,600</u>	<u>60,500</u>
Other Financing Sources				
General Fund	80,000	300,000	300,000	
<b>TOTAL FINANCING AVAILABLE</b>	<u>413,350</u>	<u>607,942</u>	<u>693,825</u>	<u>507,325</u>
Expenditures	181,566	283,717	245,381	413,394
Transfers Out:				
Debt Service-POB Fund			1,619	1,448
<b>Total Expenditures &amp; Transfers Out</b>	<u>181,566</u>	<u>283,717</u>	<u>247,000</u>	<u>414,842</u>
<b>Fund Balance - End Fiscal Year</b>	<u>231,784</u>	<u>324,225</u>	<u>446,825</u>	<u>92,483</u>

**Summary of 2015/16 Resources Used by Program Element:**

	Employees		Personnel	Consultant Services	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Total Hours					
<b>Program Elements:</b>							
Administration	0.40	832	38,394	375,000	1,448	414,842	60,500
<b>TOTAL</b>	<u>0.40</u>	<u>832</u>	<u>38,394</u>	<u>375,000</u>	<u>1,448</u>	<u>414,842</u>	<u>60,500</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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	337,712	303,089	264,628	177,195
Revenues				
Investment Earnings	1,037	1,189	1,050	1,200
Service Charges	59,961	78,585	73,500	62,000
<b>Subtotal Revenues</b>	<b>60,998</b>	<b>79,774</b>	<b>74,550</b>	<b>63,200</b>
<b>TOTAL FINANCING AVAILABLE</b>	<b>398,710</b>	<b>382,863</b>	<b>339,178</b>	<b>240,395</b>
Expenditures				
Transfers Out:				
Debt Service-POB Fund	1,342	2,649	3,183	3,202
<b>Total Expenditures &amp; Transfers Out</b>	<b>95,621</b>	<b>118,235</b>	<b>161,983</b>	<b>178,945</b>
<b>Fund Balance - End Fiscal Year</b>	<b>303,089</b>	<b>264,628</b>	<b>177,195</b>	<b>61,450</b>

**Summary of 2015/16 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	0.90	1,872	86,743	60,000	29,000	3,202	178,945	63,200
<b>TOTAL</b>	<b>0.90</b>	<b>1,872</b>	<b>86,743</b>	<b>60,000</b>	<b>29,000</b>	<b>3,202</b>	<b>178,945</b>	<b>63,200</b>



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.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	972,143	1,040,161	809,715	982,115
Revenues				
Investment Earnings	3,416	4,268	3,600	3,800
Rental Income	301,695	327,588	378,800	432,805
<b>Subtotal Revenues</b>	<u>305,111</u>	<u>331,856</u>	<u>382,400</u>	<u>436,605</u>
Transfers In:				
NPFA Capital Projects				
<b>TOTAL FINANCING AVAILABLE</b>	<u>1,277,254</u>	<u>1,372,017</u>	<u>1,192,115</u>	<u>1,418,720</u>
Expenditures	237,093	562,302	210,000	157,975
<b>Total Expenditures &amp; Transfers Out</b>	<u>237,093</u>	<u>562,302</u>	<u>210,000</u>	<u>157,975</u>
<b>Fund Balance - End Fiscal Year</b>	<u>1,040,161</u>	<u>809,715</u>	<u>982,115</u>	<u>1,260,745</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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	230,402	231,643	233,144	234,568
Revenues				
Investment Earnings	827	1,016	1,050	1,150
Service Charges	414	485	374	357
Other				
<b>Subtotal Revenues</b>	<u>1,241</u>	<u>1,501</u>	<u>1,424</u>	<u>1,507</u>
Transfers In:				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>231,643</u>	<u>233,144</u>	<u>234,568</u>	<u>236,075</u>
Expenditures				
Transfers Out:				
Capital Projects Fund				6,920
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,920</u>
<b>Fund Balance - End Fiscal Year</b>	<u>231,643</u>	<u>233,144</u>	<u>234,568</u>	<u>229,155</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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	33,952	22,678	25,997	26,490
Revenues				
Special Assessments	48,401	49,636	52,653	56,513
Investment Earnings	115	104	100	120
Other				
<b>Subtotal Revenues</b>	<u>48,516</u>	<u>49,740</u>	<u>52,753</u>	<u>56,633</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>82,468</u>	<u>72,418</u>	<u>78,750</u>	<u>83,123</u>
Expenditures	59,790	46,421	52,260	61,140
<b>Total Expenditures &amp; Transfers Out</b>	<u>59,790</u>	<u>46,421</u>	<u>52,260</u>	<u>61,140</u>
<b>Fund Balance - End Fiscal Year</b>	<u>22,678</u>	<u>25,997</u>	<u>26,490</u>	<u>21,983</u>



**Fund 262 - Country Club Landscape Assessment District**

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

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	68,085	68,329	68,628	68,928
Revenues				
Special Assessments				
Investment Earnings	244	299	300	325
Other				
<b>Subtotal Revenues</b>	<u>244</u>	<u>299</u>	<u>300</u>	<u>325</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>68,329</u>	<u>68,628</u>	<u>68,928</u>	<u>69,253</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>68,329</u>	<u>68,628</u>	<u>68,928</u>	<u>69,253</u>



Fund 263 - Wildwood Glen Assessment District

This fund accounts for the collection of assessments in the Wildwood Glen Assessment District area which are used for median island landscaping and maintenance in that district.

	Previous Actual 2012/13	Previous Actual 2013/14	Projected Actual 2014/15	Adopted Budget 2015/16
<b>Fund Balance - Begin Fiscal Year</b>	1,743	1,138	2,358	6,428
Revenues				
Special Assessments	8,261	8,461	8,670	9,283
Investment Earnings	5	2	10	10
<b>Subtotal Revenues</b>	<u>8,266</u>	<u>8,463</u>	<u>8,680</u>	<u>9,293</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>10,009</u>	<u>9,601</u>	<u>11,038</u>	<u>15,721</u>
Expenditures	8,871	7,243	4,610	5,728
<b>Total Expenditures &amp; Transfers Out</b>	<u>8,871</u>	<u>7,243</u>	<u>4,610</u>	<u>5,728</u>
<b>Fund Balance - End Fiscal Year</b>	<u>1,138</u>	<u>2,358</u>	<u>6,428</u>	<u>9,993</u>



**Fund 264 - Hillside Assessment District**

This fund accounts for the collection of assessments in the Hillside Assessment District area which are used for median island landscaping and maintenance in that district.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	54,541	47,865	50,311	38,601
Revenues				
Special Assessments	10,676	10,778	10,675	18,652
Investment Earnings	174	216	215	220
<b>Subtotal Revenues</b>	<u>10,850</u>	<u>10,994</u>	<u>10,890</u>	<u>18,872</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>65,391</u>	<u>58,859</u>	<u>61,201</u>	<u>57,473</u>
Expenditures	17,526	8,548	22,600	18,652
<b>Total Expenditures &amp; Transfers Out</b>	<u>17,526</u>	<u>8,548</u>	<u>22,600</u>	<u>18,652</u>
<b>Fund Balance - End Fiscal Year</b>	<u>47,865</u>	<u>50,311</u>	<u>38,601</u>	<u>38,821</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.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	90,439	93,746	96,436	99,754
Revenues				
Special Assessments	5,428	5,576	5,693	5,945
Investment Earnings	326	416	425	440
<b>Subtotal Revenues</b>	<u>5,754</u>	<u>5,992</u>	<u>6,118</u>	<u>6,385</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>96,193</u>	<u>99,738</u>	<u>102,554</u>	<u>106,139</u>
Expenditures	2,447	3,302	2,800	3,000
<b>Total Expenditures &amp; Transfers Out</b>	<u>2,447</u>	<u>3,302</u>	<u>2,800</u>	<u>3,000</u>
<b>Fund Balance - End Fiscal Year</b>	<u>93,746</u>	<u>96,436</u>	<u>99,754</u>	<u>103,139</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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	60,218	63,529	25,237	27,737
Revenues				
Special Assessments	12,461	12,461	12,785	13,181
Investment Earnings	231	103	120	125
<b>Subtotal Revenues</b>	<u>12,692</u>	<u>12,564</u>	<u>12,905</u>	<u>13,306</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>72,910</u>	<u>76,093</u>	<u>38,142</u>	<u>41,043</u>
Expenditures	9,381	856	3,360	4,094
Transfers Out				
Hamilton CFD		50,000	7,045	7,153
<b>Total Expenditures &amp; Transfers Out</b>	<u>9,381</u>	<u>50,856</u>	<u>10,405</u>	<u>11,247</u>
<b>Fund Balance - End Fiscal Year</b>	<u>63,529</u>	<u>25,237</u>	<u>27,737</u>	<u>29,796</u>



**Fund 267 - Eucalyptus Assessment District**

This fund accounts for the collection of assessments from residents of Eucalyptus Avenue which have been used for street improvements. The 10-year assessment period ended June 30, 2014.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	61	102	19	-
Revenues				
Special Assessments	14,253	14,127		
Investment Earnings				
Other				
<b>Subtotal Revenues</b>	14,253	14,127	-	-
<b>TOTAL FINANCING AVAILABLE</b>	14,314	14,229	19	-
Expenditures	14,212	14,210		
Transfers Out				
General Fund			19	
<b>Total Expenditures &amp; Transfers Out</b>	14,212	14,210	19	-
<b>Fund Balance - End Fiscal Year</b>	102	19	-	-



**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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	9,841	9,877	9,920	9,965
Revenues				
Investment Earnings	36	43	45	50
<b>Subtotal Revenues</b>	<u>36</u>	<u>43</u>	<u>45</u>	<u>50</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>9,877</u>	<u>9,920</u>	<u>9,965</u>	<u>10,015</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>9,877</u>	<u>9,920</u>	<u>9,965</u>	<u>10,015</u>



**Fund 272 - Gas Tax**

This fund accounts for the City's share of gasoline tax revenues distributed under Senate Bill 300. Funds are used for street maintenance and street improvement projects. Beginning FY 2010/11, TCRF (Proposition 42) funds are included with gas tax funds, under Streets and Highways Code Section 2103.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	895,961	719,632	879,995	1,050,344
Revenues				
Investment Earnings	3,624	3,708	3,800	3,900
Intergovernmental Revenue	1,282,589	1,640,048	1,520,088	1,132,763
Sale of Property				
Other				
<b>Subtotal Revenues</b>	<u>1,286,213</u>	<u>1,643,756</u>	<u>1,523,888</u>	<u>1,136,663</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>2,182,174</u>	<u>2,363,388</u>	<u>2,403,883</u>	<u>2,187,007</u>
Expenditures				
Transfers Out:				
General Fund	817,000	817,000	817,000	817,000
Capital Projects Fund	645,542	666,393	536,539	883,006
<b>Total Expenditures &amp; Transfers Out</b>	<u>1,462,542</u>	<u>1,483,393</u>	<u>1,353,539</u>	<u>1,700,006</u>
<b>Fund Balance - End Fiscal Year</b>	<u>719,632</u>	<u>879,995</u>	<u>1,050,344</u>	<u>487,001</u>

**Fund 277-Justice Assistance Grants**

This fund accounts for the revenues and expenditures associated with grants from the Department of Justice for crime prevention programs.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	(2,778)	(7,503)	(3,815)	768
Revenues				
Grants	41,744	13,068	5,983	
Investment Earnings				
Other Revenues		750		
<b>Subtotal Revenues</b>	<u>41,744</u>	<u>13,818</u>	<u>5,983</u>	<u>0</u>
Transfers In				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>38,966</u>	<u>6,315</u>	<u>2,168</u>	<u>768</u>
Expenditures	46,469	10,130	1,400	
<b>Fund Balance - End Fiscal Year</b>	<u>(7,503)</u>	<u>(3,815)</u>	<u>768</u>	<u>768</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, Girls' Forum, and asset seizure.

Table with 5 columns: Description, Previous Actual 2012/13, Previous Actual 2013/14, Projected Actual 2014/15, Adopted Budget 2015/16. Rows include Fund Balance - Begin Fiscal Year, Revenues (Investment Earnings, Crime Prevention, Intergovernmental Revenue, Other), Subtotal Revenues, Transfers In (General Fund), TOTAL FINANCING AVAILABLE, Expenditures (Transfers Out, Equipment Replacement), Total Expenditures & Transfers Out, and Fund Balance - End Fiscal Year.



**Fund 282 - State COPS Grant**

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

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Available Funds - Begin Fiscal Year</b>	282,145	352,139	288,549	308,549
Revenues				
Intergovernmental	138,382	121,253	125,000	100,000
<b>Subtotal Revenues</b>	<u>138,382</u>	<u>121,253</u>	<u>125,000</u>	<u>100,000</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>420,527</u>	<u>473,392</u>	<u>413,549</u>	<u>408,549</u>
Expenditures				
Transfers Out	68,388	184,843	105,000	100,000
<b>Total Expenditures &amp; Transfers Out</b>	<u>68,388</u>	<u>184,843</u>	<u>105,000</u>	<u>100,000</u>
<b>Available Funds - End Fiscal Year</b>	<u>352,139</u>	<u>288,549</u>	<u>308,549</u>	<u>308,549</u>



**Fund 283 - State Grants Fund**

This fund was established to record revenue and expenditure activity for State grants. Per the requirement of the granting authority, grant-related transactions must be reported in a separate fund.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	(1,214)	(1,214)	(1,214)	0
Revenues				
Grants	10,414	241,207	316,219	438,279
Investment Earnings				
<b>Subtotal Revenues</b>	<u>10,414</u>	<u>241,207</u>	<u>316,219</u>	<u>438,279</u>
Transfers In				
Federal Grants Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>9,200</u>	<u>239,993</u>	<u>315,005</u>	<u>438,279</u>
Expenditures				
Transfers Out				
Capital Projects Fund	10,414	241,207	315,005	438,279
<b>Total Expenditures &amp; Transfers Out</b>	<u>10,414</u>	<u>241,207</u>	<u>315,005</u>	<u>438,279</u>
<b>Fund Balance - End Fiscal Year</b>	<u>(1,214)</u>	<u>(1,214)</u>	<u>0</u>	<u>0</u>



Fund 284 - Federal Grants Fund

This fund was established to record revenue and expenditure activity for Federal grants. Per the requirement of the granting authority, grant-related transactions must be reported in a separate fund.

	Previous Actual 2012/13	Previous Actual 2013/14	Projected Actual 2014/15	Adopted Budget 2015/16
<b>Fund Balance - Begin Fiscal Year</b>	1,681	1,681	1,681	1,681
Revenues				
Grants	6,026	109,378	71,739	1,623,077
Other				
<b>Subtotal Revenues</b>	<u>6,026</u>	<u>109,378</u>	<u>71,739</u>	<u>1,623,077</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>7,707</u>	<u>111,059</u>	<u>73,420</u>	<u>1,624,758</u>
Expenditures				
Transfers Out				
General Fund				
State Grants Fund				
Capital Projects Fund	6,026	109,378	71,739	1,623,077
<b>Total Expenditures &amp; Transfers Out</b>	<u>6,026</u>	<u>109,378</u>	<u>71,739</u>	<u>1,623,077</u>
<b>Fund Balance - End Fiscal Year</b>	<u>1,681</u>	<u>1,681</u>	<u>1,681</u>	<u>1,681</u>



Fund 285 - Private Grants Fund

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

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	20,504	20,670	20,869	21,064
Revenues				
Grants				
Investment Earnings	166	199	195	200
<b>Subtotal Revenues</b>	<u>166</u>	<u>199</u>	<u>195</u>	<u>200</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>20,670</u>	<u>20,869</u>	<u>21,064</u>	<u>21,264</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>20,670</u>	<u>20,869</u>	<u>21,064</u>	<u>21,264</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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	1,358	1,362	1,368	1,374
Revenues				
Investment Earnings	4	6	6	6
<b>Subtotal Revenues</b>	4	6	6	6
Transfers In				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	1,362	1,368	1,374	1,380
Expenditures				
Transfers Out				
General Fund-Operations				
<b>Total Expenditures &amp; Transfers Out</b>	0	0	0	0
<b>Fund Balance - End Fiscal Year</b>	1,362	1,368	1,374	1,380

**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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	32,912,589	32,586,065	32,758,897	32,812,497
Revenues				
Developer In Lieu Fees - Municipal Services				
Investment Earnings	2,068	2,632	7,000	7,200
Bond/Notes Investment Earnings	221,770	450,672	276,600	280,000
Other				
<b>Subtotal Revenues</b>	<u>223,838</u>	<u>453,304</u>	<u>283,600</u>	<u>287,200</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>33,136,427</u>	<u>33,039,369</u>	<u>33,042,497</u>	<u>33,099,697</u>
Expenditures	32,262	29,942	30,000	31,500
Transfers Out				
General Fund-Operations	518,100	250,530	200,000	210,000
Affordable Housing Programs				36,000
<b>Total Expenditures &amp; Transfers Out</b>	<u>550,362</u>	<u>280,472</u>	<u>230,000</u>	<u>277,500</u>
<b>Fund Balance - End Fiscal Year</b>	<u>32,586,065</u>	<u>32,758,897</u>	<u>32,812,497</u>	<u>32,822,197</u>
<b>Investments</b>	(30,849,732)	(30,849,732)	(31,028,037)	(30,994,037)
<b>Reserved for Long-Term Obligations</b>	(1,215,000)	(1,140,000)		
<b>Available Funds - End Fiscal Year</b>	<u>521,333</u>	<u>769,165</u>	<u>1,784,460</u>	<u>1,828,160</u>
<b>Long-Term Receivables:</b>				
Corporation Yard Lease (repaid FY 14/15)				



**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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	1,192,404	1,194,771	1,200,002	1,168,969
Revenues				
Investment Earnings	4,275	5,231	5,200	5,300
Equity Transfer				
<b>Subtotal Revenues</b>	4,275	5,231	5,200	5,300
<b>TOTAL FINANCING AVAILABLE</b>	1,196,679	1,200,002	1,205,202	1,174,269
Expenditures	1,908			
Transfers Out				
Capital Projects Fund			36,233	158,767
<b>Total Expenditures &amp; Transfers Out</b>	1,908	0	36,233	158,767
<b>Fund Balance - End Fiscal Year</b>	1,194,771	1,200,002	1,168,969	1,015,502



**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 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	6,724,346	6,341,257	6,320,755	6,321,580
Revenues				
Investment Earnings	1,434	3,987	825	
Equity Transfer				
Other				
<b>Subtotal Revenues</b>	<u>1,434</u>	<u>3,987</u>	<u>825</u>	<u>-</u>
Transfers In				
General Fund		156,894		
<b>TOTAL FINANCING AVAILABLE</b>	<u>6,725,780</u>	<u>6,502,138</u>	<u>6,321,580</u>	<u>6,321,580</u>
Expenditures				550,000
Transfers Out:				
General Fund	112,222			
Capital Projects Fund	272,301	181,383		99,817
<b>Total Expenditures &amp; Transfers Out</b>	<u>384,523</u>	<u>181,383</u>	<u>-</u>	<u>649,817</u>
<b>Fund Balance - End Fiscal Year</b>	<u>6,341,257</u>	<u>6,320,755</u>	<u>6,321,580</u>	<u>5,671,763</u>
<b>Reserved for Long-Term Obligations</b>	(1,378,707)	(1,378,707)		
<b>Available Funds - End Fiscal Year</b>	<u>4,962,550</u>	<u>4,942,048</u>	<u>6,321,580</u>	<u>5,671,763</u>

**Long-Term Obligations:**

Loan to Redevelopment Obligation Retirement Fund



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Debt Service Funds are used to account for financial resources to be used for payment for City's long-term debt. The City's debt service funds are:

**General Obligation Bonds** — Accounts for the accumulation of resources and payment of interest and principal for general obligation and Measure B bonds.

**Pension Obligations Bond** — Accounts for the accumulation of resources and payment of principal and interest for pension obligation bonds. Only funds necessary for the debt service are transferred into this fund.

**Fund 501 - General Obligation Bonds**

This fund accounts for the accumulation of resources and payment of general obligation bond principal and interest from Measures B, F, and G.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	2,574,026	2,576,852	1,879,619	1,700,563
Revenues				
Taxes	2,815,765	1,613,666	1,706,965	1,668,996
Investment Earnings	4,400	5,761	2,200	2,250
Bond Proceeds		10,710,450		
<b>Subtotal Revenues</b>	<b>2,820,165</b>	<b>12,329,877</b>	<b>1,709,165</b>	<b>1,671,246</b>
<b>TOTAL FINANCING AVAILABLE</b>	<b>5,394,191</b>	<b>14,906,729</b>	<b>3,588,784</b>	<b>3,371,809</b>
Debt Service	2,757,203	12,969,045	1,861,797	1,768,720
Expenditures	60,136	58,065	26,424	26,425
<b>Total Expenditures &amp; Transfers Out</b>	<b>2,817,339</b>	<b>13,027,110</b>	<b>1,888,221</b>	<b>1,795,145</b>
<b>Fund Balance - End Fiscal Year</b>	<b>2,576,852</b>	<b>1,879,619</b>	<b>1,700,563</b>	<b>1,576,664</b>



Fund 503 - Pension Obligation Bonds

This fund accounts for the accumulation of resources and payment of pension obligation bond principal and interest. Only funds necessary for the debt service payment are transferred into this fund.

	Previous Actual 2012/13	Previous Actual 2013/14	Projected Actual 2014/15	Adopted Budget 2015/16
<b>Fund Balance - Begin Fiscal Year</b>	0	0	0	0
Revenues				
Investment Earnings				
<b>Subtotal Revenues</b>	0	0	0	0
Transfers In	1,111,680	1,154,420	1,198,939	1,242,168
<b>TOTAL FINANCING AVAILABLE</b>	1,111,680	1,154,420	1,198,939	1,242,168
Debt Service	1,111,680	1,154,420	1,198,939	1,242,168
<b>Total Expenditures &amp; Transfers Out</b>	1,111,680	1,154,420	1,198,939	1,242,168
<b>Fund Balance - End Fiscal Year</b>	0	0	0	0



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Proprietary Funds consist of Internal Service and Enterprise funds. Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other government units, on a cost reimbursement basis. Enterprise funds are used to account for the financial activities of an entity that provides goods or services to the public for a fee that makes the entity self-supporting.

**Equipment Maintenance Fund**— This fund is used for the purpose of accumulating and disbursing funds for the operation and maintenance of City vehicles and equipment. Funds are generated by maintenance and operation charges to user departments for direct and overhead expenses.

**Vehicle/Equipment Replacement Fund**— Accounts for resources to be used for replacement of vehicles and equipment. Revenues are generated primarily from charges to user departments of an estimate of future replacement costs over the expected life of the vehicle/equipment, as well as interest earnings and proceeds from the sale of surplus vehicles and equipment.

**Furnishings, Fixtures & Equipment Replacement Fund**— Accounts for funds set aside to meet future replacement costs of major capital expenditures not already provided for in the vehicle/equipment replacement fund.

**Marin Valley Mobile Country Club Fund (MVMCC)** — This enterprise fund is used to track revenues and expenditures related to the Park.

**Fund 601 - Equipment Maintenance**

This internal service fund is used for the purpose of accumulating and disbursing funds for the operation and maintenance of City vehicles, equipment, and rolling stock purchased by the City's Vehicle/Equipment Replacement Fund. Funds are generated by maintenance and operation charges to user departments for direct and overhead expenses. This fund does not accumulate interest earnings.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	(392,272)	(433,686)	(454,317)	(543,334)
Revenues				
Charges to Departments	746,177	839,883	700,000	851,893
Other				
<b>Subtotal Revenues</b>	<u>746,177</u>	<u>839,883</u>	<u>700,000</u>	<u>851,893</u>
Transfers In				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>353,905</u>	<u>406,197</u>	<u>245,683</u>	<u>308,559</u>
Expenditures	775,503	848,254	776,500	838,793
Transfers Out				
Debt Service-POB Fund	12,088	12,260	12,517	13,100
<b>Total Expenditures &amp; Transfers Out</b>	<u>787,591</u>	<u>860,514</u>	<u>789,017</u>	<u>851,893</u>
<b>Fund Balance - End Fiscal Year</b>	<u>(433,686)</u>	<u>(454,317)</u>	<u>(543,334)</u>	<u>(543,334)</u>

**Fund 605 - Equipment Replacement**

This internal service fund operates for the purpose of accumulating and disbursing monies for the acquisition and replacement of city vehicles, rolling stock, and other equipment as designated by the City Council. Funds are generated from replacement charges to user departments, interest earnings, proceeds from sale of vehicles/equipment, and transfers from other funds. This process allows sufficient funds to accumulate for when a vehicle or piece of equipment is replaced. This fund is also used to fund the city's share of debt and operational expenses for the Marin Emergency Radio Authority Program (MERA). The funding source for MERA is an annual transfer from the General Fund and funds previously deposited into the fund.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	6,316,679	6,300,203	6,533,547	6,318,608
Revenues				
Charges to Departments	624,166	622,816	648,184	674,419
Investment Earnings	11,942	89,361	17,500	17,600
Other	43,980	29,239	50,000	10,000
<b>Subtotal Revenues</b>	<b>680,088</b>	<b>741,416</b>	<b>715,684</b>	<b>702,019</b>
Transfers In				
General Fund	324,000	360,000	399,000	399,000
Measure F	12,746			
Capital Projects	16,127	112,307		
<b>TOTAL FINANCING AVAILABLE</b>	<b>7,349,640</b>	<b>7,513,926</b>	<b>7,648,231</b>	<b>7,419,627</b>
Equipment Acquisition	493,169	547,158	890,000	610,838
MERA	426,611	433,221	439,623	451,346
Other	5,176			
Transfers Out				
Capital Projects	124,481			
<b>Total Expenditures &amp; Transfers Out</b>	<b>1,049,437</b>	<b>980,379</b>	<b>1,329,623</b>	<b>1,062,184</b>
<b>Fund Balance - End Fiscal Year</b>	<b>6,300,203</b>	<b>6,533,547</b>	<b>6,318,608</b>	<b>6,357,443</b>
<b>Reserved for Long-Term Obligations</b>	<b>(1,236,400)</b>	<b>(936,400)</b>	<b>(936,400)</b>	<b>(936,400)</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>4,001,303</b>	<b>4,534,647</b>	<b>4,319,708</b>	<b>4,358,543</b>
<b>Long-Term Obligations:</b>				
Loan to General Fund				



**Fund 606 - Furnishings, Fixtures, & Equipment Replacement**

This fund, established in Fiscal Year 1997/98, is designated to set aside sufficient monies to meet future replacement costs of major capital expenditures not already provided for in the vehicle/ equipment replacement fund.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	792	794	798	802
Revenues				
Investment Earnings	2	4	4	4
<b>Subtotal Revenues</b>	<u>2</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>794</u>	<u>798</u>	<u>802</u>	<u>806</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>794</u>	<u>798</u>	<u>802</u>	<u>806</u>

**Fund 651 - Marin Valley Mobile Country Club**

This fund was established to track revenues and expenditures related to the Marin Valley Mobile Country Club Park (MVMCC). Accounting and management functions are performed by a property manager, with oversight and guidance provided by the Park Acquisition Corporation (PAC). The city has policy oversight.

	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Projected Actual 2014/15</b>	<b>Adopted Budget 2015/16</b>
<b>Fund Balance - Begin Fiscal Year</b>	10,113,683	10,199,374	11,007,599	11,918,582
Revenues				
Investment Earnings	199,017	11,816	13,000	15,000
Rental Income	2,329,461	2,329,582	2,352,992	2,393,891
Utility Reimbursements	699,489	700,423	673,969	685,228
Grants				15,000
Other	12,694	13,234	13,778	13,800
<b>Subtotal Revenues</b>	<u>3,240,661</u>	<u>3,055,055</u>	<u>3,053,739</u>	<u>3,122,919</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>13,354,344</u>	<u>13,254,429</u>	<u>14,061,338</u>	<u>15,041,501</u>
Expenditures	2,250,513	1,782,771	1,941,252	2,285,824
Debt Service	424,252	214,059	201,504	189,064
Other	480,205			
Transfers Out - General Fund		250,000		
<b>Total Expenditures &amp; Transfers Out</b>	<u>3,154,970</u>	<u>2,246,830</u>	<u>2,142,756</u>	<u>2,474,888</u>
<b>Fund Balance - End Fiscal Year</b>	<u>10,199,374</u>	<u>11,007,599</u>	<u>11,918,582</u>	<u>12,566,613</u>
<b>Reserved for Long-Term Obligations</b>	(7,720,820)	(7,283,706)	(6,834,005)	(6,371,897)
<b>Available Funds - End Fiscal Year</b>	<u>2,478,554</u>	<u>3,723,893</u>	<u>5,084,577</u>	<u>6,194,716</u>
<b>Long-Term Obligations:</b>				
Loan from Bank of Marin				



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**Fiduciary Funds Summary Table**

<b>Fund #</b>	<b>FUND DESCRIPTION</b>	<b>Actual Cash Balance 6/30/14</b>	<b>Projected Cash Balance 6/30/15</b>	<b>Projected Cash Balance 6/30/16</b>
701	Deposits in Trust	386,011	364,000	350,000
702	Unclaimed Property	20,500	20,500	20,500
711	Redevelopment Obligation Retirement Fund	1,648,131		
781	Buck Center Deposit in Trust	1,000,000	1,000,000	1,000,000
801	Pacheco Assessment District Redemption	176	176	176
802	Pacheco Assessment District Investment Earnings	23,956	23,956	23,956
803	Pacheco Assessment District Reserve	50,060	50,060	50,060
810	Pacheco Valle CFD	265	18,935	19,235
812	Vintage Oaks Special Tax	1,605,744	2,200,000	2,250,000
821	Golden Gate Assessment District Redemption	147,284	156,000	160,000
831	Hamilton CFD Bond Administration	0	910,000	925,000
832	Pointe Marin CFD	591,458	362,500	370,000
<b>TOTAL FIDUCIARY FUNDS</b>		<b>5,473,585</b>	<b>5,106,127</b>	<b>5,168,927</b>

Fiduciary Funds are used to account for assets held by the city in a fiduciary capacity or as an agent for individuals, private organizations, other governmental entities, special districts, and others.



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## ***Glossary***

**Accounts Payable:** Amounts owed by the city to external entities for goods and services received.

**Accounts Receivable:** Amounts due to the city from external entities for goods and services furnished.

**Adjusted Budget:** The current budget adopted by the City Council in addition to Council-approved modifications authorized throughout the year.

**Adopted Budget:** The current budget adopted through resolution by the City Council.

**Agency Funds:** Account for assets held by the city in a trustee capacity or as an agent for other governments, private organizations, individuals, and/or other funds.

**Appropriation:** An authorization by the City Council that permits officials to incur obligations and expend City resources within a fiscal year.

**Audit:** An examination of city records and accounts by an external source to check their validity and accuracy.

**Bond:** An interest-bearing or discounted government security that obligates the issuer to pay the bondholder(s) specified sums of money at regular intervals and to repay the principal of the loan at maturity.

**Bond Proceeds:** The funds received from the issuance of bonds.

**Budget:** A spending plan and policy guide comprised of an itemized summary of the city's probable revenues and expenditures for a given fiscal year.

**Budget Amendment:** A method to revise a budget revenue or appropriation after the fiscal year budget has been adopted.

**CalPERS:** The California Public Employees' Retirement System. CalPERS provides retirement and health benefits to more than 1.4 million public employees, retirees, and their families and more than 2,500 employers.

**California Local Government Financing Authority (CLGFA):** Joint Powers Authority (JPA) created by certain California counties and the City of Novato for the purpose of assisting the members of the JPA and other local agencies to obtain financing for public capital improvements whenever there are significant public benefits and to make loans to and enter into other agreements with its members and other local agencies.

**California Public Employee's Pension Reform Act (PEPRA):** Act signed into law by Governor Jerry Brown for all public employers in the state that mandates new, lower benefit pension formulas for employees hired after December 31, 2012, with the goal of reducing pension costs over time.

**California Society of Municipal Finance Officers (CSMFO):** Statewide association for finance professionals in California cities, special districts and counties, as well as commercial finance professionals, such as brokers, bankers, auditors, and specialized financial consultants. CSMFO offers a variety of professional training programs for its members.

**Capital Budget:** Program for financing long-term outlays for construction or major repairs of facilities, buildings, and infrastructure.

**Capital Improvements:** Construction or major repair of city facilities, buildings, and infrastructure.

**Capital Outlay:** The acquisition costs of equipment with a value greater than \$5,000 and a useful life of one year or more used in providing direct services.

**Community Facilities District (CFD):** A special tax assessment district, which provides various types of maintenance within the district.

**Computer Aided Dispatch (CAD):** Software packages used to initiate public safety calls for service, dispatch, and maintain the status of responding resources in the field.

**Debt Service:** The costs of paying the principal and interest on borrowed money according to a predetermined schedule.

**Debt Service Funds:** Funds used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.

**Encumbrance:** The commitment of appropriated funds to purchase an item or service in the future.

**Expenditures:** The cost for the personnel, materials and equipment required for a department to function.

**Fiscal Sustainability Plan:** Long-range planning document approved by City Council to guide key financial decisions over the next five or more years.

**Fiscal Year (FY):** A time period designated by the city signifying the beginning and ending period for recording financial transactions. Novato has a fiscal year of July 1 through June 30.

**Full-Time Equivalent (FTE):** The conversion of permanent, part-time, or temporary positions to a decimal equivalent of a permanent, full-time position based on an annual amount of 2,080 hours worked.

**Fund:** An accounting entity with a self-balancing set of accounts recording financial resources and transactions for specific activities.

**Fund Balance:** The net effect of assets less liabilities at any given point in time.

**Gann Appropriation Limit:** A State of California mandated appropriation limit imposed on local jurisdictions.

**General Fund:** Accounts for tax and other general purpose revenues, e.g., sales taxes, property taxes, fines and forfeitures, investment income, etc., and records the transactions of general governmental services, e.g., police, parks and recreation, public works, planning, etc.

**Generally Accepted Accounting Principles (GAAP):** Conventions, rules, and procedures that define accepted accounting practice, including broad guidelines as well as detailed procedures.

**General Obligation (GO) Bonds:** Debt that is a general obligation of the city, primarily financed through property tax assessment.

**General Plan Circulation Element:** The Circulation Element of the General Plan depicts corridors for public mobility and access, which are planned to meet the needs of the existing and anticipated population of the city.

**Governmental Accounting Standards Board (GASB):** Organization established to improve standards of generally accepted accounting principles (GAAP) used by state and local governments.

**Government Finance Officers Association (GFOA):** Organization established to promote and enhance the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

**Grants:** A contribution by a government or other organization to provide funding for a specific project. Grants can either be classified as capital projects or operational, depending on the grantee.

**Interdepartmental Charges:** Accounts for the reimbursement of the cost of services provided by Internal Service Fund programs to other programs and departments.

**Internal Service Funds:** Used to finance and account for goods and services provided by one City department to other city departments.

**International City/County Management Association (ICMA):** A local government leadership and management organization. Its mission is to create excellence in local governance by advocating and developing the professional management of local government worldwide. ICMA provides publications, data, information, technical assistance, and training and development.

**Joint Powers Authority (JPA):** A unit of local government, authorized under the state Government Code, created to jointly administer a shared power, under the terms of a joint exercise of powers agreement adopted by the member agencies.

**Liability:** Debt or other legal obligations arising out of past transactions that will be liquidated, renewed, or refunded at some future date.

**Marin Community Foundation (MCF):** A tax-exempt charity that administers funds for public purposes.

**Marin County Storm Water Pollution Prevention Program (MCSTOPPP):** Program established in Marin County designed to protect County waterways from pollution.

**Marin Emergency Radio Authority (MERA):** A countywide public safety voice radio communication system connecting police, fire, and other public service agencies.

**Marin General Services Authority (MGSA):** A JPA in Marin County created in 2005 to operate programs throughout the county, including Street Light maintenance, Abandoned Vehicle Abatement, and Taxicab Regulation.

**Materials & Supplies:** The costs of utilities, materials and supplies, services, fuel, and other non-labor costs.

**Measure A:** A measure passed by the voters of Marin County in March 2006 that authorized a one-half cent increase in sales taxes to fund local street and road improvements.

**Measure B:** A measure passed by the voters of Novato in March 2000 to authorize the sale of general obligation bonds for street and storm drain improvements.

**Measure F:** A measure passed by the voters of Novato in November 1989 to authorize the sale of general obligation bonds for street and storm drain improvements.

**Memorandum of Understanding (MOU):** A document detailing the results of labor negotiations between the city and its various bargaining units.

**Modified Accrual Basis of Accounting:** The accounting basis used by the city by which revenues and expenditures are recognized as they are earned or incurred, regardless of the timing of cash receipts and disbursements.

**National Pollution Discharge Elimination System (NPDES):** Federally mandated program with the goal of reducing the discharge of pollutants into creeks.

**Novato Finance Authority (NFA):** A financing authority formed to purchase and operate the Marin Valley Mobile Home Country Club Park (MVMCC).

**Novato Independent Elders Project (NIEP):** A program within the Parks, Recreation and Community Services Department that provides a forum for community volunteers, service providers and concerned seniors to work together to identify gaps in services.

**Objective:** A specific statement describing a result to be achieved in support of a department's purpose.

**Operating Budget:** A financial plan used to allocate resources among program operations, which lists an estimate of required expenditures and the means of financing them for the fiscal year.

**Ordinance:** A formal legislative enactment by the City Council.

**Other Post-Employment Benefits (OPEB):** Post-employment benefits that an employee will begin to receive when the employee retires.

**Outstanding Encumbrance:** The money allocated for payment of goods/services ordered but not yet received within the fiscal year at a given point in time.

**Owner Participation Agreement (OPA):** An agreement between a property owner and redevelopment agency that describes the terms and conditions for a project that is being developed on the owner's property

**Patient Protection and Affordable Care Act (PPACA):** Establishes mandated healthcare insurance for all individuals with specific requirements for employers with 50 or more employees to offer affordable coverage that provides minimum value to employees.

**Performance Measure:** Data collected to determine how effective or efficient a program is in delivering services.

**Personnel:** Reflects total full-time, part-time and temporary budgeted positions, expressed as full-time equivalents. (Example: Two half-time positions equal one full-time equivalent.)

**Pension Obligation Bonds (POB):** Debt incurred by the city to pay its unfunded accrued liability with the California Public Employees Retirement System.

**Previous Actual:** Audited revenues and appropriations for prior fiscal year(s).

**Prior Year Encumbrances:** Money set aside from last year's budget to pay for items or services ordered during that year but received in the subsequent fiscal year. The encumbrance is removed when the items or services are received and paid for.

**Program:** An activity or group of similar activities organized as a sub-unit of a department for planning, and performance measurement purposes.

**Projected Actual:** Estimate of revenues and appropriations for the fiscal year just ended, prior to the final accounting and external audit.

**Project Area:** The geographic area in which the redevelopment agency (RDA) collects tax increment revenues and is permitted by law to undertake its programs. The three RDA project areas do not encompass the entire city.

**Purpose or Mission:** A broad statement of the goals, in terms of meeting public service needs, that a department is organized to achieve.

**Quasi-judicial:** The action taken and discretion exercised by public administrative agencies or bodies that are obliged to investigate or ascertain facts and draw conclusions from them as the foundation for official actions.

**Quasi-legislative:** The capacity in which a public administrative agency or body acts when it makes rules and regulations.

**Redevelopment Agency (RDA):** An agency created by state law to operate locally within the jurisdiction of the city to eliminate blight.

**Resources:** Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

**Resolution:** A special order of the City Council that requires less formality than an ordinance.

**Revenues:** The historical and estimated yield of taxes and other sources of income that a governmental unit collects and receives for public use.

**Special Revenue Funds:** Account for the proceeds of specific revenue sources that are restricted by law to expenditure for specific purposes.

**Tax Allocation Bonds (TAB):** Debt issued by the redevelopment agency to pay an obligation incurred by the Agency under an owner participation agreement.

**Unfunded Actuarial Accrued Liability (UAAL):** The excess of the Actuarial Accrued Liability (AAL) over the Actuarial Value of Assets (AVA). The UAAL can derive from three sources: unfunded past Normal costs, actuarial gains and losses (differences between actuarial assumptions and actual experience), and changes to the level of benefits promised.

**User Charges/Fees:** The payment of a fee for direct receipt of a public service by the party that benefits from the service.

**Year to Date (YTD):** Total expenses incurred since the beginning of the current fiscal year to a specific date (i.e., October YTD refers to expenses incurred from July 1 through October 31).

## ***Acronyms***

**ADA:** Americans with Disabilities Act

**ALPR:** Automated License Plate Reader

**ARRA:** American Recovery and Reinvestment Act

**ABAG:** Association of Bay Area Governments

**AVL:** Automatic Vehicle Locator

**BCJPIA:** Bay Cities Joint Powers Insurance Authority

**B/PAC:** Bicycle/Pedestrian Advisory Committee

**BMP:** Best Management Practices

**CalPERS:** California Public Employees' Retirement System

**CAD:** Computer Aided Dispatch

**CCAP:** Consolidated Court Automation Program

**CCAP:** Climate Change Action Plan

**CDBG:** Community Development Block Grant

**CEQA:** California Environmental Quality Act

**CFD:** Community Facilities District

**CIEDB:** California Infrastructure & Economic Development Bank

**CIP:** Capital Improvements Program

**CIT:** Crisis Intervention Team

**CJIS:** Criminal Justice Information System

**CLEC:** California Law Enforcement Challenge

**CLGFA:** California Local Government Financing Authority

**CNT:** Crisis Negotiation Team

**COPE:** Coordination of Probation Enforcement



- CRS:** Community Rating System
- CSMFO:** California Society of Municipal Finance Officers
- CTAC:** Citizen Telecommunications Advisory Committee
- CVNL:** Center for Volunteer and Non-profit Leadership
- DARN:** Disaster Assist Registry Network
- DRC:** Downtown Recreation Center
- DUI:** Driving Under the Influence
- EECBG:** Energy Efficiency Community Block Grant
- EIR:** Environmental Impact Report
- EOC:** Emergency Operations Center
- ERAF:** Educational Revenue Augmentation Fund
- ERMA:** Employment Risk Management Authority
- EV:** Electric vehicle
- FEMA:** Federal Emergency Management Agency
- FLIR:** Forward Looking Infrared
- FY:** Fiscal Year
- FTE:** Full-Time Equivalent
- GAAP:** Generally Accepted Accounting Principles
- GASB:** Governmental Accounting Standards Board
- GFOA:** Government Finance Officers Association
- GHG:** Greenhouse Gas
- GIS:** Geographic Information System
- GO:** General Obligation
- HCD:** Department of Housing and Community Development



- HEAL:** Healthy Eating, Active Living
- HHS:** Health and Human Services
- HRIS:** Human Resources Information System
- ICI:** Institute for Criminal Investigation
- ICMA:** International City/County Management Association
- JPA:** Joint Powers Authority
- LAFCO:** Local Agency Formation Commission
- LCC:** League of California Cities
- LOS:** Level of Service
- LSCC:** Lu Sutton Child Care
- MCF:** Marin Community Foundation
- MCSTOPPP:** Marin County Storm Water Pollution Prevention Program
- MCSO:** Marin County Sheriff's Office
- MDC:** Mobile Data Computer
- MERA:** Marin Emergency Radio Authority
- MGSA:** Marin General Services Authority
- MOU:** Memorandum of Understanding
- MTA:** Marin Telecommunications Agency
- MTC:** Metropolitan Transportation Commission
- MTSC:** Margaret Todd Senior Center
- MUTCD:** Manual on Uniform Traffic Control Devices
- MVMCC:** Marin Valley Mobile Country Club
- NBRCY:** Novato Blue Ribbon Coalition for Youth
- NFA:** Novato Finance Authority



- NFIP:** National Flood Insurance Program
- NIEP:** Novato Independent Elders Project
- NLEC:** National Law Enforcement Challenge
- NPDES:** National Pollutant Discharge Elimination System
- NRT:** Novato Response Team
- NUSD:** Novato Unified School District
- OPA:** Owner Participation Agreement
- OPEB:** Other Post-Employment Benefits
- PARB:** Police Advisory Review Board
- PEPRA:** Public Employee's Pension Reform Act
- PMP:** Pavement Management Program
- POB:** Pension Obligation Bonds
- POST:** Peace Officer Standards and Training
- PPACA:** Patient Protection and Affordable Care Act
- RDA:** Redevelopment Agency
- RFP:** Request for Proposal
- RMS:** Records Management System
- SCS:** Sustainable Communities Strategies
- SFHA:** Special Flood Hazard Area
- SMART:** Sonoma-Marín Area Rail Transit
- SR2S:** Safe Routes to Schools
- SRT:** Special Response Team
- STEP:** Selective Traffic Enforcement Program
- TAB:** Tax Allocation Bonds



**TAM:** Transportation Authority of Marin

**TENS:** Telephone Emergency Notification System

**TFCA:** Transportation for Clean Air

**TOT:** Transient Occupancy Tax (Hotel Tax)

**UAAL:** Unfunded Actuarial Accrued Liability

**VIP:** Volunteers in Policing

**YTD:** Year to Date

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CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 36-15

RESOLUTION ADOPTING THE FINAL CITY OF NOVATO OPERATING AND CAPITAL IMPROVEMENT BUDGETS FOR FISCAL YEAR JULY 1, 2015 THROUGH JUNE 30, 2016. 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 2015/16 and Capital Improvement Program for FY 2015/16 through 2019/20 and has held public hearings as recommended prior to adoption of the final budgets, and

WHEREAS, the City Council of the City of Novato has reviewed the proposed final Operating and Capital Budgets for the Marin Valley Mobile Country Club for FY 2015/16 and has held a budget hearing on June 8, 2015 as recommended prior to adoption of the final budgets, and

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

1. That the budget for FY 2015/16 presented by the City Manager in the document "City of Novato Proposed Budget, Fiscal Year 2015/2016," is hereby approved and adopted as amended on the attachment "City of Novato Proposed Budget FY 15/16 Errata".
2. That the total General Fund operating budget is \$32,359,842 and is hereby appropriated for Department expenses as follows:

Central Administration	\$1,926,477
Administrative Services	\$5,077,286
Police	\$13,319,854
Community Development	\$2,195,365
Public Works	\$6,472,765
Parks, Recreation & Community Services	\$3,368,095
Total Operating Budget	\$32,359,842

3. That the transfers to other funds in the amount of \$3,324,793 is hereby appropriated as follows :

Capital Projects (Fund 301)	\$616,271
Police Special Projects (Fund 281)	\$7,000
Facilities Long-Term Maintenance (Fund 323)	\$558,625
Infrastructure Long-Term Maintenance (Fund 324)	\$558,625
Pension Obligation Bonds Debt Service (Fund 503)	\$1,185,272
Equipment Replacement (Fund 605)	\$399,000

4. That \$16,897,893 is hereby appropriated for Capital Improvement Programs for Fiscal Year 2015/16 from the funds and for the amounts listed on pages 247-249 in the FY 2015/16 Proposed Budget document, including continuing appropriations (carry-overs) from FY 2014/15.

5. That the miscellaneous funds are hereby appropriated as follows, including vehicles and equipment scheduled for replacement funded in the Equipment Replacement Fund as detailed on pages 194 and 195 of the Proposed Budget document:

Measure F Sales Tax (Fund 201)	\$7,213,275
Successor Agency Administration (Fund 205)	\$91,060
Affordable Housing Programs (Fund 210)	\$192,883
Clean Stormwater (Fund 221)	\$369,201
Underground Utility (Fund 226)	\$274,513
Parking Improvement (Fund 227)	\$83,450
Subdivision Park Trust (Quimby) (Fund 231)	\$550,015
Art in Public Places (Fund 235)	\$64,616
General Plan Surcharge (Fund 237)	\$414,842
Automation Surcharge (Fund 238)	\$178,945
Hamilton Community Facilities District (Fund 241)	\$1,313,576



Hamilton Arts Center (Fund 242)	\$157,975
Pointe Marin Community Facilities District (Fund 243)	\$209,066
Chapter 27 Assessment (Fund 251)	\$6,920
San Marin Landscape Assessment District (Fund 261)	\$61,140
Wildwood Glen Landscape Assessment Dist. (Fund 263)	\$5,728
Hillside Assessment District (Fund 264)	\$10,652
Downtown Landscape & Lighting District (Fund 265)	\$3,000
San Pablo Assessment District (Fund 266)	\$11,247
Gas Tax (Fund 272)	\$1,700,006
Police Special Projects (Fund 281)	\$91,800
State COPS Grant (Fund 282)	\$100,000
State Grants (Fund 283)	\$438,279
Federal Grants Fund (Fund 284)	\$1,623,077
Hamilton Trust (Fund 297)	\$277,500
Insurance Reserve (Fund 298)	\$158,767
Emergency Reserve (Fund 299)	\$649,817
Capital Improvement Projects (Fund 301)	\$16,897,893
Marin VRF (Fund 308)	\$325,317
Measure A (Fund 309)	\$2,332,657
Parks Measure A (Fund 310)	\$572,392
Civic Center (Fund 319)	\$26,420
Clean Stormwater CIP (Fund 321)	\$225,197
Facilities Long-Term Maintenance (Fund 323)	\$966,814
Infrastructure Long-Term Maintenance (Fund 324)	\$828,554



Development Impact Fees (Fund 327)	\$1,999,410
Community Facilities Maintenance & Contingency Fund (Fund 330)	\$199,306
G.O. Bond Debt Service (Fund 501)	\$1,795,145
Pension Obligation Bonds Debt Service (Fund 503)	\$1,242,168
Equipment/Vehicle Maintenance (Fund 601)	\$851,893
Equipment Replacement (Fund 605)	\$1,062,184

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

Marin Valley Mobile Country Club (Fund 651)	\$2,459,888
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\* \* \* \* \*

I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the City Council of the City of Novato, Marin County, California, at a meeting hereof, held on the 23<sup>rd</sup> day of June, 2015, by the following vote, to wit:

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

\_\_\_\_\_  
Sheri Hartz, City Clerk

Approved as to form:

  
\_\_\_\_\_  
City Attorney of the City of Novato



**CITY OF NOVATO PUBLIC FINANCE AUTHORITY**

**RESOLUTION NO. NPFA-15-02**

**RESOLUTION OF THE NOVATO PUBLIC FINANCE AUTHORITY ADOPTING THE FINAL BUDGET OF THE NOVATO PUBLIC FINANCE AUTHORITY OF THE CITY OF NOVATO FOR FISCAL YEAR JULY 1, 2015 THROUGH JUNE 30, 2016 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, 2015 through June 30, 2016; 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 \$24,507 for operating expenditures, as follows:

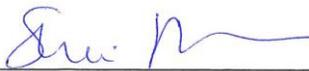
Materials & Supplies	\$11,507
Transfer to General Fund	\$13,000

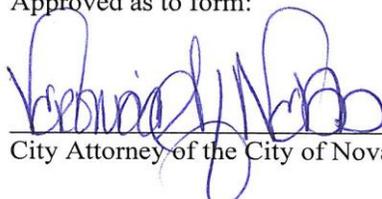
NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the Novato Public Finance Authority does hereby adopt the said final Budget for Fiscal Year July 1, 2015 through June 30, 2016 and all resolutions and conflicts are expressly repealed.

\* \* \* \* \*

I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the Board of Directors of the Novato Public Finance Authority, Marin County, California, at a meeting hereof, held on the 23<sup>rd</sup> day of June, 2015, by the following vote, to wit:

- AYES: Boardmembers, Athas, Kellner, MacLeamy
- NOES: Boardmembers, Eklund, Lucan
- ABSTAIN: Boardmembers, None
- ABSENT: Boardmembers, 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. 34-15

RESOLUTION ESTABLISHING THE APPROPRIATIONS  
LIMIT OF \$92,124,597 FOR THE FISCAL YEAR 2015/16

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 2015/16 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 2014, 3.82%; and
- The County of Marin population increase for the calendar year 2014 as determined by the California Department of Finance, 0.73%;

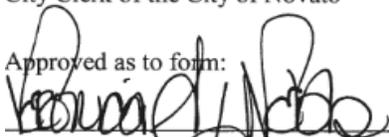
NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Novato has utilized the City of Novato population increase and the State of California per capita personal income increase to calculate the Fiscal Year 2015/16 appropriations limit; and that the appropriations limit for Fiscal Year 2015/16 is established to be \$92,124,597.

\* \* \* \* \*

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 23<sup>rd</sup> day of June, 2015, by the following vote, to wit:

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

  
\_\_\_\_\_  
City Clerk of the City of Novato

Approved as to form:  
  
\_\_\_\_\_  
City Attorney of the City of Novato



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 30-15

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR 2015/16 FOR THE HILLSIDE PARK UNIT 4 ASSESSMENT DISTRICT A-91 (PURSUANT TO THE LANDSCAPE AND LIGHTING ACT OF 1972)

WHEREAS, pursuant to 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 2015/16; and

WHEREAS, the Engineer of Work filed an annual report on May 19, 2015 with the City Clerk, and the City Council adopted Resolution of Intention No. 20-15 to Levy and Collect Assessments within the assessment district for Fiscal Year 2015/16; and

WHEREAS, said Resolution No. 20-15 set a public hearing to be held at the hour of 6:30 p.m. on June 16, 2015, 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 16, 2015, 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.

WHEREAS, the City Council finds that the intention to levy assessments for Fiscal Year 2015/16 for Landscape Assessment District A-91 in the Hillside Park Unit 4 Subdivision is categorically exempt from the requirements of the California Environmental Quality Act (CEQA) and the City of Novato Environmental Review Guidelines pursuant to CEQA Guidelines Section 15301, *Existing Facilities*.

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 2015/16.

\* \* \* \* \*

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 16<sup>th</sup> day of June, 2015, by the following vote, to wit:

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



A handwritten signature in blue ink, appearing to read "Sue M.", written over a horizontal line.

City Clerk of the City of Novato

Approved as to form:

A handwritten signature in blue ink, reading "Jeff Walter", written over a horizontal line.

City Attorney of the City of Novato



**Hillside Park Unit 4 Landscaping Assessment District A-91  
Proposed Budget-Fiscal Year 2015/16**

**Proposed Expenditures (FY 2015/16):**

Maintenance and Operations	\$7,300
Open Space Weed Abatement Services	\$5,220
Allocated Salaries <sup>1</sup>	\$3,500
Water	\$3,796
Electricity	\$200
Admin Services <sup>2</sup>	\$1,000
Collection Fees (County of Marin)	\$136
<b>Subtotal Proposed Expenditures FY 2015/16</b>	<b>\$21,152</b>
<b>Projected Carryover Fund Balance 2014/15</b>	<b>\$38,600</b>
<b>Fund surplus</b>	<b>\$17,448</b>
<b>Contingency Reserve*</b>	<b>\$34,924</b>
<b>Proposed Assessment for FY 2015/16</b>	<b>\$17,476</b>
<b>No. of Assessment Units</b>	<b>68</b>
<b>2015/16 Unit Assessment:</b>	<b>\$257.00</b>
Maximum allowable unit assessment	\$588.85

\*Pursuant to Section 22569 of the California Streets and Highways Code, a reserve may be included in the district budget. The reserve includes funding for future capital improvements.

<sup>1</sup>Staff (PW Administration Manager) hours worked on this project multiplied by the hourly billing rate for Novato's Cost recovery system

<sup>2</sup>Finance staff and administrative support, \$500; Consultant fee, \$500



**CITY COUNCIL OF THE CITY OF NOVATO**

**RESOLUTION NO. 31-15**

**RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR 2015/16 FOR THE SAN MARIN ASSESSMENT DISTRICT A-81 (PURSUANT TO THE LANDSCAPING AND LIGHTING ACT OF 1972)**

WHEREAS, pursuant to 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 2015/16; and,

WHEREAS, the Engineer of Work filed an annual report on May 19, 2015 with the City Clerk, and the City Council adopted Resolution of Intention No. 21-15 to Levy and Collect Assessments within the assessment district for Fiscal Year 2015/16; and

WHEREAS, said Resolution No. 21-15 set a public hearing to be held at the hour of 6:30 p.m. on June 16, 2015, 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 16, 2015 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.

WHEREAS, the City Council finds that the intention to levy assessments for Fiscal Year 2015/16 for the San Marin Assessment District A-81 is categorically exempt from the requirements of the California Environmental Quality Act (CEQA) and the City of Novato Environmental Review Guidelines pursuant to CEQA Guidelines Section 15301, *Existing Facilities*.

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 2015/16.

\* \* \* \* \*

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 16<sup>th</sup> day of June, 2015, by the following vote, to wit:

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



A handwritten signature in blue ink, appearing to read "Sara M.", written over a horizontal line.

City Clerk of the City of Novato

Approved as to form:

A handwritten signature in blue ink, reading "Jeff Walter", written over a horizontal line.

City Attorney of the City of Novato

**San Marin Landscape Assessment District A-81  
Proposed Budget-Fiscal Year 2015/16**

**Proposed Expenditures FY 2015/16:**

Maintenance and Operations	\$36,123
Allocated Salaries <sup>1</sup>	\$2,333
Water	\$15,717
Electricity	\$397
Admin Services <sup>2</sup>	\$3,400
Collection Fees (County of Marin)	\$3,170
<b>Subtotal Proposed Expenditures FY 2015/16:</b>	<b>\$61,140</b>
<b>Projected Carryover Fund Balance 2014/15:</b>	<b>\$20,061</b>
<b>Fund surplus</b>	<b>-\$41,079</b>
<b>Contingency Reserve*</b>	<b>\$15,434</b>
<b>Proposed Assessment for FY 2015/16**</b>	<b>\$56,513</b>
<b>No. of Assessment Units**</b>	<b>1591.32</b>
<b>2015/16 Unit Assessment:</b>	<b>\$35.52</b>
 (Maximum allowable unit assessment):	 <b>\$35.53</b>

\*Pursuant to Section 22569 of the California Streets and Highways Code, a reserve may be included in the district budget. The reserve includes funding for future capital improvements.

\*\* Slight variances may exist due to rounding at the parcel level (e.g. 0.90 EDU x \$35.52 = \$31.968, but is rounded down to \$31.960 as required by the Marin County Auditor-Controller's Office.) When this process is aggregated throughout a sizeable district, slight variances between the product of the aggregate assessment units and the assessment rate versus the total within the assessment roll do occur.

<sup>1</sup>Staff (PW Administration Manager) hours worked on this project multiplied by the hourly billing rate for Novato's Cost recovery system

<sup>2</sup>Finance staff and administrative support, \$500; Consultant fee, \$2,900



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 32-15

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR 2015/16 FOR THE SAN PABLO SUBDIVISION ASSESSMENT DISTRICT A-03 (PURSUANT TO THE LANDSCAPE AND LIGHTING ACT OF 1972)

WHEREAS, pursuant to 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 2015/16; and

WHEREAS, the Engineer of Work filed an annual report on May 19, 2015 with the City Clerk, and the City Council adopted Resolution of Intention No. 22-15 to Levy and Collect Assessments within the assessment district for Fiscal Year 2015/16; and

WHEREAS, said Resolution No. 22-15 set a public hearing to be held at the hour of 6:30 p.m. on June 16, 2015 in the meeting place of the City Council located in the Novato City Hall at 901 Sherman Avenue, Novato, and notice was given in the time and manner required by law; and

WHEREAS, on June 16, 2015, 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.

WHEREAS, the City Council finds that the confirming resolution to levy assessments for Fiscal Year 2015/16 for the San Pablo Subdivision Assessment District A-03 is categorically exempt from the requirements of the California Environmental Quality Act (CEQA) and the City of Novato Environmental Review Guidelines pursuant to CEQA Guidelines Section 15301, *Existing Facilities*.

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 2015/16.

\* \* \* \* \*

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 16<sup>th</sup> day of June, 2015, by the following vote, to wit:

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



A handwritten signature in blue ink, appearing to read "Drew M.", written over a horizontal line.

City Clerk of the City of Novato

Approved as to form:

A handwritten signature in blue ink, appearing to read "Jeff Walter", written over a horizontal line.

City Attorney of the City of Novato

**San Pablo Landscape Assessment District A-03  
Proposed Budget-Fiscal Year 2015/16**

**Proposed Expenditures FY 2015/16:**

Maintenance and Operations (City staff reimbursement)	\$7,563
Allocated Salaries <sup>1</sup>	\$1,167
Water	\$2,129
Electricity	\$133
Admin Services <sup>2</sup>	\$1,000
Collection Fees (County of Marin)	\$38
<b>Subtotal Proposed Expenditures FY 2015/16:</b>	<b>\$12,030</b>
<b>Projected Carryover Fund Balance 2014/15:</b>	<b>\$27,738</b>
<b>Fund surplus</b>	<b>\$15,709</b>
<b>Contingency Reserve*</b>	<b>\$28,889</b>
<b>Proposed Assessment for FY 2015/16:</b>	<b>\$13,181</b>
<b>No. of Assessment Units</b>	<b>19</b>
<b>2015/16 Unit Assessment:</b>	<b>\$693.72</b>
Maximum allowable unit assessment	\$693.73

\*Pursuant to Section 22569 of the California Streets and Highways Code, a reserve may be included in the district budget. The reserve includes funding for future capital improvements.

<sup>1</sup>Staff (PW Administration Manager) hours worked on this project multiplied by the hourly billing rate for Novato's Cost recovery system

<sup>2</sup>Finance staff and administrative support, \$500; Consultant fee, \$500



**CITY COUNCIL OF THE CITY OF NOVATO**

**RESOLUTION NO. 33-15**

**RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR 2015/16 FOR THE WILDWOOD GLEN ASSESSMENT DISTRICT C-91 (PURSUANT TO THE LANDSCAPING AND LIGHTING ACT OF 1972)**

WHEREAS, pursuant to 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 2015/16; and

WHEREAS, the Engineer of Work filed an annual report on May 19, 2015 with the City Clerk, and the City Council adopted Resolution of Intention No. 23-15 to Levy and Collect Assessments within the assessment district for Fiscal Year 2015/16; and

WHEREAS, said Resolution No. 23-15 set a public hearing to be held at the hour of 6:30 p.m. on June 16, 2015, 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 16, 2015, 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.

WHEREAS, the City Council finds that the intention to levy assessments for Fiscal Year 2015/16 for Landscape Assessment District C-91 in the Wildwood Glen Subdivision is categorically exempt from the requirements of the California Environmental Quality Act (CEQA) and the City of Novato Environmental Review Guidelines pursuant to CEQA Guidelines Section 15301, *Existing Facilities*.

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 2015/16.

\* \* \* \* \*

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 16<sup>th</sup> day of June, 2015, by the following vote, to wit:

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



A handwritten signature in blue ink, appearing to be "Diana", written over a horizontal line.

City Clerk of the City of Novato

Approved as to form:

A handwritten signature in blue ink, "Jeff Walter", written over a horizontal line.

City Attorney of the City of Novato

**Wildwood Glen Landscaping Assessment District C-91  
Proposed Budget-Fiscal Year 2015/16**

**Proposed Expenditures FY 2015/16**

Maintenance and Operations	\$6,820
Allocated Salaries <sup>1</sup>	\$1,167
Water	\$1,291
Electricity	\$148
Admin Services (Internal support) <sup>2</sup>	\$1,000
Collection Fees (County of Marin)	\$94
<b>Subtotal Proposed Expenditures FY 2015/16:</b>	<b>\$10,520</b>
<b>Projected Carryover Fund Balance 2014/15:</b>	<b>\$6,427</b>
<b>Fund surplus</b>	<b>-\$4,093</b>
<b>Contingency Reserve*</b>	<b>\$5,191</b>
<b>Proposed Assessment for FY 2015/16</b>	<b>\$9,283</b>
<b>No. of Assessment Units:</b>	<b>47</b>
<b>2015/16 Unit Assessment:</b>	<b>\$197.52</b>
(Maximum allowable unit assessment)	<b>\$197.53</b>

\*Pursuant to Section 22569 of the California Streets and Highways Code, a reserve may be included in the district budget. The reserve includes funding for future capital improvements.

<sup>1</sup>Staff (PW Administration Manager) hours worked on this project multiplied by the hourly billing rate for Novato's Cost recovery system

<sup>2</sup>Finance staff and administrative support, \$500; Consultant fee \$500

**Inter-Fund Loans**

This Appendix provides information on outstanding inter-fund loans. The loans represent fund transfers from one fund to another for various operating needs. The information is presented in a matrix format for ease of reference. The column title "Due From" represents the borrower and the column title "Due To" represents the lender.

The City's Finance Department has set up repayment schedules for the various inter-fund loans, which will generate a funding source for the lending fund to be used for future operating needs.

**Due to/from Schedule**  
as of 6/30/2015

<b>Due To</b>	<b>Amount</b>	<b>Due From</b>	<b>Amount</b>
Development Impact Fees	<b>118,920</b>	RDA Successor Agency	<b>118,920</b>
General Fund	<b>89,987</b>	Hamilton CFD	<b>89,987</b>
Equipment Replacement	<b>693,503</b>	General Fund	<b>693,503</b>
Equipment Replacement	<b>381,920</b>	Novato Public Finance Authority	<b>381,920</b>
RDA Successor Agency	<b>23,627,919</b>	RDA Housing Successor Agency	<b>23,627,919</b>
<b>Total inter-fund loans</b>	<b>24,912,250</b>		<b>24,912,250</b>



# Operating Transfers

## FY 15/16 Budgeted Operating Transfers

Transfers Out	Transfers In										Totals
	101 General Fund	210 Affordable Housing Prog	241 Hamilton CFD	281 Special Projects	301 Capital Improvements Program	321 Clean Stormwater CIP	323 Facilities Long-Term Maintenance	324 Infrastructure Long-Term Maintenance	503 Pension Obligation Bonds	605 Equipment Replacement	
101 General Fund				7,000	616,271		558,625	558,625	1,185,272	399,000	3,324,793
201 Measure F Sales Tax	2,398,794				4,194,949				14,115		6,607,858
205 RDA Successor Agency									2,219		2,219
210 Affordable Housing Programs									714		714
221 Clean Stormwater						45,000					45,000
226 Underground Utility					274,513						274,513
227 Parking Improvement					73,107						73,107
231 Quimby	500				549,515						550,015
235 Art in Public Places					64,616						64,616
237 General Plan Surcharge									1,448		1,448
238 Automation Surcharge									3,202		3,202
241 Hamilton CFD					715,000				9,660		724,660
243 Pt Marin CFD									6,219		6,219
251 Ch 27 Assessments					6,920						6,920
266 San Pablo Assessment Dist			7,153								7,153
272 Gas Tax	817,000				883,006						1,700,006
283 State Grant					438,279						438,279
284 Federal Grants					1,623,077						1,623,077
297 Hamilton Trust	210,000	36,000									246,000
298 Insurance Reserve					158,767						158,767
299 Emergency Reserve					99,817						99,817
308 Marin VRF					325,317						325,317
309 Measure A					2,332,657						2,332,657
310 Parks Measure A	25,000				321,995				6,219		353,214
319 Civic Center Fund					26,420						26,420
321 Clean Stormwater CIP					225,197						225,197
323 Facilities LT Maint					966,814						966,814
324 Infrastructure LT Maint					828,554						828,554
327 DIF	103,910				1,445,500						1,549,410
330 Community Fac Maint					199,306						199,306
450 NPFA	13,000										13,000
601 Equipment Maint									13,100		13,100
	3,568,204	36,000	7,153	7,000	16,369,597	45,000	558,625	558,625	1,242,168	399,000	22,791,372



# Restricted Revenue Project Funding

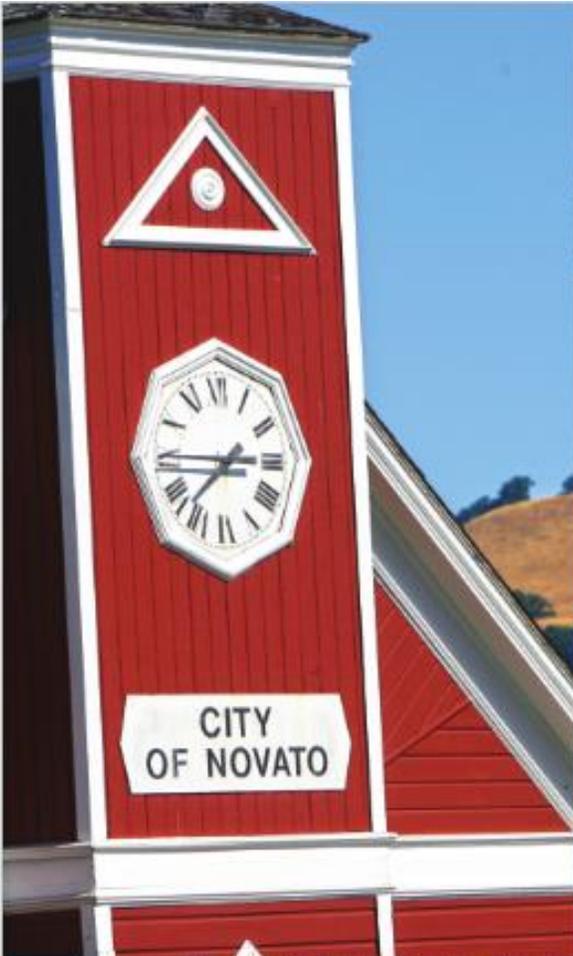
DATE NAME	BEGINNING BALANCE 7/1/2013	FUNDS RECEIVED	FUNDS EXPENDED	INTEREST EARNED	ENDING BALANCE 6/30/2014	PROPOSED USE OF FUNDS
3/29/73 BARRY SWAIN	\$872.75			\$3.83	\$876.59	FUTURE CIP PROJECT
4/11/78 M. BLUMENFIELD	\$21,939.60			\$96.39	\$22,035.99	FUTURE CIP PROJECT
9/21/78 FOUNDERS TITLE	\$2,722.85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

Required Public Disclosure per Section 6606(b) of Government Code:

In order to meet statutory accounting requirements, developer fees imposed by the City as a condition of project approval are recorded in the City's Restricted Revenue Fund. Such fees must be accounted for separately by all local agencies and an annual report made of account activity to the public. The City Council is required to review this information at a regularly scheduled meeting held not less than fifteen days after the information is made available to the public.



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**MEASURE F OVERSIGHT COMMITTEE**  
FY 2014/15 Annual Report



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**MEASURE F BACKGROUND**

On July 27, 2010, the Novato City Council adopted Ordinance No. 1551 which approved the placement of a 5-year, ½ cent sales and use tax increase before the voters. Measure F was placed on the November 2010 ballot to ask Novato residents to maintain vital city services during difficult economic times. The ballot language outlined that the funds were to (1) offset and prevent additional budget cuts and (2) maintain and restore vital general city services.

Measure F was approved by the Novato voters in the November 2010 election with 58% voter approval. The increase took effect on April 1, 2011 and will sunset on March 31, 2016. In 2010, and with the recession still in progress, the City estimated Measure F would generate about \$3.2 million annually. As the economy has improved, the measure has been generating over \$4 million per year, and is estimated to provide a total of \$22 million to the City of Novato over its 5-year term. In keeping with the City’s tradition of fiscal prudence and accountability, a special revenue fund was established to track the revenue and expenditures associated with the measure.

Measure F is a general sales tax and the revenue can be spent for any public purpose. However, the Measure F ballot measure did identify vital services and key community priorities for the funds, including:

- Maintain and Restore Neighborhood Services and Public Safety
- Support Seniors, Youth and Families
- Reinvest in Park and Street Maintenance

The Measure F ordinance also mandated the creation of an independent Citizens’ Oversight Committee to review and report on the revenue and expenditure of Measure F. All Measure F expenditures have been reviewed by this committee, and recommendations are made regularly to the City Council, and followed up with an annual report. The Committee’s responsibilities, are as follows: (1) provide input on Measure F-related budget proposals; (2) review and report on the revenue, expenditures, and use of Measure F; (3) present an annual report to the City Council and make it available to the public; (4) comment on any concerns regarding Measure F related expenditure allocations; and (5) comment on the status of efforts to achieve fiscal sustainability.

**WHY DID NOVATO NEED MEASURE F?**

Novato has often struggled to balance its budget, occasionally utilizing one-time revenues, holding positions vacant, or cutting departmental budgets or services to stay in the black. This has occurred despite a long term tendency by City Councils to be conservative with ongoing expenditures and compensation. Another reason for this struggle is lower taxes in Novato than other Marin cities – 40% less than other Marin communities. The origins of this low tax rate go back to a 20% reduction in City property tax rates in the mid-1970s by the Novato City Council. With the passage of Proposition 13 in 1978, this lower tax rate became locked resulting in Novato receiving a small share of the overall property tax collections (less than 7%) going forward. This is one important reason why Novato’s revenue composition is unlike most other cities in the state.

**INTENT OF MEASURE F**

To **offset/prevent** additional budget cuts and **maintain/restore** vital general city services including, and not limited to: neighborhood police patrols, crime prevention programs, 9-1-1 response times; city street/pothole repair; park maintenance; preventing closure or elimination of youth and senior centers/services, shall the City of Novato enact a half-cent sales tax for 5 years, with review by a citizen committee, annual independent audits, and all funds spent locally for the benefit of Novato citizens.



It is important to remember our fiscal situation during 2009 and 2010. The Great Recession had eroded City revenues by \$4 million annually, and the City found itself facing massive budget deficits. For example, in a forecast published in August 2009, and prior to implementing a sweeping package of budget reductions, the City was projecting that it would be facing a \$6.7 million deficit in 2014/15. In response, the City took a series of strategic actions to address the shortfall: program and service cuts; elimination of 30% of the workforce in all departments except Police; negotiating multi-million dollar reductions in compensation and benefits for employees, including mandatory furloughs and shifting pension costs to employees; implementing cost-savings through public-private partnerships; realizing efficiencies through the utilization of technology; and leveraging grant opportunities to supplement City services. Examples of what was lost during the recession:

- 31% of parks maintenance staff eliminated – park and island maintenance levels reduced
- 37% of road maintenance staff eliminated – road maintenance reduced
- Police Department Community Service Officers eliminated
- Police Department School Resource Officers eliminated
- Redevelopment / Economic Development program eliminated
- 36% of Parks and Recreation staffing eliminated – major reduction in youth and community recreation services

Despite significant reductions in services, changes to City operations and reductions to employee compensation, the City was still projecting a multi-million dollar ongoing, growing deficit for the foreseeable future. It is in response to this fiscal situation, and the resulting service and staffing reductions, that the voters of Novato adopted Measure F in 2010. Measure F stopped the bleeding and temporarily backfilled budget deficits, revived programs that were cut, and provided the City time to chart its course for the future. Based on direction from the City Council, Measure F dollars have been used conservatively — and with the recognition that it serves a temporary need to bridge the gap, until a permanent solution is found.

Since Measure F's passage, the City has continued to streamline operations, implement technology, apply for and receive new grants, and experience the benefits of an improving economy.

#### **WHAT MEASURE F HAS DONE FOR NOVATO**

To date, Measure F has delivered a direct, beneficial impact to our community's quality of life:

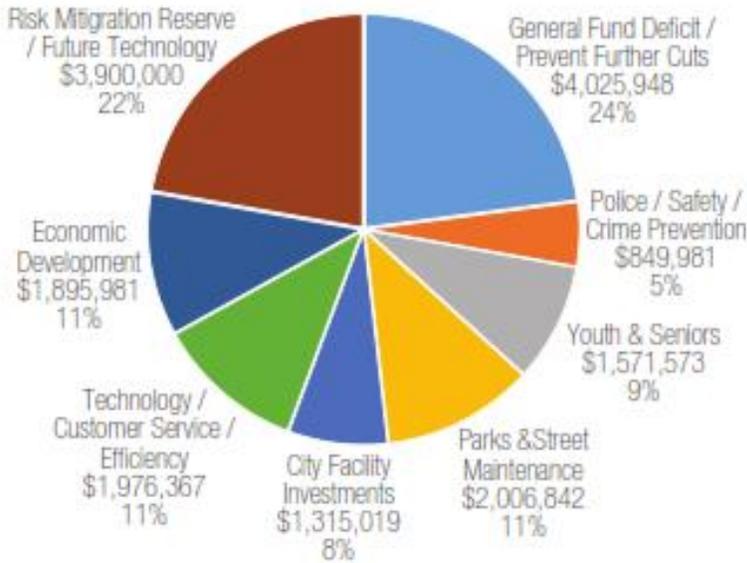
- Saved critical City services and temporarily stopped further cuts (and backfilled the annual deficit);
- Funded, improved, or reinstated key public safety, recreation and economic development programs and services; and
- Invested in one-time projects to reduce on-going costs / increase revenues and invested in City infrastructure and technology to improve efficiencies.

---

Measure F  
saved critical  
City services  
and temporarily  
stopped  
further cuts

---

**MEASURE F EXPENDITURES & ALLOCATED FUNDS OVERVIEW**  
**Expended & Allocated to Date = \$17.5 million**



All of the Measure F revenues and expenditures, as well as amounts reserved for the future, can be seen on the "Measure F Funding History Detail" table on the last page of this report.

***Saved critical City services and temporarily stopped further cuts***

The first six words of the Measure F ballot language make it clear that Measure F funds were to be used "to offset / prevent future budget cuts". Measure F acts as a supplement to the General Fund to ensure that important general City services, such as street maintenance, police patrol, park maintenance, economic development, and youth and senior programs do not suffer further cuts as they did during the recession. But for the availability of Measure F revenues, additional cuts and service reductions would have been required to balance the General Fund budget over the past four years.

***Funded, Improved, and Reinstated Key City Services***

**Police, Crime Prevention, and 911 Response Times** — The Police Department was reduced 11% during the recession, by far the lowest reduction of any City department (30% for other departments), and most of these positions were in non-sworn categories. As the recession ended, Measure F has also funded a number of programs in our Police Department to further the City's goals and improve safety services Citywide.

Most notable is the formation of the Police Department's "Novato Response Team", or NRT. This new concept, initially funded by a 3-year federal Department of Justice grant, consists of three full-time sworn police officers and a Management Analyst. The team's goal is to flexibly respond to a variety of neighborhood and quality of life issues, and to address crime

**MEASURE F SUPPORTS:  
 POLICE & CRIME PREVENTION**

Novato's Crime-Free Multi-Housing Program is the first program of its kind in Marin and Sonoma Counties. This program works with property owners and managers to make improvements to their properties to reduce and discourage crime. Recently, the Villas at Hamilton became the 12th fully-certified property in Novato.



trends in Novato as they happen. The NRT team has quickly and capably addressed issues such as gangs, graffiti, prostitution, vandalism, and auto theft. The team has also been working closely with the owners of apartment complexes throughout Novato on the county's first "Crime Free Multi-Family Housing Program". The largest Novato multi-family properties that have become certified under this program have seen a 30% - 50% reduction in calls for service in 2015 compared to the prior four years.

The Police Department has funded several other programs with Measure F resources, including an ongoing Emergency Services contract with the Novato Fire Protection District and an additional officer assigned to the Northern California Computer Crimes Task Force ("NCCCTF"). During the recession, the City eliminated its Emergency Services Manager position, leaving no dedicated resources for emergency planning and preparedness. Since the City maintains a joint emergency operations center with the Fire District, the two agencies have opted to share the cost of a contract individual to continue organizing and leading Novato emergency response preparedness efforts. Additionally, the City was recently awarded a seat on the NCCCTF, which funds 75% of an officer's salary and benefits and related supplies and equipment. The NCCCTF provides specialized investigative services for high tech crimes, and Novato benefits by having an officer receive this highly technical training. Measure F is funding the 25% that is not funded by the task force.

During the recession, while patrol officers were spared most reductions, non-sworn support staff and records staff were cut in the Police Department. This caused the department to eliminate customer service counter hours for records requests and other in-person transactions. Measure F has allowed the Police Department to add a 0.50 FTE Records Specialist and a 0.50 FTE Office Assistant to restore some of these services that were previously eliminated and keep better customer service hours for the public.

**Youth, Senior and Recreation Programs** — Services for both Novato's youth and senior populations were another focus of the ballot language of Measure F. Measure F funds brought on-campus afterschool programs, focused on youth character development and science / mathematics topics, to select Novato schools in a partnership with Novato Unified School District. Novato also received a grant from Kaiser Permanente to further this effort. In 2012/13, the program was tested at one school site; in 2013/14 it was expanded to a second school site.

In 2015/16, the City increased funding for low-income and at-risk youth access to recreation programs. These funds will enhance scholarship opportunities for underprivileged families and increase programs for these important target populations.

The Fiscal Sustainability Plan process identified two park improvement projects that will increase recreational amenities for residents, while at the same time reducing ongoing operating costs and generating additional ongoing revenue for Novato. These facilities include a tournament-quality bocce ball facility at the Margaret Todd Senior Center and a synthetic turf sports field to replace an existing grass field (location and other parameters are to be determined). The bocce facility project would construct quality new courts and associated improvements at the senior center. The synthetic turf sports field would replace one existing athletic field and would reduce watering, reduce maintenance, and increase the year-round availability of the field. Overall, these park improvements are estimated to improve the City's ongoing financial condition by \$130,000 annually.

### MEASURE F SUPPORTS: YOUTH & SENIOR PROGRAMS

Measure F protected youth-serving programs like our popular "Camp Ton-a-Fun, which serves nearly 1,000 Novato children every summer. Measure F has also kept program fees affordable for Novato's low-income families.



representing a 10% annual return on investment. Measure F revenues are funding these two projects, as well as funding a portion of the overall Hill Recreation Area / Margaret Todd Senior Center master plan that is currently underway to refresh and improve these community amenities

Finally, as part of the City's broader strategy for Hamilton Base Reuse, the City leveraged several different funding sources, including approximately \$250,000 from Measure F, to purchase over 90 acres of hilltop open space for a bargain price of \$500,000; 90% less than the appraised value. This property surrounds the Marin Valley Mobile Country Club, an affordable senior community, and overlooks the Hamilton area and the wetlands west of Novato. As an example of another win/win, this beautiful open space can also be utilized to trade development restrictions currently on some of the City's historic dilapidated buildings in Hamilton (such as the old Officers Club and Theater buildings) in order to complete the renovation and improvements to the Hamilton neighborhood. Once completed, this process has the potential to generate millions of dollars in one-time revenue for the City.

**Parks and Street Maintenance** — Since its inception, Measure F has funded maintenance workers that have helped offset the 30%+ reductions in staffing that occurred in this area during the recession. In 2011/12, two maintenance workers were funded on a temporary basis, and in 2012/13 and 2013/14, that number was reduced to one funded maintenance worker. Beginning in 2014/2015, the original two maintenance workers have been included in the core staffing going forward with the assistance of the new countywide Measure A parks ¼ cent sales tax. These additions have supplemented and augmented the quality of the landscape, park, median, and street maintenance throughout Novato due to Measure F funding.

Three new capital improvement projects were initiated in 2014/15, funded by Measure F, to address pedestrian safety, traffic safety, and energy efficiency. The City began a pedestrian crossing safety pilot program to research the safety of crosswalks throughout Novato, identify the most critical crossings to upgrade, and provide information about what types of crossing upgrades are most suitable to each location. The project also includes funding to install two test sites. Measure F also funded the design of a traffic signal improvement project to install a battery backup and appropriate ADA improvements for all 31 City-owned traffic signals. All of these measures improve the safety and maintenance of Novato streets.

Continuing with the theme of pedestrian safety, in 2015/16, several grant-funded projects are moving forward with the assistance of Measure F matching funds to improve pathways to schools. These projects, funded by a combination of regional transportation grants and Measure F funds, will install new crosswalks and controls at two locations on Ignacio Blvd and fill sidewalk gaps near schools on Plum St. and Arthur St.

The City also moved ahead with the third and final phase of its Streetlight Conversion Program, changing out all remaining streetlights to energy efficient LED bulbs. This project, identified in the Fiscal Sustainability Plan, will translate to significant ongoing energy savings for the City of at least \$130,000 per year and growing over time.

**Technology and City Operations** — A significant new investment for the City for 2014/15 and the future is the first phase of projects identified in the Information Technology Master Plan. While Novato's network infrastructure is current, a number of Novato's software systems are either non-existent

#### MEASURE F SUPPORTS: PARKS & STREET MAINTENANCE

Annually, the City resurfaces Novato streets to prevent potholes and keep Novato safe and accessible. Our maintenance crews maintain dozens of medians and more than 20 parks to keep our community clean and green.



or over ten years old. A full process was undertaken in 2012 and 2013 to identify all City technology needs over a four-year period, prioritize those needs, establish budgets, and stage them for implementation. In total, the City Council set aside \$2.8 million in Measure F funds to support technology initiatives over several fiscal years. FY 2014/15 represented the first year of such investment, allotting nearly \$600,000 to the research, planning, and implementation of several major new technologies.

Accomplishments in 2014/15 in City technology projects include:

- Enhanced customer service:
  - » A fully revamped City website, including new customer-friendly features such as an online service request system and improved search capabilities;
  - » Roll-out of mobile applications for building inspection and code compliance to improve building inspection services in the field; allows inspectors to review and take notes to improve customer communication and efficiency during site visits.
- Local business support:
  - » Selection of a new business license software that will improve communication with businesses and allow for online renewal of annual licenses;
- Increased Public Safety:
  - » Full replacement of in-car video systems for police patrol vehicles.

To better serve residents, fiscal year 2015/16 has an additional allocation of \$1.3 million for significant new technology projects from the original \$2.8 million program. Major initiatives expected to move forward during this year include initial steps to replace the City's inefficient 20-year-old financial / accounting software, including new human resources software functionality; a computerized maintenance management system; and a replacement of the City's recreation class registration software.

**Economic Development** — Restoring an Economic Development program for Novato has been a strategic use of Measure F over the past few years to replace the City's program that was eliminated in 2011 with the State's seizure of local Redevelopment funds, resulting in an \$800,000 annual loss to Novato's economic development funding. The Measure F-funded economic development program has worked to identify companies looking to relocate or expand, worked with and supported new and existing local businesses to find quality commercial space in Novato, and participated in regional outreach opportunities to targeted industries. In 2014 alone, Novato saw the creation of at least 350 new jobs by several prominent local life sciences companies, generating more than \$100 million in new economic activity locally.

In addition, the City commissioned a retail leakage study to analyze the sales leakage that Novato experiences to surrounding jurisdictions. The program also championed the recent "Shop Local Novato" campaign, featuring a variety of marketing materials, bus shelter ads, banners, and a website encouraging residents to shop at local Novato businesses.

More recently, the City has led the formation of the North Bay Life Science Alliance, a collaboration among the City of Novato, the Buck Institute, four North Bay counties, UC-Davis, Sonoma State University,

### MEASURE F SUPPORTS: ECONOMIC DEVELOPMENT

To build on the success of our local biotech industry, the City launched the North Bay Life Sciences Alliance to create a biotech hub in the region and bring more higher-paying jobs to Novato.



City sold the former Hamilton Hospital, which had been shuttered for decades, for \$2 million. In turn, Novato will gain the historic renovation of the building that will offer 80 units of assisted-living and memory care for seniors.



and a variety of other stakeholders. The Alliance was formed to accelerate growth in the life science industries in the North Bay and establish the North Bay as a strong, attractive and growing hub for bio-tech and life science businesses. The 2015/16 budget continues investment in this strategic partnership, allocating \$100,000 to achieve additional progress and sponsorships from other regional partners.

Another critical program in the City's overall Economic Development strategy is the Hamilton Base Reuse program. With a limited-term Hamilton Base Reuse Director staff position, the program seeks to find the best use for a variety of City-owned properties in Hamilton, including properties with historic structures. A significant achievement for this program during 2014/15 was the sale of the Hamilton Hospital site to a buyer that will redevelop the parcel into an assisted living / memory care facility while renovating the existing building to historic standards. Proceeds from the sale of this property will generate approximately \$2 million in one-time revenue for the City.

Similarly, the Senior Housing Triangle, another underutilized site in Hamilton, was also sold to a buyer that intends to develop the site as a seniors-restricted "pocket neighborhood" of approximately 15 residences. This sale will generate approximately \$500,000 for the City. The Hamilton Base Reuse Director is also finalizing the City's negotiations with federal agencies to remove deed restrictions on other City-owned parcels in Hamilton. Once that task is complete, the City can then identify private sector opportunities to redevelop these properties for the benefit of the Hamilton community and the City.

## INVESTING IN NOVATO'S FISCAL HEALTH AND STABILITY

**Future Risk and Economic Reserve Funds** — As part of the 2014/15 budget, the City Council set aside \$3 million in Measure F funds as a Risk Mitigation Reserve to guard against future unknown costs or events. The economy is improving, but the City is proceeding with caution. Separate from the City's "Emergency & Disaster Response Reserve", this fund is set aside for mitigating economic impacts, State takeaways, unexpected pension investment losses, or future unforeseen mandatory expenses, among other contingencies.

**Future Technology/Customer Service/Efficiency Projects** — Much of the City's technology is either out-of-date or non-existent. With fewer staff and high customer expectations, the investment in new hardware and software is critical. The breadth of the projects spans virtually all departments and will upgrade outdated systems and put into place new systems that will improve efficiency of operations and enhance customer service to City residents. As many of these projects are multi-year, multi-phase projects, it was important to identify the budgets for the full scope of each project from the outset, and identify a funding source. A variety of funding sources, including Measure F, are being utilized for these technology investments. Of the planned \$2.8 million of technology projects funded by Measure F, \$900,000 still is left to be appropriated in future fiscal years' budgets.

**Future Community Projects** — Consistent with the City's deliberate and responsible fiscal management of Measure F revenues, an estimated



\$4.5 million balance remains that the City Council could appropriate for other projects to benefit the community or plan for future contingencies.

### LONG-TERM SUSTAINABILITY FOR NOVATO

Since Measure F was adopted in 2010, the City Council has made it a priority to plan for and ultimately achieve long-term sustainability. Substantial research during 2012 and 2013 for the Fiscal Sustainability Plan highlighted a number of important financial realities for Novato. Several of these facts serve to highlight what is different about Novato's situation compared to pre-recession times, and what the key fiscal issues will be for Novato as it looks to a sustainable future with high quality of life services.

- Infrastructure is aging and needs proper maintenance and repair at levels desired by residents, requiring an investment of over \$1 million annually to fund pothole repair, street and park maintenance, and maintenance of key City infrastructure (including retaining walls, bridges, pathways, etc).
- Seizure of local redevelopment monies by the State of California eliminated over \$800,000 in annual funding for economic development and redevelopment programs.
- Staff compensation is not competitive in the marketplace and is causing difficulty in attracting and retaining qualified employees who provide services to the public; this problem is exacerbated by reduced benefits for new employees combined with rising employee contributions to benefits and rising retirement costs to the City.
- Regional competition for quality retail and economic development projects is strong, and, as a community, Novato has limited commercially-zoned space remaining.
- As a mostly built-out community, Novato will not have the large infusions of planning fees, permit fees, and development charges that occur with large projects that have historically helped to fund new city capital projects and amenities.

As a response to this set of facts and a recognition of Novato's financial realities for the future, the City recently completed a multi-year planning process to chart the City's future course for both a **fiscally and operationally** sustainable Novato in the long term. The "Fiscal Sustainability Plan" was adopted by the City Council in February 2014 and the 2014/15 budget began implementation of many of the programs outlined in the Plan.

Finally, the Committee notes that, on July 28, 2015, the Novato City Council elected to place a new revenue measure on the November 3, 2015 ballot. Measure C would continue a locally-approved sales tax beyond Measure F's current expiration date of March 31, 2016 while reducing the rate of the tax from ½ cent to ¼ cent. If approved by the voters, the measure would provide a critical source of approximately \$2.4 million in ongoing locally-controlled revenue to maintain Novato city services, as outlined in this report. For more information about Measure C, visit the City's website at [www.novato.org](http://www.novato.org).

### CONCLUSION

Adoption of the Measure F sales tax was crucial in addressing the financial crisis and bringing much-needed interim financial stability to Novato. It

has prevented significant budget and service cuts that would have otherwise occurred, reinstated staff positions that were previously cut, and funded important services and programs for public safety, maintenance and infrastructure, economic development and services for our community's youth and seniors. Measure F has also helped the City leverage grant opportunities and invest in the City's economic growth and development. An essential component of the City's effort to ensure long-term fiscal and organization sustainability, Measure F has protected vital City services and allowed the City to continue to provide high-quality of life services and programs to its residents.

**This Annual Report is respectfully submitted to the Novato City Council and the Novato community by the Measure F Oversight / Citizens Finance Committee.**

**MEASURE F COMMITTEE**

Robert Jordan, Chair  
Robert Scott, Vice-Chair  
David Bentley  
Caitrin Devine  
Alan Berson (Term ended August 31, 2015)  
Cris MacKenzie  
Joshua Chassman (Term began September 1, 2015)  
Robert Ratto

## MEASURE F FUNDING HISTORY DETAIL

	FINAL ACTUAL 2010/11	FINAL ACTUAL 2011/12	FINAL ACTUAL 2012/13	FINAL ACTUAL 2013/14	ACTUAL UNAUDITED 2014/15	ADOPTED BUDGET* 2015/16	CATEGORY TOTALS
<b>Revenues</b>							
Measure F Sales Tax Revenue	689,126	4,089,401	4,473,532	4,422,885	4,750,569	3,493,500	
Investment Earnings	347	9,491	20,872	50,394	58,337	46,000	
<b>TOTAL REVENUES</b>	<b>689,473</b>	<b>4,098,892</b>	<b>4,494,404</b>	<b>4,473,279</b>	<b>4,808,906</b>	<b>3,539,500</b>	<b>22,104,454</b>
<b>Expenditures and Allocated Funds</b>							
General Fund Deficit Backfill / Prevent Budget Cuts		16,784	411,375		1,198,995	2,398,794	4,025,948
<b>Police / Crime Prevention / 911 Response Times</b>							<b>849,981</b>
Novato Response Team - Staff and Program Support		52,302	105,126	73,582	277,566		
0.50 FTE Records Clerk					12,546	40,173	
0.50 FTE Admin Clerk					5,186	40,173	
Emergency Services Contract				15,053	64,712	37,500	
North Coast Computer Crimes Task Force				12,022	31,741	35,195	
Replacement Fund for Police Technology					25,102	22,000	
<b>Youth and Senior Programs and Projects</b>							<b>1,571,573</b>
Youth After School Initiative / Needs Summit			14,236	17,337			
CIP — Hill Recreation Master Plan						200,000	
CIP — Bocce Courts and Parking						400,000	
CIP — Synthetic Turf Athletic Field				272		899,728	
Youth Athletics Scholarship Program					10,000	30,000	
<b>Parks &amp; Streets Maintenance / Programs</b>							<b>2,006,842</b>
Parks, Medians, Streets Maintenance		169,864	86,092	85,542		25,000	
CIP — Pedestrian Safety Improvements					34,340	127,225	
CIP — Traffic Signal Improvements Design					2,945	22,055	
Open Space Purchase — Trust for Public Lands				253,779			
CIP — LED Streetlight Replacement Project					179,347	1,020,653	
<b>City Facility Investments</b>							<b>1,315,019</b>
Payoff of Corp Yard Lease					1,141,581		
CIP — Hamilton Pool Solar					13,796	159,642	
<b>Technology / Customer Service / Efficiency</b>							<b>1,976,367</b>
Receptionist / Admin Clerk				63,123			
Geographic Info Systems Support			9,144				
CIP — Technology Projects Citywide					272,000	1,632,100	
<b>Economic Development</b>							<b>1,895,981</b>
Economic Development — Staff & Program Support			170,982	215,006			
Hamilton Base Reuse — Staff & Program Support			107,076	284,663	310,000	311,490	
Shop Local Campaign			19,232	85,522			
Bio-Life Sciences Campaign				157,301	134,709	100,000	
<b>Risk Mitigation Reserve / Future Technology</b>							<b>3,900,000</b>
Risk Mitigation Reserve					3,000,000		
Future Technology Projects — IT Master Plan						900,000	
<b>TOTAL EXPENDITURES &amp; ALLOCATED FUNDS</b>		<b>238,950</b>	<b>923,263</b>	<b>1,263,202</b>	<b>6,714,567</b>	<b>8,401,729</b>	<b>17,541,711</b>
<b>MEASURE F ENDING FUND BALANCE</b>	<b>689,473</b>	<b>4,549,415</b>	<b>8,120,556</b>	<b>11,330,633</b>	<b>9,424,972</b>	<b>4,562,743</b>	<b>4,562,743</b>

\* Capital Improvement Program ("CIP") project budgets represent appropriated funds. Depending on project timing, actual expenditures may not occur until future fiscal years. 2015/16 Adopted budgets for CIP projects include updated carryover budgets based on actual expenditures during 2014/15.



**CITY OF NOVATO  
Adopted Budget  
Fiscal Year 2015/2016**

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