

# CITY OF NOVATO CALIFORNIA

ADOPTED BUDGET  
FISCAL YEAR 2016/17



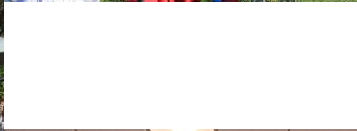
A City That  
Works



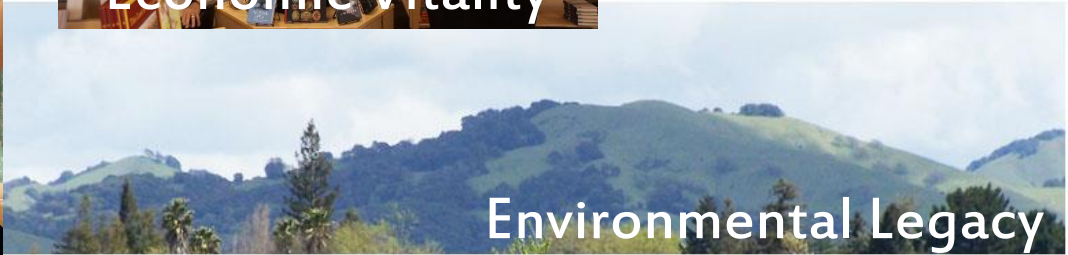
Living Well, Together



Great Places



Economic Vitality



Environmental Legacy

**PAT EKLUND**  
*Mayor*

**DENISE ATHAS**  
*Mayor Pro Tem*

**PRESENTED BY CATHY CAPRIOLA**  
*Interim City Manager*

**PAM DREW • JOSH FRYDAY • ERIC LUCAN**  
*Councilmembers*

## ***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 318. CIP project funds are listed beginning on Page 301. Current CIP projects are shown individually beginning on page 324.

*California Society of  
Municipal Finance Officers*

*Certificate of Award*

***Operating Budget Excellence Award  
Fiscal Year 2015-2016***

*Presented to the*

***City of Novato***

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

*February 23, 2016*



*Jesse Takahashi*

*Jesse Takahashi  
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, 2015.

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, 2015**

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, 2015.

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 2016/17

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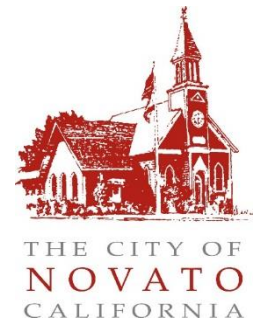


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June 14, 2016

Honorable Mayor and City Council Members  
Novato, California

Subject: FY 2016/17 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 2016/17-- a refreshing and exciting step forward for many critical priorities and projects that are important to our community. The proposed Operating and Capital Budgets total \$62.9 million. With this investment, the City will continue to deliver the services our residents want including public safety, and maintained city streets, parks and infrastructure. With the funding from Measure C, the City is in a position to increase a number of key services for our community, some of which were reduced dramatically during the recession. Overall, the City's budget is in a fairly stable position with revenues and expenditures in close alignment.

Our current fiscal status would not be possible without the support of the more than 73% of Novato voters that voted "yes" for Measure C this past November; a minimum of a 20-year continuation of a ¼-cent locally approved sales tax for Novato general City services. Measure C will provide more than \$2.5 million annually in ongoing funding of City services that our residents said were important to them 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

The Proposed Budget "focuses on fundamentals" and balances many competing community and organizational needs while maintaining the City's strong commitment to budget stability. As the economy has improved, it has also brought an increased demand for services. These areas include services driven by the burgeoning housing and real estate market such as planning, building, and inspection services. In other areas, our services are degrading over time (park and street maintenance) and there are not the staff resources to respond adequately.

The budget reflects investments in core city services that preserve our community's quality of life, including:

- **Focus on Public Safety** – Recommendations for the Police Department focus on rebuilding support services to assist the department's goals, including adding a full-time Dispatcher; increasing Police Officer recruitment and hiring support; and continuing the crime analysis program and the Novato Response Team.
- **Reinvest in Maintenance** – This budget proposes 3 new full-time Maintenance Worker positions; 1.5 additional custodians by shifting from contract services; mobilizing more investment in the streets crack-sealing program; a new partnership with the Downtown Streets Team focused on community clean-up and homelessness outreach; and a major investment in Parks and Islands special projects,



upgrades, and enhancements. Capital improvements and renovations are also planned at parks and facilities, including the Police Department, Hoog Park, Margaret Todd Senior Center, Hamilton Community Center, Reservoir Hill pathway, and Dogbone Meadow.

**Respond to Increased Permitting / Inspections** – With the aforementioned increases in service demand in the Community Development Department due to the economy, the budget proposes adding 1 new full-time Planner and 1 new full-time Building Inspector. The Building Inspector position would also assist with Code Enforcement duties during peak periods.

**Support Youth and Senior Programs** – Revenues are increasing in several different recreation program areas, necessitating additional resources for the Parks, Recreation, and Community Services Department. The recommendations add a 0.75 Recreation Coordinator for the childcare program and support growth in the gymnastics, children’s programs, and senior fitness programs. One additional augmentation area is for additional staff resources in community events and support of arts and public arts.

**Public Engagement and Outreach** – With the Council’s emphasis on community engagement and communication, the budget recommends the addition of a webmaster/writer position to support those efforts, as well as additional operating budget for noticing, translation, advertising, etc.

**Invest in Employees** – The budget invests in employees by continuing a focus on enhanced technology; building and funding an employee reward and recognition program; purchasing equipment to assist the maintenance staff do their jobs better; and overall improving staffing levels to improve staff’s ability to respond to the service needs of the community which enhances employee morale and job satisfaction.

**Foster Economic Development** – I recommend continuing the Hamilton Base Reuse Program, the North Bay Life Science Alliance program, and the Shop Local program in 2016/17, as well as broadening our economic development efforts to emphasize small/medium business retention and attraction.

## **MOVING FORWARD WITHOUT LOCKING IN**

In formulating the budget recommendations for 2016/17, a key principle that staff utilized was to “move forward without locking in” to long-term commitments where possible. With an acknowledgement that the ¼ cent Measure C tax is less than the adopted Fiscal Sustainability Plan’s assumption of a ½ cent sales tax, the budget recommends that the majority of the added staff positions function as either 2-year or 4-year limited terms. This strategy will allow the City to improve services while also retaining the City Council’s flexibility for the future if an economic recession or other unexpected circumstances necessitate reductions to the workforce. Additionally, since the City currently has significant unused one-time Measure F funds, I am recommending funding the 4-year limited term positions with those resources. The 2-year limited term positions in the Community Development Department, on the other hand, are proposed to be General Fund positions that are backed by additional fee/permit revenue generated by that department. Down the road, with all of the proposed limited term positions, a future City Council could decide to eliminate the positions, extend the positions, move them to ongoing General Fund funding, etc. as budgetary conditions warrant.

## **CITY COUNCIL STRATEGIC PLAN**

A strong organization knows where it is going and sets goals to continue to propel it forward and the Novato City Council has a proven history of strategic planning. In mid-2015, the City Council adopted its three-year Strategic Plan that prioritized organizational goals and objectives which are reflected throughout the departmental budgets (See the current Strategic Plan in the Appendices). The current City Council is in process of reviewing and making some minor revisions to the Strategic Plan which will be completed over the summer and included in the final budget document.

## **LOCAL ECONOMIC ENVIRONMENT**

More than six years after the official conclusion of the Great Recession, Novato and the broader Marin County economy continue to thrive in many sectors. Job growth has been strong, with Marin County adding more than 4,000 jobs (close to 4%) in the past year, with nearly all of the growth coming in the construction, manufacturing, transportation, professional and business services sectors. Unemployment throughout Marin County continues to be the lowest in California, registering an extremely low 3.2% and comparing very favorably with the overall statewide unemployment rate of over 5%. Home values continue to increase, another 6.5% in the past year. Commercial real estate is headed in the right direction as well; Novato has recently seen the vacancy rates for both retail and industrial space dip below 5%, while office space vacancy remains on the high side at around 20%.

Another key indicator of the economy that directly impacts the City's revenues is the occupancy rates of our local hotels. Since 2010, hotel occupancy rates in Novato have improved from 55% to 75%. Novato has seen multiple years of double-digit growth since the bottom of the recession, and 2015/16 is on pace to record at least 6% growth in overall transient occupancy tax revenue.

It is clear from the 2015 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 creation of the North Bay Life Sciences Alliance. Novato-based companies and other North Bay-centered organizations are adding life science jobs; in the four-county North Bay area, the rate of life science employment growth is double that of all other sectors. Total life science employment in the North Bay surpassed 10,000 jobs in 2015.

Finally, I cannot address the local economy without mentioning Novato's recent sales tax trends. While Novato was slowly rebounding from the recession in 2012 and 2013, 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) led to declines in sales tax results during 2014. The good news is that Novato appears to have turned a corner, posting five straight quarters of increases. In 2015 Novato's sales growth (3.7%) outpaced both the Bay Area (3.0%) and the State of California (2.6%) in sales tax performance. Novato has seen strong gains in the restaurants, new auto sales, and retail building materials sectors; a highlight for 2015 was the 37% increase in sales tax generated from business-to-business transactions in Novato compared to 2014.

## **FY 2016/17 OPERATING BUDGET & MEASURE F**

The 2016/17 General Fund budget comprises \$36 million (including appropriations and transfers out to other funds) of the total \$62.9 million overall City budget.

As part of our annual process, departments presented budgets with few increases such as contracts or utility costs that would be more than in the prior fiscal year. These basic ongoing O&M increases totaled \$281,000 which is about \$24,000 more than was projected in the five-year forecast. Additionally, I am recommending some one-time expenditures that were requested by departments to address service level needs totaling \$82,000 next year.

Another category of expenditures that we highlighted for the City Council this year were recommendations that were offset either by fee revenues or other budgetary re-alignments that make them cost-neutral. Examples of these types of increases include additional part-time hourly staff for children's recreation programs (offset by increased program enrollments) and two added staff positions in Community Development (offset by increased service fee revenue / permit revenue). Ongoing budget increases of this type total \$497,000 with one one-time request that is revenue-recovered of \$40,000.

Please note that the 2016/17 budget does not show any increases in salary or benefits for City employees, as all represented bargaining units are currently in negotiations for new labor agreements. If negotiated contracts are concluded prior to production of the final Adopted Budget document in late summer, those budgetary changes to salary and benefits will be included at that time.

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

Fiscal year 2016/17 represents the first year since its inception without new Measure F revenue; the tax ended on March 31, 2016 and was replaced by the Measure C tax. As the City Council has purposefully been judicious in the expenditure of Measure F funds, there remains a balance of Measure F funds. This year's budget strategy was to fund several limited-term positions in service areas identified in the Measure F ballot language and are important to achieving the City Council's strategic goals, including:

- 2 full-time Maintenance Workers;
- 1 full-time Dispatcher;
- 1 full-time Management Analyst / Webmaster / Writer;
- Continuation of a full-time Hamilton Base Reuse Director;
- Continuation of a part-time Police Records Specialist; and,
- Continuation of a part-time Police Office Assistant.

Other Measure F budget proposals include:

- Continued funding for police crime analysis services;
- Contribution to the County-wide Major Crimes Task Force;
- Continuation of the Youth Financial Assistance Program for parks and recreation programs;
- Contributions for maintenance projects: \$125,000 to re-establish the City's pavement crack-sealing program and \$250,000 to complete a number special projects and improvements to parks and islands;
- Partnership with the Downtown Streets Team; and,
- Contribution to the Bio-Life Sciences Initiative.



Unlike in previous years, no deficit backfill is projected to be needed because the proposed budget reflects a surplus in the General Fund of approximately \$1.4 million.

### **FY 2016/17 CAPITAL IMPROVEMENT PROGRAM BUDGET**

The FY 2016/17 Capital Improvement Budget proposes investments of \$3.3 million. This amount does not include carryover funding of \$15.7 million that was allocated for previously approved projects that will continue into the new fiscal year. This is an exciting year for the Capital Improvement Program as we leverage both Measure F funds, grants, development impact fees, and parks Measure A funds to continue work on some critical projects. Some highlights include:

- Completion of the Hill Recreation Area Master Plan and associated construction documents;
- Renovations to the Dogbone Meadow dog park;
- Renovations to other recreation facilities including the Margaret Todd Senior Center, Hamilton Community Center, and Hoog Park playground;
- \$1.1 million of long-term maintenance projects for City buildings, facilities, and infrastructure as identified in the Fiscal Sustainability Plan;
- Repair of three City-owned retaining walls locations;
- North Redwood Corridor Streetscape Study;
- Planning for multi-use path on Novato Blvd from Sutro Ave to Stafford Lake;
- Over \$500,000 for pavement rehabilitation and bridge repairs; and
- Additional investment of \$850,000 in Measure F funds to complete key technology upgrades and improvements to improve the effectiveness and efficiency of city services including a maintenance management system and a new financial / human resources software system.

As we look to the future, the City has limited long-term capital improvement program funding sources. The City receives 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 funds secured in 2000, were concluded in 2012 with the funding invested in citywide transportation projects. Other capital funding sources, such as grants and development impact fees, are uncertain as to their availability and timing and may have City matching requirements in order to qualify for the funding. The city's Fiscal Sustainability Plan has committed to approximately \$1 million in annual funding required to properly maintain city buildings and infrastructure, and this proposed budget reflects that contribution. Unfortunately, based on current revenues, this investment from the General Fund is not sustainable in the long run.

### **GENERAL FUND REVENUE & EXPENDITURE TRENDS**

City revenues are improving as we move further away from the Great Recession. General Fund revenues and transfers-in are projected to increase to \$36.8 million next year.

<b>Proposed 2016/17 Budgeted Revenues</b>			
<b>Revenue Type</b>	<b>FY 15/16 Revised Budget</b>	<b>FY 16/17 Proposed Budget</b>	<b>Change</b>
Taxes	25,782,790	29,836,585	4,053,795
Licenses & Permits	1,060,240	1,125,950	65,710
Intergovernmental *	522,800	437,750	(85,050)
Service Charges	2,629,500	2,827,905	198,405
Fines, Forfeits & Penalties	502,300	510,500	8,200
Use of Money & Property	430,070	475,030	44,960
Miscellaneous Revenue	99,120	91,100	(8,020)
<b>REVENUE TOTAL</b>	<b>31,026,820</b>	<b>35,304,820</b>	<b>4,278,000</b>
Operating Transfers	3,568,204	1,255,500	(2,312,704)
IF Loan Repayments / Operations	260,000	260,000	-
<b>TOTAL</b>	<b>34,855,024</b>	<b>36,820,320</b>	<b>1,965,296</b>
<b>% Budget Change</b>			<b>5.6%</b>
* Includes grant-funded positions			

With few exceptions, City revenues are increasing. The most noteworthy change is the addition of Measure C revenue, estimated to contribute \$2.5 million to the General Fund next year. The other large contributor to City revenues is the increase in property tax and related revenues, nearly a \$1.2 million change from the prior year's budget. All other tax categories are projected to increase as well. Service charges continue to perform strongly, increasing nearly \$200,000 in 2016/17. This increase is led by an increase of nearly \$100,000 in cost recovery charges and a similarly-sized increase in childcare, seniors, and other recreation revenues.

Each department is on track to spend less than what was budgeted for FY 2015/16. Position vacancies and salary savings contribute significantly to the overall amount of unspent budget. This fact, coupled with an improving revenue picture, will likely mean a General Fund surplus in 15/16 of about \$500,000.

As mentioned previously, this trend is projected to continue through 2016/17 and mean another budget surplus next fiscal year as well. For 2016/17, the proposed budget projects a General Fund surplus of approximately \$1.4 million.

<b>Proposed 2016/17 Budgeted Expenditures</b>			
<b>Department</b>	<b>FY 15/16 Revised Budget</b>	<b>FY 16/17 Proposed Budget</b>	<b>Change</b>
Central Administration	1,925,937	1,898,467	(27,470)
Administrative Services	2,838,061	2,935,610	97,549
Citywide Programs	2,242,785	2,249,684	6,899
Police *	13,385,897	13,453,059	67,162
Community Development	2,240,532	2,363,812	123,280
Public Works	6,392,824	6,627,654	234,830
Parks, Recreation & Community Services	3,367,727	3,436,828	69,101
<b>EXPENDITURE TOTAL</b>	<b>32,393,763</b>	<b>32,965,114</b>	<b>571,351</b>
Operating Transfers	2,918,892	2,902,362	(16,530)
Unspent Appropriations	(500,000)	(500,000)	-
<b>TOTAL</b>	<b>34,812,655</b>	<b>35,367,476</b>	<b>554,821</b>
<b>% Budget Change</b>			<b>1.6%</b>
CIP Operating Transfers for City Hall	586,294	511,294	(75,000)

## **ACCOMPLISHMENTS FOR FY 2015/16**

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 2015/2016, we have been able to achieve many exciting projects and programs that will position our community for the future:

- **Bicycle / Pedestrian Improvements** – The City has continued its focus on bike and pedestrian safety improvements this year. This includes the completion of the Nave Drive Multi-Use Path as well as the receipt of CalTrans approval for Olive Avenue Class II bike lanes. With the annual pavement rehabilitation project, the City installed 30 new ADA crosswalk ramps and corrected 55 trip hazards. Additionally, we secured nearly \$750,000 in new grant funds for projects: \$350,000 to install class II bike lanes on Lamont Ave and \$350,000 for crosswalk enhancements and sidewalk gap closures.
- **General Plan** – Involving a process that has been ongoing for several years, the City hopes to release its draft General Plan 2035 by the end of June. The General Plan update process has included 8 neighborhood workshops and at least 55 public meetings of the Council, boards, commissions, etc. City staff has prepared 9 policy “white papers” to inform the community and Council about key policy topics that will be addressed by the General Plan.
- **Hamilton Properties** – Staff concluded the multi-year process of transferring the “lands-to-parks” restrictions from several City-owned properties in Hamilton to an alternative piece of open space property, also owned by the City. This accomplishment allows us to move forward with a community process for determining the best re-use / re-development options for those parcels.



- **Technology Enhancements** – Virtually all departments have been focused on technology projects and upgrades during 2015/16. The Police Department has led the way with multiple significant projects, including new in-car video systems, new scheduling / personnel software, new T-1 connection for dispatch, new Records Management software, etc. The City installed a new business license software package, and selected new systems for fuel management and for recreation class scheduling.

## **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 Interim Assistant City Manager Michael Fuson, 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 and Scott Sanders
- Community Development – Bob Brown, Steve Marshall, and Anette Chavez
- 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**

Novato is a city with an excellent quality of life, thriving economy, charming and livable neighborhoods, and vast open space and recreational opportunities. This budget – our plan for next year's investments in Novato – represents our commitment to the Council's strategic objectives and to our residents' priorities. I am pleased to be able to recommend additions to essential services such as police 9-1-1 dispatch, street maintenance, park and island maintenance, public outreach and engagement, and recreation services for seniors and youth.

Over the past few years, we have often discussed that Novato is unlike other cities with respect to its revenue base. However, with the voters' approval of Measure C in 2015, Novato has secured a critically important ongoing source of local revenue to continue providing excellent services that residents value; without it, the conversations about the 2016/17 budget and future budgets would have been much different.

We continue to keep a close watch on economic forecasts regarding the timing of the next recession, escalating pension costs, legislative changes and activities at the state level, and regulatory unfunded mandates such as the upcoming changes to clean storm water rules.

Despite the risks and uncertainties, 2016/17 is an incredibly exciting and welcome year for Novato and our residents. We look forward to working with the City Council, community, staff, Boards, and Commissions for a brighter future of Novato--to deliver excellent services in a fiscally sustainable manner; and to maintain and enhance the excellent quality of life that this community embraces.

Sincerely,



Cathy Capriola  
Interim City Manager

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# 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.*

#### Draft 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 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 Mobile Home 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 mobile home 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)*

### 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 2016 is 262,274, which is an increase of 1.3% from the 2015 population of 258,972. Novato, which covers 28 square miles, has a population of 54,749, an increase of 2.2% from the previous year, and 21,158 households. As of the 2010 census, Novato's population is 65.8% White, 21.3% Hispanic, 6.5% Asian, 2.5% Black and 3.9% all other; the median age is 42.6 years.



*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 203 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 (Administration, Operations, Services), 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. AT&T provides satellite TV service throughout the city.

### Employment

According to the State Employment Development Department, as of June 2016 the Marin County labor market provided 138,300 wage and salary jobs and had an unemployment rate of 3.5%, the second lowest rate in the state (0.2% behind San Mateo County) and a slight increase of 0.1% from the previous year. Of this total, 20,200 jobs were in educational and health services. Other leading sources of wage and salary employment in the county were professional and business services (18,700), trade, transportation and utilities (18,400), government (15,700), leisure and hospitality (15,400) and construction and manufacturing (10,500).

Novato's labor market currently provides 28,900 jobs and has an unemployment rate of 3.5%. This is a slight increase from the June 2015 unemployment rate of 3.3% and is equal to the Marin County rate.

## Education

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

The College of Marin serves approximately 13,000 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 838 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, Hopmonk Tavern, 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.





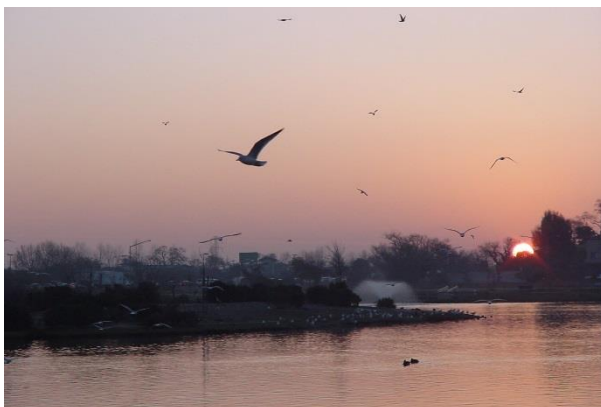
In 2016, 4,600 businesses are registered for business licenses with the City of Novato. The larger businesses within Novato are listed below and have more than 200 employees.

**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	838
BioMarin Pharmaceuticals	Pharmaceuticals	765
2K/Visual Concepts Entertainment	Video Game Developer	600
Novato Community Hospital	Hospital	333
Safeway Stores	Grocery Market	298
Costco Wholesale	Bulk Retail Outlet	297
City of Novato	Government	291
Bradley Electric	Electrical Contractors	255
Brayton Purcell	Law Office	225
Novato Healthcare Center	Convalescent Home	209

***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 2,700 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*



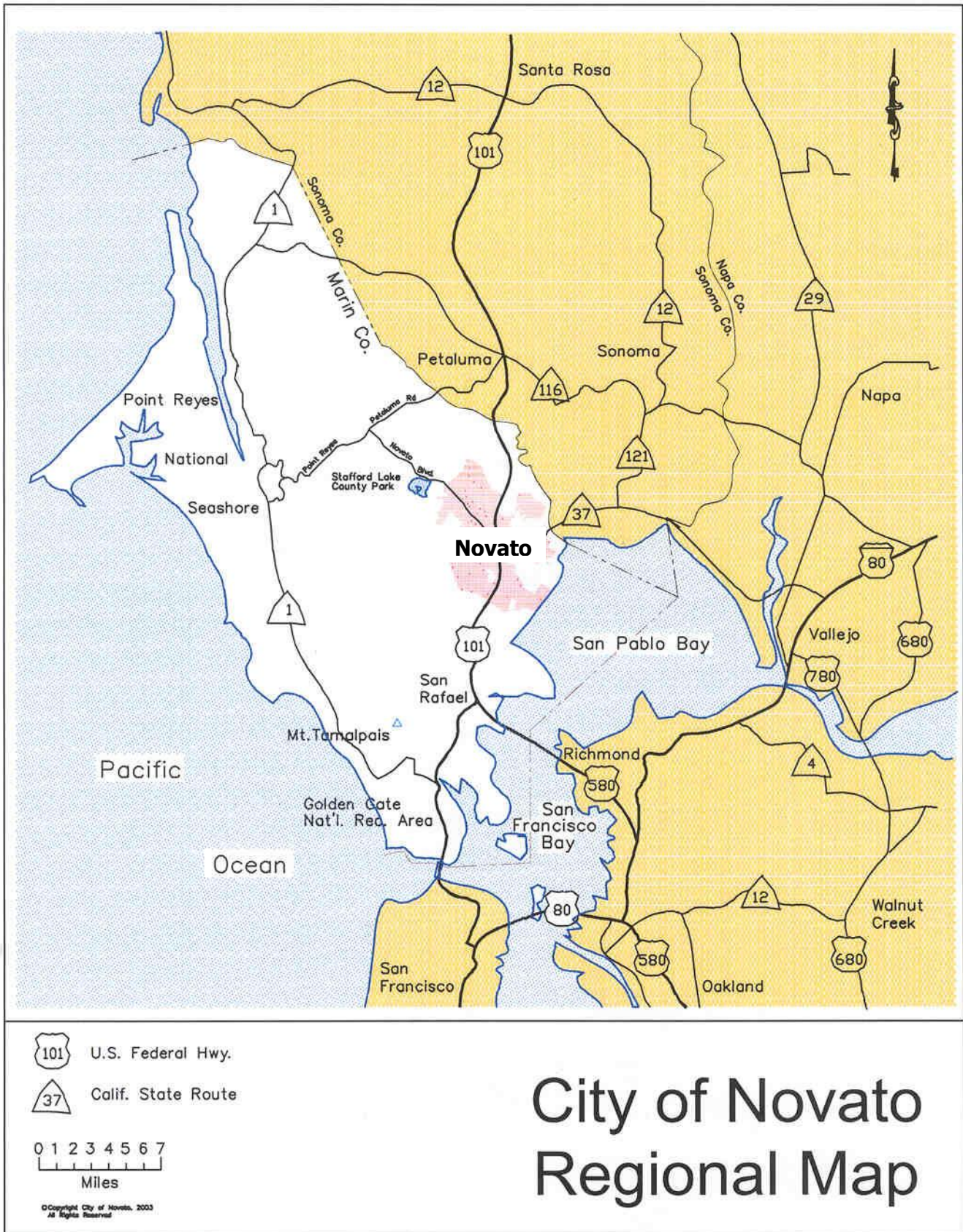
*Art, Wine & Music Festival*



*Clean & Green Day*









**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	54,749
Median Age	42.6

**Population by Ethnic Group**

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

**Labor Market**

Total Employment	28,900
Unemployment Rate	3.5%

**Largest Employers**

Novato Unified School District	838
BioMarin Pharmaceuticals	765
2K/Visual Concepts Entertainment	600
Novato Community Hospital	333
Safeway Stores	298
Costco Wholesale	297
City of Novato	291

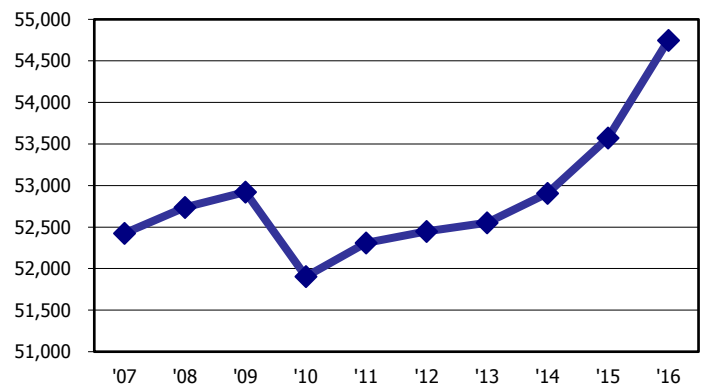
**Educational Attainment (Age 25 and older)**

Graduate or Professional Degree	17.9%
Bachelor's Degree	26.2%
Some College/Associate Degree	23.2%
High School Graduate	16.8%
Non High School Graduate	7.7%

**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)	4
Projected Enrollment	8,000
Student/Teacher Ratio: K-3	21:1
4-5	30:1
6-12	31:1

**Novato Population**



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

**Housing**

Housing Units	21,158
Persons Per Household	2.53
Vacancy Rate	3.3%
Single Family Homes	16,858
Multiple Family	4,376
Mobile Homes	617
Owner Occupied Households	65.4%
Average Home Price	\$950,668
Median Home Price	\$868,500
Median Household Income	\$77,702

**Sources:**

- California Department of Finance
- California Employment Development Department
- Marin County Assessor's Office
- Novato Unified School District
- American Community Survey (2014)
- 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, 2016 and ending June 30, 2017. The 2016/17 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 2016/17 Capital Improvement Program Budget includes \$3,272,125 of new appropriations, as well as \$15,734,433 in carried over funding. Project costs through FY 2020/21 are estimated at \$43,868,734 (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 - \$13,915,842
- Redwood Boulevard / San Marin Improvements - \$2,521,338
- Downtown SMART Station Phase I - \$2,400,000
- Grant Avenue Bridge Rehabilitation - \$2,338,021
- Vineyard Road Improvements - \$1,055,757
- 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, are increasing the Maintenance Division's annual streets, parks, and building maintenance budgets by approximately \$400,000 annually. The city administrative offices building completed in late 2013, represents approximately \$175,000 of that total. Conversely, the recently-completed LED streetlight retrofit project is decreasing utility costs by approximately \$130,000 annually.

The Capital Improvement Program section beginning on page 301 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 four 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 two funds for replacing high value assets. The Equipment and Vehicle Replacement Fund is used to properly fund the replacement of vehicles and rolling stock. The Technology Replacement Fund is used to accumulate funds to replace technology hardware and software. The City will set aside an appropriate amount of money annually in the funds for each vehicle, item of rolling stock or technology, based on that item's typical usage and expected useful life. Monies that have accumulated in the funds for a specific asset's replacement can then be used when the asset is replaced. No specific reserves are required for these funds. 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 related purposes are identified for the funds and appropriated by the City Council.

### ***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, 2016, is comprised of the following:

<b>Type of Indebtedness</b>	<b>Outstanding at June 30, 2016</b>
General Obligation Bonds:	
Series 2007 (Measure B)	\$3,505,000
Series 2013 Refunding	8,314,330
Compensated Absences	1,331,152
Pension Obligation Bonds	16,706,066
Capital Leases	1,296,978
MERA	1,253,550
Former Redevelopment Agency Debt:	
Hamilton Tax Allocation Bonds 2005	26,285,000
Hamilton Tax Allocation Bonds 2011	16,105,000
CIEDB Loan	2,520,673
<b>TOTAL GENERAL LONG-TERM DEBT</b>	<b>\$77,317,749</b>

Long-term debt of the proprietary fund (Marin Valley Mobile Country Club) at June 30, 2016 consisted of the following:

<b>Type of Indebtedness</b>	<b>Outstanding at June 30, 2016</b>
MVMCC	
Loan - Bank of Marin	\$6,371,857
<b>TOTAL PROPRIETARY LONG-TERM DEBT</b>	<b>\$6,371,857</b>

**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.

The 2000 and 2004 series of Measure B bonds were refunded as part of a 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.

Following dissolution of redevelopment agencies by the State of California in June 2011, the city continues to receive property tax revenue to pay the debt service on these bonds until maturity.

### ***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.

Over the past three fiscal years, the city has 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 three are for five years.

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

There was no aggregate in-substance defeased debt outstanding at June 30, 2016.

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

At June 30, 2016, accrued compensated absences totaled \$1,331,152 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 are approximately \$247,000. This debt will be fully repaid in FY 2021/22.

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.

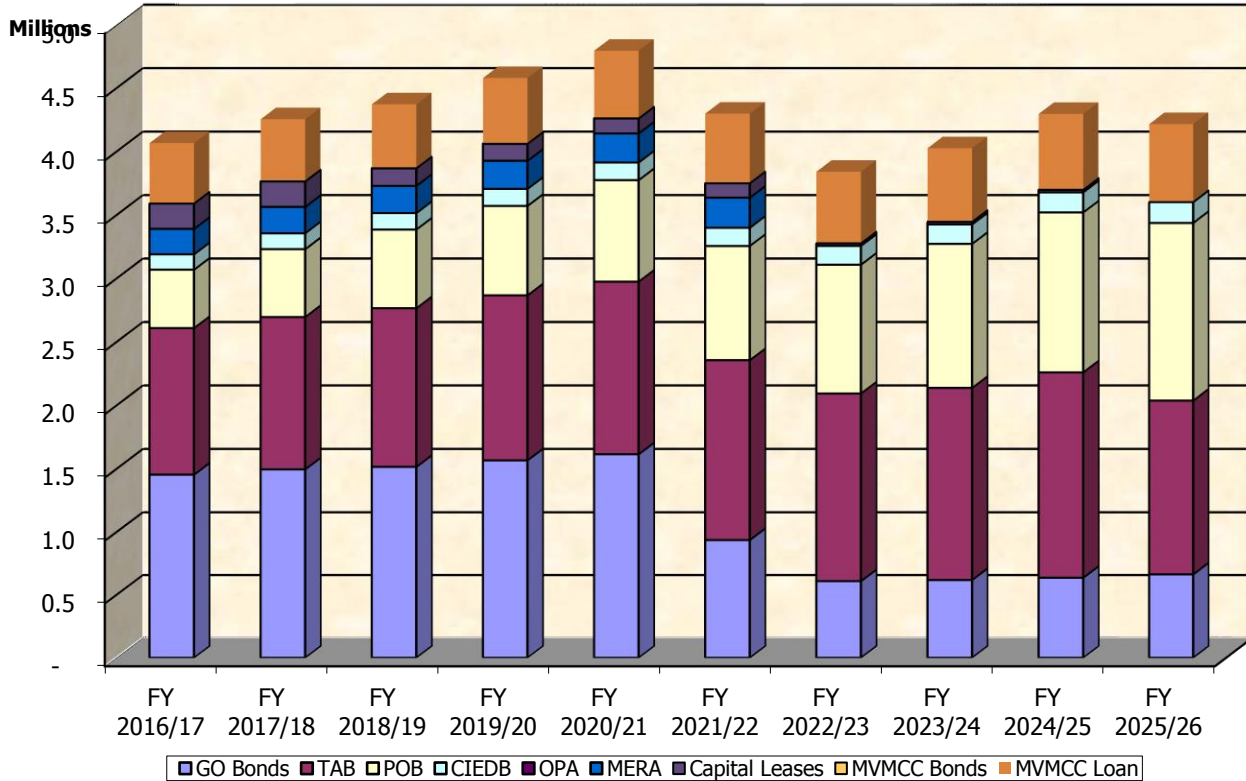
During FY 2012/13, the city refinanced the remaining balance on the Senior Bonds with a \$7.9 million 15-year loan from Bank of Marin, at a fixed interest rate of 2.805%. The proceeds of the loan and cash reserves that had been required by the 1997 bond indenture were used to refund the bonds and pay 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 2016/17 - 2025/26**



**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, 2016
Golden Gate Plaza, Assessment District No. 93-1	\$730,000
Vintage Oaks Public Improvements, Community Facilities District No. 1	\$13,889,302
Hamilton Field, Community Facilities District No. 1994-1	\$11,629,975
Pointe Marin, Community Facilities District No. 2002-1	\$9,345,000
Pacheco Valle CFD	\$332,955



***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 2013/14 through 2016/17**

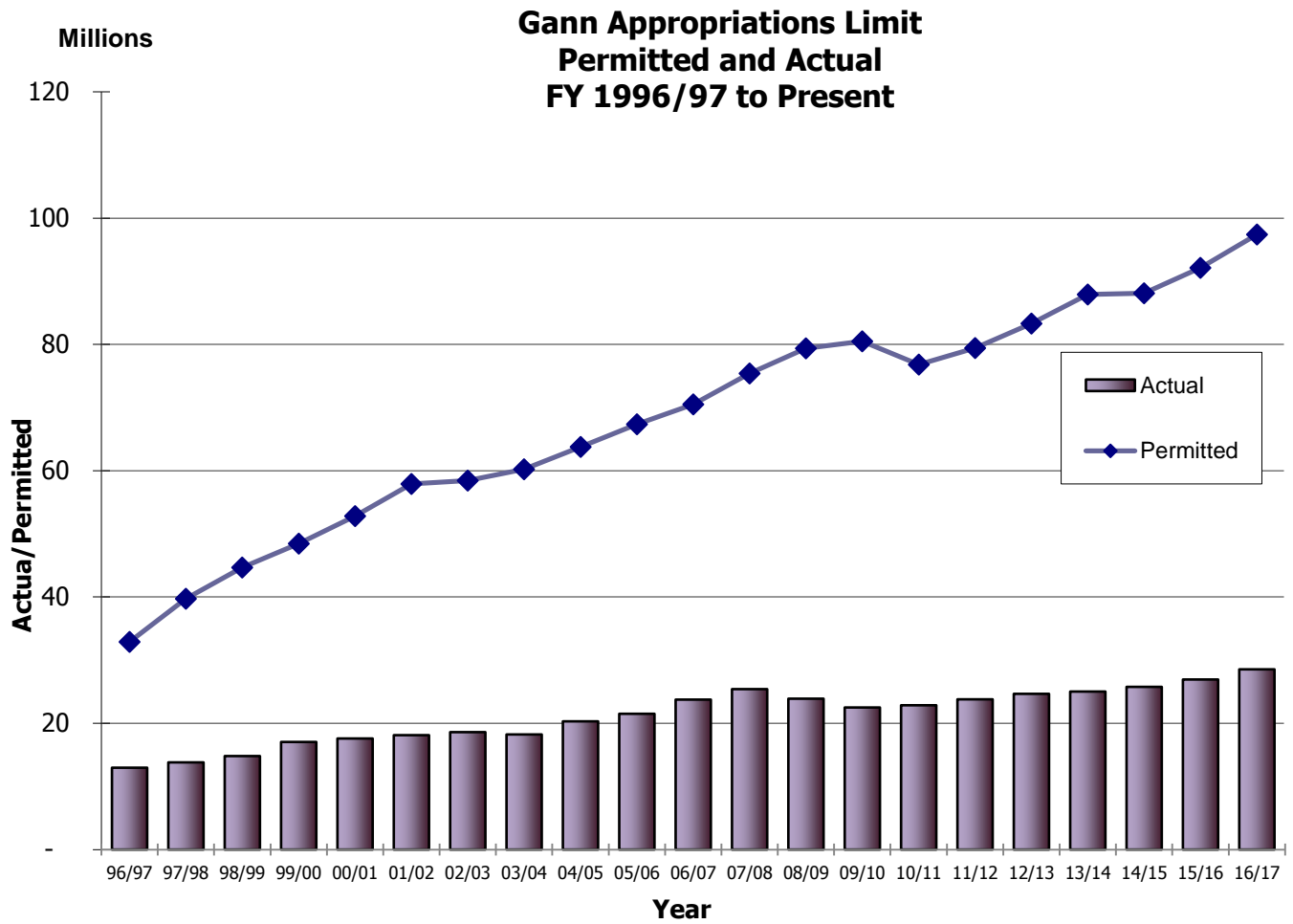
	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Total Assessed Valuation	\$8,496,569,938	\$9,015,313,971	\$9,367,537,682	\$9,884,073,624
Debt Limitation (15% of Assessed Valuation)	1,274,485,491	1,352,297,096	1,405,130,652	1,482,611,044
Less GO Bonds Outstanding	16,155,000	14,685,450	13,225,168	11,819,330
Legal Debt Margin	1,258,330,491	1,337,611,646	1,391,905,484	1,470,791,714

***"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 16/17</b>
Real Estate Property Tax	\$6,797,200
Property Tax in Lieu of MVLFF	4,515,700
ERAF Refund	1,150,000
RDA Property Tax Increment	535,000
In-Lieu Property Tax - MVMHCC	73,800
Unsecured Property Taxes	140,000
Supplemental Property Taxes	210,000
Real Property Transfer Tax	353,500
Sales Tax	9,169,785
Hotel Tax	1,669,610
Business License Tax	1,202,020
Franchise Tax	1,581,470
Residential Development Tax	5,000
Secured Homeowners Exemption	36,000
Gas Tax	1,101,250
<b>Total Proceeds from Taxes</b>	<b>\$28,540,335</b>

For FY 2016/17 the city's appropriation limit is \$97,392,024, an increase of \$5,267,427 from the prior year's limit of \$92,124,597. The city's tax proceeds are estimated to be \$28,540,335 for FY 2016/17. 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.



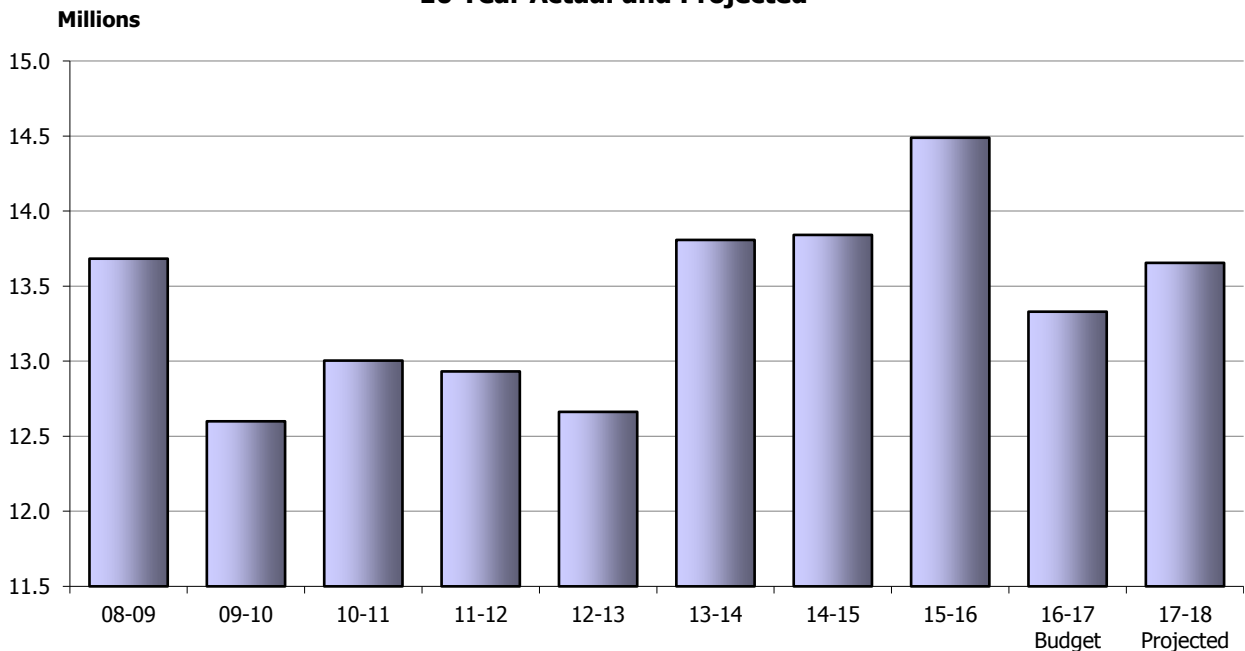


**General Fund Revenue**

**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 19% or \$6.7 million of the city’s General Fund revenue is derived from local property taxes. The Property Tax is a major source of revenue for critical city services such as police, public works, recreation and parks.

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 ended in FY 2015/16, with a resultant decrease in that component of property tax revenues. This is offset by a similar increase in sales tax as the state is now remitting the full 1% to the city. For FY 2016/17, property tax revenue relating to replaced VLF is projected to be \$4.5 million. The chart above reflects property tax revenues after the passage of Proposition 57. The city also receives excess ERAF (Education Revenue Augmentation Fund) from the



county based on property taxes shifted from the city to the state. Based on increases in the ERAF shift for FY 2005/06, the city’s excess ERAF refund has more than doubled.

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

The city is seeing increased property tax revenues resulting from increased sales and revaluation of homes in Novato as the housing market has recovered 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 4.5% in FY 2016/17. This increase is estimated to continue at this rate through FY 2017/18 and then increase at approximately 3% 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. . .**

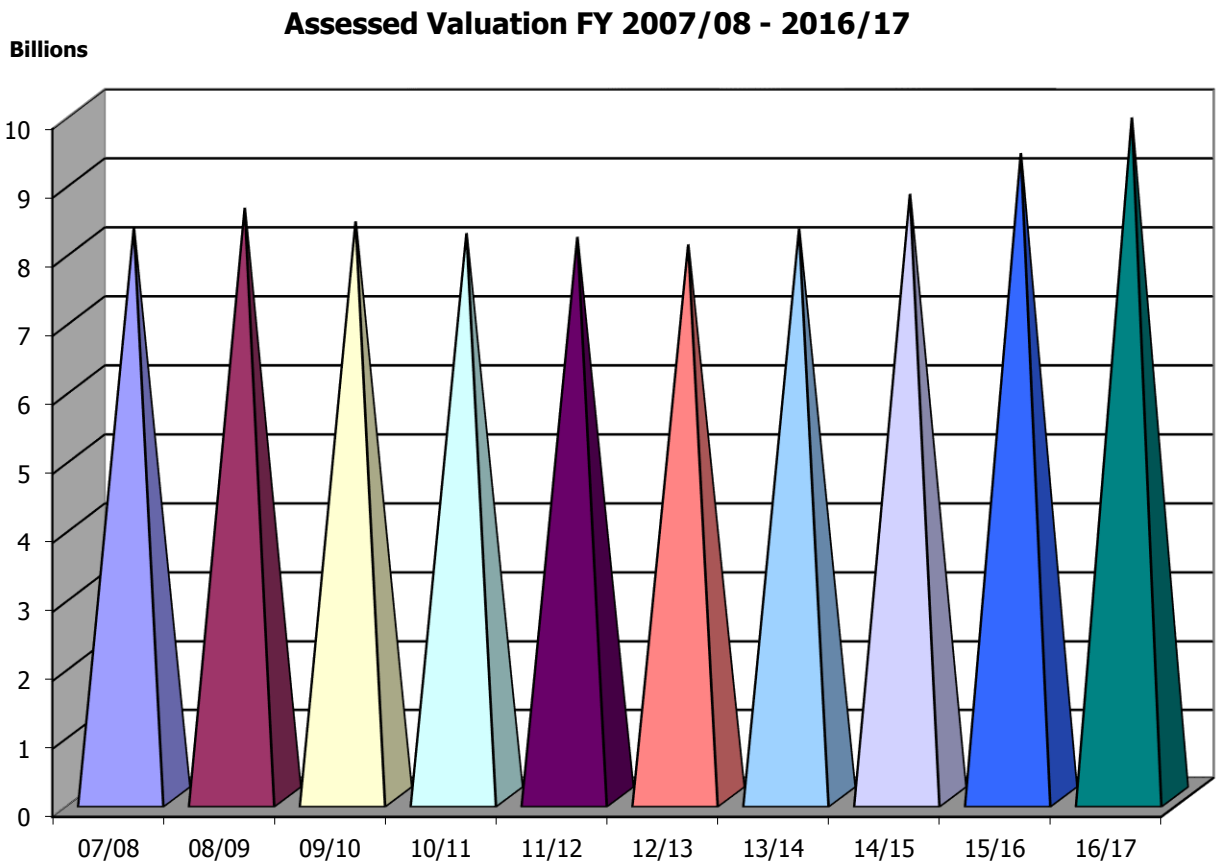
- |  |                                    |
|--|------------------------------------|
| ❖ Marin County Free Library                | ❖ Novato Sanitary District         |
| ❖ Flood Control Zone 1                     | ❖ North Marin Water District       |
| ❖ Marin County Open Space District         | ❖ 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 shows the trend over the past ten years. The tables on the following page present the city's 2016/17 net taxable valuation and the amount of reimbursable exemptions by assessment roll.





**CITY OF NOVATO**  
**2016/17 Assessed Valuation**

<u>Secured</u>	<u>Unsecured</u>	<u>Total</u>
\$9,884,073,624	\$242,874,996	\$10,126,948,620

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

Fiscal Year	Assessed Valuation	Percentage Change
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%
2016/17	9,884,073,624	5.5%

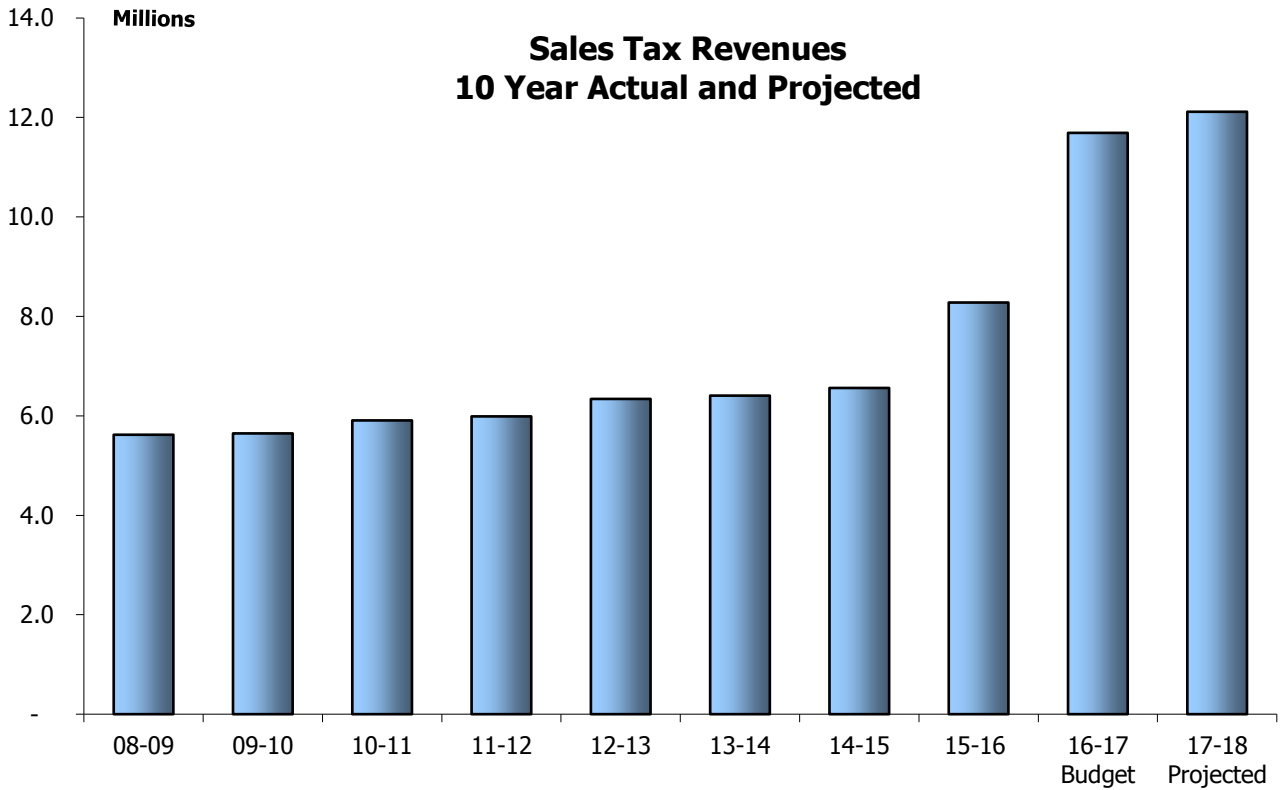
**CITY OF NOVATO**  
**Source of Net (Secured) Assessed Valuation**  
**In 2016/17 by Type of Property**

Type of Property	2015/16 (Secured) Assessed Valuation	% of Total
Single-Family Unimproved Lots	\$17,919,859	0.18%
Single-Family Homes	7,697,987,665	77.88%
Multi-Family Homes & Lots	467,324,047	4.73%
Rural and Agricultural	667,425	0.01%
Industrial Unimproved	1,846,472	0.02%
Industrial Improved	364,834,620	3.69%
Commercial Unimproved	40,988,223	0.42%
Commercial Improved	1,289,105,243	13.04%
Other	3,400,070	0.03%
<b>TOTAL</b>	<b>\$9,884,073,624</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, 1% 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 6.25% 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 was 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” until all funds have been spent. The Measure F revenue is not included in the chart above.

In November 2015, Novato voters approved an ongoing quarter cent sales tax (Measure C) to partially replace the revenues from Measure F that sunsetted on March 31, 2016. The revenue from Measure C is being accounted for in the city’s General Fund, in a separate sales tax account.

**Overview:** With the passage of Proposition 57 (the Triple Flip) in March 2004, the state shifted 25% of the city’s sales tax allocation to the state to pay for recovery bonds. The sales tax take-away was replaced with an equal amount of property taxes. The Triple Flip sunsetted in FY 2015/16 and the city is again receiving the full 1% general sales tax from the state. Sales tax revenue, including Measure C, is expected to account for \$11.23 million, or 32% of all General Fund revenues for FY 2016/17.



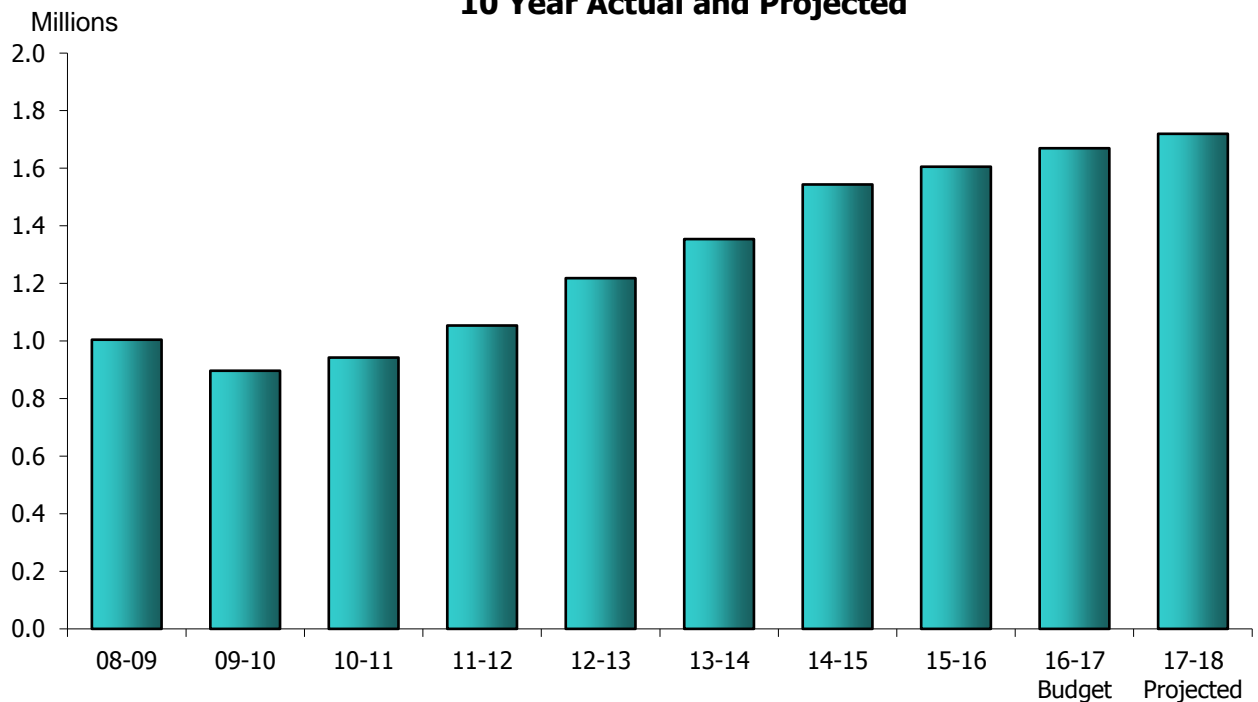
**Outlook:** Sales tax revenue has shown steady increases over the past few years. Internet sales were a concern, as a majority of these transactions were not, until recently, subject to California sales tax. Following action by the state legislature requiring online vendors to collect sales tax on items 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 2016/17 is \$1.7 million, of which \$170,000 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 2015/16. 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 and AT&T.

**Overview:** Business license taxes, with rate changes tied to increases in CPI, are generating approximately \$1.1 million annually. Franchise fees are 5% of gross revenues. Cable franchise fees are estimated to be \$1,010,000 for FY 2016/17, an increase of 5% from FY 2015/16; PG&E franchise fees are estimated at \$570,000, no statistical change from FY 2015/16.

**Outlook:** Business license revenue has been increasing over the past three 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 adjust every year by changes in the Consumer Price Index (CPI), which the city had not implemented since 2003. Beginning in 2014, 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. 2016 is the final year of the phase-in period. 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 2-3% 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 few years on both residential and non-residential projects. Permit revenues are not expected to continue this trend 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 the following year, 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.

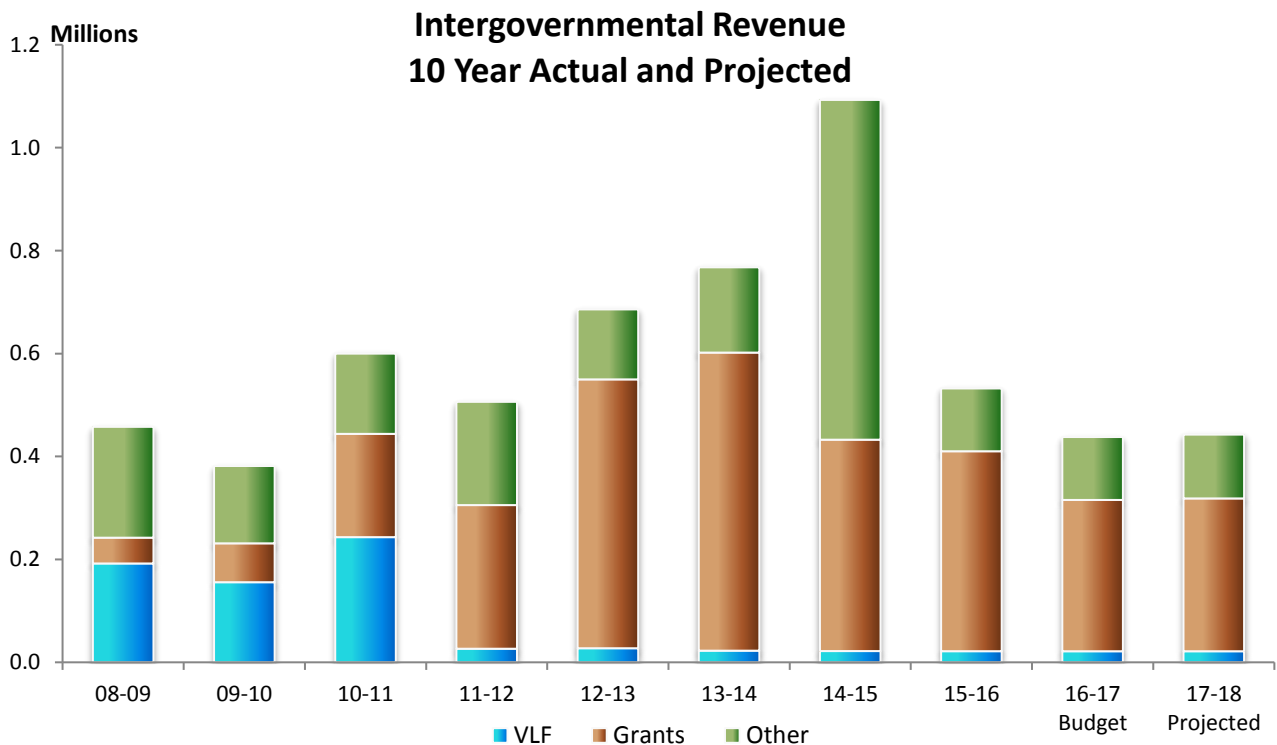
**Revenue from Use of Money and Property**

**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 .5%. 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 \$294,000 for FY 2016/17. Other revenues are from abandoned vehicles, peace officer training reimbursements, and payments from various other public sector entities.



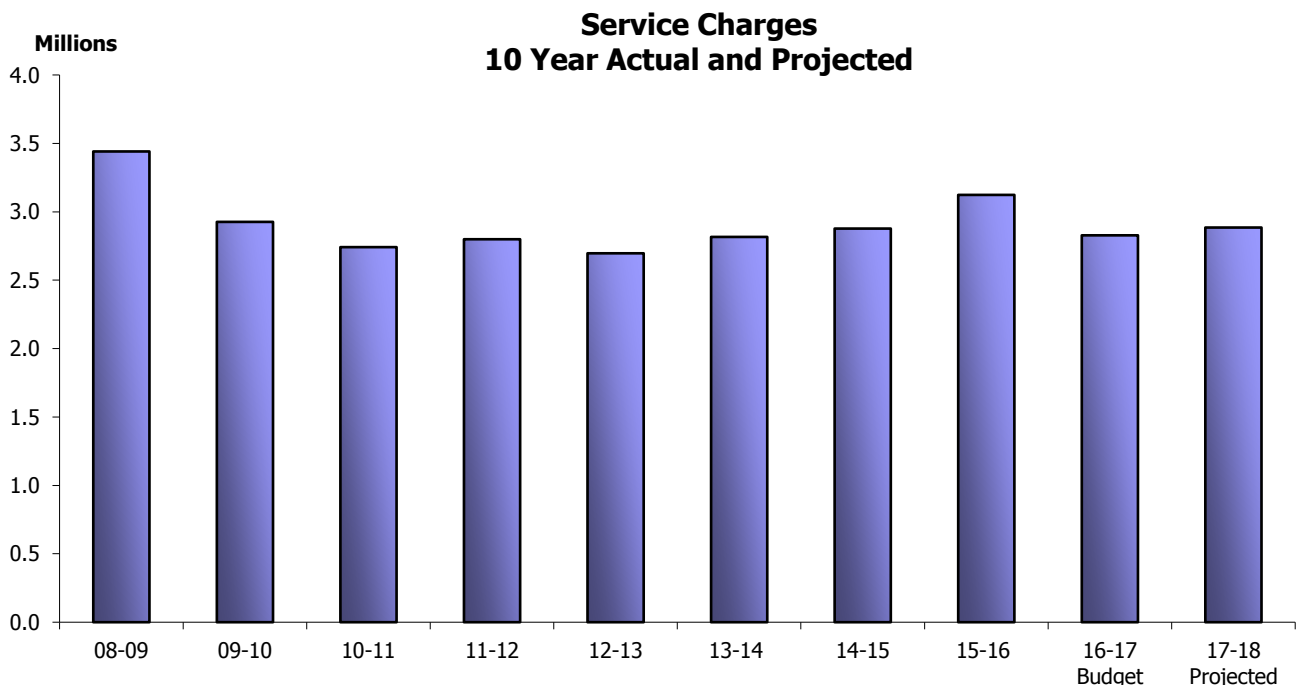
**Overview:** Until 1998, the largest source of funds in this category was Motor Vehicle in Lieu (MVL) Tax, which was assessed at 2% of a vehicle’s value. At that time, the MVL was reduced in two stages to 0.65%. The state backfilled the resulting loss of local revenues until 2005, when, following the 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). MVL 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 MVL 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. A grant that ended in FY 2015/16 was a Department of Justice (DOJ) Community Oriented Policing Services (COPS) grant, which provided funding for three police officers for 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 2016/17 at almost \$2 million). PRCS program fees are for classes, team sports and other activities offered by the city. Other fees in this area are budgeted at \$845,000.

**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 and FY 2015/16 revenues higher than 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 expired 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 2016/17, a decrease of \$100,000 from FY 2015/16, 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 \$1 million for the past several years, although it is starting to show an overall decline; the component that was formerly TCRF has historically been a more unpredictable funding source and is estimated to be only \$129,000 this fiscal year. The outlook for gas tax funds is that they will continue to decrease as more gas efficient, 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 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 2016/17 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 \$1.7 million for FY 2016/17, 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 \$381,000 for FY 2016/17.

**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. Earnings on the investments are projected at \$351,250 for FY 2016/17, with \$235,000 of that total transferred to the General Fund.

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## ***Financial Trends FY 2016/17 through FY 2021/22***

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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 taxes are now higher than they were prior to the recession and TOT, business license taxes and cable franchise fees have been exceeding prior year revenues for the past few years.

General Fund sales tax revenues will show a significant increase (48%) in the upcoming fiscal year as a result of the sunsetting of the Triple Flip and the start of the city's new Measure C ongoing sales tax.

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 Flourchylid 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, a local independent bookstore, opened at 999 Grant Avenue in April 2016. A Shop Local/Novato campaign begun in 2012, designed to encourage local residents and businesses to shop in the community, rather than travel to another community to shop. A national survey has shown that Shop Local campaigns increase local sales by 7%.

Earnings on the Hamilton Trust Fund have been low over the past few years but have begun to increase as investment rates are 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) would be transferred annually to the General Fund to support additional service needs resulting from the developments in Hamilton. For FY 16/17, that amount is estimated at \$235,000.

### ***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 now complete. This investment is decreasing ongoing electrical usage and maintenance costs by approximately \$130,000 annually.

In FY 2015/16 and FY 2016/17 the city is making payments to the county of \$2.6 million each year resulting from the loss of its court case against the state for former RDA loan repayments that the Department of Finance determined were asset transfers which were disallowed as of December 31, 2010 prior to dissolution of redevelopment agencies in June 2011. These loans may be approved as enforceable obligations and reimbursed to the city over an extended period but that has not yet been determined.

### ***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 extended public outreach 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:

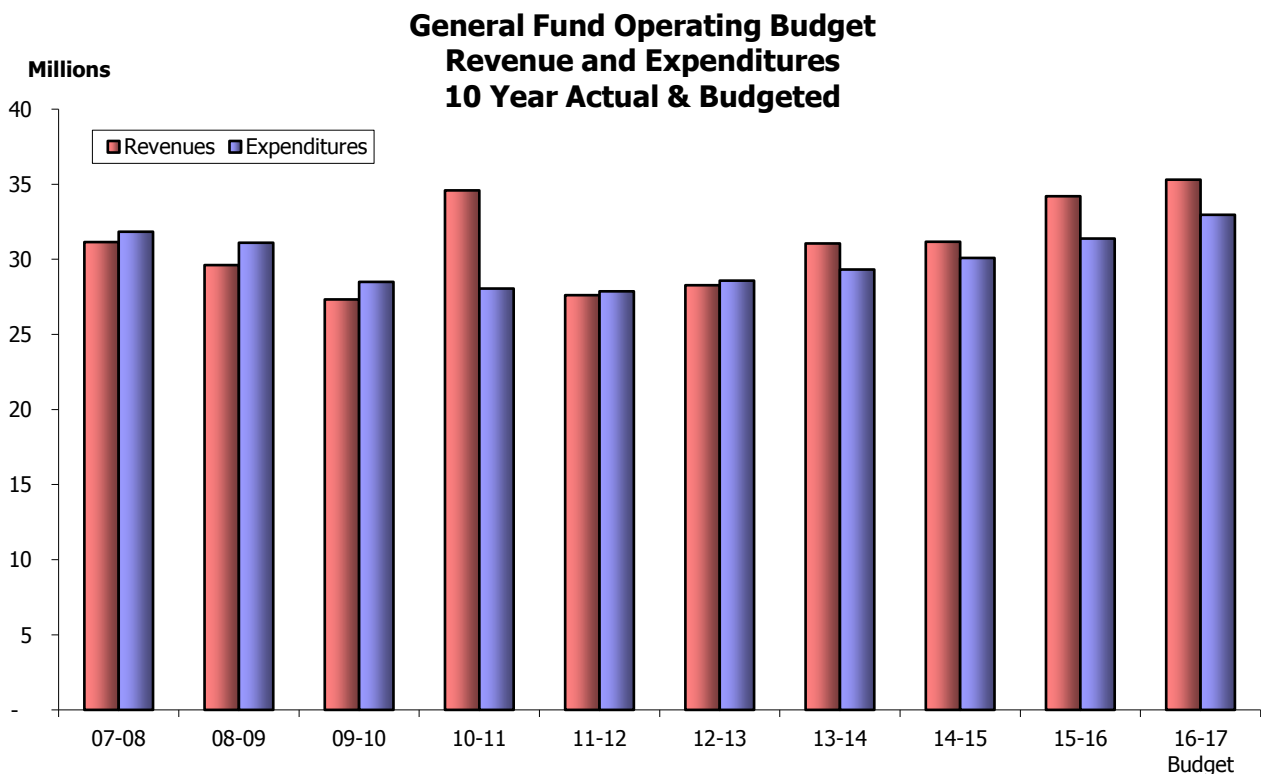
- The city wants a long-term fiscal and organizational sustainability plan
- The city wants, at a minimum, to maintain existing service levels
- The city wants, at a minimum, to maintain and improve the safety of its existing infrastructure
- The city wants, at a minimum, employee compensation to keep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

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

The FY 2016/17 budget includes a few strategic staffing additions. Components of the adopted Fiscal Sustainability Plan that were included in the FY 2014/15 budget have again been budgeted for FY 2016/17, including funding for projects within the CIP budget that will be used to maintain and improve facility and infrastructure safety.

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.

With additional long-term Sales Tax revenue coming to the city through Measure C, as well as increases in a number of different revenue sources, the General Fund budget is balanced for the next several years. Any unassigned fund balance at year end will be transferred to the Emergency Reserve Fund.





**Novato per Capita General Revenue Information  
June 30, 2015**

Novato was ranked 17<sup>th</sup> out of 20 cities within Sonoma and Marin Counties, having a per capita general revenue income of \$553.50 for the fiscal year ending June 30, 2015. The average per capita general revenue income for towns and cities within Marin and Sonoma Counties was \$992.87

<b>Rank</b>	<b>City</b>	<b>Population</b>	<b>General Revenue</b>	<b>Per Capita Gen. Rev.</b>
1	City of Belvedere	2,121	4,499,409	2,121.36
2	Town of Corte Madera	9,491	17,001,209	1,791.30
3	Town of Ross	2,493	3,984,670	1,598.34
4	City of Mill Valley	14,439	20,542,626	1,422.72
5	City of Sausalito	7,300	9,529,541	1,305.42
6	City of Sonoma	10,933	12,604,923	1,152.92
7	City of Larkspur	12,347	13,751,571	1,113.76
8	Town of San Anselmo	12,670	13,337,720	1,052.70
9	City of San Rafael	59,214	61,593,646	1,040.19
10	City of Tiburon	9,200	9,017,714	980.19
11	City of Sebastopol	7,507	6,839,260	911.05
12	Town of Fairfax	7,634	6,364,065	833.65
13	City of Cotati	7,346	5,373,915	731.54
14	City of Healdsburg	11,687	8,444,968	722.60
15	City of Santa Rosa	173,071	106,296,667	614.18
16	City of Rohnert Park	41,077	23,194,136	564.65
<b>17</b>	<b>City of Novato</b>	<b>53,575</b>	<b>29,118,228</b>	<b>543.50</b>
18	City of Petaluma	59,540	31,573,829	530.30
19	Town of Windsor	27,335	12,344,425	451.60
20	City of Cloverdale	8,708	3,268,981	375.40

Source: State Controller's Report



**City of Novato**  
**Revenue & Expenditures - Comparison of Cities**  
**Source: 2014/2015 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>53,575</b>		59,540		41,077		59,214	
Net Assessed Value	<b>\$8,700,432,172</b>	<b>\$ 162,397</b>	\$7,757,277,836	\$130,287	\$3,907,910,185	\$95,136	\$10,409,248,832	\$175,790
<b>City Revenue</b>								
Taxes	<b>\$32,250,673</b>	<b>\$602</b>	\$36,314,445	\$610	\$26,853,863	\$654	\$63,749,973	\$1,077
Assessments	<b>833,305</b>	<b>16</b>			563,029	\$14	6,405,775	\$108
Licenses & Permits	<b>869,910</b>	<b>16</b>	845,217	\$14	639,393	\$16	2,159,900	\$36
Fines & Forfeitures	<b>562,119</b>	<b>10</b>	688,123	\$12	175,890	\$4	556,077	\$9
Use of Money & Property	<b>5,016,972</b>	<b>94</b>	1,731,495	\$29	1,293,506	\$31	451,740	\$8
Intergovernmental	<b>3,822,759</b>	<b>71</b>	15,712,825	\$264	2,849,151	\$69	5,940,882	\$100
Current Service Charge	<b>5,811,047</b>	<b>108</b>	54,612,014	\$917	22,246,726	\$542	18,305,825	\$309
Other Revenues	<b>1,190,830</b>	<b>22</b>	4,040,538	\$68	11,190,947	\$272	3,229,552	\$55
Other Financing Sources					\$0		\$0	
<b>TOTAL REVENUES</b>	<b>\$50,357,615</b>	<b>\$940</b>	\$113,944,657	\$1,914	\$65,812,505	\$1,602	\$100,799,724	\$1,702
<b>City Expenditures</b>								
General Government	<b>\$7,835,950</b>	<b>\$146</b>	\$4,556,837	\$77	\$10,444,636	\$254	\$11,832,844	\$200
Public Safety	<b>14,820,681</b>	<b>\$277</b>	27,959,306	\$470	16,049,275	\$391	45,992,627	\$777
Transportation	<b>7,733,757</b>	<b>\$144</b>	28,534,922	\$479	1,902,301	\$46	13,821,088	\$233
Community Development	<b>4,934,139</b>	<b>\$92</b>	3,736,898	\$63	8,540,216	\$208	6,662,083	\$113
Health			21,434,611	\$360	12,614,105	\$307		
Culture & Leisure	<b>6,657,394</b>	<b>\$124</b>	8,349,954	\$140	3,648,607	\$89	14,646,881	\$247
Public Utilities			14,178,258	\$238	6,909,532	\$168		
Other Expenditures	<b>25,000</b>	<b>\$0</b>						
<b>TOTAL EXPENDITURES</b>	<b>\$42,006,921</b>	<b>\$784</b>	\$108,750,786	\$1,827	\$60,108,672	\$1,463	\$92,955,523	\$1,570



***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)	\$830-1,525	\$885-1,525	\$905-\$1,525	\$1,030-1,525	\$980-1,525	\$955-\$1,525	\$1,005-1,525	\$1,005-1,525
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	17.689%	17.689%	17.343%	17.343%	17.343%	17.343%	17.343%	17.343%
PERS Retirement-Tier 2 (hired after 9/25/11)	16.656%	16.656%	17.343%	17.343%	17.343%	17.343%	17.343%	17.343%
PERS Retirement-PEPRA 3 (new members after 1/1/13)	12.082%	12.082%	17.343%	17.343%	17.343%	17.343%	17.343%	17.343%
PERS 4th Level Survivor	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6
Long-Term Disability							\$22.44	
Life Insurance			\$10	\$10	\$10	\$10	\$20	
Bilingual Pay		3%						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	4%	4%						
Educational Incentive/Degree Pay-BA/BS	5%	5%						
Educational Incentive/Degree Pay-MA/MS	6%	6%						
Certificate Pay-POST Intermediate		3%						
Certificate Pay-POST Advanced		5%						2%
Specialty Assignment Pay: Task Force; K-9; Traffic; FTO		3.5% (each/ max 5%)						
Specialty Assignment Pay: Investigator		5%						
Performance Pay							\$10,000 City Manager; \$3,000 dept heads \$2,000 non-dept heads	
Shift Pay	\$100	\$50						3% - 5% certain hours / weekends
Uniform / Boot Allowance Unit H - Records staff only	\$80	\$60		\$500 annual/ maint staff; \$120 annual/ maint clerk	\$200 annual / inspectors safety boots / clothing			\$25
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	



**FY 16/17 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	3,330	1,392	40,000	5.8%
	City Manager	517,583	87,887	28,577	65,790	21.0%
	City Clerk	<u>201,083</u>	<u>32,044</u>	<u>10,599</u>	<u>35,867</u>	<u>16.0%</u>
	<b>Department Totals</b>	<b>742,666</b>	<b>123,260</b>	<b>40,569</b>	<b>141,656</b>	<b>10.6%</b>
<b>Administrative Services</b>	Administration	227,741	35,967	11,853	29,984	33.3%
	Human Resources	379,222	63,671	21,187	64,080	16.7%
	Finance	419,034	68,299	22,734	64,655	13.4%
	Information Technology	484,998.35	82,954	22,715	90,021	20.8%
	Citywide Programs	<u>31,570</u>	<u>5,242</u>	<u>1,741</u>	<u>4,803</u>	<u>0.2%</u>
	<b>Department Totals</b>	<b>1,542,565</b>	<b>256,133</b>	<b>80,229</b>	<b>253,542</b>	<b>7.0%</b>
<b>Police</b>	Administration	725,265	170,364	71,084	137,576	23.2%
	Technical Services	1,111,114	176,477	55,057	225,040	13.8%
	Professional Standards	216,180	51,811	14,758	31,951	12.6%
	Investigations	533,835	136,613	54,825	121,090	20.7%
	Patrol	4,492,985	1,190,077	459,209	1,017,391	24.9%
	Traffic	402,896	115,413	44,808	98,805	26.1%
	Special Police Services	<u>667,924</u>	<u>152,375</u>	<u>69,703</u>	<u>141,072</u>	<u>73.1%</u>
	<b>Department Totals</b>	<b>8,150,200</b>	<b>1,993,129</b>	<b>769,445</b>	<b>1,772,925</b>	<b>23.6%</b>
<b>Community Development</b>	Administration	135,708	22,067	7,243	6,862	14.3%
	Code Enforcement	209,313	36,034	12,050	46,538	16.3%
	Planning	594,587	100,328	33,282	78,134	23.1%
	Clerical Services	243,529	38,496	12,873	53,639	38.7%
	Building	<u>367,136</u>	<u>63,586</u>	<u>21,263</u>	<u>73,409</u>	<u>15.1%</u>
	<b>Department Totals</b>	<b>1,550,274</b>	<b>260,511</b>	<b>86,710</b>	<b>258,582</b>	<b>19.6%</b>
<b>Public Works</b>	Administration	276,125	43,517	14,404	47,103	14.2%
	Project Development	182,423	31,325	10,449	35,132	11.7%
	Capital Project Mgmt.	811,709	137,659	44,323	158,569	18.7%
	Maintenance Admin.	177,348	30,778	10,285	31,117	15.6%
	Street Maintenance	481,554	83,625	27,852	159,598	9.2%
	Traffic Operations	140,877	24,511	8,164	46,547	6.8%
	Median Islands	124,083	21,606	7,196	40,198	7.6%
	Parks Maintenance	486,383	84,526	28,163	163,838	8.4%
	Building Maintenance	<u>421,428</u>	<u>70,175</u>	<u>23,640</u>	<u>141,055</u>	<u>10.6%</u>
	<b>Department Totals</b>	<b>3,101,931</b>	<b>527,721</b>	<b>174,476</b>	<b>823,158</b>	<b>12.6%</b>
<b>Parks, Recreation &amp; Community Services</b>	Administration	546,915	86,535	28,548	85,341	19.6%
	Children's Programs	391,030	41,679	13,933	61,854	11.0%
	Cultural Programs	6,971	1,119	368	956	1.0%
	Senior Programs	216,653	28,616	9,562	35,288	10.0%
	Athletic Programs	<u>971,227</u>	<u>102,646</u>	<u>34,324</u>	<u>128,618</u>	<u>9.4%</u>
	<b>Department Totals</b>	<b>2,132,797</b>	<b>260,595</b>	<b>86,736</b>	<b>312,057</b>	<b>11.3%</b>
<b>General Fund Totals</b>		<b>17,220,433</b>	<b>3,421,351</b>	<b>1,238,162</b>	<b>3,561,921</b>	<b>16.4%</b>

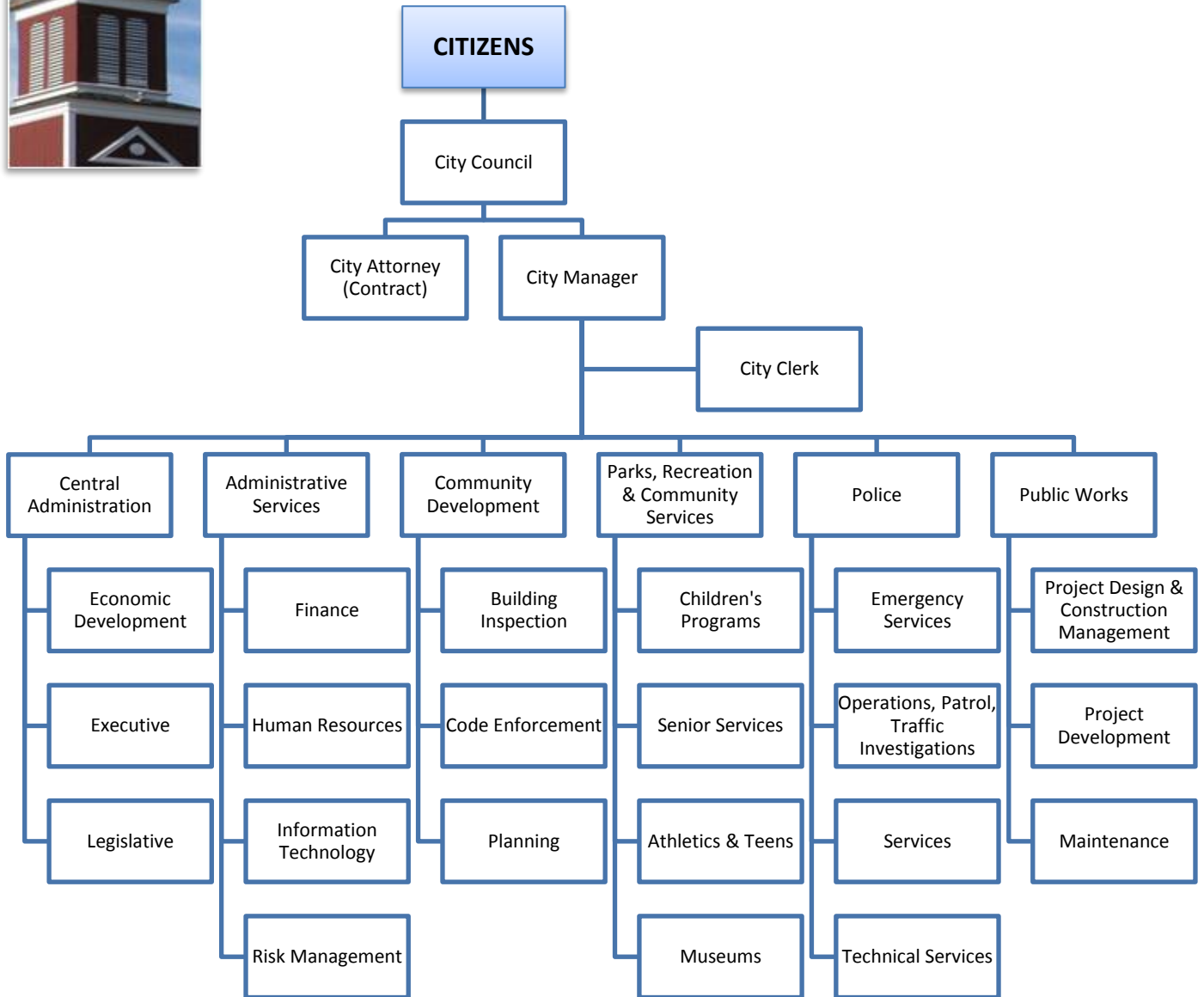


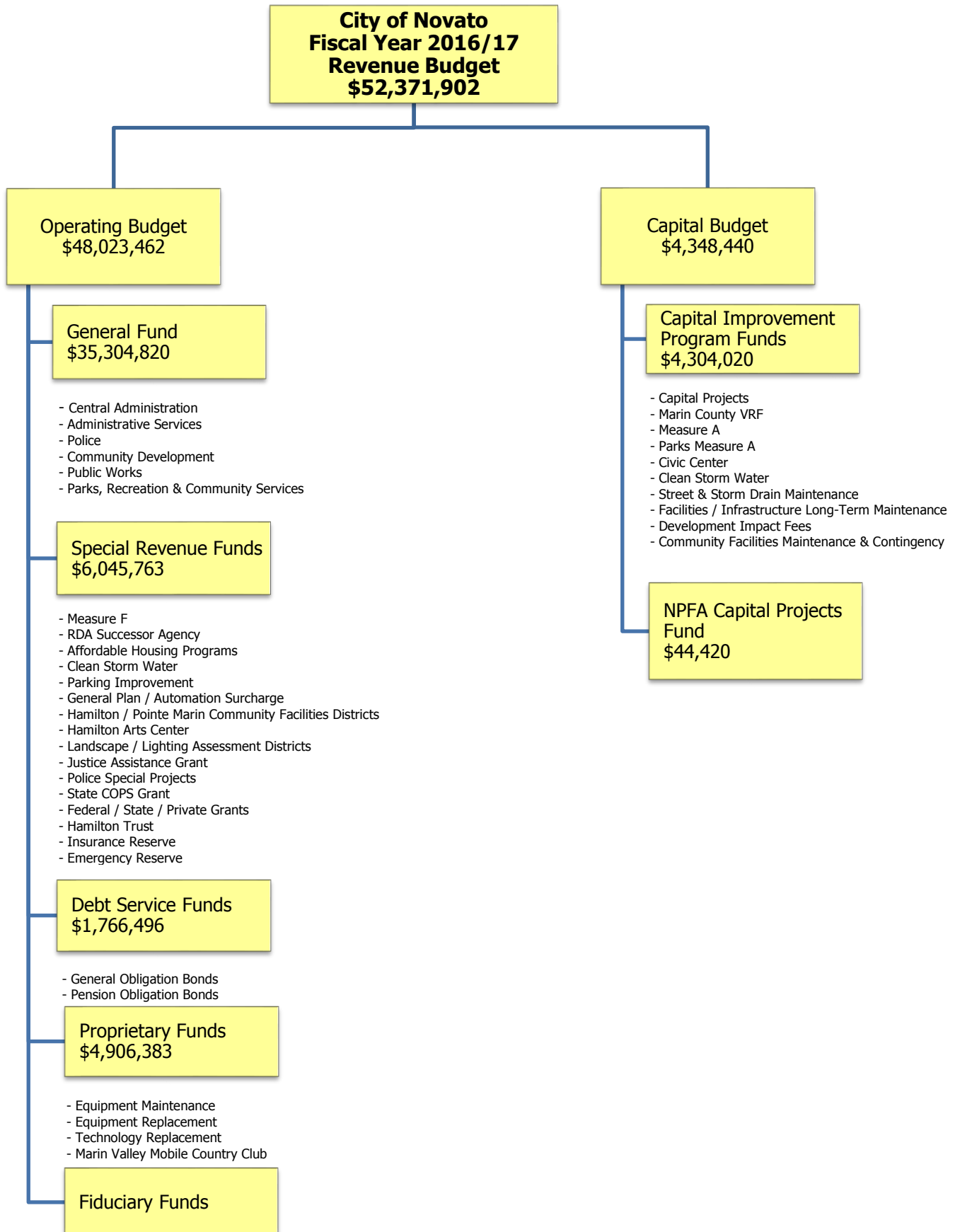
**FY 16/17 Payroll Cost Breakdown by Division and Department**

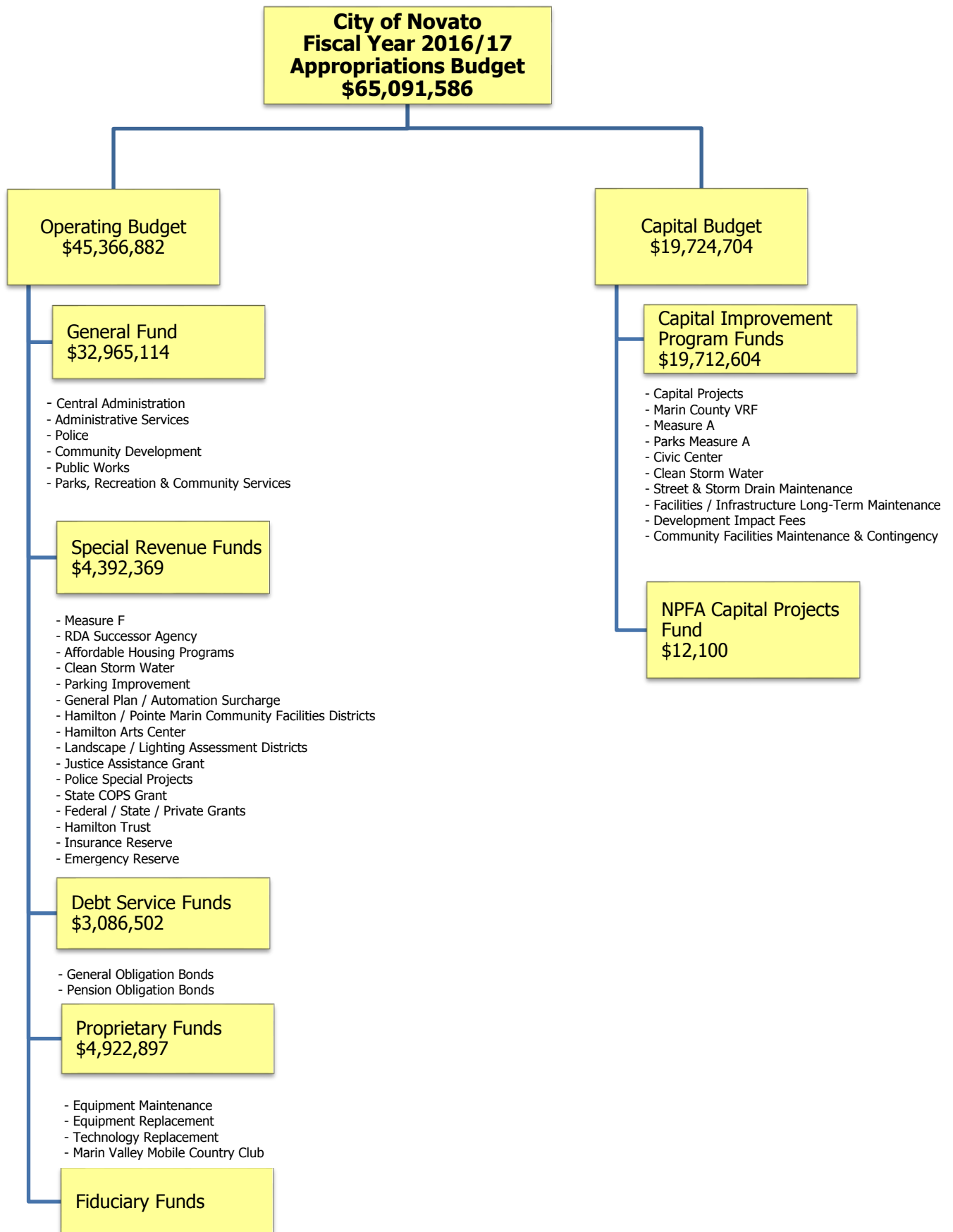
Department / Division	Salaries	PERS Retirement	POB Allocation	Other Benefits	Pension Costs as a Percentage of Budget
<b>Other Funds</b>					
Measure F	154,935	26,748	10,210	26,820	5.7%
RDA Successor Agency Admin	28,896	4,757	1,579	4,486	2.0%
Affordable Housing Programs	13,269	2,264	753	1,671	1.5%
Automation Surcharge	40,778	6,205	2,075	7,310	9.6%
Hamilton CFD	171,854	29,900	9,967	60,411	9.1%
Pointe Marin CFD	110,546	19,233	6,411	39,241	13.1%
Parks Measure A	110,546	19,233	6,411	39,241	15.8%
Equipment Maintenance	240,344	41,492	13,824	67,494	6.8%
<b>Other Funds Totals</b>	<b>871,169</b>	<b>149,832</b>	<b>51,230</b>	<b>246,676</b>	<b>11.9%</b>
<b>Citywide Totals</b>	<b>18,091,601</b>	<b>3,571,182</b>	<b>1,289,392</b>	<b>3,808,598</b>	<b>16.1%</b>



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General Fund Summary

	Adopted Budget FY 2015/16	Final Budget FY 2015/16	Projected Actual FY 2015/16	Adopted Budget FY 2016/17	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>589,350</b>	<b>586,294</b>	<b>75,000</b>	<b>511,294</b>		
<b>Interfund Loan-Hamilton CFD</b>	<b>30,000</b>	<b>30,000</b>	<b>260,000</b>	<b>260,000</b>		
<b>Interfund Loan Repayment-RDA</b>	<b>26,921</b>					
<b>Revised Fund Balance</b>	<b>646,271</b>	<b>616,294</b>	<b>335,000</b>	<b>771,294</b>		
<b>Revenues</b>						
Taxes	25,782,790	25,782,790	27,425,700	29,836,585	4,053,795	15.7%
Licenses & Permits	1,010,900	1,058,740	1,111,150	1,125,950	115,050	11.4%
Intergovernmental Revenue	522,500	522,500	532,150	437,750	(84,750)	(16.2)%
Service Charges:						
General Government	202,750	202,750	325,600	205,600	2,850	1.4%
Zoning & Subdivision	98,500	98,500	221,000	190,500	92,000	93.4%
Plan Check Fees	226,600	226,600	200,155	188,055	(38,545)	(17.0)%
Engineering Fees	96,000	96,000	70,500	80,000	(16,000)	(16.7)%
Parks, Recreation & Community Services	1,843,050	1,843,050	2,069,700	1,983,250	140,200	7.6%
Police Services	95,000	95,000	104,500	98,000	3,000	3.2%
Other Services	67,200	67,200	132,000	82,500	15,300	22.8%
Fines & Forfeitures	502,300	502,300	496,500	510,500	8,200	1.6%
Use of Money & Property	430,070	430,070	624,035	475,030	44,960	10.5%
Misc Revenue	92,500	851,320	888,000	91,100	(1,400)	(1.5)%
Subtotal Revenues	30,970,160	31,776,820	34,200,990	35,304,820	4,334,660	14.0%
Transfers In	3,568,204	3,568,204	1,163,860	1,275,526	(2,292,678)	(64.3)%
<b>Total Revenues and Transfers In</b>	<b>34,538,364</b>	<b>35,345,024</b>	<b>35,364,850</b>	<b>36,580,346</b>	<b>2,041,982</b>	<b>5.9%</b>
<b>Total Financing Available</b>	<b>35,184,635</b>	<b>35,961,318</b>	<b>35,699,850</b>	<b>37,351,640</b>	<b>1,651,790</b>	<b>4.6%</b>
<b>Appropriations</b>						
Central Administration	1,925,937	1,925,937	1,888,650	1,898,467	(27,470)	(1.4)%
Administrative Services	5,080,846	5,080,846	4,872,500	5,185,294	104,448	2.1%
Police	13,319,854	13,385,897	13,192,350	13,453,059	133,205	1.0%
Community Development	2,193,815	2,240,532	1,949,100	2,363,812	169,997	7.7%
Public Works	6,471,655	6,392,824	6,164,550	6,627,654	155,999	2.4%
Parks, Recreation & Community Services	3,367,735	3,367,727	3,316,345	3,436,828	69,093	2.1%
Subtotal Appropriations	32,359,842	32,393,763	31,383,495	32,965,114	605,272	1.9%
Transfers Out	3,324,793	4,255,186	4,316,355	4,886,526	1,561,733	47.0%
<b>Total Use of Funds</b>	<b>35,684,635</b>	<b>36,648,949</b>	<b>35,699,850</b>	<b>37,851,640</b>	<b>2,167,005</b>	<b>6.1%</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>(187,631)</b>	<b>0</b>	<b>0</b>		



**General Fund Revenue Detail**

	<b>Adopted Budget FY 2015/16</b>	<b>Final Budget FY 2015/16</b>	<b>Projected Actual FY 2015/16</b>	<b>Adopted Budget FY 2016/17</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
					<b>Dollar</b>	<b>Percent</b>
<b>Taxes</b>						
Real Estate Property Tax	6,159,000	6,159,000	6,496,500	6,797,200	638,200	10.4%
Property Tax Administration Fee	(92,000)	(92,000)	(84,800)	(92,000)	0	-
Property Tax in Lieu of 1/4 Sales Tax	1,539,890	1,539,890	1,650,500	-	(1,539,890)	(100.0)%
Property Tax in Lieu of VLF	4,270,100	4,270,100	4,363,000	4,515,700	245,600	5.8%
ERAF Refund	1,286,750	1,286,750	1,130,400	1,150,000	(136,750)	(10.6)%
RDA Property Tax Increment	137,000	137,000	140,000	145,000	8,000	5.8%
ROPS Residual Property Tax	112,000	112,000	384,500	390,000	278,000	248.2%
In Lieu Property Taxes/MVMHCC	72,400	72,400	72,400	73,800	1,400	1.9%
Unsecured Property Tax	135,000	135,000	136,000	140,000	5,000	3.7%
Supplemental Property Tax	205,000	205,000	200,000	210,000	5,000	2.4%
Real Property Transfer Tax	277,750	277,750	350,000	353,500	75,750	27.3%
General Sales and Use Tax	7,094,750	7,094,750	7,836,800	11,235,525	4,140,775	58.4%
Public Safety Sales Tax	442,000	442,000	442,000	455,260	13,260	3.0%
Hotel Tax	1,493,250	1,493,250	1,605,400	1,669,610	176,360	11.8%
Business License Tax	954,000	954,000	970,000	1,051,520	97,520	10.2%
Business License Tax - Audit	162,000	162,000	142,000	155,000	(7,000)	(4.3)%
Franchise Tax	1,528,900	1,528,900	1,586,000	1,581,470	52,570	3.4%
Residential Development Tax	5,000	5,000	5,000	5,000	0	-
<b>Subtotal</b>	<b>25,782,790</b>	<b>25,782,790</b>	<b>27,425,700</b>	<b>29,836,585</b>	<b>4,053,795</b>	<b>15.7%</b>
<b>Licenses and Permits</b>						
Building Permits	490,000	537,840	560,000	548,500	58,500	11.9%
Electric, Plumbing and Mechanical	194,000	194,000	208,500	227,800	33,800	17.4%
Inspection Fees-Code Compliance	80,500	80,500	80,500	80,800	300	0.4%
Residential Resale Inspection	175,000	175,000	190,000	197,000	22,000	12.6%
Grading & Inspections-Engineering	38,750	38,750	36,650	36,000	(2,750)	(7.1)%
Police Permits	19,350	19,350	19,000	20,350	1,000	5.2%
Tree Removal Permit	5,000	5,000	8,000	7,000	2,000	40.0%
Home Occupation Permit	8,300	8,300	8,500	8,500	200	2.4%
<b>Subtotal</b>	<b>1,010,900</b>	<b>1,058,740</b>	<b>1,111,150</b>	<b>1,125,950</b>	<b>115,050</b>	<b>11.4%</b>
<b>Intergovernmental Revenue</b>						
Motor Vehicle In-Lieu-Rev Code 11005.7	22,000	22,000	21,620	21,500	(500)	(2.3)%
Secured Homeowners' Exemption	36,350	36,350	35,400	36,000	(350)	(1.0)%
Officer Stand and Train POST	26,000	26,000	25,000	30,000	4,000	15.4%
State Mandated Costs	10,000	10,000	5,000	2,000	(8,000)	(80.0)%
SMIP Fees	200	200	200	200	0	-
Abandoned Vehicle Program	36,000	36,000	38,000	35,000	(1,000)	(2.8)%
Federal COPE Grant	137,900	137,900	134,000	134,000	(3,900)	(2.8)%
Federal COPS Grant	75,000	75,000	102,505	-	(75,000)	(100.0)%
Health & Human Services Grant	50,000	50,000	50,000	50,000	0	-
NC3TF Reimbursement	110,000	110,000	102,025	110,000	0	-
North Marin Water District	2,400	2,400	2,400	2,400	0	-
Novato Sanitary District	10,000	10,000	10,000	10,000	0	-
Reimbursement from Other Agencies	6,650	6,650	6,000	6,650	0	-
<b>Subtotal</b>	<b>522,500</b>	<b>522,500</b>	<b>532,150</b>	<b>437,750</b>	<b>(84,750)</b>	<b>(16.2)%</b>



General Fund Revenue Detail

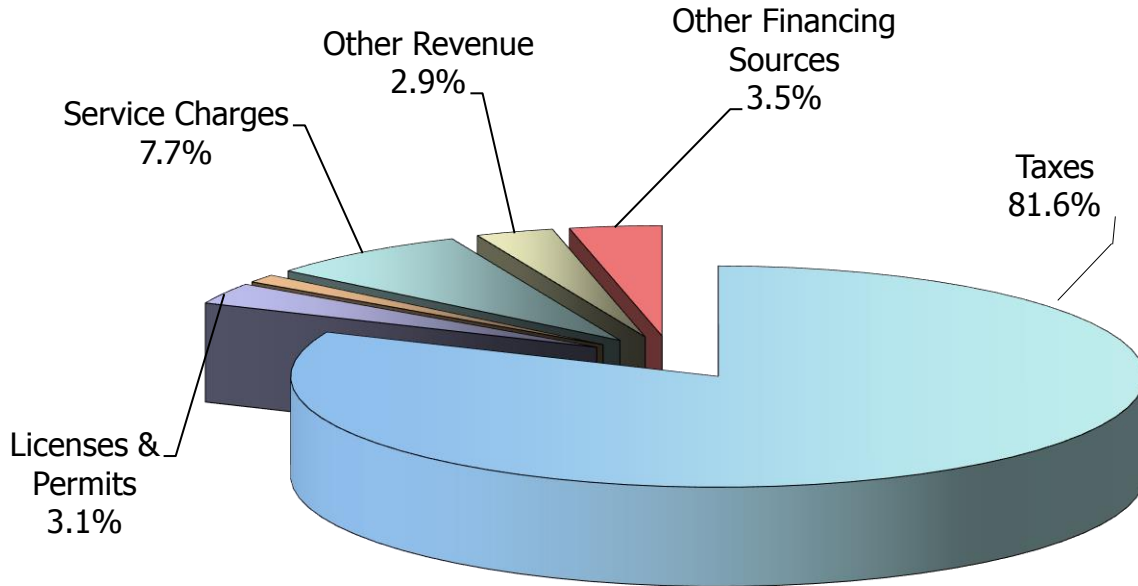
	Adopted Budget FY 2015/16	Final Budget FY 2015/16	Projected Actual FY 2015/16	Adopted Budget FY 2016/17	Adopted to Adopted Increase/ (Decrease)	
					Dollar	Percent
<b>Service Charges</b>						
<b>General Government Charges</b>						
Business License Application Fee	18,000	18,000	18,000	18,000	0	-
Publications and Reports	300	300	300	300	0	-
Administrative Fees	147,500	147,500	142,000	147,500	0	-
MVMCC City Cost Reimbursement	25,000	25,000	150,000	25,000	0	-
Cost Recovery Fees - Clerical	3,150	3,150	6,500	6,000	2,850	90.5%
NSF Check Charges	300	300	300	300	0	-
Special Event Insurance Reimbursement	2,500	2,500	2,500	2,500	0	-
Administrative Fees-Training	6,000	6,000	6,000	6,000	0	-
<b>Subtotal</b>	<b>202,750</b>	<b>202,750</b>	<b>325,600</b>	<b>205,600</b>	<b>2,850</b>	<b>1.4%</b>
<b>Zoning and Subdivision Charges</b>						
Planning Flat Fees	12,000	12,000	10,000	12,000	0	-
Cost Recovery - Private Project	85,000	85,000	210,500	177,000	92,000	108.2%
Final Site Inspection	1,500	1,500	500	1,500	0	-
<b>Subtotal</b>	<b>98,500</b>	<b>98,500</b>	<b>221,000</b>	<b>190,500</b>	<b>92,000</b>	<b>93.4%</b>
<b>Plan Checking Fees</b>						
Building Plan Check Fees	162,500	162,500	165,000	152,220	(10,280)	(6.3)%
Building Plan Check/Planning	12,500	12,500	18,330	16,535	4,035	32.3%
Building Plan Check/School District	500	500	1,000	500	0	-
Energy Plan Check Fees	50,000	50,000	15,325	18,300	(31,700)	(63.4)%
Crime Prevention Plan Check	1,100	1,100	500	500	(600)	(54.5)%
<b>Subtotal</b>	<b>226,600</b>	<b>226,600</b>	<b>200,155</b>	<b>188,055</b>	<b>(38,545)</b>	<b>(17.0)%</b>
<b>Engineering Fees</b>						
Engineering Flat Fees	45,000	45,000	27,350	33,000	(12,000)	(26.7)%
Engineering Cost Recovery	9,000	9,000	-	3,000	(6,000)	(66.7)%
Final Site Inspection	42,000	42,000	43,150	44,000	2,000	4.8%
<b>Subtotal</b>	<b>96,000</b>	<b>96,000</b>	<b>70,500</b>	<b>80,000</b>	<b>(16,000)</b>	<b>(16.7)%</b>
<b>Police Service Charges</b>						
DUI Accident	5,000	5,000	5,000	5,000	0	-
Vehicle Impound Fees	25,000	25,000	25,000	25,000	0	-
Special Police Services	5,000	5,000	13,500	10,000	5,000	100.0%
Alarm Services	42,000	42,000	44,000	42,000	0	-
Record Releases	18,000	18,000	17,000	16,000	(2,000)	(11.1)%
<b>Subtotal</b>	<b>95,000</b>	<b>95,000</b>	<b>104,500</b>	<b>98,000</b>	<b>3,000</b>	<b>3.2%</b>
<b>Parks, Recreation, and Community Services</b>						
Administration	136,300	136,300	181,200	152,500	16,200	11.9%
Child Care and Enrichment	550,150	605,150	675,000	650,150	100,000	18.2%
Senior Citizens	140,500	155,500	164,500	161,500	21,000	14.9%
Athletics Programs	1,016,100	1,016,100	1,049,000	1,019,100	3,000	0.3%
<b>Subtotal</b>	<b>1,843,050</b>	<b>1,913,050</b>	<b>2,069,700</b>	<b>1,983,250</b>	<b>140,200</b>	<b>7.6%</b>
<b>Other Service Charges</b>						
Legal Fees Recovered	30,000	90,000	75,000	36,000	6,000	20.0%
Administration Fee - Consult Contracts	17,000	17,000	35,000	25,000	8,000	47.1%
Construction Signs	700	700	2,000	1,500	800	114.3%
Plan Storage Fees	19,500	19,500	20,000	20,000	500	2.6%
<b>Subtotal</b>	<b>67,200</b>	<b>127,200</b>	<b>132,000</b>	<b>82,500</b>	<b>15,300</b>	<b>22.8%</b>



**General Fund Revenue Detail**

	<b>Adopted Budget FY 2015/16</b>	<b>Final Budget FY 2015/16</b>	<b>Projected Actual FY 2015/16</b>	<b>Adopted Budget FY 2016/17</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	240,000	240,000	220,000	220,000	(20,000)	(8.3)%
Code Enforcement Fines	169,100	169,100	175,000	195,000	25,900	15.3%
Parking Fines	80,000	80,000	85,000	80,000	0	-
Business License Penalties	9,200	9,200	9,500	9,500	300	3.3%
Cost Recovery Penalties	4,000	4,000	7,000	6,000	2,000	50.0%
<b>Subtotal</b>	<b>502,300</b>	<b>502,300</b>	<b>496,500</b>	<b>510,500</b>	<b>8,200</b>	<b>1.6%</b>
<b><u>Use of Money and Property</u></b>						
Investment Earnings Allocation	35,000	35,000	32,000	40,000	5,000	14.3%
Other Interest	5,500	5,500	160,000	10,000	4,500	81.8%
Contingency Reserve	1,700	1,700	495	-	(1,700)	(100.0)%
Margaret Todd Senior Center	28,000	28,000	32,000	32,000	4,000	14.3%
O'Hair Property	62,800	62,800	62,800	66,280	3,480	5.5%
Other Property Rentals	220,320	270,320	260,000	250,000	29,680	13.5%
Bus Shelter Advertising	76,750	76,750	76,740	76,750	0	-
<b>Subtotal</b>	<b>430,070</b>	<b>480,070</b>	<b>624,035</b>	<b>475,030</b>	<b>44,960</b>	<b>10.5%</b>
<b><u>Miscellaneous Revenue</u></b>						
Sale of Equipment - Auction	1,800	1,800	-	1,500	(300)	(16.7)%
Private Donations/Contributions	13,000	13,000	13,000	13,000	0	-
Miscellaneous Reimbursements	8,600	17,420	16,000	8,600	0	-
Brochure Advertising	8,000	8,000	9,000	8,000	0	-
Equity Transfer		750,000	750,000		0	
Miscellaneous Revenue	61,100	198,785	100,000	60,000	(1,100)	(1.8)%
<b>Subtotal</b>	<b>92,500</b>	<b>989,005</b>	<b>888,000</b>	<b>91,100</b>	<b>(1,400)</b>	<b>(1.5)%</b>
<b>Total Revenues</b>	<b>30,970,160</b>	<b>32,094,505</b>	<b>34,200,990</b>	<b>35,304,820</b>	<b>4,334,660</b>	<b>14.0%</b>
<b><u>Transfers In</u></b>						
Clean Stormwater Fund	-	-		135,000	135,000	-
Development Impact Fund	103,910	103,910	78,360	75,026	(28,884)	(27.8)%
Gas Tax Fund	817,000	817,000	817,000	817,000	0	-
Hamilton Trust Fund	210,000	210,000	230,000	235,000	25,000	11.9%
Parks Measure A Fund	25,000	25,000	25,000	-	(25,000)	-
Measure F Fund	2,398,794	2,398,794	-	-	(2,398,794)	(100.0)%
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>3,568,204</b>	<b>3,568,204</b>	<b>1,163,860</b>	<b>1,275,526</b>	<b>(2,292,678)</b>	<b>(64.3)%</b>
<b>General Fund Totals</b>	<b>34,538,364</b>	<b>35,662,709</b>	<b>35,364,850</b>	<b>36,580,346</b>	<b>2,041,982</b>	<b>5.9%</b>

## General Fund Revenues by Category Fiscal Year 2016/17



Taxes	\$29,836,585
Licenses & Permits	1,125,950
Intergovernmental Revenue	522,500
Service Charges	2,827,905
Other Revenue	1,076,630
Other Financing Sources	<u>1,275,526</u>
<b>General Fund Total</b>	<b>\$36,580,346</b>



General Fund Appropriation Detail

	Adopted Budget FY 2015/16	Final Budget FY 2015/16	Projected Actual FY 2015/16	Adopted Budget FY 2016/17	Adopted to Adopted Increase/(Decrease)	
					Amount	Percent
<b>Central Administration</b>						
City Council	81,096	81,096	76,300	81,360	264	0.3%
City Manager	991,142	981,142	841,000	1,011,922	20,780	2.1%
City Clerk	373,699	370,953	325,000	319,185	(54,514)	(14.6)%
City Attorney	480,000	665,000	646,350	486,000	6,000	1.3%
<b>Subtotal</b>	<b>1,925,937</b>	<b>2,098,191</b>	<b>1,888,650</b>	<b>1,898,467</b>	<b>(27,470)</b>	<b>(1.4)%</b>
<b>Administrative Services</b>						
Administration	310,650	310,650	275,000	310,092	(558)	(0.2)%
Human Resources	775,459	775,459	650,000	768,126	(7,333)	(0.9)%
Finance	693,943	692,443	680,350	705,138	11,195	1.6%
Information Technology Services	1,058,009	1,076,927	1,008,000	1,152,254	94,245	8.9%
Citywide Programs	2,242,785	2,252,785	2,259,150	2,249,684	6,899	0.3%
<b>Subtotal</b>	<b>5,080,846</b>	<b>5,108,264</b>	<b>4,872,500</b>	<b>5,185,294</b>	<b>104,448</b>	<b>2.1%</b>
<b>Police</b>						
Administration	1,138,527	1,139,649	1,104,600	1,210,045	71,518	6.3%
Technical Services	1,813,864	1,807,859	1,812,050	1,790,911	(22,953)	(1.3)%
Professional Standards	393,647	393,647	412,150	423,325	29,678	7.5%
Investigations	910,605	900,603	901,500	888,886	(21,719)	(2.4)%
Patrol	7,329,492	7,355,694	7,234,200	7,364,653	35,161	0.5%
Traffic	701,555	700,145	680,500	704,772	3,217	0.5%
Special Police Services	1,032,164	1,094,985	1,047,350	1,070,467	38,303	3.7%
<b>Subtotal</b>	<b>13,319,854</b>	<b>13,392,582</b>	<b>13,192,350</b>	<b>13,453,059</b>	<b>133,205</b>	<b>1.0%</b>
<b>Community Development</b>						
Administration	210,471	207,844	170,000	208,705	(1,766)	(0.8)%
Code Compliance	325,710	324,804	298,800	361,327	35,617	10.9%
Planning	762,816	762,816	639,700	854,090	91,274	12.0%
Clerical Support Services	337,639	337,639	325,600	334,165	(3,474)	(1.0)%
Building Inspection	557,179	604,802	515,000	605,525	48,346	8.7%
<b>Subtotal</b>	<b>2,193,815</b>	<b>2,237,905</b>	<b>1,949,100</b>	<b>2,363,812</b>	<b>169,997</b>	<b>7.7%</b>
<b>Public Works</b>						
Traffic and Engineering Administration	758,441	757,443	690,500	721,760	(36,681)	(4.8)%
Project Development	276,079	262,257	290,350	330,951	54,872	19.9%
Construction Management	1,071,460	1,071,460	1,012,800	1,081,165	9,705	0.9%
<i>Less : Capital Projects Reimbursement</i>	<i>(737,500)</i>	<i>(737,500)</i>	<i>(750,000)</i>	<i>(737,500)</i>	0	0.0%
Maintenance Administration	326,373	333,857	321,600	326,362	(11)	0.0%
Street Maintenance	1,334,162	1,284,632	1,220,000	1,294,660	(39,502)	(3.0)%
Traffic Operations	438,495	438,464	387,250	438,991	496	0.1%
Street Trees and Parkway Maintenance	357,789	351,373	314,750	352,714	(5,075)	(1.4)%
Parks Maintenance	1,412,068	1,395,557	1,426,200	1,512,183	100,115	7.1%
Building Maintenance	1,234,288	1,234,283	1,251,100	1,306,368	72,080	5.8%
<b>Subtotal</b>	<b>6,471,655</b>	<b>6,391,826</b>	<b>6,164,550</b>	<b>6,627,654</b>	<b>155,999</b>	<b>2.4%</b>

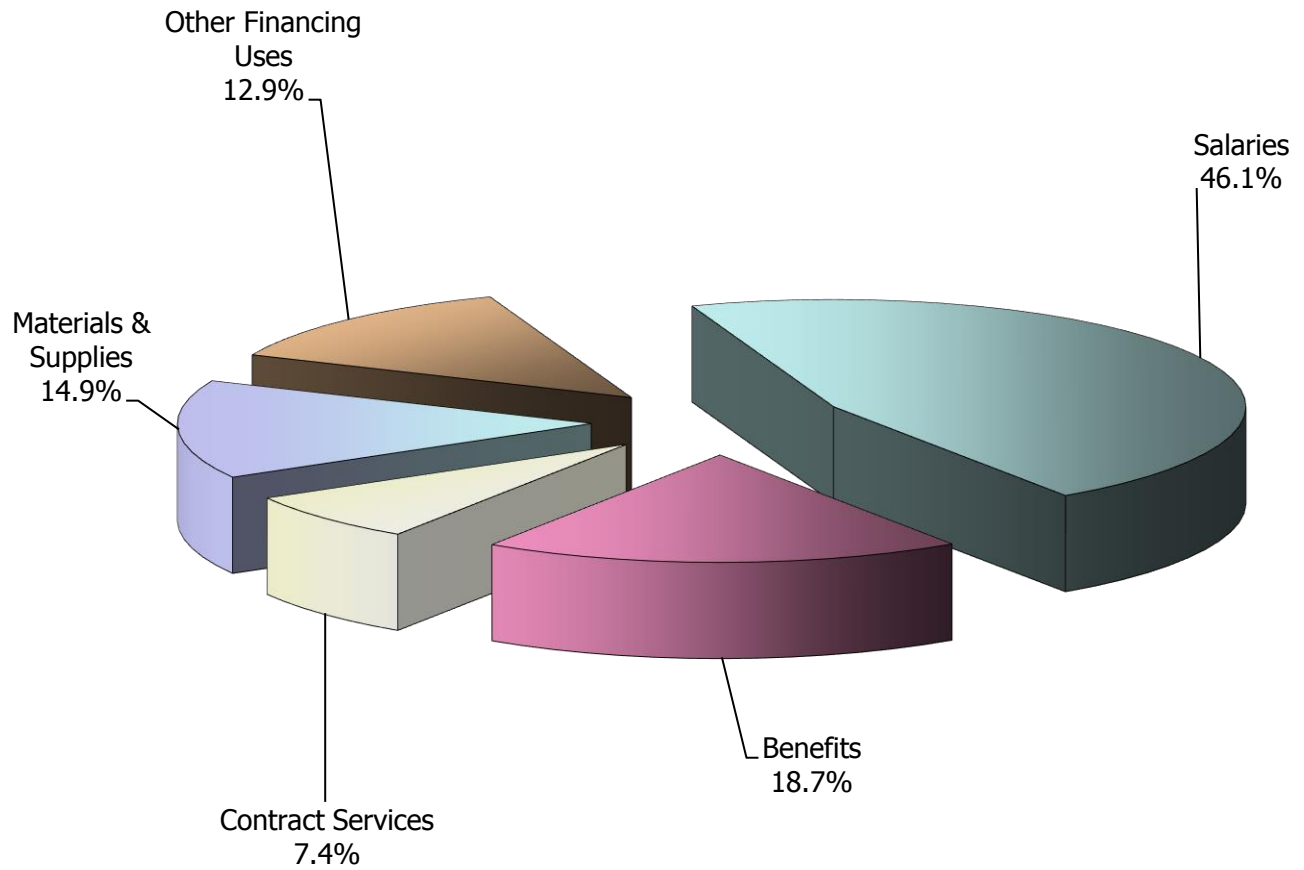


**General Fund Appropriation Detail**

	<b>Adopted Budget FY 2015/16</b>	<b>Final Budget FY 2015/16</b>	<b>Projected Actual FY 2015/16</b>	<b>Adopted Budget FY 2016/17</b>	<b>Adopted to Adopted Increase/(Decrease) Amount      Percent</b>	
<b><u>Parks, Recreation, and Community Services</u></b>						
Administration	920,035	910,890	805,100	915,717	(4,318)	(0.5)%
Child Care and Enrichment	686,537	745,847	767,200	781,132	94,595	13.8%
Cultural Programs/Museum Admin.	9,213	9,213	8,480	9,306	93	1.0%
Senior Citizens	334,601	349,601	294,800	347,123	12,522	3.7%
Athletics Programs	1,417,349	1,467,129	1,440,765	1,383,550	(33,799)	(2.4)%
<b>Subtotal</b>	<b>3,367,735</b>	<b>3,482,680</b>	<b>3,316,345</b>	<b>3,436,828</b>	<b>69,093</b>	<b>2.1%</b>
<b>SUBTOTAL APPROPRIATIONS</b>	<b>32,359,842</b>	<b>32,711,448</b>	<b>31,383,495</b>	<b>32,965,114</b>	<b>605,272</b>	<b>1.9%</b>
<b><u>Transfers Out</u></b>						
Emergency Response & Disaster Reserve	-	-	581,996	1,472,870	1,472,870	-
Debt Service-POB	1,185,272	1,185,272	1,188,675	1,238,162	52,890	4.5%
Police Special Projects	7,000	7,000	7,000	7,000	0	0.0%
Capital Projects	616,271	755,640	244,347	561,294	(54,977)	(8.9)%
Long-Term Maintenance-Facilities	558,625	558,625	558,625	572,600	13,975	2.5%
Long-Term Maintenance-Infrastructure	558,625	558,625	558,625	572,600	13,975	2.5%
Equipment Replacement	399,000	399,000	399,000	462,000	63,000	15.8%
<b><u>Other Financing Uses</u></b>						
Interfund Loan Interest Payment			28,087			
Land Purchase / Pass Thru Payment		750,000	750,000			
<b>Subtotal</b>	<b>3,324,793</b>	<b>4,214,162</b>	<b>4,316,355</b>	<b>4,886,526</b>	<b>88,863</b>	<b>47.0%</b>
<b>TOTAL APPROPRIATIONS</b>	<b>35,684,635</b>	<b>36,925,610</b>	<b>35,699,850</b>	<b>37,851,640</b>	<b>694,135</b>	<b>6.1%</b>



## General Fund Appropriations by Category Fiscal Year 2016/17



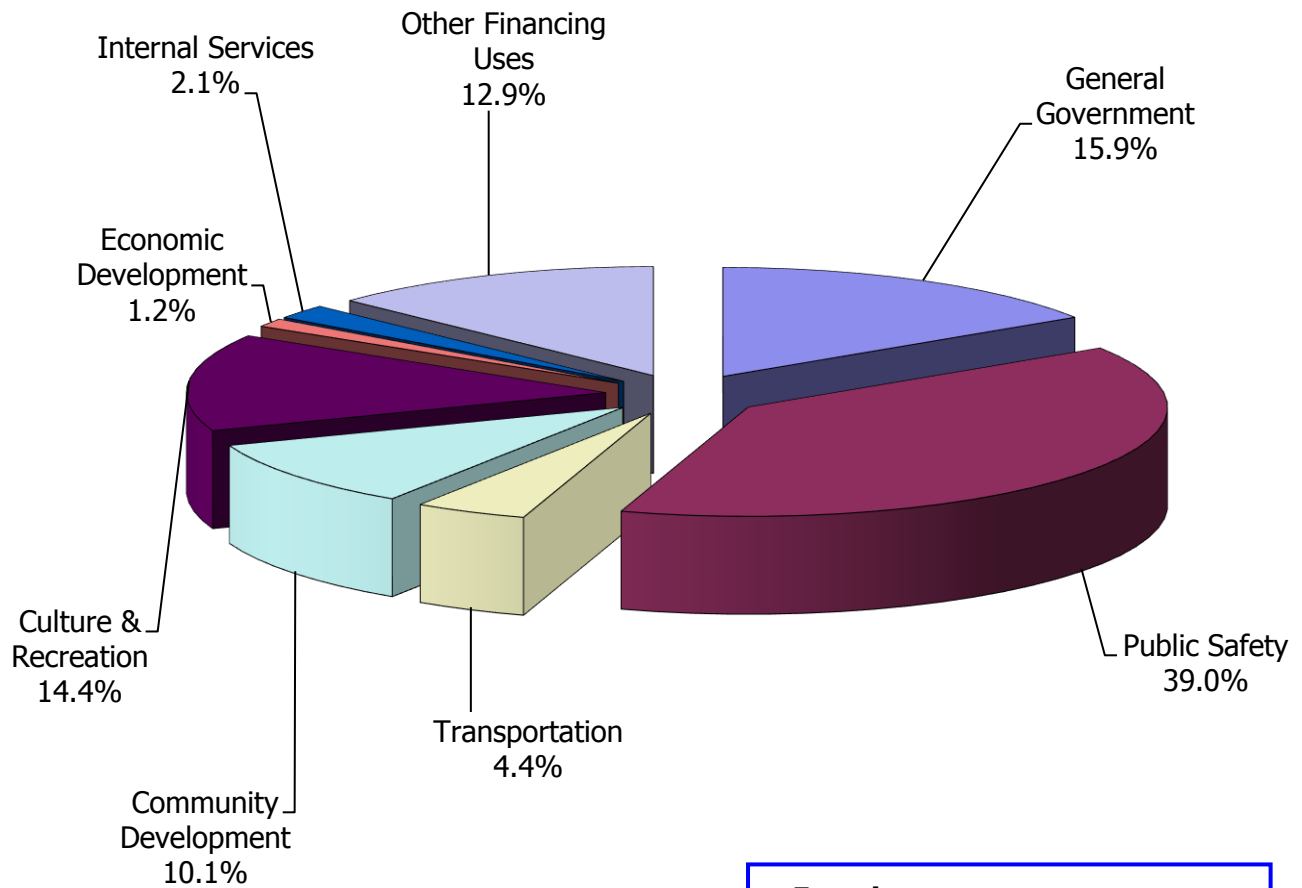
Salaries	\$17,447,834
Benefits	7,093,064
Contract Services	2,799,170
Materials & Supplies	5,625,046
Other Financing Uses	4,886,526
<b>General Fund Total</b>	<b>\$37,851,640</b>



**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 2015/16</b>	<b>FY 2015/16</b>	<b>FY 2015/16</b>	<b>FY 2016/17</b>	<b>Dollar</b>	<b>Percent</b>
General Government	5,946,743	5,949,763	5,800,000	6,004,790	58,047	1.0%
Public Safety	14,641,867	14,707,879	14,250,000	14,774,629	132,762	0.9%
Transportation	1,691,951	1,636,005	1,575,000	1,647,374	(44,577)	(2.6)%
Community Development	3,550,256	3,587,975	3,475,000	3,810,636	260,380	7.3%
Culture & Recreation	5,220,436	5,703,557	5,550,000	5,458,970	238,534	4.6%
Economic Development & Opportunity	449,356	449,356	385,000	466,307	16,951	3.8%
Internal Services	859,233	359,228	348,495	802,408	(56,825)	(6.6)%
Other Financing Uses	3,324,793	4,214,162	4,316,355	4,886,526	1,561,733	47.0%
<b>Total Appropriations</b>	<b>35,684,635</b>	<b>36,607,925</b>	<b>35,699,850</b>	<b>37,851,640</b>	<b>2,167,005</b>	<b>6.1%</b>

## General Fund Appropriations by Function Fiscal Year 2016/17



Function	Budget
General Government	\$6,004,790
Public Safety	14,774,629
Transportation	1,647,374
Community Development	3,810,636
Culture & Recreation	5,458,970
Economic Development	466,307
Internal Services	802,408
Other Financing Uses	4,886,526
<b>Total</b>	<b>\$37,851,640</b>



**General Fund Revenue Detail History**

	<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>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>
<b>Taxes</b>						
Secured Property Taxes	5,267,483	5,409,186	5,366,687	5,588,067	5,867,290	6,496,500
Property Tax Administration Fee	(216,343)	(162,773)	(7,070)	198,828	(92,343)	(84,800)
Property Tax in Lieu of 1/4 Sales	2,057,597	1,802,796	1,852,832	2,183,793	1,994,895	1,650,500
Property Tax in Lieu of VLF	3,874,339	3,811,852	3,754,735	3,888,518	4,089,032	4,363,000
ERAF Refund	1,362,678	1,264,032	1,172,319	1,544,705	1,258,293	1,130,400
RDA Property Tax Increment	118,817	111,918	169,775	120,783	130,977	140,000
ROPS Residual Property Tax			16,664	63,113	187,924	384,500
In Lieu Property Taxes/MVMHCC	65,868	66,972	68,280	69,660	70,980	72,400
Property Taxes/Unsecured	157,857	128,752	122,856	126,753	136,198	136,000
Supplemental Assessments	99,311	103,767	138,192	224,392	197,877	200,000
Real Property Transfer Taxes	152,107	210,983	243,791	303,813	334,380	350,000
Sales and Use Taxes	5,562,593	5,611,900	5,940,857	5,990,530	6,108,890	7,836,800
Sales Tax-Public Safety	345,205	376,825	399,343	416,257	451,578	442,000
Hotel Taxes (TOT)	942,373	1,053,790	1,218,262	1,353,995	1,543,636	1,605,400
Business License Taxes	727,786	722,844	715,935	784,928	876,448	970,000
Business License Tax - Audit	104,712	97,072	121,505	158,488	127,297	142,000
Franchise Taxes	1,446,452	1,485,645	1,454,621	1,504,227	1,534,708	1,586,000
Residential Development Tax	2,550	14,102	5,010	4,450	5,080	5,000
<b>Subtotal</b>	<b>22,071,385</b>	<b>22,109,663</b>	<b>22,754,594</b>	<b>24,525,300</b>	<b>24,823,140</b>	<b>27,425,700</b>
<b>Licenses and Permits</b>						
Building Permits	428,385	408,121	395,275	545,115	582,981	560,000
Electrical, Plumbing, Mechanical	185,695	155,485	179,683	239,536	210,535	208,500
Inspection Fees-Code Compliance	74,136	88,473	80,076	80,268	80,858	80,500
Residential Resale Inspection	140,941	166,008	179,954	191,406	192,024	190,000
Grading & Inspections-Eng	28,962	54,239	36,027	42,804	39,648	36,650
Police Permits	21,109	21,783	18,545	18,775	17,181	19,000
Home Occupation Permit	10,768	11,550	11,200	12,708	11,165	8,500
Tree Removal Permit	5,009	4,900	6,700	5,300	8,400	8,000
<b>Subtotal</b>	<b>895,005</b>	<b>910,559</b>	<b>907,460</b>	<b>1,135,912</b>	<b>1,142,792</b>	<b>1,111,150</b>
<b>Intergovernmental Revenue</b>						
Motor Vehicle In-Lieu	243,215	26,397	27,352	22,637	21,866	21,620
Homeowners' Exemption	39,625	39,186	37,040	36,617	35,996	35,400
POST Reimbursements	29,522	65,997	37,581	40,231	32,808	25,000
Mandated Cost Reimb	31,940	18,198	27,533	15,336	536,284	5,000
State Emergency Telephone	600			3,289		
SMIP Fees	521	342	104	489	399	200
Abandoned Vehicle Program	31,455	43,356	28,111	37,200	35,235	38,000
Community Devel. Block Grant	20,689					
Federal COPE Grant	125,000	108,991	125,928	131,757	134,000	134,000
Federal COPS Grant		108,583	301,470	316,760	117,625	102,505
Health & Human Services Grant	30,000	71,896	95,000	94,996	49,991	50,000
Other Grants	25,000			9,933		-
NC3TF Reimbursement				42,799	109,138	102,025
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	9,500	9,500	(7,182)		6,529	6,000
Miscellaneous	341	1,246	341	3,049	486	-
<b>Subtotal</b>	<b>599,808</b>	<b>506,092</b>	<b>685,678</b>	<b>767,493</b>	<b>1,092,757</b>	<b>532,150</b>



**General Fund Revenue Detail History**

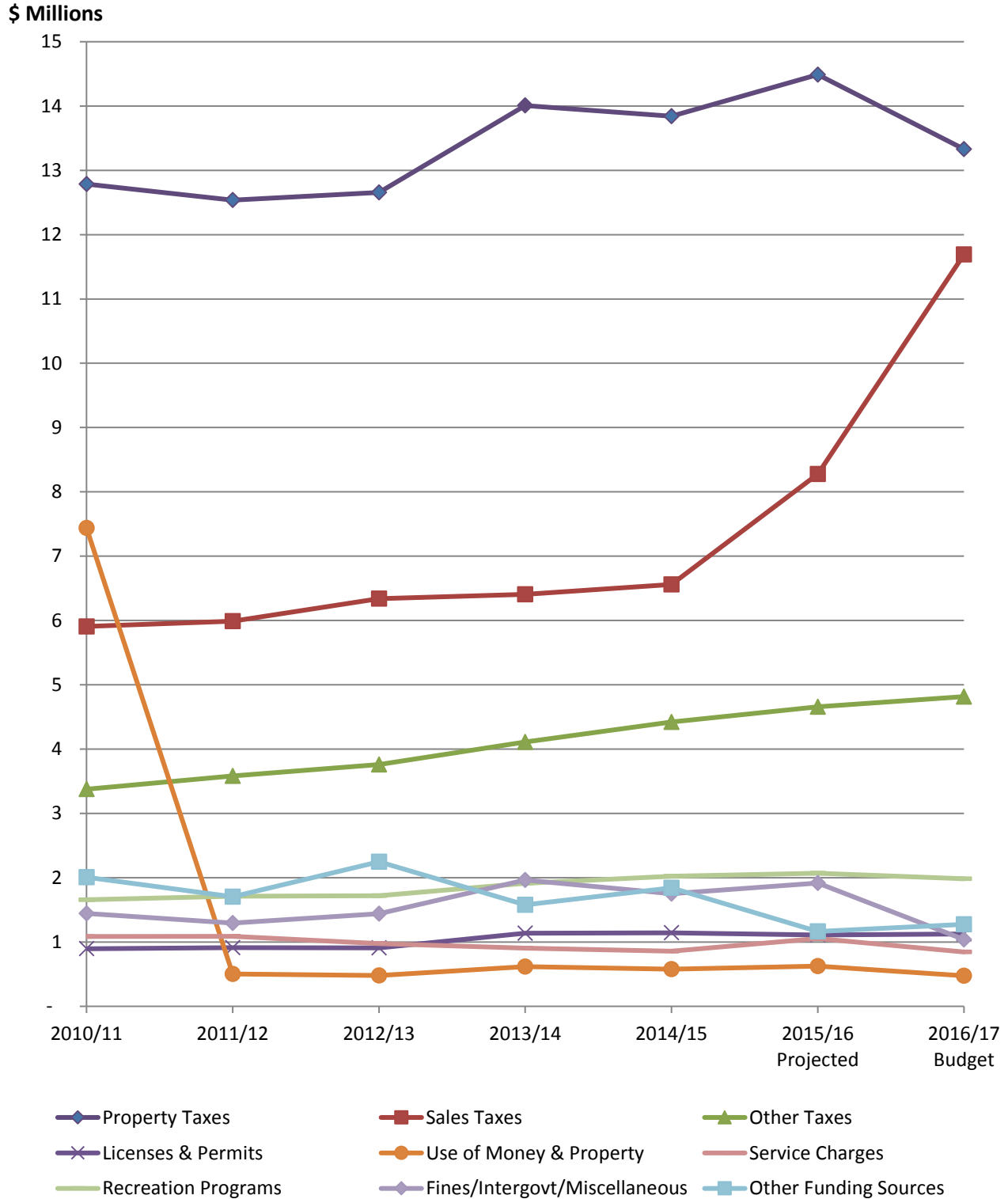
	<b>Previous Actual 2010/11</b>	<b>Previous Actual 2011/12</b>	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>
<b><u>Service Charges</u></b>						
General Government Charges	223,655	256,268	373,857	239,257	168,553	325,600
Zoning & Subdivision Charges	128,096	214,145	89,132	123,154	125,222	221,000
Plan Checking Fees	235,453	194,454	196,184	249,402	279,072	200,155
Engineering Fees	272,397	167,250	135,744	98,188	83,605	70,500
Police Service Charges	96,600	127,694	121,902	113,016	105,324	104,500
Other Service Charges	128,370	128,388	59,796	81,595	93,992	132,000
<b>Subtotal</b>	<b>1,084,571</b>	<b>1,088,199</b>	<b>976,615</b>	<b>904,612</b>	<b>855,768</b>	<b>1,053,755</b>
<b><u>Recreation Income</u></b>						
Administration	82,211	117,041	126,472	140,271	217,156	181,200
Child Care & Enrichment	367,031	396,367	483,831	568,666	560,182	675,000
Cultural Programs	76,697	59,154				
Senior Programs	132,468	131,152	136,336	167,279	179,534	164,500
Athletics	998,462	1,007,411	973,278	1,035,454	1,064,519	1,049,000
<b>Subtotal</b>	<b>1,656,869</b>	<b>1,711,125</b>	<b>1,719,917</b>	<b>1,911,670</b>	<b>2,021,391</b>	<b>2,069,700</b>
<b><u>Fines, Forfeits and Penalties</u></b>						
Vehicle Code Fines	320,472	354,742	404,424	295,359	263,570	220,000
Investigative Fees	160,763	159,301	177,587	216,322	199,424	175,000
Parking Fines	53,798	81,877	96,596	102,797	90,191	85,000
Business License Penalties	15,879	11,967	15,485	14,261	13,636	9,500
Cost Recovery Penalties	8,227	3,904	1,559	4,606	3,743	7,000
<b>Subtotal</b>	<b>559,139</b>	<b>611,791</b>	<b>695,651</b>	<b>633,345</b>	<b>570,564</b>	<b>496,500</b>
<b><u>Use of Money and Property</u></b>						
Investment Earnings	108,721	56,765	2,075	31,100	37,255	32,000
Investment Earnings/Other	6,755,146	(26,996)	8,800	104,369	26,784	160,000
Investment Earnings/Cont. Rsrv.	17,135	14,609	13,251	3,889	1,701	495
Margaret Todd Rental	34,913	46,456	29,640	42,649	43,232	32,000
Downtown Bldgs. Custodial Fees	3,811	2,948	3,640	3,532	3,858	1,500
Hamilton Commissary		64,000	48,000	48,000	8,000	-
Rental Income/O'Hair	52,789	54,192	55,044	56,026	59,805	62,800
Other Property Rental	350,186	167,286	204,090	209,808	271,580	220,244
Parks	44,097	51,876	37,788	40,410	49,118	38,256
Bus Shelter Advertising	71,958	71,580	76,740	76,740	76,740	76,740
<b>Subtotal</b>	<b>7,438,756</b>	<b>502,716</b>	<b>479,068</b>	<b>616,523</b>	<b>578,073</b>	<b>624,035</b>
<b><u>Miscellaneous Revenue</u></b>						
Donations/Contributions	151,074	45,967	15,791	20,951	15,815	13,000
Sale of Property	3,429	76,209	2,125	4,722	1,187	-
Misc Reimbursements	38,831	21,223	17,605	8,585	22,517	16,000
Brochure Advertising	9,260	8,400	6,660	7,220	10,380	9,000
Other Revenue	80,697	1,720	13,833	505,729	26,431	100,000
Insurance/Litigation Settlements	2,338	21,550	1,281	15,762	9,843	-
Equity Transfer						750,000
<b>Subtotal</b>	<b>285,629</b>	<b>175,069</b>	<b>57,295</b>	<b>562,969</b>	<b>86,173</b>	<b>888,000</b>
<b>Subtotal Revenues</b>	<b>34,591,162</b>	<b>27,615,214</b>	<b>28,276,278</b>	<b>31,057,824</b>	<b>31,170,658</b>	<b>34,200,990</b>



**General Fund Revenue Detail History**

	<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>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>
<b>Other Financing Sources</b>						
<b><u>Transfers In</u></b>						
Clean Stormwater	177,500	150,000	150,000	142,000	125,000	
Development Impact Fees	105,433	80,251	84,362	99,273	80,551	78,360
Federal Grants	37,500					
Gas Tax	817,000	817,000	817,000	817,000	817,000	817,000
Hamilton Trust	435,883	366,405	294,168	250,530	209,455	230,000
Measure A Parks					25,000	25,000
Measure B Street Bond	32,414	34,035				
Measure F Sales Tax		16,784	411,375	253,779	325,970	
NPFA Capital Projects	13,000	13,000	13,000	13,000	13,000	13,000
Redevelopment Agency	255,653	149,131				
Redevelopment Agency Housing	128,860	75,168				
Subdivision Trust	500	500	500	500	500	500
Other	1,769		3,268			
<b><u>Debt Proceeds</u></b>						
Miscellaneous			473,932		245,343	
<b>Subtotal</b>	<b>2,005,512</b>	<b>1,702,274</b>	<b>2,247,605</b>	<b>1,576,082</b>	<b>1,841,819</b>	<b>1,163,860</b>
<b>Total Revenues &amp; Transfers</b>	<b>36,596,674</b>	<b>29,317,488</b>	<b>30,523,883</b>	<b>32,633,906</b>	<b>33,012,477</b>	<b>35,364,850</b>

## General Fund Revenue History & Projections by Source Fiscal Years 2010/11 - 2016/17





**General Fund Appropriation Detail History**

	<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>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>
<b><u>Central Administration</u></b>						
City Council	70,330	69,823	63,214	74,994	82,084	76,300
City Manager	505,450	426,975	534,907	535,920	836,773	841,000
City Clerk	277,210	310,361	267,596	320,199	292,681	325,000
City Attorney	592,474	447,470	436,942	562,323	521,332	646,350
<b>Subtotal</b>	<b>1,445,464</b>	<b>1,254,629</b>	<b>1,302,659</b>	<b>1,493,436</b>	<b>1,732,870</b>	<b>1,888,650</b>
<b><u>Administrative Services</u></b>						
Administration	149,382	228,320	234,506	273,708	304,406	275,000
Human Resources	502,633	462,277	546,964	525,376	736,896	650,000
Finance	659,145	673,546	647,484	615,166	675,734	680,350
Information Technology Services	579,227	639,473	713,780	797,231	1,137,655	1,008,000
Reprographics	(25,524)	(25,931)				
Citywide Programs	2,751,250	2,842,064	2,764,506	2,514,927	2,158,375	2,259,150
<b>Subtotal</b>	<b>4,616,113</b>	<b>4,819,749</b>	<b>4,907,240</b>	<b>4,726,408</b>	<b>5,013,066</b>	<b>4,872,500</b>
<b><u>Police</u></b>						
Administration	961,191	1,119,488	1,032,122	1,044,504	1,175,258	1,104,600
Technical Services	1,571,347	1,611,524	1,620,506	1,670,688	1,841,038	1,812,050
Professional Standards	501,483	358,403	357,948	375,849	380,066	412,150
Crime Prevention	3,493					
Investigations	845,419	814,235	780,012	881,401	694,560	901,500
Patrol	6,488,983	6,568,150	6,471,910	6,551,803	6,611,769	7,234,200
Traffic	589,911	611,635	681,134	660,477	685,002	680,500
Special Police Services	293,281	440,614	698,817	780,582	657,201	1,047,350
Youth Services	73,586					
<b>Subtotal</b>	<b>11,328,694</b>	<b>11,524,049</b>	<b>11,642,449</b>	<b>11,965,304</b>	<b>12,044,894</b>	<b>13,192,350</b>
<b><u>Community Development</u></b>						
Administration	175,267	159,920	144,147	180,931	214,479	170,000
Code Compliance	287,051	297,305	303,856	285,997	281,901	298,800
Planning	588,025	626,483	991,730	802,183	777,162	639,700
Clerical Support Services	131,532	136,614	135,468	226,889	301,191	325,600
Building	543,936	556,944	568,839	540,531	446,426	515,000
<b>Subtotal</b>	<b>1,725,811</b>	<b>1,777,266</b>	<b>2,144,040</b>	<b>2,036,531</b>	<b>2,021,159</b>	<b>1,949,100</b>





**General Fund Appropriation Detail History**

	<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>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>
<b>Public Works</b>						
Traffic & Engineering Admin.	394,168	740,742	857,008	856,963	737,822	690,500
Street Lighting	341,370					
Project Development	358,317	232,278	192,374	271,062	319,077	290,350
Construction Management	212,816	118,530	241,766	246,823	226,084	262,800
Base Mapping	220,540	143,051				
Maintenance Administration	297,338	315,208	311,656	331,604	355,244	321,600
Street Maintenance	1,094,192	1,016,323	1,098,428	1,153,687	1,122,129	1,220,000
Traffic Operations	484,068	439,570	443,659	412,854	381,114	387,250
Street Tree/Parkway Maint.	384,955	399,860	338,665	377,740	352,741	314,750
Parks Maintenance	1,377,993	1,250,028	1,224,136	1,299,336	1,339,901	1,426,200
Building Maintenance	899,568	954,148	968,879	1,121,172	1,203,980	1,251,100
<b>Subtotal</b>	<b>6,065,325</b>	<b>5,609,738</b>	<b>5,676,571</b>	<b>6,071,241</b>	<b>6,038,092</b>	<b>6,164,550</b>
<b>Parks, Recreation &amp; Community Services</b>						
Administration	614,681	656,832	690,785	689,739	771,980	805,100
Childcare and Enrichment	480,521	489,563	566,280	650,862	719,633	767,200
Cultural Programs/Museum Admin.	100,937	120,136	16,033	16,451	8,327	8,480
Senior Programs	384,264	295,956	288,510	291,563	310,786	294,800
Athletics Programs	1,293,407	1,322,551	1,347,054	1,380,377	1,432,258	1,440,765
<b>Subtotal</b>	<b>2,873,810</b>	<b>2,885,038</b>	<b>2,908,662</b>	<b>3,028,992</b>	<b>3,242,984</b>	<b>3,316,345</b>
<b>Subtotal Expenditures</b>	<b>28,055,217</b>	<b>27,870,469</b>	<b>28,581,621</b>	<b>29,321,912</b>	<b>30,093,065</b>	<b>31,383,495</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	7,000
Emergency Response Reserve		1,074,081		156,894		581,996
Capital Improvement Projects	356,402	1,498,177	6,691,209	6,454,171	238,622	244,347
Long-Term Maintenance-Facilities			150,000	300,000	545,000	558,625
Long-Term Maintenance-Infrastructure					545,000	558,625
Debt Service Fund-POB	971,807	1,006,067	1,060,940	1,100,393	1,126,811	1,188,675
Equipment Replacement	420,000	404,003	324,000	360,000	399,000	399,000
<b>Other Financing Uses</b>						
Land Purchase / Passthru Payment				503,779		750,000
Equity Transfer				175,107		
Interfund Loan Interest				72,973		28,087
<b>Subtotal</b>	<b>1,762,519</b>	<b>3,991,328</b>	<b>8,321,141</b>	<b>9,461,853</b>	<b>3,161,433</b>	<b>4,316,355</b>
<b>Total Expenditures &amp; Transfers</b>	<b>29,817,736</b>	<b>31,861,797</b>	<b>36,902,762</b>	<b>38,783,765</b>	<b>33,254,498</b>	<b>35,699,850</b>



Revenue Detail History by Fund

	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Projected Actual 2015/16	Adopted Budget 2016/17
<b>General Fund (101)</b>						
Taxes	22,109,663	22,754,594	24,525,300	24,823,140	27,425,700	29,836,585
Licenses and Permits	910,559	907,460	1,135,912	1,142,792	1,111,150	1,125,950
Intergovernmental Revenue	506,092	685,678	767,493	1,092,757	532,150	437,750
Service Charges	2,799,324	2,696,532	2,816,282	2,877,159	3,123,455	2,827,905
Fines, Forfeits and Penalties	611,791	695,651	633,345	570,564	496,500	510,500
Use of Money and Property	502,716	479,068	616,523	578,073	624,035	475,030
Miscellaneous Revenue	175,069	57,295	562,969	86,173	888,000	91,100
<b>Totals</b>	<b>27,615,214</b>	<b>28,276,278</b>	<b>31,057,824</b>	<b>31,170,658</b>	<b>34,200,990</b>	<b>35,304,820</b>
<b>Measure F Sales Tax (201)</b>						
Investment Earnings	9,491	20,872	40,394	58,337	65,000	50,000
Sales Tax	4,089,401	4,473,532	4,422,885	4,750,568	3,562,500	
Other			10,000	35,746		
<b>Totals</b>	<b>4,098,892</b>	<b>4,494,404</b>	<b>4,473,279</b>	<b>4,844,651</b>	<b>3,627,500</b>	<b>50,000</b>
<b>Successor Agency to Dissolved RDA (205)</b>						
Intergovernmental		235,234	167,459	122,252	91,060	67,384
<b>Totals</b>	<b>0</b>	<b>235,234</b>	<b>167,459</b>	<b>122,252</b>	<b>91,060</b>	<b>67,384</b>
<b>Affordable Housing Programs (210)</b>						
Investment Earnings			4,899	6,555	7,500	7,600
Housing Program Fees			382,569	125,542	110,000	99,000
Other			228,253	99,478	44,000	
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>615,721</b>	<b>231,575</b>	<b>161,500</b>	<b>106,600</b>
<b>Housing Opportunity Fund (211)</b>						
Investment Earnings	3,305	1,991				
Affordable Housing In-Lieu Fees		11,808				
Other	1,000					
<b>Totals</b>	<b>4,305</b>	<b>13,799</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Affordable Housing Trust (212)</b>						
Investment Earnings	3,230	1,533				
<b>Totals</b>	<b>3,230</b>	<b>1,533</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Redevelopment Agency Housing (219)</b>						
Investment Earnings	(992)					
Tax Increment:						
Vintage Oaks	111,016					
Hamilton	460,351					
Downtown	234,556					
Developer in Lieu Fees	9,029					
Extraordinary Gain	20,913,983					
<b>Totals</b>	<b>21,727,943</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Clean Stormwater (221)</b>						
Investment Earnings	(278)	34	62	85	0	20
Special Assessments	357,470	356,309	356,056	353,182	376,000	381,000
<b>Totals</b>	<b>357,192</b>	<b>356,343</b>	<b>356,118</b>	<b>353,267</b>	<b>376,000</b>	<b>381,020</b>



**Revenue Detail History by Fund**

	<b>Previous Actual 2011/12</b>	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Underground Utility (226)</b>						
Investment Earnings	5,824	3,461	4,202	4,836	5,500	5,600
In-Lieu Fees	22,500					
<b>Totals</b>	<b>28,324</b>	<b>3,461</b>	<b>4,202</b>	<b>4,836</b>	<b>5,500</b>	<b>5,600</b>
<b>Parking Improvement Fund (227)</b>						
Investment Earnings	534	293	356	389	475	500
In-Lieu Fees						
<b>Totals</b>	<b>534</b>	<b>293</b>	<b>356</b>	<b>389</b>	<b>475</b>	<b>500</b>
<b>Subdivision Park Trust (Quimby Fees) (231)</b>						
Investment Earnings	14,499	4,595	4,407	5,557	6,000	6,100
In-Lieu Fees	43,152	65,100	95,877	97,290	12,500	30,000
Equity Transfer	77,972					
<b>Totals</b>	<b>135,623</b>	<b>69,695</b>	<b>100,284</b>	<b>102,847</b>	<b>18,500</b>	<b>36,100</b>
<b>Art in Public Places (235)</b>						
Developer in Lieu Fees		5,025	16,040	22,202	900	925
Investment Earnings	443	335	457	571	750	500
Equity Transfer	18,488					
<b>Totals</b>	<b>18,931</b>	<b>5,360</b>	<b>16,497</b>	<b>22,773</b>	<b>1,650</b>	<b>1,425</b>
<b>General Plan Surcharge (237)</b>						
Service Charges	55,891	56,409	74,893	76,499	70,000	70,000
Investment Earnings	2,039	1,042	1,265	2,133	2,800	2,850
<b>Totals</b>	<b>57,930</b>	<b>57,451</b>	<b>76,158</b>	<b>78,632</b>	<b>72,800</b>	<b>72,850</b>
<b>Automation Surcharge (238)</b>						
Service Charges	61,001	59,961	78,585	80,859	72,000	74,000
Investment Earnings	1,998	1,037	1,189	1,108	1,100	1,125
<b>Totals</b>	<b>62,999</b>	<b>60,998</b>	<b>79,774</b>	<b>81,967</b>	<b>73,100</b>	<b>75,125</b>
<b>Hamilton Community Facilities District (241)</b>						
Investment Earnings	(292)	111	280	747	1,900	1,950
Special Assessments	510,234	521,216	521,216	547,545	561,780	575,762
Insurance Settlement	75,000					
Other				230,000	230,000	230,000
<b>Totals</b>	<b>584,942</b>	<b>521,327</b>	<b>521,496</b>	<b>778,292</b>	<b>793,680</b>	<b>807,712</b>
<b>Hamilton Arts Center (242)</b>						
Investment Earnings	4,279	3,416	4,268	4,032	6,000	6,125
Rental Income	290,249	301,695	327,588	381,935	414,210	432,805
<b>Totals</b>	<b>294,528</b>	<b>305,111</b>	<b>331,856</b>	<b>385,967</b>	<b>420,210</b>	<b>438,930</b>
<b>Pointe Marin Community Facilities District (243)</b>						
Investment Earnings	3,208	1,949	2,350	2,704	3,500	3,550
Special Assessments	173,884	177,067	178,658	195,804	178,670	187,285
<b>Totals</b>	<b>177,092</b>	<b>179,016</b>	<b>181,008</b>	<b>198,508</b>	<b>182,170</b>	<b>190,835</b>
<b>Chapter 27 Assessments (251)</b>						
Investment Earnings	1,397	827	1,016	1,173	1,500	1,525
Special Assessments	3,837	414	485	375	355	338
<b>Totals</b>	<b>5,234</b>	<b>1,241</b>	<b>1,501</b>	<b>1,548</b>	<b>1,855</b>	<b>1,863</b>



Revenue Detail History by Fund

	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Projected Actual 2015/16	Adopted Budget 2016/17
<b>Landscape Assessment District - San Marin (261)</b>						
Investment Earnings	197	115	104	123	125	130
Special Assessments	46,933	48,401	49,636	51,730	53,345	57,970
<b>Totals</b>	<b>47,130</b>	<b>48,516</b>	<b>49,740</b>	<b>51,853</b>	<b>53,470</b>	<b>58,100</b>
<b>Landscape Assessment District - Country Club (262)</b>						
Investment Earnings	437	244	299	346	425	435
<b>Totals</b>	<b>437</b>	<b>244</b>	<b>299</b>	<b>346</b>	<b>425</b>	<b>435</b>
<b>Landscape Assessment District - Wildwood Glen (263)</b>						
Investment Earnings	7	5	2	14	15	15
Special Assessments	8,017	8,261	8,461	8,670	9,190	9,565
<b>Totals</b>	<b>8,024</b>	<b>8,266</b>	<b>8,463</b>	<b>8,684</b>	<b>9,205</b>	<b>9,580</b>
<b>Landscape Assessment District - Hillside (264)</b>						
Investment Earnings	272	174	216	239	275	280
Special Assessments	10,676	10,676	10,778	10,767	18,500	20,536
Other					2,250	
<b>Totals</b>	<b>10,948</b>	<b>10,850</b>	<b>10,994</b>	<b>11,006</b>	<b>21,025</b>	<b>20,816</b>
<b>Landscape Assessment District - Downtown Landscape Lighting (265)</b>						
Investment Earnings	520	326	416	490	650	660
Special Assessments	5,360	5,428	5,576	5,719	5,850	6,110
<b>Totals</b>	<b>5,880</b>	<b>5,754</b>	<b>5,992</b>	<b>6,209</b>	<b>6,500</b>	<b>6,770</b>
<b>San Pablo Assessment District (266)</b>						
Investment Earnings	309	231	103	153	225	230
Special Assessments	12,198	12,461	12,461	12,786	13,100	13,181
<b>Totals</b>	<b>12,507</b>	<b>12,692</b>	<b>12,564</b>	<b>12,939</b>	<b>13,325</b>	<b>13,411</b>
<b>Eucalyptus Assessment District (267)</b>						
Investment Earnings						
Special Assessments	14,253	14,253	14,127			
<b>Totals</b>	<b>14,253</b>	<b>14,253</b>	<b>14,127</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Scottsdale Assessment District (269)</b>						
Investment Earnings	66	36	43	49	60	60
<b>Totals</b>	<b>66</b>	<b>36</b>	<b>43</b>	<b>49</b>	<b>60</b>	<b>60</b>
<b>Gas Tax Fund (272)</b>						
Intergovernmental Revenue	1,524,247	1,282,589	1,640,048	1,534,543	1,195,100	1,101,250
Investment Earnings	5,066	3,624	3,708	4,696	7,000	7,150
<b>Totals</b>	<b>1,529,313</b>	<b>1,286,213</b>	<b>1,643,756</b>	<b>1,539,239</b>	<b>1,202,100</b>	<b>1,108,400</b>
<b>Justice Assistance Grant (277)</b>						
Grants	30,497	41,744	13,068	5,983		
Other			750			
<b>Totals</b>	<b>30,497</b>	<b>41,744</b>	<b>13,818</b>	<b>5,983</b>	<b>0</b>	<b>0</b>



Revenue Detail History by Fund

	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Projected Actual 2015/16	Adopted Budget 2016/17
<b>Special Projects Fund (281)</b>						
Investment Earnings	544	266	410	380	700	700
Donations/Contributions	20,991	29,032	29,274	16,444	44,000	15,800
Intergovernmental Revenue	179,842	162,622	125,522	235,057	90,000	30,000
<b>Totals</b>	<b>201,377</b>	<b>191,920</b>	<b>155,206</b>	<b>251,881</b>	<b>134,700</b>	<b>46,500</b>
<b>State COPS Grant Fund (282)</b>						
Intergovernmental Revenue	100,000	138,382	121,253	115,681	125,000	100,000
<b>Totals</b>	<b>100,000</b>	<b>138,382</b>	<b>121,253</b>	<b>115,681</b>	<b>125,000</b>	<b>100,000</b>
<b>State Grants Fund (283)</b>						
Intergovernmental Revenue	1,000,000	10,414	241,207	324,191	438,280	358,465
<b>Totals</b>	<b>1,000,000</b>	<b>10,414</b>	<b>241,207</b>	<b>324,191</b>	<b>438,280</b>	<b>358,465</b>
<b>Federal Grants Fund (284)</b>						
Intergovernmental Revenue	1,888,320	6,026	109,378	97,914	101,028	1,715,617
Other	1,865					
<b>Totals</b>	<b>1,890,185</b>	<b>6,026</b>	<b>109,378</b>	<b>97,914</b>	<b>101,028</b>	<b>1,715,617</b>
<b>Private Grants Fund (285)</b>						
Grants						
Investment Earnings	283	166	199	201	250	255
<b>Totals</b>	<b>283</b>	<b>166</b>	<b>199</b>	<b>201</b>	<b>250</b>	<b>255</b>
<b>Pension Reserve Fund (296)</b>						
Investment Earnings	8	4	6	7	9	10
<b>Totals</b>	<b>8</b>	<b>4</b>	<b>6</b>	<b>7</b>	<b>9</b>	<b>10</b>
<b>Hamilton Trust Fund (297)</b>						
Investment Earnings	432,482	223,837	453,303	300,094	348,500	364,250
Developer in Lieu Fee-Municipal Services	1,320					
<b>Totals</b>	<b>433,802</b>	<b>223,837</b>	<b>453,303</b>	<b>300,094</b>	<b>348,500</b>	<b>364,250</b>
<b>Self Insurance Fund (298)</b>						
Investment Earnings	7,352	4,275	5,231	5,999	7,000	7,150
<b>Totals</b>	<b>7,352</b>	<b>4,275</b>	<b>5,231</b>	<b>5,999</b>	<b>7,000</b>	<b>7,150</b>
<b>Emergency and Disaster Response Reserve (299)</b>						
Investment Earnings	1,074,081	1,434	3,987	825		
<b>Totals</b>	<b>1,074,081</b>	<b>1,434</b>	<b>3,987</b>	<b>825</b>	<b>0</b>	<b>0</b>
<b>Capital Projects (301)</b>						
Intergovernmental	5,628					
Other	39,566	23,077	89,827	52,039	2,400	562,369
<b>Totals</b>	<b>45,194</b>	<b>23,077</b>	<b>89,827</b>	<b>52,039</b>	<b>2,400</b>	<b>562,369</b>



Revenue Detail History by Fund

	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Projected Actual 2015/16	Adopted Budget 2016/17
<b>Street and Storm Drain Bond Projects (Measure B) (307)</b>						
Investment Earnings	10,796	2,397				
<b>Totals</b>	10,796	2,397	0	0	0	0
<b>Marin County Street Improvements/VRF (Measure B) (308)</b>						
Intergovernmental			405,317			456,206
Investment Earnings			210	1,993	650	1,000
<b>Totals</b>	0	0	405,527	1,993	650	457,206
<b>Street Improvement Projects (Measure A) (309)</b>						
Intergovernmental	712,355	451,945	483,011	657,208	552,175	1,063,010
Investment Earnings	2,966	3,402	4,550	5,605	11,000	11,500
<b>Totals</b>	715,321	455,347	487,561	662,813	563,175	1,074,510
<b>Parks Measure A (310)</b>						
Intergovernmental			203,235	376,080	384,922	389,190
Investment Earnings				1,802	2,400	2,500
<b>Totals</b>	0	0	203,235	377,882	387,322	391,690
<b>Proposition 1B Street Improvements (311)</b>						
Intergovernmental						
Investment Earnings	4,653	735				
<b>Totals</b>	4,653	735	0	0	0	0
<b>Civic Center (319)</b>						
Investment Earnings	1,497	843	1,033	676	800	810
<b>Totals</b>	1,497	843	1,033	676	800	810
<b>Clean Stormwater Capital Improvement Projects (321)</b>						
Investment Earnings	1,295	998	1,415	1,678	1,500	1,550
<b>Totals</b>	1,295	998	1,415	1,678	1,500	1,550
<b>Street and Storm Drain Maintenance (322)</b>						
Investment Earnings	1,929	1,129	1,231	1,318	1,550	1,600
<b>Totals</b>	1,929	1,129	1,231	1,318	1,550	1,600
<b>Long-Term Maintenance-Facilities (323)</b>						
Investment Earnings	2,986	1,610	2,208	3,190	5,750	5,850
Energy Rebates	50,787	57,544	45,332	26,204	2,550	
<b>Totals</b>	53,773	59,154	47,540	29,394	8,300	5,850
<b>Long-Term Maintenance-Infrastructure (324)</b>						
Investment Earnings				1,269	3,400	3,450
<b>Totals</b>	0	0	0	1,269	3,400	3,450



**Revenue Detail History by Fund**

	<b>Previous Actual 2011/12</b>	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Development Impact Fees (327)</b>						
Investment Earnings	73,439	45,278	52,756	59,485	72,000	74,000
- Streets & Intersections	43,453	341,969	124,264	216,441	300,000	820,235
- Recreational & Cultural Facilities	24,905	379,499	73,066	118,565	110,000	483,225
- Civic Facilities	5,672	71,812	13,699	22,976	25,000	98,560
- Transit/Bicycle Facilities	2,462	13,002	4,216	7,393	12,500	28,190
- Corporation Yard	1,095	7,571	2,734	4,649	6,000	17,555
- General Governmental Systems	3,662	32,578	6,257	9,996	11,000	42,750
- Open Space	10,296	91,282	15,684	27,572	26,000	118,930
- Drainage	38,010	90,993	29,774	51,925	45,000	118,990
<b>Totals</b>	<b>202,994</b>	<b>1,073,984</b>	<b>322,450</b>	<b>519,002</b>	<b>607,500</b>	<b>1,802,435</b>
<b>Community Facilities Maintenance &amp; Contingency (330)</b>						
Investment Earnings	5,951	3,308	3,466	2,639	2,500	2,550
<b>Totals</b>	<b>5,951</b>	<b>3,308</b>	<b>3,466</b>	<b>2,639</b>	<b>2,500</b>	<b>2,550</b>
<b>Redevelopment Agency (400)</b>						
Investment Earnings	(5,609)					
Tax Increment:						
Vintage Oaks	436,829					
Hamilton	1,350,964					
Downtown	612,319					
<b>Totals</b>	<b>2,394,503</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Novato Public Financing Authority Capital Projects (450)</b>						
Investment Earnings	5,483	3,543	4,377	5,102	5,500	5,550
Rental Income	193,003	194,353	195,372	37,363	38,250	38,870
Equity Transfer				1,141,581		
Debt Proceeds						
<b>Totals</b>	<b>198,486</b>	<b>197,896</b>	<b>199,749</b>	<b>1,184,046</b>	<b>43,750</b>	<b>44,420</b>
<b>Debt Service Fund - General Obligation Bonds (501)</b>						
Taxes	2,567,040	2,815,765	1,613,666	1,754,555	1,793,910	1,760,596
Investment Earnings	9,688	4,400	5,761	2,628	5,800	5,900
Bond Proceeds			10,710,450			
<b>Totals</b>	<b>2,576,728</b>	<b>2,820,165</b>	<b>12,329,877</b>	<b>1,757,183</b>	<b>1,799,710</b>	<b>1,766,496</b>
<b>Equipment/Vehicle Maintenance (601)</b>						
Charges to Departments	728,379	746,177	839,883	708,479	700,000	855,473
Other						
<b>Totals</b>	<b>728,379</b>	<b>746,177</b>	<b>839,883</b>	<b>708,479</b>	<b>700,000</b>	<b>855,473</b>
<b>Equipment/Vehicle Replacement (605)</b>						
Charges to Departments	572,663	624,166	622,816	648,184	724,090	708,330
Investment Earnings	19,417	11,942	89,361	19,825	48,000	137,282
Other	39,674	43,980	29,239	86,842	30,000	10,000
<b>Totals</b>	<b>631,754</b>	<b>680,088</b>	<b>741,416</b>	<b>754,851</b>	<b>802,090</b>	<b>855,612</b>



**Revenue Detail History by Fund**

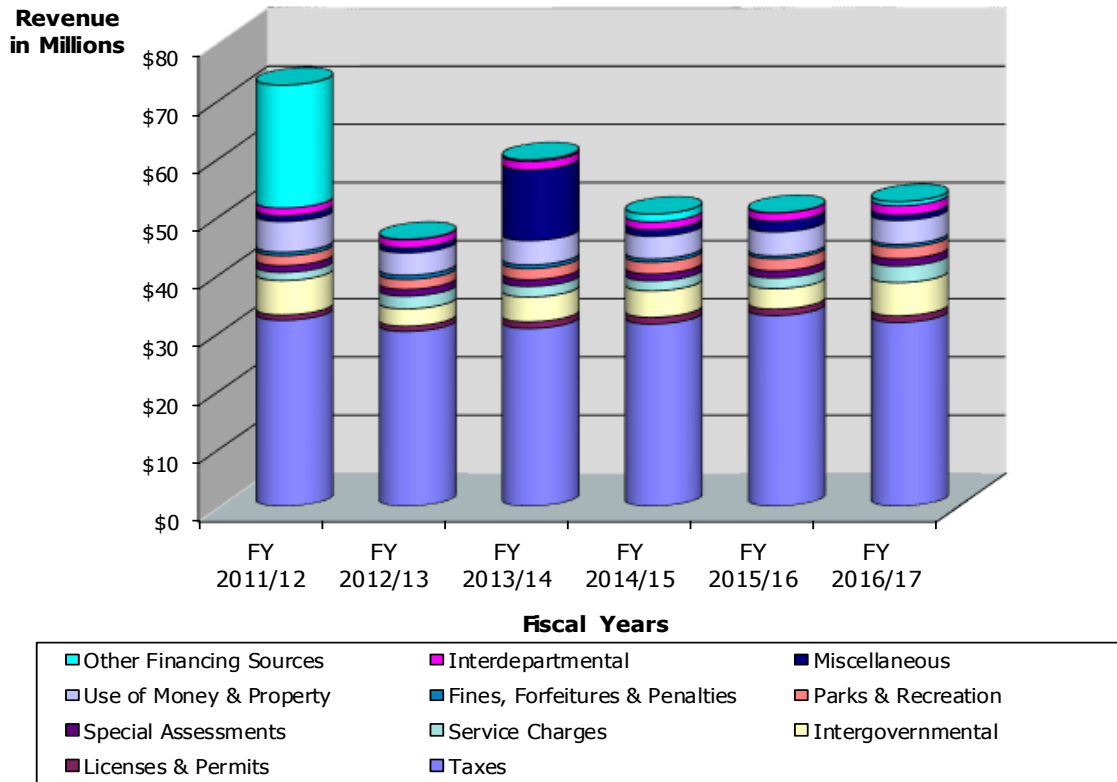
	<b>Previous Actual 2011/12</b>	<b>Previous Actual 2012/13</b>	<b>Previous Actual 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Information Technology Replacement Fund (606)</b>						
Charges to Departments						39,768
Investment Earnings	4	2	4	4	5	2,000
<b>Totals</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>41,768</b>
<b>Marin Valley Mobile Country Club (651)</b>						
Investment Earnings	252,809	199,017	11,816	16,091	25,000	27,000
Rental Income	2,322,321	2,329,461	2,329,582	2,352,872	2,381,250	2,398,982
Utility Reimbursements	703,884	699,489	700,423	692,717	650,000	701,532
Grants						
Other	17,131	12,694	13,233	14,058	10,000	26,016
<b>Totals</b>	<b>3,296,145</b>	<b>3,240,661</b>	<b>3,055,054</b>	<b>3,075,738</b>	<b>3,066,250</b>	<b>3,153,530</b>
<b>Total Revenues - All Funds</b>	<b>72,408,458</b>	<b>45,892,531</b>	<b>59,562,367</b>	<b>50,242,267</b>	<b>50,478,769</b>	<b>52,371,902</b>

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



**Revenues by Category - All Funds**

	<b>Previous Actual FY 2011/12</b>	<b>Previous Actual FY 2012/13</b>	<b>Previous Actual FY 2013/14</b>	<b>Previs Actual FY 2014/15</b>	<b>Projected Actual FY 2015/16</b>	<b>Adopted Budget FY 2016/17</b>
<b>Revenues</b>						
Taxes	31,972,139	30,043,891	30,561,851	31,328,263	32,782,110	31,597,181
Licenses & Permits	910,559	907,460	1,135,912	1,142,792	1,111,150	1,125,950
Intergovernmental Revenue	5,916,484	2,972,890	4,263,923	4,555,683	3,509,715	5,718,872
Service Charges	1,410,647	2,203,624	1,822,270	1,717,677	1,854,655	2,847,015
Special Assessments	1,142,862	1,154,486	1,157,454	1,186,578	1,216,790	1,251,747
Parks, Recreation & Community Services	1,711,125	1,719,917	1,911,670	2,021,391	2,069,700	1,983,250
Fines, Forfeitures & Penalties	611,791	695,651	633,345	570,564	496,500	510,500
Money & Property	5,265,902	3,859,414	4,180,425	3,875,391	4,110,859	4,096,999
Miscellaneous Revenue	1,007,428	879,131	12,151,508	1,117,635	1,829,200	909,269
Interdepartmental Charges	1,301,042	1,370,343	1,462,699	1,356,663	1,424,090	1,603,571
Other Financing Sources	21,158,479	85,724	281,310	1,369,630	74,000	727,548
<b>Total Revenue - All Funds</b>	<b>72,408,458</b>	<b>45,892,531</b>	<b>59,562,367</b>	<b>50,242,267</b>	<b>50,478,769</b>	<b>52,371,902</b>





Expenditure History by Fund

Fund #	Fund Description	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Projected Actual 2015/16	Adopted Budget 2016/17
101	<b>General Fund</b>	27,870,644	28,581,621	29,321,912	30,093,065	31,383,495	32,965,114
<b>Special Revenue Funds:</b>							
201	Measure F	164,684	486,044	989,669	816,096	471,365	1,422,696
205	RDA Successor Agency	52,081	266,770	116,156	90,970	78,902	65,805
210	Affordable Housing Programs				201,587	197,171	192,204
211	Housing Opportunity						-
212	Affordable Housing Trust					-	-
219	Redevelopment Agency Housing	740,982					
221	Clean Stormwater	163,357	163,618	170,062	174,892	341,502	201,900
226	Underground Utility						-
227	Parking Improvement	450	491	457	427	450	460
231	Subdivision Park Trust (Quimby Fees)						-
235	Art in Public Places						-
237	General Plan Surcharge	138,366	181,566	283,717	211,232	125,642	430,000
238	Automation Surcharge	73,294	94,279	115,586	140,913	123,005	119,293
241	Hamilton Community Facilities District	477,478	447,569	473,135	423,213	447,325	588,916
242	Hamilton Arts Center	206,080	237,093	562,302	226,099	276,525	291,492
243	Pointe Marin Community Facilities District	158,091	175,717	178,213	181,132	200,725	204,978
251	Chapter 27 Assessments						-
261	Landscape Assessment District-San Marin	46,463	59,790	46,421	59,305	51,870	57,245
262	Landscape Assessment District-Country Club	-	-	-	-	-	-
263	Landscape Assessment District-Wildwood Glen	6,793	8,871	7,243	7,343	11,865	9,750
264	Landscape Assessment District-Hillside	6,249	17,526	8,548	17,574	26,600	52,708
265	Downtown Landscape & Lighting Assessment District	1,361	2,447	3,302	2,606	2,700	3,000
266	San Pablo Assessment District	848	9,381	50,856	7,988	11,580	4,722
267	Eucalyptus Assessment District	14,212	14,212	14,210	19	-	-
269	Scottsdale Assessment District	5,382	-	-	-	-	-
272	Gas Tax						-
277	Justice Assistance Grants	11,805	46,469	10,130	3,580	3,800	-
281	Special Projects	197,631	222,310	140,806	267,450	130,000	66,700
282	State COPS Grant	39,462	68,388	184,843	98,373	105,000	100,000
283	State Grants						-
284	Federal Grants Fund						-
285	Private Grants						-
296	Pension Reserve						-
297	Hamilton Trust	32,371	32,262	29,942	29,884	30,000	30,500
298	Self-Insurance						-
299	Emergency and Disaster Response Reserve						550,000
	<b>Total Special Revenue Funds</b>	2,537,440	2,534,803	3,385,598	2,960,683	2,636,027	4,392,369



Expenditure History by Fund

Fund #	Fund Description	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Projected Actual 2015/16	Adopted Budget 2016/17
<b>Capital Project Funds:</b>							
301	Capital Projects	8,064,525	10,101,463	10,741,927	3,955,605	4,735,105	19,006,558
307	Measure B Street Bond Projects						
308	Marin County Street Improvements (VRF)						
309	Measure A Street Projects						
310	Parks Measure A					180,000	256,046
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	26,968,849					
450	Novato Public Financing Authority Capital Projects	124,266	121,407	96,619	20,654	12,720	12,100
	<b>Total Capital Projects Funds</b>	<b>35,157,640</b>	<b>10,222,870</b>	<b>10,838,546</b>	<b>3,976,259</b>	<b>4,927,825</b>	<b>19,724,704</b>
<b>Debt Service Funds:</b>							
501	Debt Service Fund - General Obligation Bonds	2,806,810	2,817,339	13,027,110	1,888,926	1,795,145	1,797,110
503	Debt Service Fund - Pension Obligation Bonds	1,071,021	1,111,680	1,154,420	1,202,140	1,242,526	1,289,392
	<b>Total Debt Service Funds</b>	<b>3,877,831</b>	<b>3,929,019</b>	<b>14,181,530</b>	<b>3,091,066</b>	<b>3,037,671</b>	<b>3,086,502</b>
<b>Proprietary Funds</b>							
601	Equipment/Vehicle Maintenance	801,281	775,503	848,254	761,967	690,000	841,649
605	Equipment/Vehicle Replacement	910,307	924,956	980,379	952,335	849,800	1,580,642
606	Information Technology Replacement						89,750
651	Marin Valley Mobile Country Club	2,411,543	3,154,970	2,246,830	1,982,581	2,361,895	2,410,856
	<b>Total Internal Service Funds</b>	<b>4,123,131</b>	<b>4,855,429</b>	<b>4,075,463</b>	<b>3,696,883</b>	<b>3,901,695</b>	<b>4,922,897</b>
<b>TOTALS</b>		<b>73,458,304</b>	<b>49,747,335</b>	<b>61,250,137</b>	<b>43,263,630</b>	<b>45,512,994</b>	<b>65,091,586</b>



Department Expenditure Report - All Funds

Department	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Projected Actual 2015/16	Adopted Budget 2016/17
<u>Operating Departments</u>						
Central Administration	1,254,629	1,302,659	1,493,436	1,732,870	1,888,650	1,898,467
Administrative Services	4,819,749	4,907,240	4,726,408	5,013,066	4,872,500	5,185,294
Police	11,524,049	11,642,449	11,965,304	12,044,894	13,192,350	13,453,059
Community Development	1,777,266	2,144,040	2,036,531	2,021,159	1,949,100	2,363,812
Public Works	5,609,738	5,676,571	6,071,241	6,038,092	6,164,550	6,627,654
Parks, Recreation & Community Services	2,885,038	2,908,662	3,028,992	3,242,984	3,316,345	3,436,828
Redevelopment Agency						
Successor Agency to Dissolved RDA	52,081	266,770	116,156	90,970	78,902	65,805
Hamilton & Pointe Marin CFD Maintenance	635,569	623,286	651,348	604,345	648,050	793,894
Measure F Sales Tax	164,684	486,044	989,669	816,096	471,365	1,422,696
Internal Service	1,711,588	1,700,459	1,828,633	1,714,302	1,539,800	2,422,291
<u>Other Departments (Non-Operating)</u>						
Assessment Districts	244,665	275,845	300,642	269,727	446,117	329,325
Capital Projects	8,188,791	10,222,870	10,838,546	3,976,259	4,927,825	19,724,704
Debt Service	3,877,831	3,929,019	14,181,530	3,091,066	3,037,671	3,086,502
Special Police Projects/Police Grants	209,436	268,779	150,936	271,030	133,800	66,700
State COPS	39,462	68,388	184,843	98,373	105,000	100,000
Enterprise Funds	2,411,543	3,154,970	2,246,830	1,982,581	2,361,895	2,410,856
Other	28,052,185	169,284	439,092	255,816	379,074	1,703,699
<b>TOTALS</b>	<b>73,458,304</b>	<b>49,747,335</b>	<b>61,250,137</b>	<b>43,263,630</b>	<b>45,512,994</b>	<b>65,091,586</b>



Comprehensive Funds Summary

Fund #	Fund Description	Projected Fund Balance 6/30/16	Adopted Budget FY 16/17			Budgeted Fund Balance 6/30/17
			Revenues	Appropriations	Net Transfers	
<b>Governmental Funds</b>						
101	General Fund	0	35,304,820	(32,965,114)	(3,611,000)	(1,271,294)
	Unspent Appropriations					500,000
	Loan Repayment from Hamilton CFD					260,000
	Interfund Loan from Equipment Replacement					511,294
	Use of Bond Proceeds for City Admin CIP Project					
<b>Special Revenue Funds</b>						
201	Measure F	14,820,288	50,000	(1,422,696)	(3,604,081)	9,843,511
205	RDA Successor Agency	42,662	67,384	(65,805)	(1,579)	42,662
210	Affordable Housing Programs	3,574,937	106,600	(192,204)	48,247	3,537,580
221	Clean Stormwater	1,047	381,020	(201,900)	(180,000)	167
226	Underground Utility	972,462	5,600	0	(274,513)	703,549
227	Parking Improvement	71,716	500	(460)	(73,107)	(1,351)
231	Subdivision Park Trust (Quimby Fees)	904,594	36,100	0	(258,127)	682,567
235	Art in Public Places	108,921	1,425	0	(38,901)	71,445
237	General Plan Surcharge	435,707	72,850	(430,000)	0	78,557
238	Automation Surcharge	149,398	75,125	(119,293)	(2,075)	103,155
241	Hamilton Community Facilities District	342,521	807,712	(588,916)	(626,277)	(64,960)
242	Hamilton Arts Center	1,113,268	438,930	(291,492)	(270,000)	990,706
243	Pointe Marin Community Facilities District	543,026	190,835	(204,978)	(6,411)	522,472
251	Chapter 27 Assessments	236,549	1,863	0	(6,920)	231,492
261	Landscape Assessment District-San Marin	20,145	58,100	(57,245)	0	21,000
262	Landscape Assessment District-Country Club	69,399	435	0	0	69,834
263	Landscape Assessment District-Wildwood Glen	1,039	9,580	(9,750)	0	869
264	Landscape Assessment District-Hillside	38,077	20,816	(52,708)	0	6,185
265	Downtown Landscape & Lighting	103,839	6,770	(3,000)	0	107,609
266	San Pablo Assessment District	31,933	13,411	(4,722)	(7,868)	32,754
269	Scottsdale Assessment District	10,029	60	0	0	10,089
272	Gas Tax	1,175,022	1,108,400	0	(1,953,247)	330,175
277	Justice Assistance Grants	8	0	0	0	8
281	Police Special Projects	126,972	46,500	(66,700)	7,000	113,772
282	State COPS Grant	286,196	100,000	(100,000)	0	286,196
283	State Grants	(1,213)	358,465	0	(357,252)	0
284	Federal Grants	0	1,715,617	0	(1,715,617)	0
285	Private Grants	21,320	255	0	0	21,575
296	Pension Reserve	1,384	10	0	0	1,394
297	Hamilton Trust	32,620,973	364,250	(30,500)	(284,000)	32,670,723
298	Self-Insurance	1,074,056	7,150	0	(56,055)	1,025,151
299	Emergency and Disaster Response Reserve	6,809,504	0	(550,000)	1,467,124	7,726,628
	<b>Special Revenue Funds Total</b>	<b>65,705,779</b>	<b>6,045,763</b>	<b>(4,392,369)</b>	<b>(8,193,659)</b>	<b>59,165,514</b>



Comprehensive Funds Summary

Fund #	Fund Description	Projected Fund Balance 6/30/16	Adopted Budget FY 16/17			Budgeted Fund Balance 6/30/17
			Revenues	Appropriations	Net Transfers	
<b>Capital Funds</b>						
301	Capital Projects	(391,039)	562,369	(19,006,558)	18,444,189	(391,039)
308	Marin County Street Improvements (VRF)	2,853	457,206	0	0	460,059
309	Measure A Street Projects	1,519,353	1,074,510	0	(2,546,855)	47,008
310	Parks Measure A	519,186	391,690	(256,046)	(399,994)	254,836
319	Civic Center	133,434	810	0	(32,920)	101,324
321	Clean Storm Water Capital Improvement	200,522	1,550	0	(48,028)	154,044
322	Street & Storm Drain Maintenance	262,519	1,600	0	0	264,119
323	Facilities Long-Term Maintenance	1,003,816	5,850	0	(901,584)	108,082
324	Infrastructure Long-Term Maintenance	736,352	3,450	0	(559,416)	180,386
327	Development Impact Fees	12,248,492	1,802,435	(450,000)	(1,576,301)	12,024,626
330	Community Facilities Maint. & Contingency	426,670	2,550	0	(161,000)	268,220
450	Novato Public Finance Auth. Capital Projects	783,915	44,420	(12,100)	(2,143,000)	(1,326,765)
<b>Capital Projects Funds Total</b>		<b>17,446,073</b>	<b>4,348,440</b>	<b>(19,724,704)</b>	<b>10,075,091</b>	<b>12,144,900</b>
<b>Debt Service Funds</b>						
501	Debt Service - General Obligation Bonds	1,752,331	1,766,496	(1,797,110)	0	1,721,717
503	Debt Service - Pension Obligation Bonds	0	0	(1,289,392)	1,289,392	0
<b>Debt Service Funds Total</b>		<b>1,752,331</b>	<b>1,766,496</b>	<b>(3,086,502)</b>	<b>1,289,392</b>	<b>1,721,717</b>
<b>Proprietary Funds (Net Position)</b>						
601	Equipment/Vehicle Maintenance	(953,059)	855,473	(841,649)	(13,824)	(953,059)
605	Equipment/Vehicle Replacement	7,211,117	855,612	(1,580,642)	73,391	6,559,478
606	IT Replacement	807	41,768	(89,750)	380,609	333,434
651	Marin Valley Mobile Country Club	12,842,646	3,153,530	(2,410,856)	0	13,585,320
<b>Proprietary Funds Total</b>		<b>19,101,511</b>	<b>4,906,383</b>	<b>(4,922,897)</b>	<b>440,176</b>	<b>19,525,173</b>
<b>Fiduciary Funds:</b>						
<b>Fiduciary Funds Total</b>		<b>6,941,292</b>		<b>0</b>	<b>0</b>	<b>7,102,192</b>
<b>Grand Total All Funds</b>		<b>110,946,986</b>	<b>52,371,902</b>	<b>(65,091,586)</b>	<b>0</b>	<b>98,388,202</b>



**Five Year General Fund Budget Projections**

	<b>FY 15/16 Projected Actual</b>	<b>FY 16/17 Adopted Budget</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>	<b>FY 21/22 Projected</b>
<i>REVENUES &amp; OTHER FINANCING SOURCES</i>	35,364,850	36,580,346	37,640,110	38,707,315	39,797,540	40,932,070	42,112,695
<i>APPROPRIATIONS &amp; OTHER FINANCING USES</i>	<u>35,699,850</u>	<u>37,851,640</u>	<u>38,466,075</u>	<u>39,554,495</u>	<u>41,114,390</u>	<u>42,349,685</u>	<u>43,926,230</u>
<b>SUBTOTAL REVENUES OVER/(UNDER) APPROPRIATIONS</b>	<b>(335,000)</b>	<b>(1,271,294)</b>	<b>(825,965)</b>	<b>(847,180)</b>	<b>(1,316,850)</b>	<b>(1,417,615)</b>	<b>(1,813,534)</b>
<i>INTERFUND LOANS / REPAYMENT</i>	335,000	771,294	260,000	120,000			
<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>(65,965)</b>	<b>(227,180)</b>	<b>(816,850)</b>	<b>(917,615)</b>	<b>(1,313,533)</b>
<b>USE OF MEASURE F TO FUND DEFICIT</b>	-		<b>65,965</b>	<b>227,180</b>	<b>816,850</b>	<b>917,615</b>	<b>1,313,533</b>



**General Fund Five Year Revenue Projections**

	<b>FY 15/16 Projected Actual</b>	<b>FY 16/17 Adopted Budget</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>	<b>FY 21/22 Projected</b>
<i>PROPERTY TAXES</i>	14,488,500	13,329,700	13,654,890	14,064,535	14,486,470	14,921,065	15,368,698
<i>SALES AND USE TAX</i>	8,278,800	11,690,785	12,115,145	12,554,985	13,010,865	13,483,380	13,973,055
<i>OTHER TAXES</i>	4,658,400	4,816,100	4,920,815	5,033,280	5,148,565	5,266,760	5,387,668
<i>LICENSES AND PERMITS</i>	1,111,150	1,125,950	1,155,100	1,178,200	1,201,765	1,225,800	1,250,316
<i>INTERGOVERNMENTAL REVENUE</i>	532,150	437,750	442,430	446,855	451,325	455,835	460,390
<i>SERVICE CHARGES</i>	3,123,455	2,827,905	2,884,870	2,942,570	3,001,420	3,061,450	3,122,681
<i>FINES &amp; FORFEITURES</i>	496,500	510,500	515,605	520,760	525,970	531,230	536,543
<i>USE OF MONEY &amp; PROPERTY</i>	624,035	475,030	487,355	492,230	497,150	502,125	507,150
<i>MISC. REVENUE</i>	888,000	91,100	81,400	81,400	81,400	81,400	81,400
<i>OTHER FINANCING SOURCES</i>	<u>1,163,860</u>	<u>1,275,526</u>	<u>1,382,500</u>	<u>1,392,500</u>	<u>1,392,610</u>	<u>1,403,025</u>	<u>1,424,795</u>
<b>TOTAL</b>	<b><u>35,364,850</u></b>	<b><u>36,580,346</u></b>	<b><u>37,640,110</u></b>	<b><u>38,707,315</u></b>	<b><u>39,797,540</u></b>	<b><u>40,932,070</u></b>	<b><u>42,112,695</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) sunsetted 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

Measure C (one quarter cent ongoing sales tax) was approved by voters in November 2015 and became effective April 1, 2016. This revenue partially replaces the loss of Measure F (one half cent sales tax) that ended March 31, 2016





**General Fund Five Year Appropriations Projections**

	<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>FY 21/22</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>	22,925,895	24,540,898	26,382,330	27,291,165	28,376,210	29,242,890	30,368,740
<i>CONTRACT SERVICES</i>	2,827,405	2,800,095	2,858,685	2,841,730	2,974,275	2,987,130	3,127,825
<i>MATERIALS &amp; SUPPLIES</i>	5,630,195	5,624,121	6,137,540	6,253,225	6,475,355	6,706,135	6,946,885
<i>OTHER FINANCING USES</i>	<u>4,316,355</u>	<u>4,886,526</u>	<u>3,087,520</u>	<u>3,168,375</u>	<u>3,288,550</u>	<u>3,413,530</u>	<u>3,482,780</u>
<b>TOTAL</b>	<b><u>35,699,850</u></b>	<b><u>37,851,640</u></b>	<b><u>38,466,075</u></b>	<b><u>39,554,495</u></b>	<b><u>41,114,390</u></b>	<b><u>42,349,685</u></b>	<b><u>43,926,230</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 2% for FY 16/17 (budget to budget); thereafter 2.85% annually; benefits (excluding PERS retirement costs) increase 1.45%  
 PERS retirement costs increase an average of 10% 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 Technology Replacement	❖	❖	❖	❖	❖		❖	❖	❖
651 Marin Valley Mobile Country Club	❖							❖	❖



**General Fund Expenditures by Department - FY 1968/69 - FY 2016/17**

	<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>	<b>2016/17</b>
Central Administration	1,445,464	1,254,629	1,302,659	1,493,436	1,732,870	1,888,650	1,898,467
Administrative Services	4,616,113	4,819,749	4,907,240	4,726,408	5,013,066	4,872,500	5,185,294
Police	11,328,694	11,524,049	11,642,449	11,965,304	12,044,894	13,192,350	13,453,059
Community Development	1,725,811	1,777,266	2,144,040	2,036,531	2,021,159	1,949,100	2,363,812
Public Works	6,065,325	5,609,738	5,676,571	6,071,241	6,038,092	6,164,550	6,627,654
Parks & Recreation	2,873,810	2,885,213	2,908,662	3,028,992	3,242,984	3,316,345	3,436,828
<b>Total</b>	<b>28,055,217</b>	<b>27,870,644</b>	<b>28,581,621</b>	<b>29,321,912</b>	<b>30,093,065</b>	<b>31,383,495</b>	<b>32,965,114</b>



**General Fund Expenditures by Department - FY 1968/69 - FY 2016/17**  
**(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>	<b>2016/17</b>
Central Administration	5.15%	4.50%	4.56%	5.09%	5.76%	6.02%	5.76%
Administrative Services	16.45%	17.29%	17.17%	16.12%	16.66%	15.53%	15.73%
Police	40.38%	41.35%	40.73%	40.81%	40.03%	42.04%	40.81%
Community Development	6.15%	6.38%	7.50%	6.95%	6.72%	6.21%	7.17%
Public Works	21.62%	20.13%	19.86%	20.71%	20.06%	19.64%	20.11%
Parks & Recreation	10.24%	10.35%	10.18%	10.33%	10.78%	10.57%	10.43%



Personnel Allocations

<u>DEPARTMENT</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>ADOPTED BUDGET 2016/17</u>
<b><u>CENTRAL ADMINISTRATION</u></b>							
<b>City Manager</b>							
City Manager	0.60	0.60	0.85	0.95	0.95	0.97	1.00
Economic Development Manager	--	--	--	--	1.00	1.00	1.00
Assistant to the City Manager	0.85	--	--	--	--	--	--
Public Communications Coordinator	--	--	1.00	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	0.10
Sr Administrative Clerk	1.00	1.00	--	--	--	--	--
Executive Secretary	0.70	0.70	0.70	0.70	0.70	0.80	0.80
<b>Subtotal</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>3.90</b>
<b>Measure F</b>							
Economic Development Manager	--	--	1.00	1.00	--	--	--
Hamilton Property Project Manager	--	--	0.50	0.50	1.00	1.00	1.00
Management Analyst I / II / Webmaster	--	--	--	--	--	--	1.00
Office Assistant II	--	--	1.00	1.00	--	--	--
<b>Subtotal</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>2.00</b>
<b>City Clerk</b>							
City Clerk	1.00	1.00	0.90	0.90	0.95	0.97	1.00
Executive Secretary	0.30	0.30	0.30	0.30	0.30	0.20	0.20
Application Support Technician	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>2.20</b>	<b>2.20</b>	<b>2.25</b>	<b>2.17</b>	<b>2.20</b>
<b>TOTAL CENTRAL ADMINISTRATION</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>8.10</b>
<b><u>ADMINISTRATIVE SERVICES</u></b>							
<b>Administration</b>							
Assistant City Manager	0.60	0.65	0.80	0.95	0.95	0.97	1.00
Management Analyst I / II	0.20	0.45	0.45	0.55	0.55	0.62	0.60
<b>Subtotal</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>1.60</b>
<b>Human Resources</b>							
Human Resources Manager	1.00	0.90	0.90	0.90	0.90	0.90	0.90
Human Resources Analyst	1.00	0.80	0.80	0.80	0.80	1.00	1.00
Principal HR Analyst	--	--	--	--	1.00	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>3.50</b>	<b>2.95</b>	<b>2.95</b>	<b>2.95</b>	<b>3.95</b>	<b>3.90</b>	<b>3.90</b>
<b>Finance</b>							
Finance Manager	1.00	1.00	0.80	0.85	0.90	0.90	0.90
Accounting Supervisor	--	--	0.80	0.85	0.90	0.90	0.90
Accountant/Analyst	1.00	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	1.00
Accounting Assistant I / II	--	--	--	--	1.00	1.00	1.00
<b>Subtotal</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>	<b>4.80</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>ADOPTED BUDGET 2016/17</u>
<b><u>ADMINISTRATIVE SERVICES</u></b>							
<b>Information Technology Services</b>							
Information Technology Manager	0.85	0.85	1.00	1.00	1.00	1.00	1.00
Senior IT Analyst	--	--	--	--	1.00	1.00	1.00
Network & Systems Administrator	--	--	1.00	1.00	1.00	1.00	1.00
Management Analyst II	0.10	--	--	--	--	--	--
GIS/Engineering Technician	--	--	--	--	1.00	1.00	1.00
Information Technology Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>1.95</b>	<b>1.85</b>	<b>3.00</b>	<b>3.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Capital Improvement Fund</b>							
Business Analyst	--	--	--	--	1.00	1.00	1.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Citywide Programs</b>							
Human Resources Manager	--	0.10	0.10	0.10	0.10	0.10	0.10
Information Technology Manager	0.15	0.15	--	--	--	--	--
Human Resources Analyst	--	0.20	0.20	0.20	0.20	--	--
Management Analyst I / II	0.10	--	--	--	--	0.25	0.25
<b>Subtotal</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>0.35</b>
<b>TOTAL ADMINISTRATIVE SERVICES</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>16.65</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
Sr Management Analyst	0.63	0.75	0.75	0.75	0.75	0.75	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</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>5.00</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	2.00	2.00	2.00	2.00	2.00	2.00
<b>Subtotal</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>	<b>14.00</b>
<b>Professional Standards</b>							
Sergeant	2.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</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>1.00</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>ADOPTED BUDGET 2016/17</u>
<b><u>POLICE</u></b>							
<b>Criminal Investigations</b>							
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Officer	5.00	4.00	4.00	4.00	4.00	4.00	4.00
<b>Subtotal</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>5.00</b>
<b>Patrol Administration &amp; Operations</b>							
Lieutenant	3.00	2.00	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	2.00
Officer	30.00	29.00	28.00	28.00	28.00	28.00	28.00
K-9 Officer	2.00	2.00	3.00	3.00	3.00	3.00	3.00
<b>Subtotal</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>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
<b>Subtotal</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>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	1.00
Officer-NC3 Task Force	--	--	--	--	0.78	0.78	0.78
Officer-COPE Grant	1.00	0.67	1.00	1.00	1.00	1.00	1.00
Corporal-NRT	--	--	1.00	1.00	0.21	1.00	1.00
Officer-NRT	--	--	--	--	1.55	2.00	2.00
Management Analyst I (NRT)	--	--	--	--	--	1.00	1.00
<b>Subtotal</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>6.78</b>
<b>Youth Services</b>							
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>Measure F</b>							
Corporal-NRT	--	--	--	--	0.79	--	--
Officer-NRT	--	--	2.00	2.00	0.45	--	--
Officer-NC3 Task Force	--	--	--	--	0.22	0.22	0.22
Management Analyst I (NRT)	--	--	1.00	1.00	1.00	--	--
Dispatcher	--	--	--	--	--	--	1.00
Records Specialist	--	--	--	--	0.50	0.50	0.50
Office Assistant II	--	--	--	--	0.50	0.50	0.50
<b>Subtotal</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>2.22</b>
<b>TOTAL POLICE</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>	<b>79.00</b>





Personnel Allocations

<u>DEPARTMENT</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<b>ADOPTED BUDGET <u>2016/17</u></b>
<b><u>COMMUNITY DEVELOPMENT</u></b>							
<b>Administration</b>							
Community Development Director	0.73	0.70	0.80	0.80	0.78	0.78	0.78
<b>Subtotal</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>0.78</b>
<b>Code Enforcement</b>							
Supervising Code Compliance Officer	0.95	0.95	0.95	0.95	1.00	1.00	1.00
Senior Code Compliance Officer	--	--	--	--	--	--	--
Code Compliance Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.50
Housing Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Office Supervisor	0.05	0.05	0.05	0.05	--	--	--
Senior Administrative Clerk	0.10	0.10	0.10	--	--	--	--
<b>Subtotal</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>3.50</b>
<b>Planning</b>							
Community Development Director	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Planning/Environmental Svcs Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Principal Planner	--	--	--	1.00	1.00	1.00	1.00
Senior Planner	1.50	1.50	2.00	2.00	1.90	1.90	1.90
Planner I & II	1.00	1.00	2.00	1.00	1.00	1.00	2.00
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</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>7.10</b>
<b>Clerical Services</b>							
Development Permit Supervisor	0.45	0.45	0.45	0.50	0.50	0.50	0.50
Senior Office Assistant	0.90	0.90	0.45	1.00	1.00	1.00	1.00
Office Assistant II	--	--	0.45	1.00	2.50	2.50	2.50
Word Processor	0.50	0.50	0.50	0.50	--	--	--
<b>Subtotal</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>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	2.50
Supervising Code Compliance Officer	0.05	0.05	0.05	--	--	--	--
Development Permit Supervisor	0.50	0.50	0.50	--	--	--	--
Senior Office Assistant	0.50	0.50	0.25	--	--	--	--
Office Assistant II	--	--	0.25	--	--	--	--
<b>Subtotal</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>	<b>4.50</b>
<b>Affordable Housing Programs</b>							
Community Development Director	--	--	--	--	0.02	0.02	0.02
Sr Planner	--	--	--	--	0.10	0.10	0.10
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.12</b>	<b>0.12</b>	<b>0.12</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>ADOPTED BUDGET 2016/17</u>
<b>General Plan Surcharge</b>							
Principal Planner	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>0.00</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.00</b>
<b>Automation Surcharge</b>							
Planner II	--	--	--	0.40	0.40	0.40	--
Development Permit Supervisor	--	--	--	0.50	0.50	0.50	0.50
Senior Office Assistant	0.50	0.50	0.25	--	--	--	--
Office Assistant II	--	--	0.25	--	--	--	--
<b>Subtotal</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>0.50</b>
<b>TOTAL COMMUNITY DEVELOPMENT</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>20.50</b>
<b><u>PUBLIC WORKS</u></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	--	--	--	--	--	--
Engineering Project Coordinator	--	0.30	0.30	0.30	0.30	0.30	0.30
Senior Engineering Technician	0.20	--	--	--	--	--	--
Senior Civil 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
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	--	--	--
<b>Subtotal</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>2.45</b>
<b>Street Lighting</b>							
Senior Engineering Technician	0.10	--	--	--	--	--	--
<b>Subtotal</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>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	0.10
Principal Civil Engineer	0.90	0.10	0.10	--	--	--	--
Senior Civil Engineer	0.90	0.90	0.90	0.90	0.50	0.50	0.50
Engineer I	0.50	0.50	0.50	0.50	1.00	1.00	1.00
GIS Coordinator	0.25	0.25	--	--	--	--	--
Engineering Technician I & II	0.30	--	--	--	--	--	--
<b>Subtotal</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>	<b>1.75</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<b>ADOPTED BUDGET 2016/17</b>
<b><u>PUBLIC WORKS</u></b>							
<b>Construction Management</b>							
Principal Civil Engineer	0.95	0.90	0.90	--	--	--	--
Engineering Manager	--	--	--	0.90	0.90	0.90	0.90
PW Admin Manager	--	--	--	--	1.00	0.75	0.75
Senior Civil Engineer	1.00	1.00	1.00	1.00	0.40	0.40	0.40
Engineer I & II	3.50	2.50	2.50	2.50	3.00	3.00	3.00
GIS Coordinator	0.10	0.10	--	--	--	--	--
Principal Engineering Technician	--	0.70	0.70	0.70	0.70	0.70	0.70
Senior Public Works Inspector	1.70	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Inspector II	1.25	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant II	0.80	0.80	0.80	0.80	0.80	0.80	0.80
<b>Subtotal</b>	<b>9.30</b>	<b>8.00</b>	<b>7.90</b>	<b>7.90</b>	<b>8.80</b>	<b>8.55</b>	<b>8.55</b>
<b>GIS Mapping</b>							
GIS Coordinator	0.65	0.65	--	--	--	--	--
Engineering Technician I	1.20	0.75	1.00	1.00	--	--	--
<b>Subtotal</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>0.00</b>
<b>Capital Improvement Fund</b>							
PW Admin Manager	--	--	--	--	--	0.25	0.25
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.25</b>	<b>0.25</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>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Street Maintenance</b>							
Maintenance Supervisor	0.68	0.68	0.68	0.68	0.68	0.68	0.68
Senior Maintenance Worker	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Maintenance Worker	3.00	2.00	2.00	3.00	3.00	3.00	3.00
<b>Subtotal</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>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	1.00	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</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>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	2.00	2.00	1.00	1.00	1.00	1.00
Maintenance Worker	1.62	0.62	0.62	0.62	0.62	0.62	0.62
<b>Subtotal</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>1.92</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<b>ADOPTED BUDGET <u>2016/17</u></b>
<b><u>PUBLIC WORKS</u></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	1.00	1.00	2.00	2.00	2.00	2.00
Maintenance Worker	7.38	6.38	6.38	5.38	5.38	5.38	6.38
<b>Subtotal</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>	<b>9.08</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	6.50
<b>Subtotal</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.50</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>3.07</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>
<b>Pte Marin Community Facilities</b>							
Maintenance Worker	2.00	2.00	2.00	2.00	2.00	2.00	2.00
<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Measure F</b>							
Maintenance Worker	--	2.00	1.00	1.00	--	--	2.00
<b>Subtotal</b>	<b>0.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>--</b>	<b>--</b>	<b>2.00</b>
<b>Parks Measure A</b>							
Maintenance Worker	--	--	--	--	2.00	2.00	2.00
<b>Subtotal</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>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	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</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>3.00</b>
<b>TOTAL PUBLIC WORKS</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>56.50</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
Recreation Operations Manager	0.81	0.83	0.85	0.85	0.85	0.85	0.85
Sr. Management Analyst	--	--	--	--	1.00	1.00	1.00
Recreation Supervisor	0.08	0.08	0.08	0.08	0.08	0.11	0.11
Recreation Coordinator	--	0.35	0.75	0.75	0.45	1.00	1.00
Administrative Technician	0.96	0.96	0.96	0.96	0.96	0.96	0.96
Senior Office Assistant	0.20	0.23	0.23	0.23	0.23	0.18	0.18
Office Assistant II	--	--	--	--	--	0.05	0.05
<b>Subtotal</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>5.15</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<b>ADOPTED BUDGET 2016/17</b>
<b><u>PARKS, RECREATION &amp; COMMUNITY SERVICES</u></b>							
<b>Child Care and Enrichment Programs</b>							
Recreation Operations Manager	0.06	0.06	0.04	0.04	0.04	0.04	0.04
Recreation Supervisor	0.82	0.82	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	1.21	1.02	1.17	1.17	1.57	1.17	1.92
Administrative Technician	0.02	0.02	0.03	0.03	0.03	0.03	0.03
Senior Office Assistant	0.07	0.07	0.09	0.09	0.09	0.09	0.09
Child Care Teacher	1.75	1.75	1.75	1.75	1.75	1.75	1.75
<b>Subtotal</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>	<b>4.83</b>
<b>Cultural Programs/Museum Administration</b>							
Recreation Operations Manager	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Recreation Supervisor	0.18	0.18	--	--	--	--	--
Recreation Coordinator	0.60	0.15	0.10	0.10	--	--	--
Administrative Technician	0.01	0.01	--	--	--	--	--
Senior Office Assistant	0.02	0.02	--	--	--	--	--
<b>Subtotal</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>0.05</b>
<b>Senior Citizens</b>							
Recreation Operations Manager	0.08	0.06	0.06	0.06	0.06	0.06	0.06
Recreation Supervisor	1.95	0.95	0.95	0.95	0.95	0.95	0.95
Recreation Coordinator	0.50	0.58	0.83	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	0.73	0.73	0.73	0.73	0.73	0.73
<b>Subtotal</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>2.58</b>
<b>Athletics</b>							
Division Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	2.97	2.97	2.97	2.97	2.97	2.94	2.94
Recreation Coordinator	--	--	1.00	1.00	1.00	1.00	1.00
Gymnastics Instructor	2.75	2.25	2.25	2.25	2.75	2.75	2.75
Senior Office Assistant	1.95	1.95	1.95	1.95	1.45	--	--
Office Assistant II	--	--	--	--	--	1.45	1.45
<b>Subtotal</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>9.14</b>
<b>Parks Measure A</b>							
Recreation Coordinator	--	--	--	--	--	--	0.50
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.50</b>
<b>TOTAL PARKS, RECREATION &amp; COMMUNITY SERVICES</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>22.25</b>



Personnel Allocations

<u>DEPARTMENT</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<b>ADOPTED BUDGET <u>2016/17</u></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	0.10
Accounting Supervisor	--	--	0.20	0.15	0.10	0.10	0.10
Management Analyst I / II	--	--	0.20	0.05	0.05	0.03	0.05
<b>Subtotal</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>	<b>0.25</b>
<b>Redevelopment Agency</b>							
City Manager	0.40	0.40	--	--	--	--	--
Assistant City Manager	0.40	0.35	--	--	--	--	--
Redevelopment Administrator	0.90	0.90	--	--	--	--	--
Housing Coordinator	1.00	1.00	--	--	--	--	--
Community Development Director	0.07	0.10	--	--	--	--	--
Senior Planner	0.50	0.50	--	--	--	--	--
Assistant to the City Manager	0.15	--	--	--	--	--	--
Senior Management Analyst	1.05	0.90	--	--	--	--	--
Management Analyst I / II	0.20	0.20	--	--	--	--	--
<b>Subtotal</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>0.00</b>
<b>Novato Public Financing Authority</b>							
Redevelopment Administrator	0.10	0.10	--	--	--	--	--
Senior Management Analyst	0.10	0.10	--	--	--	--	--
<b>Subtotal</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>0.00</b>
<b>GRAND TOTAL PERSONNEL</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>	<b>203.25</b>



**Personnel Allocation Summary by Department**

<u>DEPARTMENT</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<b>ADOPTED</b>
							<b>BUDGET</b>
							<u>2016/17</u>
Central Administration	6.30	5.70	7.35	7.50	7.05	7.04	8.10
Administrative Services	12.50	12.35	13.10	13.45	16.55	16.64	16.65
Police	75.63	71.42	75.75	75.75	77.75	77.75	79.00
Community Development	16.93	16.90	17.50	18.30	19.30	19.30	20.50
Public Works	58.25	53.25	51.50	51.50	52.00	52.00	56.50
Parks, Recreation & Community Services	19.81	18.10	19.85	19.85	20.85	21.00	22.25
Redevelopment Agency	4.67	4.35	-	-	-	-	-
RDA Successor Agency	-	-	1.05	0.55	0.40	0.32	0.25
Novato Public Financing Authority	0.20	0.20	-	-	-	-	-
	<b>194.29</b>	<b>182.27</b>	<b>186.10</b>	<b>186.90</b>	<b>193.90</b>	<b>194.05</b>	<b>203.25</b>

**Personnel Changes from 2015/2016 Budget**

**Beginning Authorized Personnel Total** **194.05**

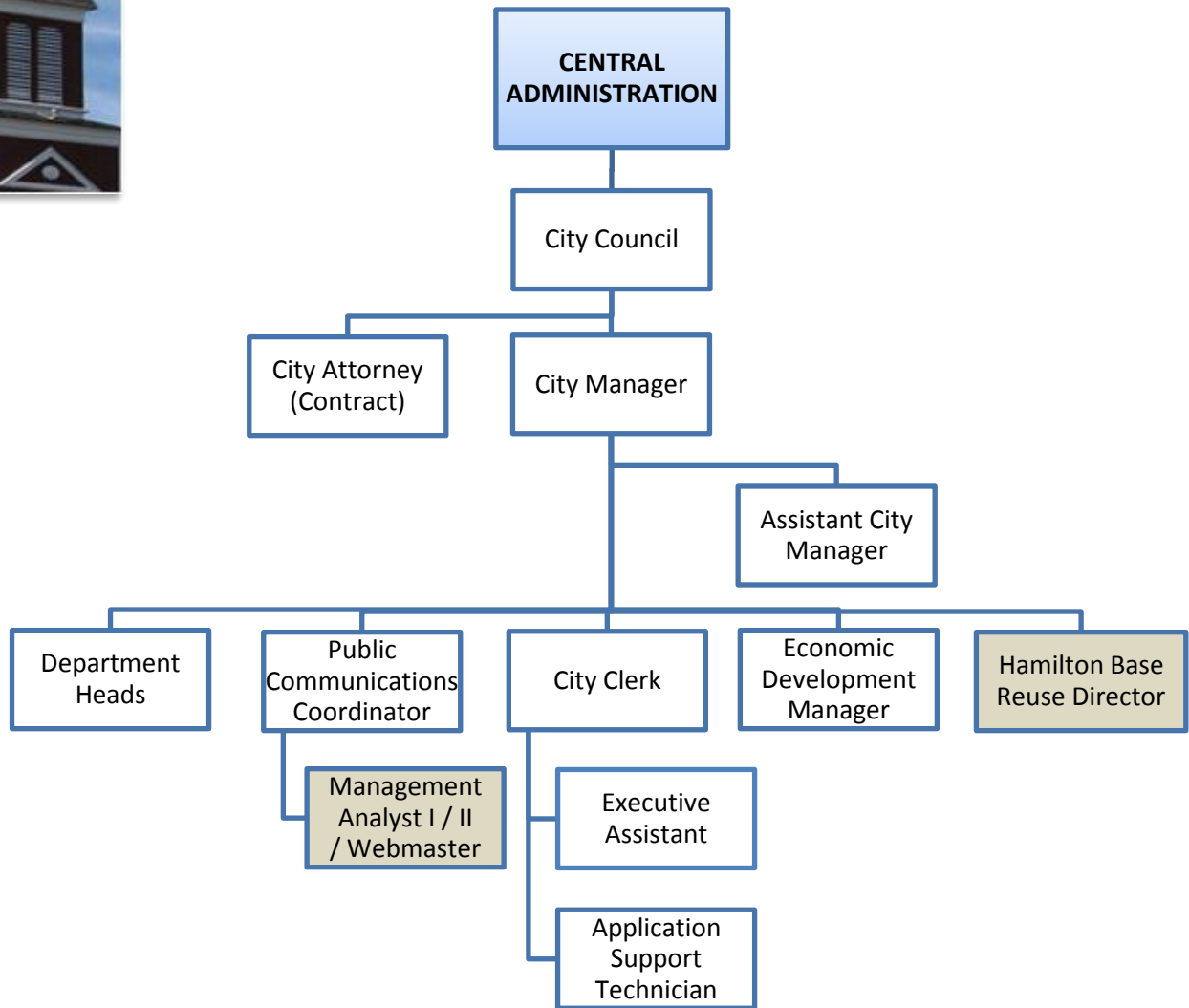
**Position Eliminations/Reclassifications**

<b>Department</b>	<b>Position</b>	<b>FTE</b>	
No Changes			
<b>Total Position Reductions</b>			<b>0.00</b>

**Position Additions/Reclassifications**

<b>Department</b>	<b>Position</b>	<b>FTE</b>	
Central Administration	Management Analyst / Webmaster	1.00	
Police	Sr. Management Analyst	0.25	
Police	Dispatcher	1.00	
Community Development	Planner I / II	0.20	
Community Development	Building Inspector	1.00	
Public Works	Maintenance Worker	3.00	
Public Works	Custodian	1.50	
Parks, Recreation & Community Services	Recreation Coordinator	1.25	
<b>Total Position Additions</b>			<b>9.20</b>

**Ending Authorized Personnel Total** **203.25**



Limited Term  
Paid for via Measure F



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**Department Budget Summary**

	<b>Adopted Budget 2015/16</b>	<b>Final Budget 2015/16</b>	<b>Adopted Budget 2016/17</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
				<b>Dollar</b>	<b>Percent</b>
<b>Revenues</b>					
Legal Fees Recovered	30,000	215,000	36,000	6,000	20.00%
Application Fees	400	400	400	-	0.00%
<b>Department Total</b>	<b>30,400</b>	<b>215,400</b>	<b>36,400</b>	<b>6,000</b>	<b>19.74%</b>

**Appropriations by Division**

City Council	81,096	81,096	81,360	264	0.33%
City Manager	991,142	981,142	1,011,922	20,780	2.10%
City Clerk	373,699	370,953	319,185	(54,514)	(14.59)%
City Attorney	480,000	665,000	486,000	6,000	1.25%
<b>Department Total</b>	<b>1,925,937</b>	<b>2,098,191</b>	<b>1,898,467</b>	<b>(27,470)</b>	<b>(1.43)%</b>

**Appropriations by Category**

Salaries	759,414	759,414	742,665	(16,749)	(2.21)%
Benefits	257,063	257,063	264,918	7,855	3.06%
Contract Services	761,493	936,493	712,493	(49,000)	(6.43)%
Materials & Supplies	147,967	145,221	178,391	30,424	20.56%
<b>Department Total</b>	<b>1,925,937</b>	<b>2,098,191</b>	<b>1,898,467</b>	<b>(27,470)</b>	<b>14.98%</b>

**Personnel Allocation History**

	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
City Council *	5.00	5.00	5.00	5.00	5.00
City Manager	2.65	2.80	3.80	3.87	3.90
City Clerk	2.20	2.20	2.25	2.17	2.20
Measure F Funded	2.50	2.50	1.00	1.00	2.00
<b>Department Total</b>	<b>12.35</b>	<b>12.50</b>	<b>12.05</b>	<b>12.04</b>	<b>13.10</b>

\* City Council elected members excluded from authorized totals in Personnel Allocation tables (pages 103-112)

***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 Accomplishments FY 2015/16***

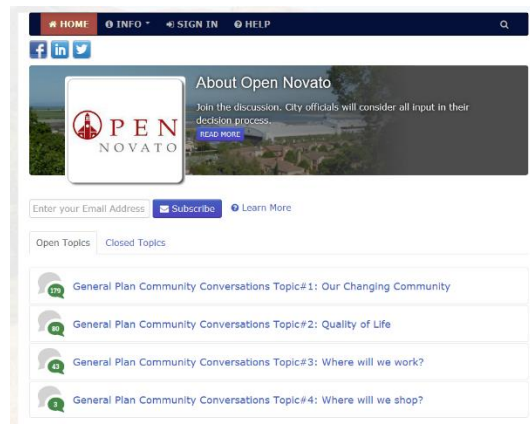
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- Prepared a revenue ballot measure for Council's consideration for the November 2015 election as outlined in the adopted Fiscal Sustainability Plan and provided public information;
- Advanced improvements in the city's public engagement and outreach initiative;
- Secured translation and interpretation services in order to broaden the reach of city information;
- Produced three city newsletters in both English and Spanish, mailed to every Novato household;
- Developed a training program for city staff to create ADA-accessible documents;
- Developed improvements to public noticing, information and outreach as recommended in the city's public engagement workshop;
- Facilitated and expedited the entitlement processes to repurpose the historic Hamilton Hospital into an assisted living and memory care facility with \$2 million purchase price for city;
- Facilitated the Hamilton Cottages senior housing project with \$500,000 purchase price for city;

- Completed the Hamilton Lands to Parks Exchange with the federal government;
- Supported BioMarin Research & Development and manufacturing expansion in Bel Marin Keys;
- Conducting marketing and outreach program for North Bay Life Science Association;
- Implemented online Boards and Commissions solution and administered recruitment process; and
- Arranged new Councilmember and Boards and Commissions Orientations.

### ***Department Goals FY 2016/17***

- Continue focus on enhancing public engagement, accessibility and transparency;
- Work with city departments to improve and maximize the effectiveness of city public noticing;
- Research and recommend open data software for city information plus other public outreach tools;
- Develop a training program to aid city staff with community outreach, community meetings, public engagement, and communication planning;
- Continue to improve the access to information and navigability of the city website;
- Facilitate the translation of frequently-used city forms and documents;
- Focus outreach to 2,200 Bay Area life science executives through NBLSA website and social media marketing campaign;
- Support promotion and expansion of life science education and training at Novato's Indian Valley Campus, Marin and the North Bay;
- Expand the city's outreach and assistance to small and medium-size businesses;
- Develop a multi-faceted business retention program in partnership with the Novato Chamber of Commerce and the Hispanic Chamber of Commerce;
- Complete the entitlement processes for repurposing the historic Hamilton Hospital into an assisted living and memory care facility and for the Hamilton Cottages senior housing project;
- Obtain Council approval for disposition strategies for the Hamilton Lands to Parks Exchange properties;
- Implement agenda management solution;
- Develop RFP for an electronic document management system;
- Initiate development of an email retention policy; and
- Update records retention schedule.



### ***Department Notes***

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 (DNBA), the marketing and sales of Hamilton Base properties, and creation of a North Bay Bio / Life Science cluster group. Staff continues to expand use of the city's redesigned 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.

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**Department****Name:** Central Administration**Program:** City Council**Budget:** \$81,360**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 2016/17 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	67,330		14,030		81,360	
<b>TOTAL</b>	<b>5.00</b>	<b>0</b>	<b>8,500</b>	<b>67,330</b>	<b>0</b>	<b>14,030</b>	<b>0</b>	<b>81,360</b>	<b>0</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	52,508	69,593	67,066	67,066	67,330
Contract Services	8,634		0	0	0
Materials and Supplies	13,852	12,491	14,030	14,030	14,030
Capital Outlay					0
<b>TOTAL</b>	<b>74,994</b>	<b>82,084</b>	<b>81,096</b>	<b>81,096</b>	<b>81,360</b>



**Department****Name:** Central Administration**Program:** City Manager**Budget:** \$1,011,922**Personnel Allocation:** 3.90**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 2015/16***

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- Prepared a revenue ballot measure for Council's consideration for the November 2015 election as outlined in the adopted Fiscal Sustainability Plan and provided public information;
- Developed strategy and information for labor negotiations for Council consideration;
- Developed information and process for Council decision on SMART Downtown Station;
- Continued protection of city's revenue from dissolution of redevelopment and legal actions with the State of California;
- Advancing improvements in the city's public engagement and outreach initiative;
- Produced three city newsletters in both English and Spanish and mailed to every Novato household;
- Worked with and provided support to the Downtown Novato Business Association, the Novato Chamber of Commerce and the Chamber's Tourism Committee and Hispanic Chamber of Commerce to enhance business and visitor outreach;
- Developed a training program for city staff to create ADA-accessible documents;
- Secured translation and interpretation services in order to broaden the reach of city information;
- Provided outreach assistance to city departments for CIP projects, current and advanced planning projects;
- Provided outreach assistance for community events;
- Developing improvements to public noticing, information and outreach as recommended in the city's Public Engagement workshop;
- Supported Calico (Google) locating facilities and jobs at the Buck Institute on Aging;
- Attendees at Bio 2016 conference visited the Buck Institute on Aging;
- Supported BioMarin Research & Development and manufacturing expansion in Bel Marin Keys;
- Conducting marketing and outreach program for North Bay Life Science Association;
- Facilitated and expedited the entitlement processes to repurpose the historic Hamilton Hospital into an assisted living and memory care facility with \$2 million purchase price for city;
- Facilitated the Hamilton Cottages senior housing project with \$500,000 purchase price for city; and
- Completed the Hamilton Lands to Parks Exchange with the federal government.

***Program Goals FY 2016/17***

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- Continue focus on enhancing public engagement, accessibility and transparency;
- Work with city departments to improve and maximize the effectiveness of city public noticing — including process, format, and content;
- Research and recommend open data software for city information plus other public outreach tools;
- Develop a training program to aid city staff with community outreach, community meetings, public engagement, and communication planning;
- Continue to improve the access to information and navigability of the city website;
- Facilitate the translation of frequently-used city forms and documents;
- Support increased California state funding for life science research with institutions like the Buck Institute on Aging;
- Focus outreach to 2,200 Bay Area life science executives through NBLSA website and social media marketing campaign;
- Promotion and expansion of life science education and training at Novato's Indian Valley Campus, Marin and the North Bay;
- Conduct 10 events and tours of the Buck Institute and the North Bay;
- Continue to expand NBLSA support among other governmental entities and the private sector;
- Expand the city's outreach and assistance to other industry small and medium-size businesses;

- Develop a multi-faceted business retention program in partnership with the Novato Chamber of Commerce and the Hispanic Chamber of Commerce;
- Complete the entitlement processes for repurposing the historic Hamilton Hospital into an assisted living and memory care facility and for the Hamilton Cottages senior housing project; and
- Obtain Council approval for disposition strategies for the Hamilton Lands to Parks Exchange properties and proceed accordingly.



News Highlights

Celebrating Novato Neighborhoods

**NPD BRINGS NATIONAL NIGHT OUT TO NOVATO NEIGHBORHOODS**



Earlier this month, neighborhoods throughout Novato participated in [National Night Out](#)--an annual community-building event that promotes safe neighborhoods and provides an opportunity to get to know your neighbors.

Staff from the Novato Police Department and Novato Fire District, City of Novato, and City Councilmembers visited neighborhood events in

Bahia, Leafwood, and Warner Creek Senior Housing, and shared safety tips, answered questions, and shared food and snacks. To participate next year, go to <https://natw.org> and find out how you can sign-up your neighborhood.

**Program: City Manager**

Division Number 0200

**Summary of 2016/17 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	1.90		3,230	371,896	60,000	24,663	456,559	400	
Public Information	1.00		1,700	117,985	80,000	56,000	253,985		
Economic Development	1.00		1,700	181,378	70,000	50,000	301,378		
<b>TOTAL</b>	<b>3.90</b>	<b>0</b>	<b>6,630</b>	<b>671,259</b>	<b>210,000</b>	<b>130,663</b>	<b>0</b>	<b>1,011,922</b>	<b>400</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	466,433	659,627	688,479	688,479	671,259
Contract Services	50,648	121,714	205,000	195,000	210,000
Materials and Supplies	18,839	55,432	97,663	97,663	130,663
Capital Outlay					0
<b>TOTAL</b>	<b>535,920</b>	<b>836,773</b>	<b>991,142</b>	<b>981,142</b>	<b>1,011,922</b>

**Department****Name:** Central Administration**Program:** City Clerk**Budget:** \$319,185**Personnel Allocation:** 2.20**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 2015/16**

- Implemented online Boards and Commissions solution and administered annual recruitment process;
- Elections Official for eight candidates in 2015 City Council election; and
- Arranged new Councilmember and Boards and Commissions orientations.

**Program Goals FY 2016/17**

- Implement Agenda Management solution;
- Develop RFP for Electronic Document Management System;
- Initiate development of an email retention policy; and
- Update Records Retention Schedule.

**Program: City Clerk**

Division Number 0400

**Summary of 2016/17 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	2.20		3,740	268,994	16,493	33,698		319,185	
<b>TOTAL</b>	<b>2.20</b>	<b>0.00</b>	<b>3,740</b>	<b>268,994</b>	<b>16,493</b>	<b>33,698</b>	<b>0</b>	<b>319,185</b>	<b>0</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	241,489	269,191	260,932	260,932	268,994
Contract Services	61,626	12,994	76,493	76,493	16,493
Materials and Supplies	17,084	10,496	36,274	33,528	33,698
Capital Outlay					0
<b>TOTAL</b>	<b>320,199</b>	<b>292,681</b>	<b>373,699</b>	<b>370,953</b>	<b>319,185</b>

**Department  
Name:**

Central Administration

**Program:**

City Attorney

**Budget:** \$486,000**Personnel Allocation:** 0.00**Revenue:** \$36,000

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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

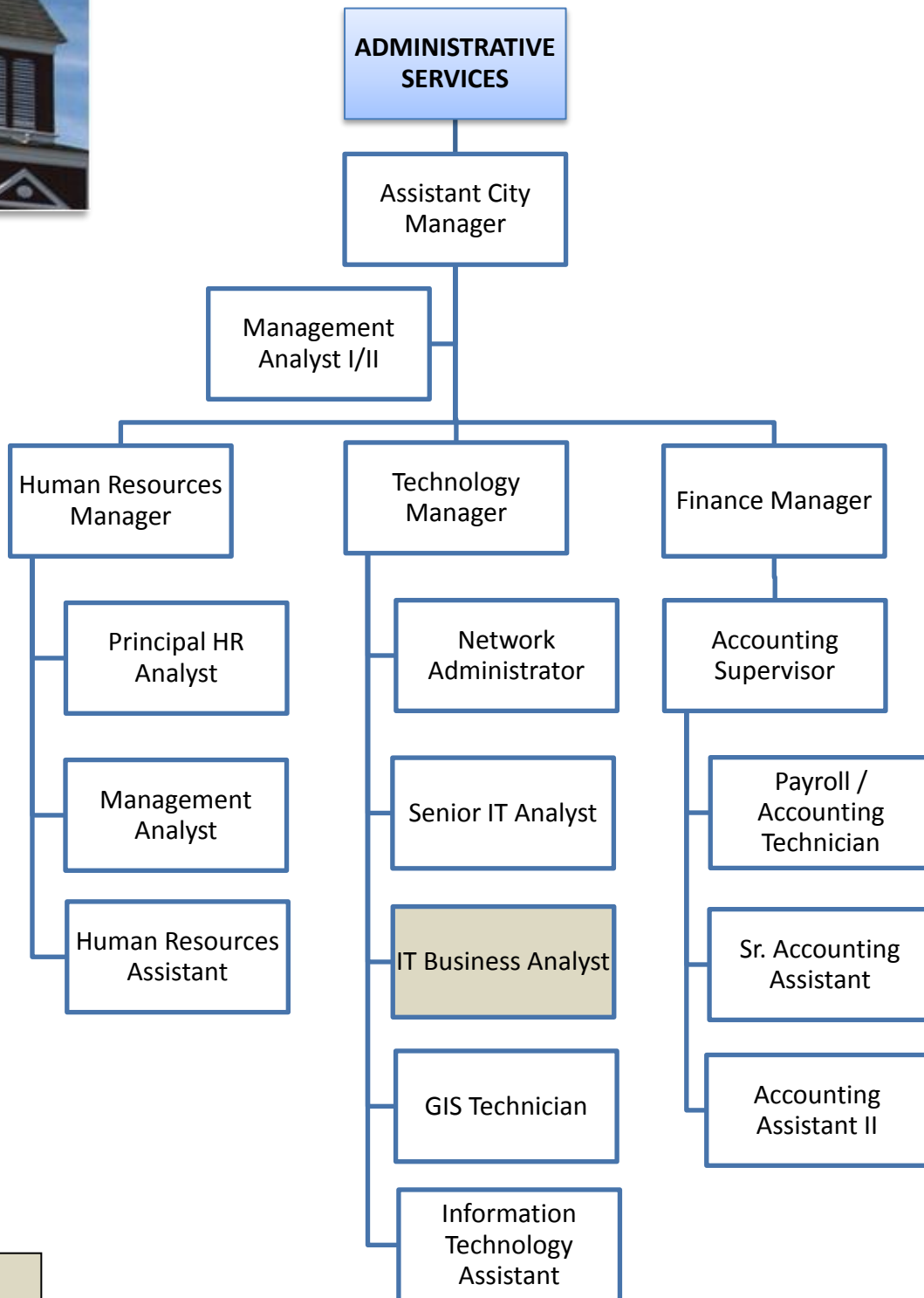
**Summary of 2016/17 Resources Used by Program Element:**

	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					36,000			36,000	36,000
Litigation					200,000			200,000	
<b>TOTAL</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>486,000</b>	<b>0</b>	<b>0</b>	<b>486,000</b>	<b>36,000</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
<b>Program Inputs:</b>					
Personnel Services					0
Contract Services	562,323	521,332	480,000	665,000	486,000
<b>TOTAL</b>	<b>562,323</b>	<b>521,332</b>	<b>480,000</b>	<b>665,000</b>	<b>486,000</b>



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## Department Budget Summary

	Adopted	Final	Adopted	Adopted to Adopted	
	Budget	Budget	Budget	Increase/ (Decrease)	
	2015/16	2015/16	2016/17	Dollar	Percent
<b>Revenues</b>					
Administrative Fees	147,500	147,500	147,500	-	0.00%
Business License Tax - Audit	162,000	162,000	155,000	(7,000)	(4.32)%
Business License Application Fees	18,000	18,000	18,000	-	0.00%
Returned Check Charges	300	300	300	-	0.00%
Publications & Reports	300	300	300	-	0.00%
MVMCC Reimbursement	25,000	25,000	25,000	-	0.00%
Miscellaneous Revenues	59,500	59,500	51,000	(8,500)	(14.29)%
<b>Department Total</b>	<b>\$412,600</b>	<b>\$412,600</b>	<b>\$397,100</b>	<b>(\$15,500)</b>	<b>(3.76)%</b>

**Appropriations by Division**

Administration	310,650	310,650	310,092	(558)	(0.18)%
Human Resources	775,459	775,459	768,126	(7,333)	(0.95)%
Finance	693,943	692,443	705,138	11,195	1.61%
Information Technology Services	1,058,009	1,076,927	1,152,254	94,245	8.91%
Citywide Programs	2,242,785	2,252,785	2,249,684	6,899	0.31%
<b>Department Total</b>	<b>\$5,080,846</b>	<b>\$5,108,264</b>	<b>\$5,185,294</b>	<b>\$104,448</b>	<b>2.06%</b>

**Appropriations by Category**

Salaries	1,460,891	1,460,891	1,489,430	28,539	1.95%
Benefits	450,614	450,614	474,391	23,777	5.28%
Contract Services	1,295,972	1,251,972	1,254,337	(41,635)	(3.21)%
Materials & Supplies	1,873,369	1,944,787	1,967,136	93,767	5.01%
<b>Department Total</b>	<b>\$5,080,846</b>	<b>\$5,108,264</b>	<b>\$5,185,294</b>	<b>\$104,448</b>	<b>2.06%</b>

**Personnel Allocation History**

	2012/13	2013/14	2014/15	2015/16	2016/17
Administration	1.25	1.50	1.50	1.59	1.60
Human Resources	2.95	2.95	3.95	3.90	3.90
Finance	5.60	5.70	4.80	4.80	4.80
Information Technology Services	3.00	3.00	6.00	5.00	5.00
Citywide Programs	0.30	0.30	0.30	0.35	0.35
Other Funds				1.00	1.00
<b>Department Total</b>	<b>13.10</b>	<b>13.45</b>	<b>16.55</b>	<b>16.64</b>	<b>16.65</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. Finance assists the IT division with maintenance of the city's AS/400 mainframe computer that 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 prepares the city's Comprehensive Annual Financial Report (CAFR), and performs various internal audits. Finance also oversees reprographics for the city.

Information Technology: 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 Accomplishments FY 2015/16

#### Finance

- Selected a consultant to complete a detailed RFP development and selection process for a new Finance / HR / Payroll enterprise software solution;
- Continued Successor Agency post redevelopment initiatives;
- Implemented new Business License software and online Business License renewals;
- Updated the city's financial policies with completion of Reserve Policy and adoption of Purchasing Policy / Ordinance; and
- Implemented GASB 68 reporting requirements for pension costs and liabilities within the city's Comprehensive Annual Financial Report.



City of Novato Business License Renewals

This site uses the latest in security standards. Please ensure that your browser has TLS1.1 and TLS1.2 enabled before proceeding. If you do not have these enabled you will not be able to complete your transaction. For instructions and questions about this please check the link below.  
[FAQ and Instructions for Enabling TLS](#)

Enter Account Number:		Tuesday, September 20, 2016
-Account Number	<input type="text"/>	
-Security Code	<input type="text"/>	
Click to Continue when ready		<input type="button" value="Continue"/>
<ul style="list-style-type: none"> <li>• <a href="#">Lost your security code?</a> If you lost your security code.</li> <li>• <a href="#">Learn more about the security code</a> to learn more about the security code.</li> </ul>		
<small>Powered by Progressive Solutions, Inc. Copyright 2016</small>		
<small>You may obtain information about your legal obligations and how to comply with disability access laws at the following agencies:</small>		
<small>The Division of the State Architect at <a href="http://www.dgs.ca.gov/dsa/strms.aspx">www.dgs.ca.gov/dsa/strms.aspx</a>  The Department of Rehabilitation at <a href="http://www.rehab.ca/hires.gov">www.rehab.ca/hires.gov</a>  The California Commission on Disability Access at <a href="http://www.cdda.ca.gov">www.cdda.ca.gov</a></small>		
<small><a href="#">Report a Problem</a></small>		

#### Human Resources / Risk Management

- Researched, prepared and negotiated with all labor groups for new agreements effective July 1, 2016;
- Constructed an employee web portal for HR resources;
- Conducted recruitments resulting in 28 newly hired employees during calendar year 2015;
- Implemented web-based safety training available via BCJPIA;
- Conducted first ever Wellness Fair and hosted bimonthly wellness events including Bike to Work Day and several activities aimed at educating employees about their health and wellness benefits; and
- Hosted the annual employee holiday celebration and employee recognition events, including a reception to celebrate employee tenure in January 2016.

#### Information Technology

- Supported departments in researching and planning a variety of technology projects as outlined in the IT Master Plan including:
  - Selection of new Parks and Recreation software system
  - Development of RFP for Finance/HRIS software system
  - Developed and launched a new employee Intranet
  - Implemented new Mobile Device Management platform to support and protect all city mobile devices;
- Upgraded GIS & developed several new internal use applications in partnership with Marin Map;
- Implemented new Police Department Virtualization – Storage Area Network;
- Updated the city's Information Technology policies and procedures;
- Completed review and refinement of the city telecommunication services billing;

- Migrated the city's hosted email services to Microsoft Office 365;
- Replaced obsolete copiers with new Xerox multi-function devices and renegotiated the contracts; and
- Implemented new IT Help Desk system.

### ***Department Goals FY 2016/17***

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#### **Finance**

- Manage the implementation of the enterprise financial/accounting system to improve efficiency, financial management, and access to information;
- Revise the business license renewal process for January 2017 to maximize processing efficiencies; cross train Finance Division staff on new software;
- Conduct and implement a development impact fee study;
- Re-finance four series of bonds: 2005, 2005A, and 2011 redevelopment bonds and the Pointe Marin CFD bonds;
- Research and implement an open data / open budget platform on the city's website to provide detailed and timely budget / expenditure information to the public; and
- Research and implement a "pension rate stabilization" trust program.

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

- Develop 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 with new Finance system;
- Provided training for supervisor/managers on core management skills including coaching & communication; and
- Streamline and improve internal processes for workers' compensation.

#### **Information Technology**

- Continue to support departments in a variety of technology projects as outlined in the IT Master Plan:
  - Select a new Financial System / ERP with Finance
  - Select a new Registration and Facility use System with PRCS
  - Select a new Computerized Maintenance Management System with Public Works
  - Select a new agenda management system with City Clerk
  - Develop new GIS applications for mobile, public website and staff use
  - Complete the digitizing of all remaining microfiche records with Community Development
  - Complete the installation of a new Fuel Management System with Public Works
  - Complete the document scanning and indexing project;
- Continue to update city Information Technology policies and procedures;
- Implement OneDrive & SharePoint team and project collaboration sites; and
- Implement Skype for Business web meeting and collaboration tools.

***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 2015/16 budget. ASD employees provided staffing for both the Novato Successor Agency, the Successor Agency Oversight Board, and the Measure F Oversight / Citizens Finance Committee.

The Administrative Services department helped continue implementation of the Fiscal Sustainability plan, approved by the City Council two years ago, 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.

The Finance Division received two Government Finance Officers Association (GFOA) awards for its FY 2014/15 Comprehensive Annual Financial Report and for the FY 2015/16 budget document, and received an Excellence in Budgeting Award from the California Society of Municipal Finance Officers for the FY 2015/16 budget.



**Department Name:** Administrative Services

**Program:** Administration

**Budget:** \$310,092

**Personnel Allocation:** 1.60

**Revenue:** \$0

---

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

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

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

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

**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 2015/16*** \_\_\_\_\_

- Provided analytical oversight to the Marin Valley Country Club; and
- Assisted with development and implementation of FY 2016/17 budget.

***Program Goals FY 2016/17*** \_\_\_\_\_

- Take actions to improve organizational excellence.

**Program: Administration**

Division Number 1000

**Summary of 2016/17 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	1.60		2,720	293,692		16,400		310,092	
<b>TOTAL</b>	<b>1.60</b>		<b>2,720</b>	<b>293,692</b>	<b>0</b>	<b>16,400</b>	<b>0</b>	<b>310,092</b>	<b>0</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	FinAL Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	257,058	288,346	294,250	294,250	293,692
Contract Services					0
Materials and Supplies	16,650	16,060	16,400	16,400	16,400
Capital Outlay					0
<b>TOTAL</b>	<b>273,708</b>	<b>304,406</b>	<b>310,650</b>	<b>310,650</b>	<b>310,092</b>

**Department Name:** Administrative Services

**Program:** Human Resources

**Budget:** \$768,126

**Personnel Allocation:** 3.90

**Revenue:** \$0

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### ***Program Description***

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

### ***Program Elements***

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**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 2015/16***

- Researched, prepared and negotiated with all labor groups for new agreements effective July 1, 2016;
- Constructed an employee web portal for HR resources;
- Conducted recruitments resulting in 28 newly hired employees during calendar year 2015;
- Implemented web-based safety training available via BCJPIA;
- Conducted first ever Wellness Fair and hosted bimonthly wellness events including Bike to Work Day and several activities aimed at educating employees about their health and wellness benefits; and
- Hosted the annual employee holiday celebration and employee recognition events, including a reception to celebrate employee tenure in January 2016.

### ***Program Goals FY 2016/17***

- Develop 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 with new Finance system;
- Provided training for supervisor/managers on core management skills including coaching and communication; and
- Streamline and improve internal processes for workers' compensation.

#### HUMAN RESOURCES

Font Size:

The Department of Human Resources is responsible for planning, coordinating, and administering a comprehensive human resources management program for the City of Novato. We strive to maintain a high-quality work environment with competitive compensation and benefits. We seek to engage, attract, develop, support and retain the best workforce to provide exceptional customer service to Novato residents.

#### Quick Links

[View Current Job Openings >>](#)

[Salary & Benefits Information >>](#)

[Collective Bargaining Agreements \(CBAs\) >>](#)

#### FAQS

Where can I find a listing of the current job openings at the City of Novato?

How do I apply for a job with the City of Novato?

Can I apply online?

What is the deadline to turn in my application?

Can I fax in my application?

Can I attach a resume to my application?

Can I put "any" for the position I am applying for?

Can I apply for more than one position at a time?

When will I hear back from the City about my application?

More »

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**Program: Human Resources**

Division Number 1100

**Summary of 2016/17 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	506,974	164,531	96,621		768,126	
<b>TOTAL</b>	<b>3.90</b>	<b>0.00</b>	<b>6,630</b>	<b>506,974</b>	<b>164,531</b>	<b>96,621</b>	<b>0</b>	<b>768,126</b>	<b>0</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	326,450	429,264	484,307	484,307	506,974
Contract Services	159,258	253,431	224,531	224,531	164,531
Materials and Supplies	39,668	54,201	66,621	66,621	96,621
Capital Outlay					0
<b>TOTAL</b>	<b>525,376</b>	<b>736,896</b>	<b>775,459</b>	<b>775,459</b>	<b>768,126</b>

**Department Name:** Administrative Services

**Program:** Finance

**Budget:** \$705,138

**Personnel Allocation:** 4.80

**Revenue:** \$329,600

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### ***Program Description***

---

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 and coordinate preparation with outside auditors of award-winning Comprehensive Annual Financial Report (CAFR); 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 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. Prepare quarterly and annual federal and state tax returns, W-2s and ACA 1095-C returns.

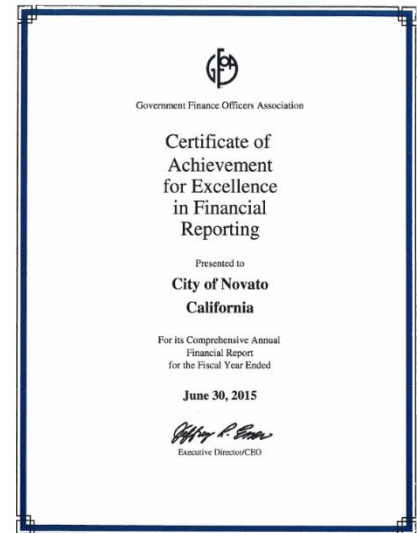
**Business License/Cashiering/Accounts Receivable:** Billing, collection and records maintenance for approximately 4,600 businesses with total license taxes of approximately \$1 million and business license application fees of \$20,000. Invoice and collect accounts receivable; process and deposit cash 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. Prepare 1099 forms for vendors. Accounts Payable is also responsible for purchasing office supplies for departments and maintaining DMV records for the city's vehicle / rolling stock fleet.

**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.

**Program Accomplishments FY 2015/16**

- Received a Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the 15<sup>th</sup> consecutive year;
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the city's FY 2014/15 Comprehensive Annual Financial Report (CAFR) for the third year;
- Selected a consultant to complete a detailed RFP development and selection process for a new Finance / HR / Payroll enterprise software solution;
- Continued Successor Agency post redevelopment initiatives;
- Implemented new Business License software and online Business License renewals;
- Updated the city's financial policies with completion of Reserve Policy and adoption of Purchasing Policy / Ordinance; and
- Implemented GASB 68 reporting requirements for pension costs and liabilities within the city's CAFR.

**Program Goals FY 2016/17**

- Manage the implementation of the enterprise financial/accounting system to improve efficiency, financial management, and access to information;
- Revise the business license renewal process for January 2017 to maximize processing efficiencies; cross train Finance division staff on new software;
- Conduct and implement a development impact fee study;
- Re-finance four series of bonds: 2005, 2005A, and 2011 redevelopment bonds and the Pointe Marin CFD bonds;
- Research and implement an open data / open budget platform on the city's website to provide detailed and timely budget / expenditure information to the public; and
- Research and implement a "pension rate stabilization" trust program.



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**Program: Finance**

Division Number 1200

**Summary of 2016/17 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	0.27	8,722	551,988	76,100	107,050	(30,000)		705,138	329,600
<b>TOTAL</b>	<b>4.80</b>	<b>0.27</b>	<b>8,722</b>	<b>551,988</b>	<b>76,100</b>	<b>107,050</b>	<b>(30,000)</b>	<b>0</b>	<b>705,138</b>	<b>329,600</b>

<i>Program Inputs:</i>	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	Personnel Services	480,834	510,571	532,893	532,893
Contract Services	76,898	95,758	84,000	84,000	76,100
Materials and Supplies	88,276	92,142	107,050	105,550	107,050
Internal Service Charges	(30,842)	(22,737)	(30,000)	(30,000)	(30,000)
Capital Outlay					
<b>TOTAL</b>	<b>615,166</b>	<b>675,734</b>	<b>693,943</b>	<b>692,443</b>	<b>705,138</b>

**Department Name:** Administrative Services

**Program:** Information Technology Services

**Budget:** \$1,152,254

**Personnel Allocation:** 5.00

**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 2015/16***

---

- Supported departments in researching and planning a variety of technology projects as outlined in the IT Master Plan including:
  - Selection of new Parks and Recreation software system
  - Development of RFP for Finance/HRIS software system
  - Developed and launched a new employee Intranet
  - Implemented new Mobile Device Management platform to support and protect all city mobile devices;
- Upgraded GIS & developed several new internal use applications in partnership with Marin Map;
- Implemented new Police Department Virtualization – Storage Area Network;
- Updated the city’s Information Technology policies and procedures;
- Completed review and refinement of the city telecommunication services billing;
- Migrated the city’s hosted email services to Microsoft Office 365;
- Replaced obsolete copiers with new Xerox multi-function devices and renegotiated the contracts; and
- Implemented new IT Help Desk system.

***Program Goals FY 2016/17***

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- Continue to support departments in a variety of technology projects as outlined in the IT Master Plan:
  - Select a new Financial System / ERP with Finance
  - Select a new Registration and Facility use System with PRCS
  - Select a new Computerized Maintenance Management System with Public Works
  - Select a new agenda management system with City Clerk
  - Develop new GIS applications for mobile, public website and staff use
  - Complete the digitizing of all remaining microfiche records with Community Development
  - Complete the installation of a new Fuel Management System with Public Works
  - Complete the document scanning and indexing project;
- Continue to update city Information Technology policies and procedures;
- Implement OneDrive & SharePoint team and project collaboration sites; and
- Implement Skype for Business web meeting and collaboration tools.

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**Program: Information Technology Services**

Division Number 1300

**Summary of 2016/17 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	5.00		8,500	537,552	141,800	400,202		1,079,554	
GIS					34,000	38,700		72,700	
<b>TOTAL</b>	<b>5.00</b>	<b>0.00</b>	<b>8,500</b>	<b>537,552</b>	<b>175,800</b>	<b>438,902</b>	<b>0</b>	<b>1,152,254</b>	<b>0</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	276,657	471,987	523,339	523,339	537,552
Contract Services	213,566	140,756	154,535	110,535	175,800
Materials and Supplies	222,116	412,648	380,135	443,053	438,902
Debt Service	13,150	71,496			0
Capital Outlay	71,742	40,768			0
<b>TOTAL</b>	<b>797,231</b>	<b>1,137,655</b>	<b>1,058,009</b>	<b>1,076,927</b>	<b>1,152,254</b>

**Department Name:** Administrative Services

**Program:** Citywide Programs

**Budget:** \$2,249,684

**Personnel Allocation:** 0.35

**Revenue:** \$67,500

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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

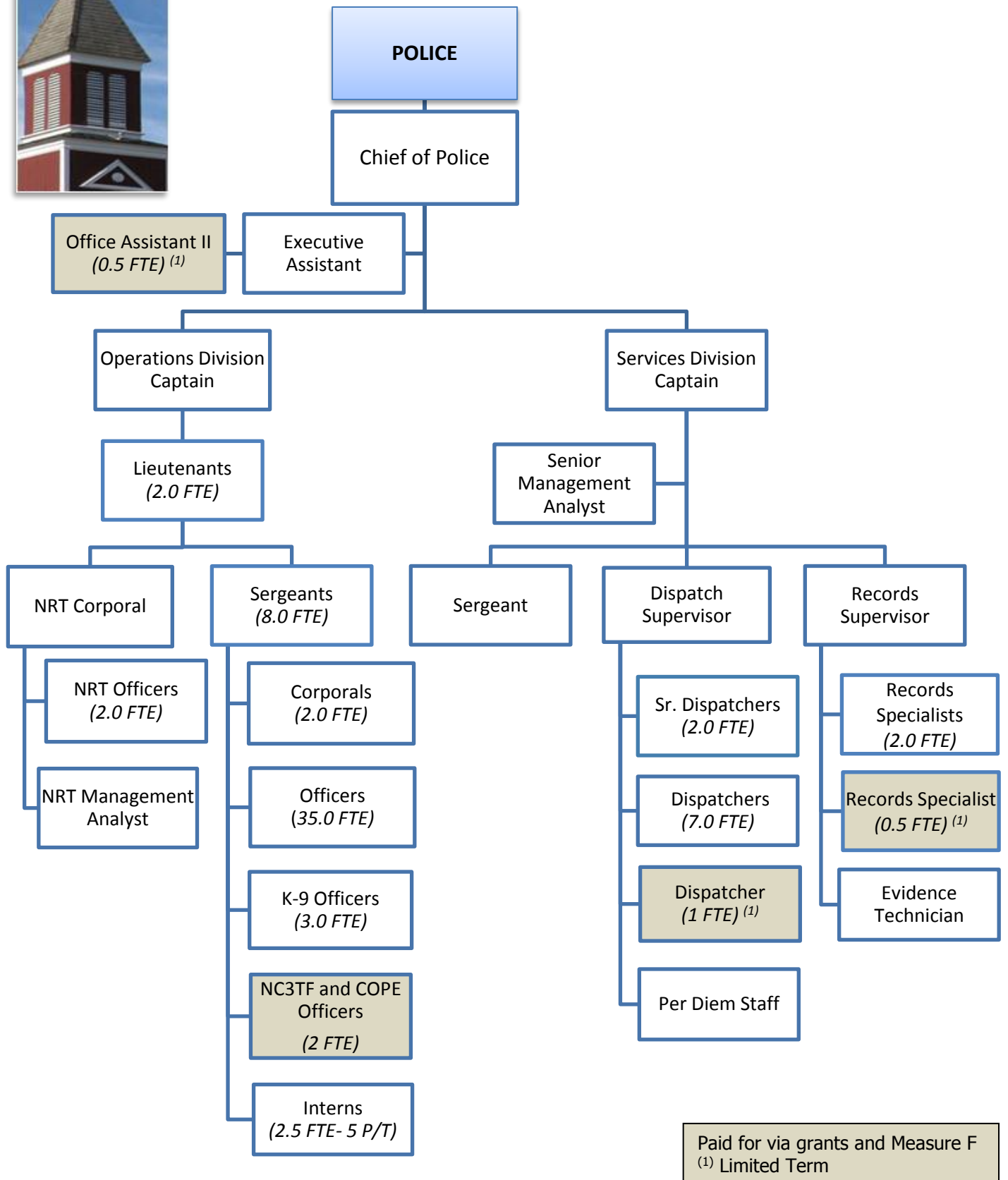
**Summary of 2016/17 Resources Used by Program Element:**

	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	41,615		628,000		669,615	67,500
Memberships						30,076		30,076	
Central Stores						5,000		5,000	
Special Programs		0.77	1,602	32,000	139,407	654,667		826,074	
Cable Television					44,126			44,126	
Marin GSA					50,640			50,640	
Animal Control					603,733			603,733	
City Owned Property						20,420		20,420	
<b>TOTAL</b>	<b>0.35</b>	<b>0.77</b>	<b>2,197</b>	<b>73,615</b>	<b>837,906</b>	<b>1,338,163</b>	<b>0</b>	<b>2,249,684</b>	<b>67,500</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	64,257	173,477	76,716	76,716	73,615
Contract Services	746,601	758,204	832,906	832,906	837,906
Materials and Supplies	1,860,629	1,226,860	1,333,163	1,343,163	1,338,163
Debt Service	18,548				
Capital Outlay					0
<b>TOTAL</b>	<b>2,690,035</b>	<b>2,158,541</b>	<b>2,242,785</b>	<b>2,252,785</b>	<b>2,249,684</b>



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**Department Budget Summary**

	<b>Adopted</b>	<b>Final</b>	<b>Adopted</b>	<b>Adopted to Adopted</b>	
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Increase/(Decrease)</b>	<b>Percent</b>
	<b>2015/16</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Dollar</b>	<b>Percent</b>
<b>Revenues</b>					
Sales Tax - Public Safety	442,000	442,000	455,260	13,260	3.00%
Other Agency Reimbursement	8,000	8,000	11,500	3,500	43.75%
State Mandated Cost Reimbursement	10,000	10,000	2,000	(8,000)	(80.00)%
COPE Grant Reimbursement	137,900	137,900	134,000	(3,900)	(2.83)%
COPS Grant Reimbursement	75,000	75,000	-	(75,000)	(100.00)%
NC3 Task Force Reimbursement	110,000	110,000	110,000	-	0.00%
Officer Standards & Training - POST	26,000	26,000	30,000	4,000	15.38%
Record Releases	18,000	18,000	16,000	(2,000)	(11.11)%
Alarm Permits	42,000	42,000	42,000	-	0.00%
Vehicle Code Fines	240,000	240,000	220,000	(20,000)	(8.33)%
Parking /Other Fines	80,000	80,000	80,000	-	0.00%
Traffic/Police Permits	16,500	16,500	14,000	(2,500)	(15.15)%
DUI/Accident	5,000	5,000	5,000	-	0.00%
Vehicle Impound Fees	25,000	25,000	25,000	-	0.00%
Special Police Services	5,000	17,685	10,000	5,000	100.00%
North Marin Water District	2,400	2,400	2,400	-	0.00%
Miscellaneous Revenues	3,650	9,470	6,150	2,500	68.49%
<b>Department Total</b>	<b>\$1,246,450</b>	<b>\$1,264,955</b>	<b>\$1,163,310</b>	<b>(\$83,140)</b>	<b>(6.67)%</b>

<b>Appropriations</b>					
Administration	1,138,527	1,139,649	1,210,045	71,518	6.28%
Technical Services	1,813,864	1,807,859	1,790,911	(22,953)	(1.27)%
Professional Standards	393,647	393,647	423,325	29,678	7.54%
Investigations	910,605	900,603	888,886	(21,719)	(2.39)%
Patrol	7,329,492	7,355,694	7,364,653	35,161	0.48%
Traffic	701,555	700,145	704,772	3,217	0.46%
Special Police Services	1,032,164	1,094,985	1,070,467	38,303	3.71%
<b>Department Total</b>	<b>\$13,319,854</b>	<b>\$13,392,582</b>	<b>\$13,453,059</b>	<b>\$133,205</b>	<b>1.00%</b>

<b>Appropriations by Category</b>					
Salaries	8,146,105	8,151,925	8,173,105	27,000	0.33%
Benefits	3,712,959	3,712,959	3,773,150	60,191	1.62%
Contract Services	241,458	241,458	256,358	14,900	6.17%
Materials & Supplies	1,219,332	1,286,240	1,250,446	31,114	2.55%
<b>Department Total</b>	<b>\$13,319,854</b>	<b>\$13,392,582</b>	<b>\$13,453,059</b>	<b>\$133,205</b>	<b>1.00%</b>

<b>Personnel Allocation History</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Administration	4.75	4.75	4.75	4.75	5.00
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	3.00	3.00	4.54	6.78	6.78
Measure F Funded	3.00	3.00	3.46	1.22	2.22
<b>Department Total</b>	<b>75.75</b>	<b>75.75</b>	<b>77.75</b>	<b>77.75</b>	<b>79.00</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 Accomplishments FY 2015/16***

- Held a joint training with the Fire District for EOC personnel including hands-on learning with the new online WEB EOC product;
- Participated in County-wide EOC Wildland Fire exercise;
- GREAT (Gang Resistance Education and Training) 11 classes taught in Novato schools and Novato Youth Center;
- Automatic License Plate Readers (ALPR) now installed on patrol vehicles and a static display trailer: 1,195,272 plates screened in 2015 (total 3,093,336 since inception);
- Implemented new personnel scheduling and training software program;
- Installed T-1 connection for Dispatch radios, replaced obsolete radio microwave;
- Completed upgrade to the Records Management and report writing system;
- Received four Mothers Against Drunk Driving (MADD) awards
- Organized and/or participated in various community outreach programs:
  - Coffee with the Cops
  - Shop with a Cop
  - National Night Out
  - Safe Summer and Safe Holiday
  - Youth Camps
  - Special Olympics



***Department Goals FY 2016/17***

- Continue to maintain Novato’s historically low crime level;
- Utilize new CAD Technology to Generate Heat Maps;
- Utilize new Management Dashboards to Make Rapid Assessments of Performance Measures;
- Maintain Staffing Levels;
- Enhance Employee and Organizational Development efforts;
- Continue community engagement through website and social media enhancements, youth-oriented events, community events;
- Leverage local and regional partnerships, including Blue Ribbon Coalition for Youth and Minors Access to Alcohol program;
- Continue technology expansion with MERA and new CAD;
- Expand and enhance Evidence booking area;
- Update the five-year Hazard Mitigation Plan; and
- Continue Novato Response Team efforts with the Crime-Free Multi-Housing program, homeless outreach, gang suppression and Gang Resistance Education and Training (GREAT).

***Department Performance Measures***

The department uses performance measures help determine the efficiency and effectiveness of the organization and is an indicator of the department’s performance and accomplishments. The following Police department performance measures contribute to the city’s Strategic Goals as developed by the City Council.

***Strategic Plan Goal: 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 Objective:** Maintain and enhance public safety

Completed FY 2015/16:

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Three Crime Free Multi-Housing classes held</li> </ul>      |
| <ul style="list-style-type: none"> <li>• 15 Crime Free Multi-Housing Properties Certified</li> </ul> |

**Strategic Objective:** Continue aggressive Emergency Preparedness in all areas of the community.

Completed FY 2015/16:

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Adopted new Disaster Ordinance and a Joint Emergency Operations Plan</li> </ul> |
| <ul style="list-style-type: none"> <li>• Four Get Ready classes held</li> </ul>  |

***Strategic Plan Goal: 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 Objective:** Implement mobile technology to increase efficiency of field staff.

Completed FY 2015/16:

- |   |
|---|
| <ul style="list-style-type: none"> <li>• Completed 3<sup>rd</sup> generation mobile in-car camera system</li> </ul>                                 |
| <ul style="list-style-type: none"> <li>• Continued to enhance the patrol vehicles’ mobile data computer (MDC) and digital camera systems</li> </ul> |
| <ul style="list-style-type: none"> <li>• Purchased new smart phones for patrol officers</li> </ul>  |

***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 Novato Police Department (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:** \$1,210,045

**Personnel Allocation:** 5.00

**Revenue:** \$46,650

**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.

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***Program Accomplishments FY 2015/16***

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***Workload***

- Awarded \$414,377 in new grants with an additional \$190,000 of grant funds pending;
- Issued 1,400 false alarms/billings with \$44,800 revenue generated in 2015;
- Developed new Management Dashboards for ongoing assessment of performance measures;

***Emergency Services***

- Enhanced Emergency Operations Center;
- Adopted new Disaster Ordinance and a joint Emergency Operations Plan;
- Held a joint training with the Fire District for Emergency Operations Center (EOC) personnel including hands-on learning with the new online WebEOC product;
- Held a joint earthquake response training during the California Great Shake-Out exercise;
- Conducted a weather workshop with Novato area special districts and agencies;
- Completed Marin Valley Emergency Preparedness Plan;
- Participated in countywide EOC Wildland Fire exercise;
- Held "Get Ready" classes, community disaster preparedness courses;

***Community Partnership and Outreach***

- Created the CARE Team 3 – designated team for outreach to the homeless;
- Offered community outreach programs:
  - Coffee with the Cops, National Night Out, Open House, Community Academy, Special Olympics, vandalism reduction training
  - Youth-oriented outreach: Youth Camps, School Safety programs, Top the Cops, RadKids, Gang Resistance Education and Training (GREAT), Shop with a Cop, Safe Summer and Safe Holiday presentations;
- Website – updated FAQs, Crime Mapping;
- Social Media enhancements:
  - Facebook
  - Nixle
  - Twitter
  - Nextdoor

***Facility Improvements***

- Improvements made to the men's locker room (in progress);
- Improved video recording system for lobby and Investigations interview rooms;
- Upgraded AMAG card key access; and
- Improvements to the A/V equipment in the training room.

***Program Goals FY 2016/17***

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***Emergency Services***

- Continue proactive emergency preparedness in all areas of the community;
- Offer community "Get Ready" courses;
- Update the five-year Hazard Mitigation Plan;
- Reestablish the disaster council;
- Continue to develop additional emergency plans with local partners;

***Community Partnership and Outreach***

- Website and social media enhancements;
- Outreach to the Hispanic community;
- Continue community outreach programs:
  - Coffee with the Cops, National Night Out, Open House, Community Academy, Special Olympics, vandalism reduction training
  - Youth-oriented outreach: Youth Camps, School Safety programs, Top the Cops, RadKids, GREAT, Shop with a Cop, Safe Summer and Safe Holiday presentations, Girls Forum;

***Facility Improvements***

- Complete men's locker room;
- Enhance the front landscaping area;
- Develop HVAC improvements;

***Leverage Local and Regional Partnerships***

- Blue Ribbon Coalition for Youth;
- Minor Access to Alcohol Program;

***Administration***

- Continue to maintain crime at historically low levels;
- Maintain staffing levels;
- Aggressively pursue federal, state and community grant funding sources;
- Utilize new Management Dashboards to evaluate performance measures;
- Complete grant closing process for:
  - 2011 COPS Hiring grant
  - 2011 Justice Assistance Youth Crime grant; and

***Technology Enhancements***

- Pursue software to manage Professional Standards information.

**Program: Administration**

Division Number 2000

**Summary of 2016/17 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	441,114		56,963		498,077	
Operations Admin.	1.00		1,700	257,654		2,752		260,406	
Services Administration	2.00		3,400	364,437	2,123	43,262		409,822	43,000
Multicultural Commission						6,000		6,000	
Emergency Services					16,250	19,490		35,740	3,650
<b>TOTAL</b>	<b>5.00</b>	<b>0.00</b>	<b>8,500</b>	<b>1,063,205</b>	<b>18,373</b>	<b>128,467</b>	<b>0</b>	<b>1,210,045</b>	<b>46,650</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	945,051	1,040,302	988,383	988,383	1,063,205
Contract Services	11,452	30,928	23,373	23,373	18,373
Materials and Supplies	88,001	110,201	126,771	127,893	128,467
Capital Outlay					0
<b>TOTAL</b>	<b>1,044,504</b>	<b>1,181,431</b>	<b>1,138,527</b>	<b>1,139,649</b>	<b>1,210,045</b>

**Department Name:** Police

**Program:** Technical Services

**Budget:** \$1,790,911

**Personnel Allocation:** 14.00

**Revenue:** \$23,900

***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 Computer Aided Dispatch (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 2015/16***

*Workload*

- 96,935 calls received by Dispatch and Records; 16,914 incidents dispatched;
- 26,002 pieces of property and evidence catalogued; and
- 1,630 work hours provided by volunteers, (valued at \$37,604).

*Technology Enhancements*

- Installed T-1 connection for Dispatch radios, replaced obsolete microwave;
- Participated in implementation of the Computer Aided Dispatch (CAD) system;
- Completed upgrade to the Records Management and Report Writing (RMS) system; and
- Utilize new CD Technology to generate heat maps.

***Program Goals FY 2016/17***

*Facility Improvements*

- Upgrade and reconfigure Records area for improved workflow; and
- Expand and enhance evidence storage and booking area.

**Program: Technical Services**

Division Number 2100

**Summary of 2016/17 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>									
Records Management	4.00	0.11	7,029	408,982	107,016	112,577		628,575	18,500
Communications/ Dispatch	10.00	0.26	17,541	1,103,648	29,985	28,703		1,162,336	5,400
<b>TOTAL</b>	<b>14.00</b>	<b>0.37</b>	<b>24,570</b>	<b>1,512,630</b>	<b>137,001</b>	<b>141,280</b>	<b>0</b>	<b>1,790,911</b>	<b>23,900</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
<b>Program Inputs:</b>					
Personnel Services	1,430,926	1,585,512	1,536,724	1,536,724	1,512,630
Contract Services	127,709	131,554	132,101	132,101	137,001
Materials and Supplies	112,053	123,972	145,039	139,034	141,280
Capital Outlay					0
<b>TOTAL</b>	<b>1,670,688</b>	<b>1,841,038</b>	<b>1,813,864</b>	<b>1,807,859</b>	<b>1,790,911</b>

**PD**

**Department Name:** Police

**Budget:** \$423,325

**Revenue:** \$30,000

**Program:** Professional Standards

**Personnel Allocation** 1.00

**Program Description**

The Professional Standards Section is responsible for all recruitment and training activities for the Police Department. This includes Peace Officer Standards and Training (POST) and non-POST training, 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 2015/16**

Recruitment

- Personnel hired in 2015: 12 Police Officers, two Captains, one Dispatcher, five Interns, one volunteer (chaplain), one part-time Office Assistant, one part-time Records Specialist;

Training

- 9,905 total hours of training provided to staff;
- Trained Police Officers in accordance with mandated POST guidelines;
- Coordinated and arranged for department employees to attend state mandated training;
- Tracked POST-related training hours;
- Continued testing process for the daily training bulletins; and



Technology Enhancements

- Installation of new personnel scheduling and training software program.

***Program Goals FY 2016/17***

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***Recruitment***

- Increase recruitment efforts to reach more diverse group of applicants;
- Focus on employee retention;
- Review hiring bonus and incentives;
- Develop professional recruitment video;

***Training***

- Provide officers with the most current training in patrol techniques and tactics; and
- Enhance employee and organizational development efforts.



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**Program: Professional Standards**

Division Number 2200

**Summary of 2016/17 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	299,942	15,500	107,883		423,325	30,000
<b>TOTAL</b>	<b>1.00</b>	<b>0.00</b>	<b>1,700</b>	<b>299,942</b>	<b>15,500</b>	<b>107,883</b>	<b>0</b>	<b>423,325</b>	<b>30,000</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	283,842	314,017	291,290	291,290	299,942
Contract Services			500	500	15,500
Materials and Supplies	92,007	72,222	101,857	101,857	107,883
Capital Outlay			0	0	0
<b>TOTAL</b>	<b>375,849</b>	<b>386,239</b>	<b>393,647</b>	<b>393,647</b>	<b>423,325</b>

**Department**

**Name:** Police

**Program:** Investigations

**Budget:** \$888,886

**Personnel Allocation:** 5.00

**Revenue:** \$13,000

**Program Description**

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

**Program Elements**

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

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

**Program Accomplishments FY 2015/16**

Workload

- 913 reports/supplements generated;
- 1,739 new cases reviewed for assignment;
- 82 arrests/complaints to the District Attorney (DA) for prosecution;
- Continued implementation of Megan’s/Jessica’s Law (sex registrants);

Regional and Community Partnerships

- Developed a system to address 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; and

Training

- Continued process for POST Institute for Criminal Investigation (ICI) certification for detectives.

**Program Goals FY 2016/17**

- Continue POST Institute of Criminal Investigation (ICI) certification for detectives; and
- Identify new technologies to increase unit efficiencies.

**Program: Investigations**

Division Number 2600

**Summary of 2016/17 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>									
Criminal Investigations	5.00		8,500	791,538	28,808	68,540		888,886	13,000
<b>TOTAL</b>	<b>5.00</b>	<b>0.00</b>	<b>8,500</b>	<b>791,538</b>	<b>28,808</b>	<b>68,540</b>	<b>0</b>	<b>888,886</b>	<b>13,000</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	784,701	623,579	803,255	803,255	791,538
Contract Services	26,019	29,181	28,808	28,808	28,808
Materials and Supplies	70,681	41,800	78,542	68,540	68,540
Capital Outlay					0
<b>TOTAL</b>	<b>881,401</b>	<b>694,560</b>	<b>910,605</b>	<b>900,603</b>	<b>888,886</b>

**Department Name:** Police

**Program:** Patrol

**Budget:** \$7,364,653

**Personnel Allocation:** 41.00

**Revenue:** \$681,260

**Program Description**

Personnel in this division provide law enforcement services, respond to all calls for service, and initiate most investigations. Officers patrol 28 square miles, 144 miles of roadway, 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.

**PD**

***Program Accomplishments FY 2015/16***

Workload

- Automatic License Plate Readers (ALPR) now installed on patrol vehicles and a static display trailer: 1,195,272 plates screened in 2015 (total 3,093,336 since inception);
- 5,622 cases issued, a 5% increase;
- Total crime arrests 1,732, a 2% increase;
- 166 homeless encampment cases, a 23% increase;
- 303 calls related to mental illness, a 8.6% increase;
- A contingent of Police Officers assisted in safeguarding homes in Lake County during the Valley Fire;
- Canine Program:
  - Three teams are cross trained in handler protection and drug detection
  - Integrated training with the Special Response Team (SRT) team for tactical situations
  - Involved in 459 incidents this past fiscal year, a 53% increase
  - Contracted services with Novato Unified School District



Technology and Vehicle Enhancements

- 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;
- Purchased new smart phones for patrol officers;
- Purchased new fleet vehicles and completed installation of emergency equipment;

Community Partnership Outreach

- Top the Cops drag racing program at Sonoma Raceway;
- Homeless outreach, Safe Routes to School, training and vandalism reduction;
- Community outreach programs:
  - Coffee with the Cops, Shop with a Cop, National Night Out, Open House, Youth camps, Community Academy, Special Olympics, Safe summer and Safe Holiday presentations, RadKids safety education program;
- Submitted grant application to:
  - Department of Justice to purchase bullet proof vests
  - California Alcohol Beverage Control to address alcohol-related problems;

Local and Regional Partnerships

- Blue Ribbon Coalition for Youth;
- Minor Access to Alcohol Prevention program; and
- Received grant and donations for K-9 body armor and protective gear.

***Program Goals FY 2016/17***

- Maintain Patrol staffing levels;

Technology and Vehicle Enhancements

- Continue technology expansion:
  - Marin Emergency Radio Authority (MERA);
  - New CAD/RMS;

- Patrol vehicle technology – replace MDCs;
- Upgrade in-car video cameras;
- Replace three remaining Crown Victoria patrol vehicles and transition to new utility platform;

*Community and Regional Partnership Outreach*

- Continue community outreach to the Hispanic community
- Further develop safety presentations to the elderly community
- Vandalism reduction
- Minor Access to Alcohol Prevention programs

**Program: Patrol**  
Division Number 2700

**Summary of 2016/17 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>									
Patrol Administration	2.00		3,400	549,922		11,000		560,922	
Patrol Operations	36.00	2.5	66,400	5,739,786	39,091	533,809		6,312,686	676,260
Range Activities						19,853		19,853	
Canine Program	3.00		5,100	410,745	10,315	50,132		471,192	5,000
<b>TOTAL</b>	<b>41.00</b>	<b>2.50</b>	<b>74,900</b>	<b>6,700,453</b>	<b>49,406</b>	<b>614,794</b>	<b>0</b>	<b>7,364,653</b>	<b>681,260</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	5,857,448	6,000,593	6,657,475	6,657,475	6,700,453
Contract Services	39,520	39,563	49,406	49,406	49,406
Materials and Supplies	643,928	571,613	622,611	648,813	614,794
Capital Outlay	10,907				0
<b>TOTAL</b>	<b>6,551,803</b>	<b>6,611,769</b>	<b>7,329,492</b>	<b>7,355,694</b>	<b>7,364,653</b>



**Department Name:** Police

**Program:** Traffic

**Budget:** \$704,772

**Personnel Allocation:** 4.00

**Revenue:** \$114,500

**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**

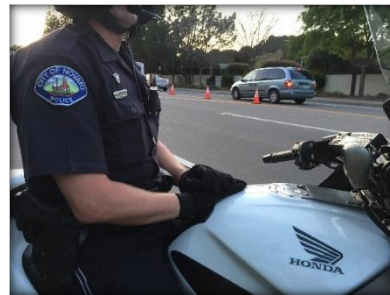
**Traffic Operations:** Traffic officers enforce state and local vehicle code laws, respond to citizen complaints on traffic issues, identify hazardous streets and roadways through use of statistics, provide traffic enforcement and traffic control, provide education to the community on traffic safety, 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 2015/16**

Workload

- Investigated 494 collisions;
- Issued 5,122 citations;
- 253 DUI arrests;
- Issued 828 parking citations;



Awards

California Law Enforcement Challenge:

- First place in the Special Award among California cities with 1 to 75 sworn officers;
- First Place in the Occupant Protection Award;
- Commissioner’s Award for overall best Traffic Safety Program in California;
- Four Mothers Against Drunk Driving (MADD) awards;

Community and Regional Partnership Outreach

- Continued safety belt and cell phone enforcement, pedestrian enforcement operations and sobriety checkpoints;
- Participated in Avoid the Marin 13 program which includes DUI checkpoints, saturation patrol, warrant programs, and countywide DUI patrols;
- Participated in the Safe Routes to School program;
- Partnered with local businesses and organizations on special events; and
- Submitted grant applications to:
  - OTS Selective Traffic Enforcement Program (STEP)
  - Target Corporation for Community Public Safety Events.

***Program Goals FY 2016/17***

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*Workload*

- Reduce the number of injury collisions within the city through proactive community outreach, education and enforcement;
- Maintain traffic enforcement levels within the traffic index guidelines;

*Community and Regional Partnership Outreach*

- Participate in the National Night Out campaign and community special events;
- Submit applications to California Law Enforcement Challenge and the National Law Enforcement Challenge;
- Submit applications for state and community grants; and
- Participate in Avoid the Marin 13 and Safe Routes to School programs.

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**Program: Traffic**  
Division Number 2800

**Summary of 2016/17 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	617,115	5,753	81,904		704,772	80,000
Special Traffic Services									34,500
<b>TOTAL</b>	<b>4.00</b>	<b>0.00</b>	<b>6,800</b>	<b>617,115</b>	<b>5,753</b>	<b>81,904</b>	<b>0</b>	<b>704,772</b>	<b>114,500</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	577,262	626,427	612,488	612,488	617,115
Contract Services	301	151	5,753	5,753	5,753
Materials and Supplies	82,914	58,424	83,314	81,904	81,904
Capital Outlay					0
<b>TOTAL</b>	<b>660,477</b>	<b>685,002</b>	<b>701,555</b>	<b>700,145</b>	<b>704,772</b>

**Department Name:** Police

**Program:** Special Police Services

**Budget:** \$1,070,467

**Personnel Allocation:** 6.78

**Revenue:** \$254,000

**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.

**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 2015/16***

Workload

- Novato Response Team:
  - Continued to provide targeted prevention, education and enforcement efforts citywide;
  - Prevent crime by applying the four principles of environmental design (CPTED): natural access control, natural surveillance, territoriality and maintenance;
  - Three Crime-Free Multi-Housing programs were offered and 15 properties were certified;
  - 11 GREAT (Gang Resistance Education and Training) classes taught in Novato schools and Novato Youth Center;
  - Created the Surveillance Camera Registry and Monitoring (SCRAM) program that allows residents and business owners to register the locations of their video surveillance systems with the Department;
- The COPE Officer and Major Crimes Task Force Officer participated in the US Attorney General’s drug strategy program, Organized Crime Drug Enforcement Task Force (OCDETF) by disrupting and dismantling major drug trafficking organizations;
- Tactical per-plan site surveys were completed for all public schools, two private schools, and private businesses; and
- Special Response and Crisis Negotiation teams participated in integrated training with canine officers for tactical situations.



***Program Goals FY 2016/17***

Regional 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;

*Community Partnership Outreach*

- 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 pre-plan site surveys at high priority/risk targets;
- Investigate opportunities for enhancing interoperability efficiencies of the SRT and CNT teams;
  
- Novato Response Team focus on:
  - Crime Free Multi-Housing Program
  - Homeless
  - Gang suppression
  - Gang Resistance Education and Training (GREAT); and
- Submit grant applications to:
  - Homeland Security
  - Bay Area Urban Areas Security.

**Program: Special Police Services**

Division Number 2900

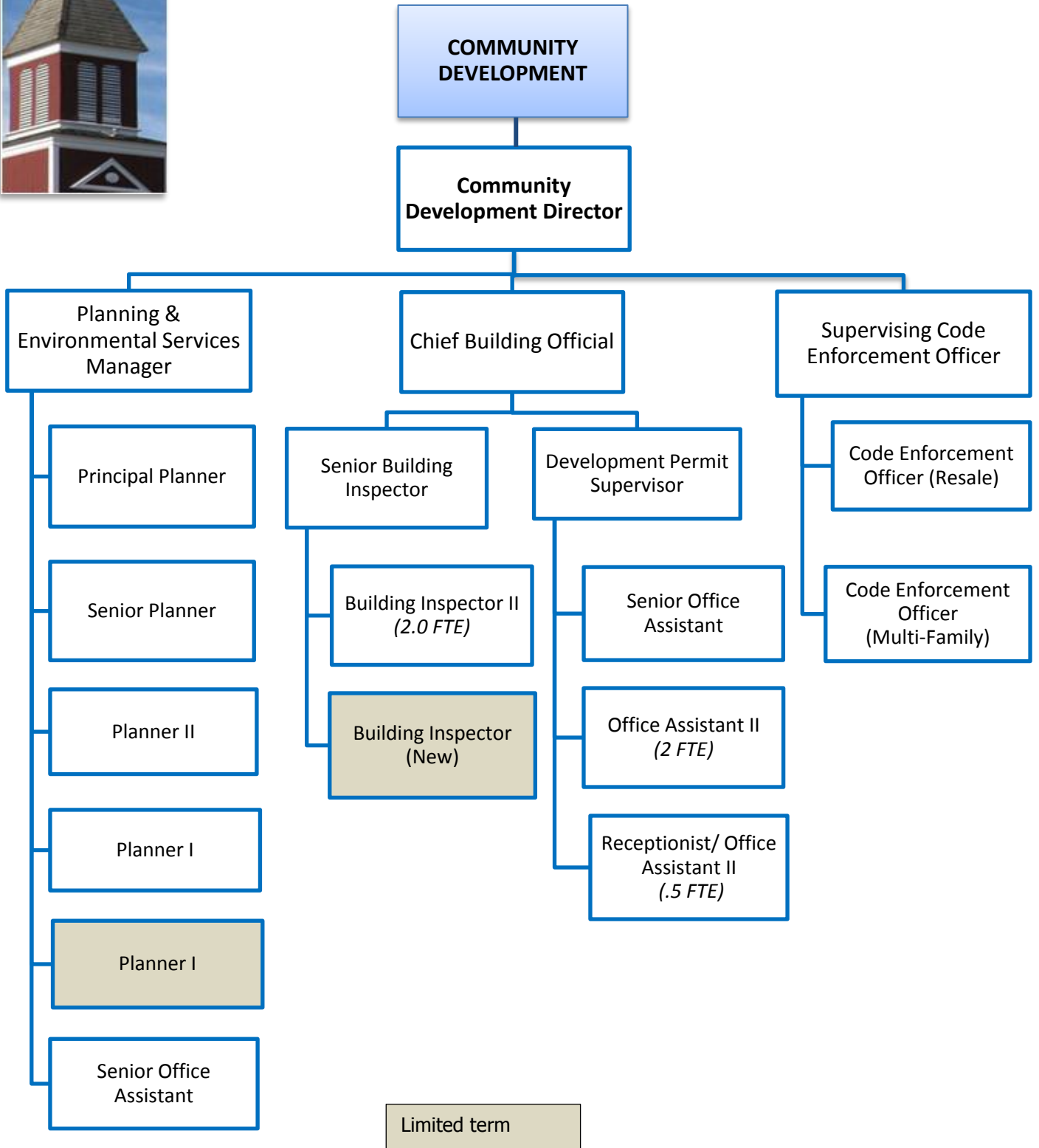
**Summary of 2016/17 Resources Used by Program Element:**

	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	137,751	1,517			139,268	
NC3 Task Force	0.78		1,326	112,810		9,615		122,425	110,000
COPE Grant	1.00		1,700	140,259				140,259	134,000
Novato Response Team (NRT)	4.00		6,800	538,166		72,380		610,546	
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	10,000
<b>TOTAL</b>	<b>6.78</b>	<b>0.00</b>	<b>11,526</b>	<b>961,372</b>	<b>1,517</b>	<b>107,578</b>	<b>0</b>	<b>1,070,467</b>	<b>254,000</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	770,297	628,953	969,449	985,890	961,372
Contract Services			1,517	1,517	1,517
Materials and Supplies	10,285	28,248	61,198	107,578	107,578
Capital Outlay					0
<b>TOTAL</b>	<b>780,582</b>	<b>657,201</b>	<b>1,032,164</b>	<b>1,094,985</b>	<b>1,070,467</b>



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## Department Budget Summary

	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
<b>Revenues</b>					
Abandoned Vehicle Program	36,000	36,000	35,000	(1,000)	(2.78)%
Building Permit Investigative Fees	167,000	167,000	193,500	26,500	15.87%
Residential Inspection Fees	255,500	255,500	277,800	22,300	8.73%
Plan Storage Fees	19,500	19,500	20,000	500	2.56%
Administration Fees	19,000	19,000	19,000	-	0.00%
Cost Recovery Fees - Clerical Fees	3,150	3,150	6,000	2,850	90.48%
Home Occupation Permit	8,300	8,300	8,500	200	2.41%
Tree Removal Permit	5,000	5,000	7,000	2,000	40.00%
Planning Flat Fees	12,000	12,000	12,000	-	0.00%
Cost Recovery - Private Projects	85,000	85,000	177,000	92,000	108.24%
Planning Final Site Inspection	1,500	1,500	1,500	-	0.00%
Building Plan Check/Planning	12,500	12,500	16,535	4,035	32.28%
Appeals	2,100	2,100	4,500	2,400	114.29%
Cost Recovery Penalties	4,000	4,000	6,000	2,000	50.00%
Building Plan Check Fees	162,500	162,500	152,220	(10,280)	(6.33)%
Energy Plan Check Fees	50,000	50,000	18,300	(31,700)	(63.40)%
Crime Prevention Plan Check	1,100	1,100	500	(600)	(54.55)%
Building Permits	490,000	537,840	548,500	58,500	11.94%
Electrical, Plumbing, & Mechanical Permits	194,000	194,000	227,800	33,800	17.42%
Miscellaneous Revenue	2,300	5,300	2,300	-	0.00%
<b>Department Total</b>	<b>\$1,530,450</b>	<b>\$1,581,290</b>	<b>\$1,733,955</b>	<b>\$203,505</b>	<b>13.30%</b>
<b>Appropriations</b>					
Administration	210,471	207,844	208,705	(1,766)	(0.84)%
Code Enforcement	325,710	324,804	361,327	35,617	10.94%
Planning	762,816	762,816	854,090	91,274	11.97%
Clerical Support Services	337,639	337,639	334,165	(3,474)	(1.03)%
Building	557,179	604,802	605,525	48,346	8.68%
<b>Department Total</b>	<b>\$2,193,815</b>	<b>\$2,237,905</b>	<b>\$2,363,812</b>	<b>\$169,997</b>	<b>7.75%</b>
<b>Appropriations by Category</b>					
Salaries	1,524,774	1,527,774	1,653,925	129,151	8.47%
Benefits	512,347	512,347	559,943	47,596	9.29%
Contract Services	15,309	70,987	15,309	-	0.00%
Materials & Supplies	141,385	126,797	134,635	(6,750)	(4.77)%
<b>Department Total</b>	<b>\$2,193,815</b>	<b>\$2,237,905</b>	<b>\$2,363,812</b>	<b>\$169,997</b>	<b>7.75%</b>
<b>Personnel Allocation History</b>					
	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Administration	0.80	0.80	0.78	0.78	0.78
Code Enforcement	3.10	3.00	3.00	3.00	3.50
Planning	6.20	6.20	6.10	6.10	7.10
Clerical Support Services	1.85	3.00	4.00	4.00	4.00
Building	5.05	4.00	4.00	4.00	4.50
Other Funds	0.50	1.30	1.42	1.42	0.62
<b>Department Total</b>	<b>17.50</b>	<b>18.30</b>	<b>19.30</b>	<b>19.30</b>	<b>20.50</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 Accomplishments FY 2015/16** 

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**Planning**

- Released the draft General Plan for public review and an RFP for EIR preparation;
- Adopted a Multi-Family Rental Housing Management Ordinance to improve apartment management and maintenance to reduce potential for criminal activities;
- Researched and prepared policy options to improve public engagement;
- Completed loan packages and affordable housing agreements for Burdell Commons (Habitat for Humanity) and Oma Village;

- Provided CEQA documentation for Downtown Novato SMART Station;
- Completed entitlements for restoration and redevelopment of the former Hamilton Hospital into a senior assisted living facility;
- Completed digitizing of all planning application files;
- Expanded PACE program options for property owners to finance energy and water-saving improvements;
- Completed Design Review process for the downtown Novato bus facility; and
- Supported the completion of the Federal Lands to Parks Exchange for City-owned properties at Hamilton to facilitate restoration and reuse of remaining historic structures.



### Building

- Initiated beta version of ePermits for contractor's online submittal of minor residential permits;
- Permitted and inspected over \$58 million in construction value and generated \$1,760,000 in fee revenue;
- Performed nearly 7,000 building inspections;
- Over 47% of all building permits processed through the daily One-Stop Shop, serving 100 property owners and contractors each week;
- Permitted and inspected \$8 million in laboratory improvements for BioMarin;
- Canyon Green residential subdivision was completed and the Rudnick Estates subdivision started construction;
- Implemented field access to permit system and records. Enabled field inspectors to print out correction notices for customers on site;
- Permitted and inspected 16 solar carports with 3,900 panels for the Buck Institute;
- Initiated review of internal procedures to better coordinate the review of development proposals between the Planning, Building and Engineering Divisions and with outside agencies;
- Adopted a Solar Streamlining Ordinance in compliance with state law;
- Novato Theater was issued a permit to fully renovate the theater on Grant Avenue, estimated to cost \$3 million; and
- Implemented customer self-service kiosk desk to obtain permit information in the counter area.

### Code Enforcement

- Responded to over 1,800 code enforcement complaints;
- Worked with new property owners to initiate improvements at Elm Street Apartments;
- Resolved 80% of cases within 12 months;
- Continued partnership with Novato Response Team Crime-Free Multi-Family Housing Program, with 17 properties certified;
- Participated in state audit of resale inspection program;
- Improved access to city permit records by equipping staff with computer tablets for field use; and
- Initiated online payment for resale inspections.

**Department Goals FY 2016/17**

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**Planning**

- Conduct extensive public outreach for the draft General Plan, coordinate review by advisory commissions, complete preparation of an Environmental Impact Report and prepare General Plan for City Council adoption;
- Implement expanded public engagement procedures;
- Complete the Downtown Parking Study;
- Assist property owners in preparing development proposals for the North Redwood Boulevard corridor consistent with public interests and City Council direction;
- Process development applications for Landing Court, 1787 Grant Avenue, Main Gate/C Street, 7533-37 North Redwood Blvd. (Atherton Ranch), North Bay Children's Center campus, Hamilton Cottages, Laurel Ridge Apartments, and Novato Hotel (Wood Hollow / Redwood).
- Assist the Public Works Department in advancing designs for North Redwood Boulevard and processing plans for reconstruction of Novato Boulevard;
- Obtain Green Business Certification for city operations; and
- Update development impact fees in conjunction with General Plan adoption.

**Building**

- Expand the types of online permits available and availability to the general public;
- Adopt new 2016 building codes for January 1, 2017 implementation;
- Update information handouts available to the public online and at the OSS Permit Center;
- Increase public service hours at the OSS Permit Center; and
- Implement revised procedures to better coordinate the review of development proposals between the Planning, Building and Engineering Divisions and with outside agencies.

**Code Enforcement**

- Create protocols for Code Enforcement citation authority for minor violations;
- Create ability to schedule resale inspections online; and
- Implement recommendations from the State audit of the resale inspection program.

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**Department Notes**

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**Planning**

The Planning Division works on current (development review) and long-range planning activities. Staff has seen a significant increase in development applications that have been submitted for new residential additions and new single family homes and several proposals for multi-family housing. Three of the sites proposed for multi-family development are parcels identified in the 2015-2023 Housing Element and are proposed to have 20% of the units available to affordable income households. Projects in process include Bahia Heights (9-single family residences) and Atherton Place (54 townhomes). Newly proposed commercial projects include the Novato Hotel (Wood Hollow at Redwood Boulevard) and Oakmont Senior Living (78 room senior assisted living facility).

The Hamilton area continues to receive interest in new development opportunities as the City is processing applications for a townhome project at Main Gate and "C" Streets; the North Bay Children Center is posed to expand with a larger facility; and the Hamilton Cottages, a proposal to construct sixteen senior residences at the Senior Housing Triangle parcel. The City has also completed a transfer of restrictive federal land use covenants which limited reuse of the former Bachelor's Officers Quarters building, Commissary, and Town Center (including the former base theater building) at Hamilton. The removal of these restrictions represents the beginning of a public planning process to realize the improvement of these parcels and rehabilitation of the historic structures.

The long-range planning activity that continues to be a major focus for the Planning Division is the update of the General Plan. Staff continues to prepare a draft General Plan based on preliminary input from the City Council with release of the document for public review intended in the first half of 2016. Staff will be initiating an extensive public outreach and engagement campaign to obtain community input on the draft General Plan. Staff will also be managing the preparation of an environmental impact report (EIR) for the draft General Plan.

The Planning Division is also playing a key role in revising public noticing and engagement procedures for new development proposal and significant planning initiatives.

**Building**

New residential and commercial development increased compared to pre-recession levels, along with residential remodeling and commercial tenant improvements. There has been a substantial amount of residential remodeling this past year. From deck repairs to kitchen and bath remodels, approximately 1,640 residential permits with a total valuation of over \$18.2 million dollars were issued. Our popular One-Stop Shop permit center continues to generate most of the permits for residential remodels, additions, and other minor work.

Inspection requests have been increasing with the increased permit activity. The ability to check inspection results online has received very positive feedback. Inspectors are testing portable printers and will soon have the ability to write correction notices at job sites from their mobile tablet computers.

The eight-home Rudnick Estates subdivision is under construction, as is the ten-home Burdell Commons development on Fourth Street. The 14-unit Oma Village transitional housing development on Nave Drive is in framing stages and should complete work this summer.



Bio Marin continues to work on improvements, obtaining a permit for seismic upgrades at its facilities in Bel Marin Keys Industrial Park including administrative offices and laboratories. The Buck Center is constructing 16 solar carports with 3,900 photovoltaic panels to generate electricity for their facilities. Novato Chevrolet is initiating a major \$1.5 million remodel and Valley Memorial Park and Cemetery is adding a new office building and crematorium valued at \$1.4 million.

Staff will be preparing for a new Building Code adoption beginning in fall 2016, with an effective date of January 1, 2017.

### **Code Enforcement**

The Code Enforcement Division continues to engage property owners and tenants with our long-standing residential inspection programs (single-family resale and multi-family inspection) and with the dual-agency Crime-Free Multi-Family Certification program to assure high living standards and property maintenance to enhance community quality of life.

Since the hiring of a bilingual Code Enforcement Officer we are better able to assist non-English speaking tenants during the multi-family inspections. Although Code Enforcement still discovers some code violations and property maintenance issues during these periodic inspections, it has been significantly less since the program began in 2007.

General code enforcement complaints from residents (typically regarding property maintenance, inoperable vehicles, pest infestations, illegal uses and construction work without permits) have increased more than 60% over the past year. Officers attempt to achieve voluntary compliance, but on occasion forward cases to the Zoning, Housing and Building Codes Appeals Board for resolution.

Officers have benefited from improved technology, including computer tablets for field use which allow access to all City permit records, and on-line application and payment for single-family resale inspections have improved customer convenience.

### **Housing**

With the state-mandated dissolution of redevelopment agencies in June 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 General Fund.

Over the course of FY 2015/16, Hello Housing and staff have continued working with owners of affordable homes at Meadow Park, publicizing information on resale and refinancing, and conducting periodic lottery and income qualification procedures when affordable units become available. Staff and Hello Housing are implementing a compliance program to ensure owner occupancy of affordable housing units, which has successfully brought several homes back into compliance with owner occupancy requirements.

In FY 2015/16, staff has worked with Homeward Bound of Marin to approve a loan agreement with the City providing \$400,000 to support to the construction of Oma Village, a 14-unit apartment

complex for families transitioning from homelessness. Staff also completed a loan between the City and Habitat for Humanity for \$427,000 to provide down payment assistance for homes at Burdell Commons, a 10-home single-family residential development for moderate income families.

The City Council adopted an ordinance establishing tenanting, management, and safety provisions for multi-family apartment projects, which was a significant program of the city's adopted Housing Element.

**Department Performance Measures**

<b>Building Inspection Performance Measures:</b>	<b>Actual FY 2014/15</b>	<b>Actual (est.) FY 2015/16</b>	<b>Projected FY 2016/17</b>
Number of annual inspections	6,745	8,340	8,300
Percentage of inspections completed on scheduled day	99%	99%	99%
<b>Code Enforcement Performance Measures:</b>			
Number of annual complaints	1,800	1,900	2,000
Percentage of complaints by category			
Building	35%	30%	30%
Abatement	10%	10%	10%
Zoning	50%	55%	55%
Engineering/Other	5%	5%	5%
Percent of complaints resolved within 12 months	80%	80%	80%
<b>Planning Performance Measures:</b>			
Number of private projects (discretionary permits) received	61	40	50
Number of private projects (discretionary permits) approved	34	25	35
Number of minor private projects (ministerial permits) received	63	75	100
Number of minor private projects (ministerial permits) completed	63	75	100
Number of residential units entitled	3	50 assisted living 2 single-family	300
Amount of commercial floor area entitled	0	5,187 sq. ft.	125,000
<b>Clerical Support Services Performance Measures:</b>			
Total number of permits processed/issued	3,201	3,524	3,500
Percentage of all permits issued under One-Stop Shop Program	55%	64%	65%
Average time to process approved One-Stop Shop Permits	8 minutes	7 minutes	7 minutes

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**Department****Name:** Community Development**Program:** Administration**Budget:** \$208,705**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 2015/16**

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- Researched and prepared policy options to improve public engagement; and
- Recruited for and hired a new Planning Manager.

**Program Goals FY 2016/17**

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- Complete the General Plan update; and
- Implement revisions in public noticing.

**Program: Administration**

Division Number 4000

**Summary of 2016/17 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Administration	0.78		1,326	164,638		39,350		203,988	500
Sustainability					2,101	2,616		4,717	
<b>TOTAL</b>	<b>0.78</b>	<b>0.00</b>	<b>1,326</b>	<b>164,638</b>	<b>2,101</b>	<b>41,966</b>	<b>0</b>	<b>208,705</b>	<b>500</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	155,600	173,094	163,777	163,777	164,638
Contract Services	2,000	2,207	2,101	2,101	2,101
Materials and Supplies	23,331	39,181	44,593	41,966	41,966
Capital Outlay					0
<b>TOTAL</b>	<b>180,931</b>	<b>214,482</b>	<b>210,471</b>	<b>207,844</b>	<b>208,705</b>

**Department****Name:** Community Development**Program:** Code Enforcement**Budget:** \$361,327**Personnel Allocation:** 3.50**Revenue:** \$510,800

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**Program Description**

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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.

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**Program Elements**

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**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.

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**Program Accomplishments FY 2015/16**

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- Responded to over 1,800 code enforcement complaints;
- Worked with new property owners to initiate improvements at Elm Street Apartments;
- Resolved 80% of cases within 12 months;
- Continued partnership with Novato Response Team Crime-Free Multi-Family Housing Program, with 17 properties certified;
- Participated in state audit of resale inspection program;
- Improved access to city permit records by equipping staff with computer tablets for field use; and
- Initiated online payment for resale inspections.

***Program Goals FY 2016/17***

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- Create protocols for Code Enforcement citation authority for minor violations;
- Create ability to schedule resale inspections online; and
- Implement recommendations from the state audit of the resale inspection program.



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**Program: Code Enforcement**

Division Number 4100

**Summary of 2016/17 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	2.50		4,250	241,177	600	21,842		263,619	313,800
Resale Inspection	1.00		1,700	97,708				97,708	197,000
<b>TOTAL</b>	<b>3.50</b>	<b>0.00</b>	<b>5,950</b>	<b>338,885</b>	<b>600</b>	<b>21,842</b>	<b>0</b>	<b>361,327</b>	<b>510,800</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	271,410	272,212	299,362	302,362	338,885
Contract Services			600	600	600
Materials and Supplies	14,587	9,689	25,748	21,842	21,842
Capital Outlay					0
<b>TOTAL</b>	<b>285,997</b>	<b>281,901</b>	<b>325,710</b>	<b>324,804</b>	<b>361,327</b>

**Department****Name:** Community Development**Program:** Planning**Budget:** \$854,090**Personnel Allocation:** 7.10**Revenue:** \$237,885**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.

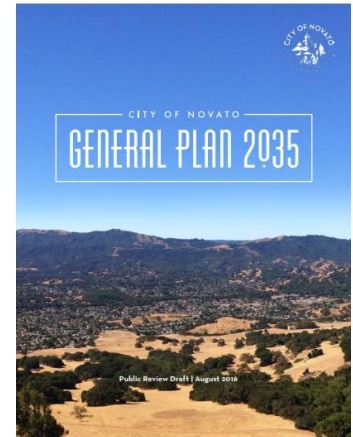
**Planning Commission:** This element includes all activities required to staff the Planning Commission including management of agendas, staff report packets, preparation of meeting minutes, attendance at meetings, and other staffing required for non-cost recovery projects or programs.

**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 2015/16***

- Released the draft General Plan for public review and an RFP for EIR preparation;
- Adopted a Multi-Family Rental Housing Management Ordinance to improve apartment management and maintenance to reduce potential for criminal activities;
- Completed loan packages and affordable housing agreements for Burdell Commons (Habitat for Humanity) and Oma Village;
- Provided CEQA documentation for Downtown Novato SMART Station;
- Completed entitlements for restoration and redevelopment of the former Hamilton Hospital into a senior assisted living facility;
- Completed digitizing of all planning application files;
- Expanded PACE program options for property owners to finance energy and water-saving improvements;
- Completed Design Review process for the downtown Novato bus facility; and
- Supported the completion of the federal Lands to Parks Exchange for City-owned properties at Hamilton to facilitate restoration and reuse of remaining historic structures.



### ***Program Goals FY 2016/17***

- Conduct extensive public outreach for the draft General Plan, coordinate review by advisory commissions, complete preparation of an Environmental Impact Report and prepare General Plan for City Council adoption;
- Implement expanded public engagement procedures;
- Complete the Downtown Parking Study;
- Assist property owners in preparing development proposals for the North Redwood Boulevard corridor consistent with public interests and City Council direction;
- Process development applications for Landing Court, 1787 Grant Avenue, Main Gate/C Street, 7533-37 North Redwood Blvd. (Atherton Ranch), North Bay Children's Center campus, Hamilton Cottages, Laurel Ridge Apartments, and Novato Hotel (Wood Hollow / Redwood).
- Assist the Public Works Department in advancing designs for North Redwood Boulevard and processing plans for reconstruction of Novato Boulevard;
- Obtain Green Business Certification for city operations; and
- Update development impact fees in conjunction with General Plan adoption.

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**Program: Planning**

Division Number 4200

**Summary of 2016/17 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	148,720		29,041		177,761	15,350
General Plan/ Long-Range Planning	2.00		3,400	242,108				242,108	
Private Project Processing	4.00		6,800	434,221				434,221	222,535
<b>TOTAL</b>	<b>7.10</b>	<b>0.00</b>	<b>12,070</b>	<b>825,049</b>	<b>0</b>	<b>29,041</b>	<b>0</b>	<b>854,090</b>	<b>237,885</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	782,003	759,532	733,775	733,775	825,049
Contract Services			0	0	0
Materials and Supplies	20,180	17,630	29,041	29,041	29,041
Capital Outlay					0
<b>TOTAL</b>	<b>802,183</b>	<b>777,162</b>	<b>762,816</b>	<b>762,816</b>	<b>854,090</b>

**Department Name:** Community Development

**Program:** Clerical Support Services

**Budget:** \$334,165

**Personnel Allocation:** 4.00

**Revenue:** \$24,650

### **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 2015/16**

- Continued activity at One-Stop Shop (OSS) serving 100 customers each week;
- Expanded ePermits service, which allows online access to building permit, planning application and code enforcement records, online inspection requests and real-time application status, to also allow online submittal and issuance of minor residential building permits; and
- Completed digitizing building and planning permit files and building permit plans.



***Program Goals FY 2016/17***

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- Continue expanding ePermits service, allowing additional types of permits to be obtained with this service, and deploy to the general public;
- Extend public service hours at OSS; and
- Continue to digitize permit files and plans in line with the city's retention policies.



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**Program: Clerical Support Services**

Division Number 4300

**Summary of 2016/17 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	174,267				174,267	24,650
One-Stop Shop	2.00		3,400	159,898				159,898	
<b>TOTAL</b>	<b>4.00</b>	<b>0.00</b>	<b>6,800</b>	<b>334,165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>334,165</b>	<b>24,650</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	226,889	301,188	337,639	337,639	334,165
Contract Services					0
Materials and Supplies					0
Capital Outlay					0
<b>TOTAL</b>	<b>226,889</b>	<b>301,188</b>	<b>337,639</b>	<b>337,639</b>	<b>334,165</b>

**Department****Name:** Community Development**Program:** Building**Budget:** \$605,525**Personnel Allocation:** 4.50**Revenue:** \$960,120**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 2015/16**

- Initiated beta version of ePermits for contractor's online submittal of minor residential permits;
- Permitted and inspected over \$58 million in construction value and generated \$1,760,000 in fee revenue;
- Performed nearly 7,000 building inspections;
- Over 47% of all building permits processed through the daily One-Stop Shop, serving 100 property owners and contractors each week;
- Permitted and inspected \$8 million in laboratory improvements for BioMarin;

- Canyon Green residential subdivision was completed and the Rudnick Estates subdivision started construction;
- Implemented field access to permit system and records. Enabled field inspectors to print out correction notices for customers on site;
- Permitted and inspected 16 solar carports with 3,900 panels for the Buck Institute;
- Initiated review of internal procedures to better coordinate the review of development proposals between the Planning, Building and Engineering Divisions and with outside agencies;
- Adopted a Solar Streamlining Ordinance in compliance with state law;
- Novato Theater was issued a permit to fully renovate the theater on Grant Avenue, estimated to cost \$3 million; and
- Implemented customer self-service kiosk desk to obtain permit information in the counter area.

***Program Goals FY 2016/17***

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- Expand the types of online permits available and availability to the general public;
- Adopt new 2016 building codes for January 1, 2017 implementation;
- Update information handouts available to the public online and at the OSS Permit Center;
- Increase public service hours at the OSS Permit Center; and
- Implement revised procedures to better coordinate the review of development proposals between the Planning, Building and Engineering Divisions and with outside agencies.

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**Program: Building**

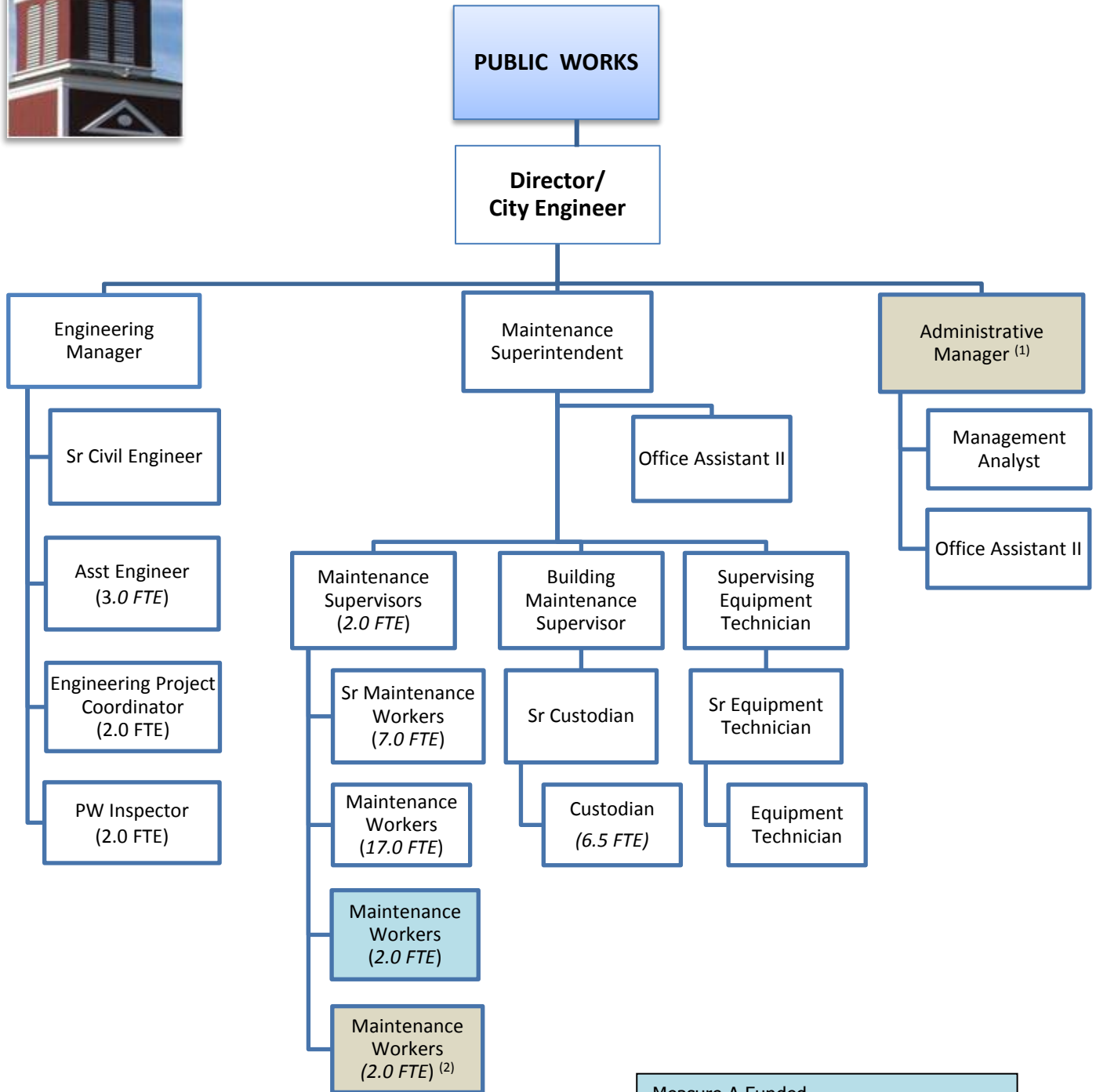
Division Number 4400

**Summary of 2016/17 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	4.50		7,650	551,131	12,608	41,786		605,525	182,320
Building Inspection								0	777,800
<b>TOTAL</b>	<b>4.50</b>	<b>0.00</b>	<b>7,650</b>	<b>551,131</b>	<b>12,608</b>	<b>41,786</b>	<b>0</b>	<b>605,525</b>	<b>960,120</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
<b>Program Inputs:</b>					
Personnel Services	479,843	405,210	502,568	502,568	551,131
Contract Services	29,204	18,167	12,608	68,286	12,608
Materials and Supplies	31,484	23,049	42,003	33,948	41,786
Capital Outlay					0
<b>TOTAL</b>	<b>540,531</b>	<b>446,426</b>	<b>557,179</b>	<b>604,802</b>	<b>605,525</b>

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Measure A Funded

(1) Partially funded by CIP / Limited Term  
(2) Measure F Funded / Limited Term



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**Department Budget Summary**

	<b>Adopted Budget 2015/16</b>	<b>Final Budget 2015/16</b>	<b>Adopted Budget 2016/17</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	38,750	38,750	36,000	(2,750)	(7.10)%
Engineering Flat Fees	45,000	45,000	33,000	(12,000)	(26.67)%
Engineering Cost Recovery	9,000	9,000	3,000	(6,000)	(66.67)%
Engineering Final Site Inspection	42,000	42,000	44,000	2,000	4.76%
Park & Facilities Rentals	21,600	21,600	23,600	2,000	9.26%
Miscellaneous Fees	10,700	10,700	19,500	8,800	82.24%
<b>Department Total</b>	<b>\$177,050</b>	<b>\$177,050</b>	<b>\$169,100</b>	<b>(7,950)</b>	<b>(4.49)%</b>

<b>Appropriations</b>					
Traffic and Engineering Administration	758,441	757,443	721,760	(36,681)	(4.84)%
Project Development	276,079	262,257	330,951	54,872	19.88%
Construction Management	1,071,460	1,071,460	1,081,165	9,705	0.91%
<i>Less Capital Projects Reimbursement</i>	<i>(737,500)</i>	<i>(737,500)</i>	<i>(737,500)</i>	-	0.00%
Maintenance Administration	326,373	333,857	326,362	(11)	(0.00)%
Street Maintenance	1,334,162	1,284,632	1,294,660	(39,502)	(2.96)%
Traffic Operations	438,495	438,464	438,991	496	0.11%
Street Trees & Parkway Maintenance	357,789	351,373	352,714	(5,075)	(1.42)%
Parks Maintenance	1,412,068	1,395,557	1,512,183	100,115	7.09%
Building Maintenance	1,234,288	1,234,283	1,306,368	72,080	5.84%
<b>Department Total</b>	<b>\$6,471,655</b>	<b>\$6,391,826</b>	<b>\$6,627,654</b>	<b>155,999</b>	<b>2.41%</b>

<b>Appropriations by Category</b>					
Salaries	3,053,336	3,044,336	3,195,311	141,975	4.65%
Benefits	1,332,949	1,332,949	1,424,294	91,345	6.85%
Contract Services	256,403	265,403	298,803	42,400	16.54%
Materials & Supplies	1,763,749	1,683,920	1,709,246	(54,503)	(3.09)%
Debt Service	65,218	65,218	-	(65,218)	(100.00)%
<b>Department Total</b>	<b>\$6,471,655</b>	<b>\$6,391,826</b>	<b>\$6,627,654</b>	<b>\$155,999</b>	<b>2.41%</b>

<b>Personnel Allocation History</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Engineering & Traffic Administration	2.95	2.95	2.45	2.45	2.45
Project Development	1.65	1.65	1.75	1.75	1.75
Construction Management	7.90	7.90	8.80	8.80	8.55
Mapping	1.00	1.00	-	-	-
Maintenance Administration	2.00	2.00	2.00	2.00	2.00
Street Maintenance	6.68	7.68	7.68	7.68	7.68
Traffic Operations	2.25	2.25	2.25	2.25	2.25
Street Trees & Parkway Maintenance	2.92	1.92	1.92	1.92	1.92
Parks Maintenance	8.08	8.08	8.08	8.08	9.08
Building Maintenance	7.00	7.00	7.00	7.00	8.50
Other Funds	9.07	9.07	10.07	10.07	12.07
<b>Department Total</b>	<b>51.50</b>	<b>51.50</b>	<b>52.00</b>	<b>52.00</b>	<b>56.25</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 Engineering, Maintenance, and Administration 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 Street Improvements Oversight, Bicycle/Pedestrian Advisory, and the Streetscape Maintenance Committees as well advisory boards of other local agencies including Novato Sanitary District's Solid Waste and Transportation Authority of Marin's Safe Routes to Schools.

**Administration**

Public Works Administration is responsible for department budget preparation and oversight, personnel functions, technology development, management of city-owned property, 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 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 Stormwater 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 for 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, the Hamilton levee, and keeps the city in compliance with many mandated government programs.

The Traffic Operations section is responsible for repairing or replacing signage, striping, pavement markings and barricades, minor signal maintenance, graffiti removal from city property, and emergency services. Graffiti abatement is prioritized based on nature, location and content and removed in a timely manner. In addition, the section administers the striping/markings augmentation

contract, and coordinates with the Police Department to provide traffic control assistance in the form of barricades and specialized equipment for emergency operations and special events.

The Street Trees and Parkway Maintenance section provides street tree pruning, weed control, turf maintenance, landscape irrigation, litter pick-up and planting maintenance on median islands, roadside landscapes, around city buildings, and in city pedestrian easements. Other functions include storm patrol and emergency tree work, and close coordination with organizations, companies, and citizen groups that have adopted median islands at various locations. This section is 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, custodial, and other maintenance work.



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

### ***Department Accomplishments FY 2015/16***

- Prepared successful grant applications for capital improvement projects; a Lifeline Transportation Program grant for \$348,000 for enhanced crosswalks, Transportation Development Act (TDA) and Transportation for Clean Air (TFCA) grants totaling \$347,862 for bicycle lanes on Lamont Avenue, and a \$45,690 in Pavement Technical Assistance Program (P/TAP) to inspect and evaluate the condition of the city's streets;
- Completed yearly pavement rehabilitation project including new pavement surface for over five miles of streets, 30 new accessible curb ramps and correction of over 50 sidewalk trip hazards;
- Completed the Storm Drain Master Plan;
- Completed the Nave Drive multi-use path adjacent to Hamilton Elementary School;

- Received Caltrans approval to advertise for construction on two federal aid projects: the DeLong Avenue and Ignacio Avenue interchanges repaving project and the Olive Avenue Class II Bike Lanes project;
- Completed the recertification of the Hamilton levee;
- Completed the city streetlight LED conversion project. All of the city's 4,000 street lights are now fitted with energy efficient LED bulbs;
- Replaced the HVAC (heating system) and made other minor improvements (scoreboards and curtain) at the Hill Gymnasium;
- Replaced all lighting at the Indian Valley College ball fields;
- Developed and adopted the Americans with Disabilities Transition Plan for facilities and parks;
- Coordinated with Marin County on the Novato Watershed Study;
- Awarded construction contract for four grant-funded enhanced sidewalks to be installed on Ignacio Boulevard and South Novato Boulevard; and
- Awarded engineering design contract for the Grant Avenue Bridge Rehabilitation project.

***Department Goals FY 2016/17***

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- Complete construction of the Olive Avenue Class II bike lanes from Samrose Avenue to the city limits;
- Improve pedestrian crossings on DeLong Avenue, Diablo Avenue, Alameda del Prado, Novato Boulevard and Redwood Boulevard with Lifeline Program grant funds;
- Work with Marin Transit in managing the construction oversight of 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;
- Identify and commence design work for the priority projects identified in the Storm Drain Master Plan;
- Complete the ADA Self-Evaluation and Transition Plan update for the public right-of-way;
- Continue evaluating and implementing recommendations from the Facility Conditions Assessments for buildings and parks;
- Continue to provide staff support to Council-appointed committees:
  - Bicycle/Pedestrian Advisory Committee
  - Novato Streetscape Committee
  - Street Improvement Oversight Advisory Committee;
- Identify new Computerized Maintenance Management System (CMMS);
- Complete the document imaging and permanent records retention work;
- Initiate repairs at three priority retaining wall locations (two at Simmons Lane and one at Sunset Parkway) as identified in the study;
- Continue to provide engineering services for current needs projects and long range utility replacement planning at Marin Valley Mobile Country Club;
- Perform public outreach and preliminary planning for the North Redwood Corridor as a first phase in developing a project study report;
- Complete environmental review and progress on design of improvements 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;

- Install of the remainder of Hamilton Levee toe drain;
- Implement quiet zones at SMART crossings;
- Complete the concrete work (including 50 new ADA ramps) for the Measure A Group 9 Pavement Rehabilitation project;
- Complete replacement of all three roofs at the Novato Downtown Recreation Center/ Gymnastics Center;
- Complete first phase of downtown SMART station and pursue funding opportunities for next phases to completion; and
- Commence preliminary evaluation of a Class I multi-use path adjacent to Novato Boulevard from Sutro Avenue to Stafford Lake Park.

***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.

**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 recently completed 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 (IPM) 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 28 buildings throughout the city with a staff of seven (supervisor, lead, and five custodians). Services provided by Building Maintenance include the following:

- Provide meeting and events set up and tear down at 901 Sherman Avenue, the Hamilton Community Center at 503 Palm Drive, and the Administration building at 922 Machin Avenue;
- Provide custodial services for various facilities and recreational programs at the Downtown Recreation Center, Margaret Todd Senior Center, the Hamilton Community Center, and the Hamilton Pool;
- Inspect, clean and monitor solar panels installed on various city buildings;
- 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
- Coordinate and assist with Engineering Division CIP projects including painting, new carpets, HVAC upgrades, plumbing and electrical repairs and upgrades, and roofing at high-use facilities including Margaret Todd Senior Center, the Hamilton Community Center, and Gymnastics Center;
- Implement other long-term maintenance projects identified throughout the year;
- Provide on-going maintenance services 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; and
- Respond to activated alarms and other emergency calls.

**Equipment/Vehicle Maintenance**

The section is responsible for maintaining all fleet vehicles, heavy equipment, small equipment, four emergency generators, solar-powered site equipment, 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. The section ensures that annual emission tests of city vehicles are completed to meet state emissions guidelines, and responds to special service requests as necessary (special metal fabrications, major equipment repairs, decommissioning salvaged vehicles and equipment and preparing them for sale).

**Department Name:** Public Works

**Program:** Traffic and Engineering Administration

**Budget:** \$721,760

**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 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 City 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 2015/16***

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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 Lifeline Program;
- Continued implementation of the stormwater pollution prevention program by monitoring, outreach, education, inclusion of best management practices (BMP) in development plans, and projects such as curb stenciling and business notification;
- Ensured ongoing compliance with revised NPDES Phase II permit process; and
- Worked closely with maintenance staff to ensure continued compliance with the Department of Fish and Wildlife code under the routine maintenance agreement for the city's storm drain system activities.

### ***Program Goals FY 2016/17***

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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;
- Continue evaluating and implementing recommendations from the Facility Conditions Assessments for buildings and parks;
- Complete the ADA Self-Evaluation and Transition Plan update for the public right-of-way; and
- Implement quiet zones at SMART crossings.

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**Program: Traffic and Engineering Administration**

Division Number 4500

**Summary of 2016/17 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	351,057	48,776	46,013		445,846	
Traffic Engineering & Streetlighting						260,225		260,225	
Storm Water Pollution Prevention	0.10		170	15,689				15,689	10,000
<b>TOTAL</b>	<b>2.45</b>	<b>0.64</b>	<b>5,496</b>	<b>366,746</b>	<b>48,776</b>	<b>306,238</b>	<b>0</b>	<b>721,760</b>	<b>10,000</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	437,531	331,004	367,211	367,211	366,746
Contract Services	40,320	6,449	18,776	18,776	48,776
Materials and Supplies	313,895	335,152	307,236	306,238	306,238
Debt Service	65,217	65,217	65,218	65,218	0
<b>TOTAL</b>	<b>856,963</b>	<b>737,822</b>	<b>758,441</b>	<b>757,443</b>	<b>721,760</b>

**PW**

**Department Name:** Public Works

**Program:** Project Development

**Budget:** \$330,951

**Personnel Allocation:** 1.75

**Revenue:** \$128,000

### ***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 2015/16***

- 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 2016/17***

- 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 stormwater pollution prevention regulations;
- 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; and
- Continue to provide engineering services for current needs projects and long range utility replacement planning at Marin Valley Mobile Country Club.



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**PW**

**Program: Project Development**

Division Number 4700

**Summary of 2016/17 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	248,880	60,000	22,071		330,951	128,000
<b>TOTAL</b>	<b>1.75</b>	<b>0.00</b>	<b>2,975</b>	<b>248,880</b>	<b>60,000</b>	<b>22,071</b>	<b>0</b>	<b>330,951</b>	<b>128,000</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	133,700	233,553	240,186	240,186	248,880
Contract Services	117,143	68,761	0	0	60,000
Materials and Supplies	20,219	16,763	35,893	22,071	22,071
Capital Outlay					
<b>TOTAL</b>	<b>271,062</b>	<b>319,077</b>	<b>276,079</b>	<b>262,257</b>	<b>330,951</b>

**PW**

<b>Department Name:</b>	Public Works	<b>Program:</b>	Project Design and Construction Management
<b>Budget:</b>	\$343,665	<b>Personnel Allocation:</b>	8.55
<b>Revenue:</b>	\$1,500		

**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 2015/16**

- Completed yearly pavement rehabilitation project including new pavement surface for over five miles of streets, 30 new accessible curb ramps and correction of over 50 sidewalk trip hazards;
- Completed the Storm Drain Master Plan (scheduled to be complete by 6/30/16);
- Completed the Nave Drive Multi-use Path construction adjacent to Hamilton Elementary School;
- Received Caltrans approval to advertise for construction on two federal aid projects; the DeLong Avenue and Ignacio Avenue Interchanges Repaving project and the Olive Avenue Class 2 Bike Lanes project;
- Completed the recertification of the Hamilton Levee;
- Completed the city streetlight LED conversion project. All of the city's 4,000 street lights are now fitted with energy efficient LED bulbs;

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- Replaced the HVAC (heating system) and other minor improvements (scoreboards and curtain) at the Hill Gymnasium;
- Replaced all lighting at the Indian Valley College ball fields;
- Developed and adopted the Americans with Disabilities Transition Plan for Facilities and Parks;
- Coordinated with Marin County on the Novato Watershed Study;
- Awarded construction contract for four grant-funded enhanced sidewalks to be installed on Ignacio Boulevard and South Novato Boulevard (scheduled for completion by 6/30/16); and
- Awarded engineering design contract for the Grant Avenue Bridge Rehabilitation project.

***Program Goals FY 2016/17***

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- Complete construction of the Olive Avenue Class II bike lanes from Samrose Avenue to the city limits;
- Improve pedestrian crossings on DeLong Avenue, Diablo Avenue, Alameda del Prado, Novato Boulevard and Redwood Boulevard with Lifeline Program grant funds;
- Work with Marin Transit in managing the construction oversight of 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;
- Identify and commence design work for the priority projects identified in the Storm Drain Master Plan;
- Complete the ADA Self-Evaluation and Transition Plan Update for public rights-of-way;
- Continue evaluating and implementing recommendations from the Facility Conditions Assessments for buildings and parks;
- Initiate repairs at three priority retaining wall locations (two at Simmons Lane and one at Sunset Parkway) as identified in the study;
- Perform public outreach and preliminary planning for the North Redwood Corridor as a first phase in developing a Project Study Report;
- Complete environmental review and progress on design of improvements 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;
- Install of the remainder of Hamilton Levee toe drain;
- Complete the concrete work (including 50 new ADA ramps) for the Measure A Group 9 Pavement Rehabilitation project;
- Complete replacement of all three roofs at the Novato Downtown Recreation Center/ Gymnastics Center;
- Complete first phase of downtown SMART station and pursue funding opportunities for next phases to completion; and
- Commence preliminary evaluation of a Class I Multi-Use path adjacent to Novato Boulevard from Sutro Avenue to Stafford Lake Park.

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**Program: Project Design & Construction Management**  
 Division Number 4800

**Summary of 2016/17 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	8.55		14,535	1,068,739		12,426		1,081,165	1,500
Less: Reimbursed Fees							(737,500)	(737,500)	
<b>TOTAL</b>	<b>8.55</b>	<b>-</b>	<b>14,535</b>	<b>1,068,739</b>	<b>0</b>	<b>12,426</b>	<b>(737,500)</b>	<b>343,665</b>	<b>1,500</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	848,491	1,023,342	1,059,034	1,059,034	1,068,739
Contract Services			0	0	0
Materials and Supplies	107	8,507	12,426	12,426	12,426
CIP Reimburse	(601,775)	(805,765)	(737,500)	(737,500)	(737,500)
Capital Outlay					
<b>TOTAL</b>	<b>246,823</b>	<b>226,084</b>	<b>333,960</b>	<b>333,960</b>	<b>343,665</b>

**PW**

**Department Name:** Public Works

**Program:** Maintenance Administration

**Budget:** \$326,362

**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 2015/16***

- Purchased a fuel management system for the Police Department and Corporation Yard fuel stations to improve system functionality and fuel usage reporting; and
- Participated in Corp Yard 2.0 process and implementation of new professional maintenance standards.

### ***Program Goals FY 2016/17***

- Continue to research and work toward implementation of a Computerized Maintenance Management System (CMMS);
- 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;
- Continue to implement recommendations from Corp Yard 2.0 process;
- Identify, prioritize and rehabilitate city entrance islands and landscapes; and
- Pursue control of weeds and nuisance plants through the city's Integrated Pest Management (IPM) policy.

**Program: Maintenance Administration**

Division Number 5000

**Summary of 2016/17 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	239,243		113,403		352,646	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>239,243</b>	<b>0</b>	<b>87,119</b>	<b>0</b>	<b>326,362</b>	<b>3,600</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	222,370	232,707	238,964	238,964	239,243
Contract Services			0	9,000	0
Materials and Supplies	135,518	148,821	113,693	112,177	113,403
Less Costs Applied	(26,284)	(26,284)	(26,284)	(26,284)	(26,284)
Capital Outlay					
<b>TOTAL</b>	<b>331,604</b>	<b>355,244</b>	<b>326,373</b>	<b>333,857</b>	<b>326,362</b>



**PW**

**Department Name:** Public Works

**Program:** Street Maintenance

**Budget:** \$1,294,660

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

***Program Accomplishments FY 2015/16***

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- 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;
- Purchased two storage containers and built a hazmat storage site for the Corp Yard, also installed removable lid for dumpster storage to be in compliance with NPDES Phase II permit;
- Inspected and cleaned city creeks and open space inlets to prevent flooding with the continued assistance from Conservation Corps North Bay, specifically in Pacheco Creek;
- Cleaned up 22 homeless encampments throughout city limits;
- Provided emergency operations response during heavy winter storms;
- Continued the program of using live goat herds for vegetation management and defensible space maintenance program; and
- Staged three storm response locations with sand and sand bags at Corporation Yard, Dog Bone Meadows and Hamilton Theater.

***Program Goals FY 2016/17***

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- 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;
- Continue to use live goats as an environmentally sensitive solution for vegetation management and defensible space maintenance;
- Cross-train new maintenance worker personnel in various aspects of the responsibilities of Maintenance Division; and
- Purchase and implement use of a new skid steer and attachments for more efficient and effective maintenance work.

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**PW**

**Program: Street Maintenance**

Division Number 5200

**Summary of 2016/17 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	542,960	10,254	476,323		1,029,537	
Drainage Maintenance								0	
NPDES Program	2.00		3,400	181,818	41,483	41,822		265,123	
<b>TOTAL</b>	<b>7.68</b>	<b>0.00</b>	<b>13,056</b>	<b>724,778</b>	<b>51,737</b>	<b>518,145</b>	<b>0</b>	<b>1,294,660</b>	<b>0</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	680,572	645,330	720,750	720,750	724,778
Contract Services	39,555	45,363	51,737	51,737	51,737
Materials and Supplies	429,701	431,436	561,675	512,145	518,145
Capital Outlay	3,859				0
<b>TOTAL</b>	<b>1,153,687</b>	<b>1,122,129</b>	<b>1,334,162</b>	<b>1,284,632</b>	<b>1,294,660</b>

**PW**

**Department Name:** Public Works

**Program:** Traffic Operations

**Budget:** \$438,991

**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 stormwater stencils at catch basins throughout the city.

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

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

### **Program Accomplishments FY 2015/16**

- 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 2016/17**

- Continue work on upgrading signage throughout the city to comply with MUTCD regulations;
- Continue working with volunteers on graffiti abatement program; and
- Explore the purchase of a reflectometer for assessing reflectivity of city signs in accordance with MUTCD regulations.

**PW**

**Program: Traffic Operations**

Division Number 5300

**Summary of 2016/17 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>									
Crosswalks & Street Messages	2.25		3,825	211,935	22,073	204,983		438,991	2,400
<b>TOTAL</b>	<b>2.25</b>	<b>0.00</b>	<b>3,825</b>	<b>211,935</b>	<b>22,073</b>	<b>204,983</b>	<b>0</b>	<b>438,991</b>	<b>2,400</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	198,002	206,794	211,408	211,408	211,935
Contract Services	15,588		22,073	22,073	22,073
Materials and Supplies	199,264	174,320	205,014	204,983	204,983
Capital Outlay					0
<b>TOTAL</b>	<b>412,854</b>	<b>381,114</b>	<b>438,495</b>	<b>438,464</b>	<b>438,991</b>

**PW**

**Department Name:** Public Works

**Program:** Street Trees and Parkway Maintenance

**Budget:** \$352,714

**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 2015/16**

- Re-landscaped DeLong Avenue median from Highway 101 to Reichert Avenue;
- Installed pavers at the bus stop located at Reichert Avenue and DeLong Avenue;
- Replaced Redbud trees along Grant Avenue; and
- Assisted Olive Avenue neighborhood volunteer group re-landscape the sitting area under the 101 overpass,

**Program Goals FY 2016/17**

- Re-landscape the city-owned Carlile house;
- Finish installing commemorative bricks at City Hall (901 Sherman Avenue); and
- Oversee the reclaimed water projects along the Redwood Boulevard to the Ignacio Boulevard corridor.

**Program: Street Trees and Parkway Maintenance**

Division Number 5400

**Summary of 2016/17 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	185,887	23,510	143,317		352,714	
<b>TOTAL</b>	<b>1.92</b>	<b>0.00</b>	<b>3,264</b>	<b>185,887</b>	<b>23,510</b>	<b>143,317</b>	<b>0</b>	<b>352,714</b>	<b>0</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
<b>Program Inputs:</b>					
Personnel Services	168,903	189,333	184,546	184,546	185,887
Contract Services	18,894	19,665	23,510	23,510	23,510
Materials and Supplies	186,084	143,743	149,733	143,317	143,317
Capital Outlay	3,859				0
<b>TOTAL</b>	<b>377,740</b>	<b>352,741</b>	<b>357,789</b>	<b>351,373</b>	<b>352,714</b>



## PW

**Department Name:** Public Works

**Program:** Parks Maintenance

**Budget:** \$1,512,183

**Personnel Allocation:** 9.08

**Revenue:** \$4,600

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### **Program Description**

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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**

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**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's goal is to meet the essential needs of the city parks in a way that brings pride to the community overall. 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 2015/16**

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- Updated park regulations sign to bilingual signs in various park locations;
- Renovated the Hill athletic field;
- Painted the restrooms at various parks sites and updated the signage to meet Title 24 standards;
- Repaired or replaced picnic benches throughout the city;
- Certified an additional employee as a pool operator; and
- Installed bollards at Pioneer Park entryway.

***Program Goals FY 2016/17***

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- Replace the Thigpen tennis courts screens and update the lighting on the courts at Hamilton;
- Repair decomposed granite pathways within the parks and Scottsdale Pond area;
- Re-asphalt pathways at Hoog, Miwok, and Pioneer parks;
- Rehabilitate Hamilton Pool pump house; and
- Install bollards at Miwok Park entryway.

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**Program: Parks Maintenance**  
Division Number 5500

**Summary of 2016/17 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	8.33		14,161	756,364	79,220	505,375		1,340,959	4,600
Hamilton Pool	0.75		1,275	63,383	425	107,416		171,224	
<b>TOTAL</b>	<b>9.08</b>	<b>0.00</b>	<b>15,436</b>	<b>819,747</b>	<b>79,645</b>	<b>612,791</b>	<b>0</b>	<b>1,512,183</b>	<b>4,600</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	654,166	692,194	740,621	731,621	819,747
Contract Services	65,436	58,863	57,145	57,145	79,645
Materials and Supplies	579,734	588,844	614,302	606,791	612,791
Capital Outlay					0
<b>TOTAL</b>	<b>1,299,336</b>	<b>1,339,901</b>	<b>1,412,068</b>	<b>1,395,557</b>	<b>1,512,183</b>

## PW

<b>Department Name:</b>	Public Works	<b>Program:</b>	Building Maintenance
<b>Budget:</b>	\$1,306,368	<b>Personnel Allocation:</b>	8.50
<b>Revenue:</b>	\$19,000		

**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 28 city-owned buildings and oversees preparations for facility usage by committees, commissions, private parties, city staff, and other user groups. The Building 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 several city-owned facilities in the downtown area. Section staff provides daily custodial services to the Novato Police Department and Historical Museum and responds to special building maintenance set-up requirements for meetings at 901 Sherman and the Police Department training room. Building Maintenance responds to all service requests while being as flexible as time permits. Maintenance staff is always monitoring intrusions and vandalism that has affected the Sherman Avenue vacant city-owned facilities as well as weatherization issues.

**Emergency Services:** Staff provides emergency services and Emergency Operations Center (EOC) response as needed 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 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 Recreation 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. Sports floors are scheduled to be refinished on an annual basis for the DRC.

**Margaret Todd Senior Center/Hill Gym Facility Maintenance:** Staff provides custodial/maintenance services and general cleaning to both facilities seven days a week, and works closely with staff and 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, main hallway, and bleachers, and responds to building repairs and seasonal services. Staff services heating furnaces and performs wood floor refinishing, minor plumbing, and electrical work. Seasonal cleaning of the Hamilton Pool facility, staff offices, and locker rooms is performed before opening to the public in May. General cleaning is performed twice weekly due to increased use of the facility. The Hamilton Firehouse Museum includes management of a fire equipment maintenance contract and regular building supply check.

**Hamilton Facilities:** Staff manages security equipment and graffiti removal at several city-owned vacant and closed facilities: 201 Bachelor Officers Club, Hamilton Hospital, Officers Club, Hamilton Theatre, Building 816 (PD storage facility), 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 administrative 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.

**PW**

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***Program Accomplishments FY 2015/16***

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- Continued to work with various user groups and customers to keep up with increased rental demand at the Hamilton Community Gym, Gymnastics Center, Building 503 in Hamilton, and 901 Sherman Avenue as well as other city-owned facilities;
- Completed projects identified in the Facilities Condition Assessment Report for scheduled and deferred maintenance, such as facility electrical system checks, Police Department duct cleaning and repairs, Hamilton Pool pump house roof replacement, Lu Sutton Childcare building upgrades, and repainting park restrooms located at Hoog, Hill, and IVC Parks;
- Installed a new grease trap for the Margaret Todd Center;
- Installed new kitchen equipment in the Margaret Todd Center;
- Provide support to the Engineering Division for long-term Capital Improvements Projects including paint and carpet projects at the Margaret Todd Center, Hamilton Community Center, and the Gymnastics Center, and the re-roofing project at the Novato Gymnastics Center;
- Performed Green Business certification retrofits for Novato Police Department; and
- Performed interior ADA improvements at the Hamilton Community Center,

***Program Goals FY 2016/17***

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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 (PRCS) staff, including meeting on a regular basis;
- Coordinate with PRCS Building Attendants to better schedule custodial work for setups and cleanups;
- Continue 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;
- Continue to complete and assist with projects identified in the Facilities Condition Assessment Report for scheduled and deferred maintenance as needed;
- Increase safety training for Custodial staff;
- Continue to meet staff and maintenance demands for the new Administration Building;
- Continue to provide support to the Engineering Division for long-term Capital Improvements Projects including paint and carpet projects at the Margaret Todd Center, Hamilton Community Center, and the Gymnastics Center, and the re-roofing project at the Novato Gymnastics Center; and
- Implement new internal service request (ISR) system for improved tracking and reporting of requests.

***Program Notes***

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Beginning this fiscal year, the city is adding 1.5 FTE custodial staff in order to transfer janitorial services for the administration offices, Hamilton Gymnasium, and Lu Sutton Childcare facility from an outside contract to in-house maintenance.

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

Division Number 5800

**Summary of 2016/17 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	4.75		8,075	455,242	9,200	337,966		802,408	3,000
Novato Museum						2,500		2,500	
DRC/Gym Center	0.74		1,258	58,592	1,859	59,969		120,420	
Lu Sutton Childcare	0.15		255	12,100		1,700		13,800	
Todd Senior Center	2.00		3,400	166,805	1,103	76,273		244,181	16,000
Hamilton Pool						10,445		10,445	
Hamilton Rec Facilities	0.86		1,462	60,911	900	50,803		112,614	
<b>TOTAL</b>	<b>8.50</b>	<b>0.00</b>	<b>14,450</b>	<b>753,650</b>	<b>13,062</b>	<b>539,656</b>	<b>0</b>	<b>1,306,368</b>	<b>19,000</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	578,350	607,397	623,565	623,565	753,650
Contract Services	45,331	79,159	83,162	83,162	13,062
Materials and Supplies	497,491	517,424	527,561	527,556	539,656
Capital Outlay					0
<b>TOTAL</b>	<b>1,121,172</b>	<b>1,203,980</b>	<b>1,234,288</b>	<b>1,234,283</b>	<b>1,306,368</b>



**Department Name:** Public Works

**Program:** Equipment/Vehicle Maintenance

**Budget:** \$855,473

**Personnel Allocation:** 3.00

**Revenue:** \$855,473

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### ***Program Description***

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

### ***Program Elements***

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**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 244 fleet vehicles every four months, and inspections on all DOT-regulated trucks every 90 days. Staff performs maintenance on 175 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 2015/16***

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- Expanded GPS system to include emergency equipment;
- Containerized hazardous waste and E-waste operations;
- Updated fleet and replaced deferred vehicle replacements; and
- Replaced aged tire mounting and balancing equipment.

### ***Program Goals FY 2016/17***

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- Implementation of the Computerized Maintenance Management System (CMMS);
- Install and implement a new fuel management system at the Corporation Yard and Police Department
- Expand the GPS tracking system to include the balance of the Public Works fleet; and
- Process and ship electronic and hazardous waste.

**PW**

**Program: Equipment/Vehicle Maintenance**

Division Number 7100

**Summary of 2016/17 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	105,247				13,824	119,071	
Equipment/Vehicle Maintenance	2.20		3,740	244,083	10,928	481,391			736,402	855,473
<b>TOTAL</b>	<b>3.00</b>	<b>0.00</b>	<b>5,100</b>	<b>349,330</b>	<b>10,928</b>	<b>481,391</b>	<b>0</b>	<b>13,824</b>	<b>855,473</b>	<b>855,473</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
<b>Program Inputs:</b>					
Personnel Services	322,143	328,868	348,258	348,258	349,330
Contract Services	12,254	9,340	10,928	10,928	10,928
Materials and Supplies	513,857	423,761	479,607	481,391	481,391
Capital Outlay			0	0	0
Operating Transfers	12,260	12,517	13,100	13,100	13,824
<b>TOTAL</b>	<b>860,514</b>	<b>774,486</b>	<b>851,893</b>	<b>853,677</b>	<b>855,473</b>

**PW**

**Department Name:** Public Works

**Program:** Equipment/Vehicle Replacement

**Budget:** \$1,969,251

**Personnel Allocation:** 0.00

**Revenue:** \$1,317,612

**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 2016/17 is listed below. These vehicles are at the end of their useful life expectancy and there are sufficient funds set aside to replace them.

<b>Unit</b>	<b>Description</b>	<b>Budget Replacement Amount</b>
128	2006 Chevrolet 2500 Pick-up	\$24,500
129	2006 Chevrolet 2500 Pick-up	\$24,500
130	2007 Chevrolet Trailblazer	\$31,300
148	2005 Chevrolet Silverado 3500	\$28,000
149	2005 Chevrolet Silverado 3500	\$26,700
150	2004 Elgin Street Sweeper	\$216,200
162	2005 Ford F450 Lift Truck	\$76,700
171	2005 Ford F450 Dump Truck	\$49,600
173	2005 Ford E150 Van: This unit no longer meets the needs of the department. A high roof van has been requested as a replacement.	\$21,600
175	2004 Caterpillar Asphalt Roller: This unit needs to be down sized to meet the needs of the department.	\$57,700

**PW**

<b>Unit</b>	<b>Description</b>	<b>Budget Replacement Amount</b>
190	2003 Freightliner Dump Truck	\$108,500
318	2008 Ford F150 Pick-up	\$22,000
320	2008 Chevrolet Colorado Pick-up	\$19,300
322	2008 Chevrolet Pick-up	\$19,300
324	2008 Chevrolet Express Commuter Van	\$22,600
356	2003 Chevrolet 1500 Pick-up	\$28,900
357	2003 Chevrolet S-10 Pick-up	\$19,000
375	2003 Dodge Dakota	\$22,400
<b>Subtotal</b>		<b>\$818,900</b>

The following Police vehicles are scheduled to be replaced in FY 2016/17. These vehicles are at the end of their useful life expectancy and there are sufficient funds set aside to replace them.

<b>Unit</b>	<b>Description</b>	<b>Budget Replacement Amount</b>
230	2012 Ford Crown Victoria	\$44,125
236	2012 Ford Crown Victoria	\$46,000
247	2008 Ford Explorer	\$26,500
266	2012 Honda Motorcycle	\$23,500
<b>Subtotal</b>		<b>\$140,125</b>

The city will be purchasing a skid steer tractor and related equipment during FY 2016/17. The equipment will be used for high weed mowing on roadside edges, open space, and the levee; planting trees, placing bollards and mowing open space; brush clearing and debris cleanup; pavement and concrete repair operations and demolition; and other tasks. This unit will be an addition to the fleet and the funding to cover the \$170,000 cost has been identified within the Equipment Replacement Fund.

**Grand Total \$1,129,025**

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**Program: Equipment/Vehicle Replacement**

Division Number 7200

**Summary of 2016/17 Resources Used by Program Element:**

	Contract Services	Materials & Supplies	Debt Service	Capital Outlay	Operating Transfers	Total Budget	Program Revenues
<b>Program Elements:</b>							
Administration					388,609	388,609	137,282
Sale of Equip - Auction						0	10,000
Equipment Acquisition				1,129,025		1,129,025	708,330
MERA	204,564		247,053			451,617	462,000
<b>TOTAL</b>	<b>204,564</b>	<b>0</b>	<b>247,053</b>	<b>1,129,025</b>	<b>388,609</b>	<b>1,969,251</b>	<b>1,317,612</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
<b>Program Inputs:</b>					
Contract Services	186,512	192,862	204,564	204,564	204,564
Materials & Supplies	406,253	486,611	8,010	8,010	0
Debt Service	246,709	246,761	246,782	246,782	247,053
Capital Outlay	140,905	26,102	602,828	602,828	1,129,025
Operating Transfers	(112,307)		0	30,000	388,609
<b>TOTAL</b>	<b>868,072</b>	<b>952,336</b>	<b>1,062,184</b>	<b>1,092,184</b>	<b>1,969,251</b>

**PW**

<b>Department Name:</b>	Public Works	<b>Program:</b>	Hamilton CFD
<b>Budget:</b>	\$1,223,061	<b>Personnel Allocation:</b>	3.07
<b>Revenue:</b>	\$807,712		

**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 2015/16**

- Pruned all Palm trees on Hamilton Parkway and Hangar Avenue;
- Upgraded landscaping at Sunny Cove subdivision;
- Rewired and connected lighting at Newport and Sunny Cove entryways;
- Removed dead Tinus and Escallonia shrubs along C Street on Main Gate Road;
- Replaced Hamilton Parkway plants and landscaping; and
- Trimmed all Sycamore trees along Hamilton Parkway.

**Program Goals FY 2016/17**

- Trim and prune all pear trees in the Hamilton area;
- Re-plant bridge abutments with new landscaping;
- Re-plant Escallonia at Main Gate Road and fill in the fence line; and
- Remove all Boston Ivy from wall planters and replace with less invasive dwarf shrub.

**Program: Hamilton Community Facilities**

Division Number 5600

**Summary of 2016/17 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	634,145	677,695	577,712
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	230,000
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>634,145</b>	<b>1,223,061</b>	<b>807,712</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	255,154	268,399	268,366	268,366	268,366
Contract Services	10,210	2,991	93,500	93,500	90,000
Materials & Supplies	194,853	151,822	226,150	226,672	216,050
Debt Service/Settlements	892	2,862	900	900	14,500
Capital Outlay	12,026				
Operating Transfers	14,508	39,240	724,660	724,660	634,145
<b>TOTAL</b>	<b>487,643</b>	<b>465,314</b>	<b>1,313,576</b>	<b>1,314,098</b>	<b>1,223,061</b>



**PW**

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**Department Name:** Public Works

**Program:** Pointe Marin CFD

**Budget:** \$211,389

**Personnel Allocation:** 2.00

**Revenue:** \$190,835

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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 2015/16**

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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 2016/17**

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- Continue to upgrade landscapes by removing older plants and installing drought-tolerant and deer-resistant plants and
- Remove Cistus and install new trees.

**PW****Program: Pointe Marin Community Facilities**

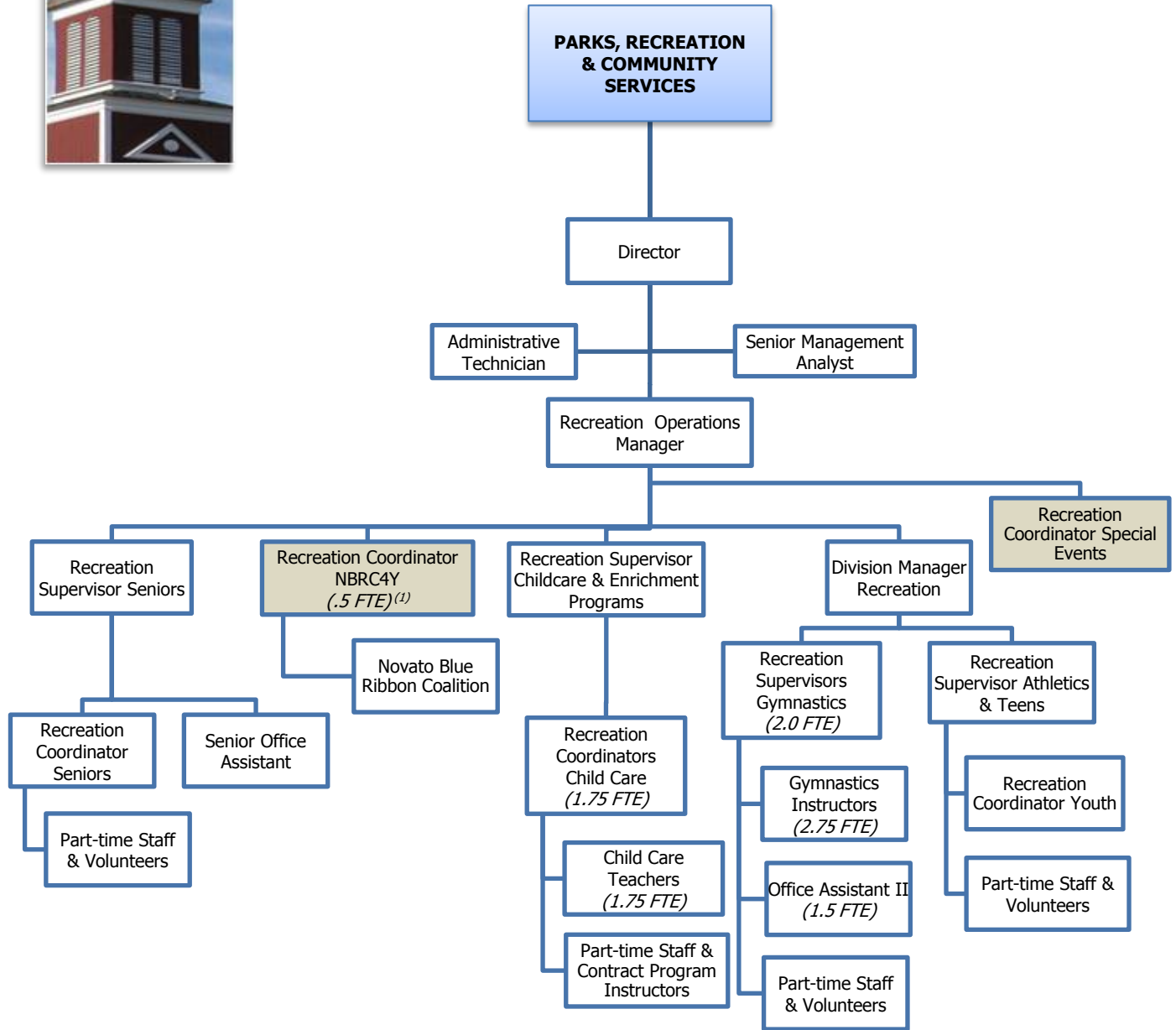
Division Number 5600

**Summary of 2016/17 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	31,500	6,411	211,389	190,835
<b>TOTAL</b>	<b>2.00</b>	<b>0.00</b>	<b>3,400</b>	<b>173,178</b>	<b>300</b>	<b>31,500</b>	<b>6,411</b>	<b>211,389</b>	<b>190,835</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
<b>Program Inputs:</b>					
Personnel Services	124,543	142,352	173,178	173,178	173,178
Contract Services			300	300	300
Materials & Supplies	49,811	38,782	29,369	28,834	31,500
Capital Outlay	3,859				
Operating Transfers	6,286	6,043	6,219	6,219	6,411
<b>TOTAL</b>	<b>184,499</b>	<b>187,177</b>	<b>209,066</b>	<b>208,531</b>	<b>211,389</b>

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200+ Part-time Staff  
650+ Volunteers

Funded partially by Parks Measure A  
(1) Grant Funded

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**Department Budget Summary**

	<b>Adopted Budget 2015/16</b>	<b>Final Budget 2015/16</b>	<b>Adopted Budget 2016/17</b>	<b>Adopted to Adopted Increase/(Decrease)</b>	
				<b>Dollar</b>	<b>Percent</b>
<b>Revenues</b>					
Program Fees:					
Administration	136,300	136,300	152,500	16,200	11.89%
Childcare & Enrichment	550,150	605,150	650,150	100,000	18.18%
Senior Citizens Programs	140,500	155,500	161,500	21,000	14.95%
Athletics Programs	1,016,100	1,016,100	1,019,100	3,000	0.30%
Donations & Grants	63,000	63,000	63,000	-	0.00%
Facilities Rentals	188,000	238,000	238,640	50,640	26.94%
Miscellaneous	9,200	9,200	9,300	100	1.09%
<b>Department Total</b>	<b>\$2,103,250</b>	<b>\$2,223,250</b>	<b>\$2,294,190</b>	<b>190,940</b>	<b>9.08%</b>

<b>Appropriations</b>					
Administration	920,035	910,890	915,717	(4,318)	(0.47)%
Childcare & Enrichment	686,537	745,847	781,132	94,595	13.78%
Museum Administration	9,213	9,213	9,306	93	1.01%
Senior Citizens Programs	334,601	349,601	347,123	12,522	3.74%
Athletics Programs	1,417,349	1,467,129	1,383,550	(33,799)	(2.38)%
<b>Department Total</b>	<b>\$3,367,735</b>	<b>\$3,482,680</b>	<b>\$3,436,828</b>	<b>69,093</b>	<b>2.05%</b>

<b>Appropriations by Category</b>					
Salaries	2,176,796	2,266,796	2,193,398	16,602	0.76%
Benefits	575,929	575,929	596,368	20,439	3.55%
Contract Services	221,262	251,262	261,870	40,608	18.35%
Materials & Supplies	393,748	388,693	385,192	(8,556)	(2.17)%
<b>Department Total</b>	<b>\$3,367,735</b>	<b>\$3,482,680</b>	<b>\$3,436,828</b>	<b>\$69,093</b>	<b>2.05%</b>

<b>Personnel Allocation History</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Administration	3.87	3.87	4.57	5.15	5.15
Childcare & Enrichment	4.08	4.08	4.48	4.08	4.83
Museum Administration	0.15	0.15	0.05	0.05	0.05
Senior Citizens Programs	2.58	2.58	2.58	2.58	2.58
Athletics Programs	9.17	9.17	9.17	9.14	9.14
Other Funds	-	-	-	-	0.50
<b>Department Total</b>	<b>19.85</b>	<b>19.85</b>	<b>20.85</b>	<b>21.00</b>	<b>22.25</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***

The Parks, Recreation & Community Services (PRCS) Department manages programs, classes, services, special events and recreation facilities that help to achieve and maintain a high quality of life for Novato residents. PRCS programs help ensure the overall health and well-being of the Novato community; they provide enrichment, education and skill-based learning opportunities for persons of all ages. PRCS provides thousands of program hours each year. During the 2015/16 fiscal year, PRCS served the Novato community a total of 178,261 times through its various programs, classes, events and facilities, an 8% increase from last fiscal year.

One of the biggest responsibilities that PRCS has is to foster a sense of community in Novato. Parks and recreation programs contribute significantly to the health, safety and stability of its town. Providing recreational opportunities that strengthen family connections, promote cultural diversity and stimulate a greater acceptance of others builds better and more desirable communities, and creates a higher quality of life for residents. A robust parks and recreation program encourages public engagement, cleaner neighborhoods and creates a lively community atmosphere where people want to reside. Parks and recreation programs also play an important role in crime prevention by supporting a healthy and well-rounded childhood experience. PRCS is responsible for creating healthy communities through exciting and innovative recreation programming that youth can be actively involved in throughout their school-aged years.

Community Facility Management: PRCS manages a total of 34 community recreation facilities, which are utilized each day to offer a variety of programs, activities, services and special events for individuals of all ages and interests. PRCS manages the Novato Gymnastics Center and the Margaret Todd Senior Center. In addition to housing PRCS programs and staff, these facilities also serve as full service Customer Service Centers. Other parks and recreation facilities that PRCS manages include Dogbone Meadow Dog Park, Novato City Hall, Hill Gymnasium, Hill Community Room, Lu Sutton Child Care Center, Downtown Recreation Center (DRC), DRC Pocket Park, Novato History Museum, Indian Valley Campus ball fields, several multi-use turf athletic fields throughout town, Miwok Park, Josef Hoog Park, Pioneer Park, Pioneer Park tennis courts, Hamilton Community Center, Hamilton Field History Museum, Hamilton Gymnasium, new Hamilton Community Gymnasium (jointly built and shared with the Novato Unified School District), Hamilton Pool, Thigpen Sports Courts, Hamilton Amphitheater Park and South Hamilton Park.



Community Partnerships: The PRCS Department has a long and successful history of developing creative partnerships with local and regional agencies and community groups to provide enhanced

recreation opportunities for the Novato community. The PRCS Department and the Novato Unified School District (NUSD) entered into a Reciprocal Use Agreement in the 1960s for the shared use of school and city facilities for student, city and community use. This agreement remains in effect today, and this partnership allows the City to offer extensive sports programs and summer camps in school gymnasiums and on fields. PRCS also manages partnership agreements with the Novato Historical Guild to operate and manage the Novato History Museum and the Hamilton Field History Museum. Another successful PRCS partnership exists with the City of San Rafael to manage and operate the Hamilton Pool. The City of Novato maintains the pool and surrounding grounds, and the City of San Rafael manages all programming and aquatics staff. This partnership is entering into its 7<sup>th</sup> year of operation. PRCS also has partnerships with the Novato Senior Citizens Club, Gymnastics Boosters and Episcopal Senior Communities, and many PRCS programs and services would not be available without the support of these successful collaborations.

Volunteer Management: PRCS has a long and successful history of working with volunteers to meet community needs and successfully run a wide array of programs. PRCS currently manages over 650 volunteers annually. In FY 2015/16 PRCS volunteers donated nearly 32,000 hours that helped staff deliver high quality programs for the Novato community. The value of volunteer hours in the 2015/16 fiscal year is estimated to be nearly \$849,000.

The PRCS Department 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. The Administration Division also oversees the city's special events program, which experienced substantial growth in the 2015/16 fiscal year, as well as serving as staff for the Novato Blue Ribbon Coalition for Youth. Other responsibilities include overseeing program registration; facility reservations; 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 community facilities; and developing partnerships with other public agencies and community organizations. Administration manages community use for the Thigpen Multi-Use Sports Courts, Pioneer Park, Pioneer Park Tennis Courts, Miwok Park, Hamilton Amphitheater Park and Joseph Hoog Park.



### **Community Services Division**

The Community Services Division plans and implements recreational, cultural and educational programs, activities, classes, services and special events for all residents – from preschool aged toddlers through centenarians. Community Services also manages the Margaret Todd Senior Center and all of the City's senior programs, 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 City 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 the Novato Gymnastics Center, Downtown Recreation Center, Hill Gymnasium, old Hamilton Gymnasium, the new Hamilton Community Gymnasium, Indian Valley Campus Athletic Fields, schedules program use of community facilities, and rentals 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 Hamilton Community Gymnasium, a shared facility between the city and the Novato Unified School District located at Hamilton Elementary School.



### ***Department Accomplishments FY 2015/16***

- The Gymnastics Boosters donated \$31,000 to support operational costs of the gymnastics program, the highest amount ever received from the Gymnastics Boosters;
- PRCS offered the city's first play street program, Sundays on Sherman in July. The event incorporated several different physical activity stations, outdoor fitness classes, rock climbing wall, arts & crafts, music, healthy snacks and information from community partners. A second play street event was offered in December. Approximately 1,100 people attended these events;
- PRCS offered both a spring and summer concert series in 2015, with a total of six concerts offered to the Novato community. Approximately 300 people attended the indoor spring concerts. The Concerts on the Green summer series was held outside on the City Green, and 700 concert goers enjoyed the fun, free community events. Feedback was overwhelmingly positive from these lively and engaging performances that help build community cohesiveness;
- PRCS coordinated Novato's first Special Olympics World Games Torch Run Ceremony in close partnership with the Novato Police Department. The once-in-a-lifetime event welcomed international athletes to Novato and included speeches from the mayor and Police Chief, live music and a Novato Gymnastics performance. Event officials stated that Novato's July ceremony was one of the best ceremonies they had ever participated in and thanked Novato for such an impressive event;
- PRCS Department's marketing efforts increased tremendously in 2015. A marketing committee was established that met regularly to discuss marketing needs and trends across the department. A full color camp ad was placed in the Marin I.J. and the Marinscope special Summer Camp inserts. A summer PRCS sticker was produced, and information was posted on several websites and online calendars. Dozens of flyers, posters, rack cards and electronic announcements were distributed throughout the community about department programs, events and services, demonstrating efforts to broaden outreach and attract new participants to the many PRCS programs and services. A variety of marketing materials were also offered in Spanish;
- PRCS continues to collaborate and rely heavily upon numerous partners, and managed over 650 volunteers. PRCS administered several contracts with volunteer groups, including the Novato

- Historical Guild, Novato Senior Citizens Club, Gymnastics Boosters and Novato Independent Elders Program (NIEP), who help to deliver programs and services to the Novato community;
- PRCS continued to employ more than 200 part-time seasonal staff, and remains one of the largest local employers of young adults in northern Marin County;
  - PRCS continued to provide community-wide benefits this year. PRCS programs improved health and wellness, taught new skills, supported self-esteem, developed youth leadership skills and provided community and social connections for residents;
  - Provided service a total of 62,170 times to senior participants in a variety of programs, classes and special events;
  - Funding for the Youth Financial Assistance Program, along with reduced rates on selected programs, provided access to recreation programs for 220 low income Novato families;
  - The 2016 Novato Spring Classic Gymnastics Meet had 574 female gymnasts compete from Northern California, this was the largest multi-day meet in Novato Gymnastics' history;
  - FY 2015/16 represented the sixth 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;
  - PRCS was awarded a five-year grant extension to work with NBRCY through FY 2019/2020, continuing to support coalition work toward reducing underage alcohol and marijuana use, and reducing incidences of bullying in Novato; and
  - Completed the city's Self Evaluation and American with Disabilities Act Plan in partnership with Public Works.

### ***Department Goals FY 2016/17***

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- Help create a sense of well-being in our community by providing abundant places to connect and socialize. We will accomplish this by building on the success of our special events programs and our free community concerts series, making sure PRCS community centers are well staffed and maintained and continuing to offer a wide array of classes, programs and activities for persons of all ages;
- PRCS will work to preserve and enhance the quality of life for each Novato resident by: providing positive adult role models for youth; providing fun and engaging activities for all ages; providing great parks and community facilities; and offering high quality programs, services and events for our residents;
- Continue to support youth development so Novato's youth grow to become successful, healthy and happy adults;
- Increase creative marketing strategies to increase registration and educate the Novato community on the benefits of recreation and physical activity;
- Enhance working relationships with community partners;
- Provide jobs for young adults and help them develop valuable leadership skills;
- Devote increasing effort to fostering a city-wide culture of health;
- Continue supporting seniors so they can remain independent, active and engaged in PRCS senior programs; and
- Continue to foster community engagement through volunteer opportunities.

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

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In an effort to follow best management practices and increase the transparency of the Parks, Recreation & Community Services Department's performance and accomplishments, PRCS management has identified six performance measures for the 2016/17 fiscal year. PRCS views these

performance measures as a system to help evaluate the effectiveness of its offerings, to help track trends and offer information to guide future program development. The PRCS Department wants Novato’s residents to know it is using its resources wisely, and spending allocated funding efficiently and effectively while providing the highest value possible to its community. The PRCS Department also views these performance measures as a basis for establishing both short and long term goals, as well 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	Actual FY 15/16	Projected FY 16/17
Number of times PRCS served community members	163,779	178,261	178,500
Number of PRCS volunteers	616	654	650

**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 recreation facilities.

	Actual FY 14/15	Actual FY 15/16	Projected FY 16/17
Number of parks and facilities reservations processed	8,926	10,012	10,100
Total hours of athletic field use	14,208	7,198	11,500

**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	Actual FY 15/16	Projected FY 16/17
Number of PRCS program registrations processed	16,057	15,758	15,800
Number of families served by financial aid and at-risk youth funds	192	220	200

***Department Notes***

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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, which is 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.

**Department Name:** Parks, Recreation and Community Services

**Program:** Administration

**Budget:** \$915,717

**Personnel Allocation:** 5.15

**Revenue:** \$267,000

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### **Program Description**

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Under the direction of the PRCS Director, administration manages and coordinates all PRCS programs, activities, facilities and community outreach efforts. Administration oversees program registration; facility reservations and use policies; publication of the activity guide; special events; grants; and the planning, acquisition, development of parks, recreation and cultural facilities.

### **Program Elements**

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**General Management:** Establishes the overall policy and direction of the department. Implements the goals and policies of the City Council and General Plan, and staffs the Recreation, Cultural and Community Services Commission. Prepares and monitors the PRCS operating budget and helps oversee 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 and other partner agencies. Responsible for developing and managing contracts and agreements with community groups and non-profit agencies related to delivering PRCS services and managing facilities.



**Recreation Activity Guide:** PRCS publishes and mails all Novato residents a recreation activity guide twice each year. This is the department's main marketing resource that showcases PRCS programs, activities, services and special events. The guide is also available to view online at [www.novatofun.org](http://www.novatofun.org). In addition to the twice yearly publication, a quarterly special supplement called Fun Times is distributed to families through Novato elementary school's "Friday Folders." This supplement is designed for families to use as a quick guide to seasonal programs for youth from preschool age through 12<sup>th</sup> grade. Fun Times is also sent by direct mail to participants who have registered for similar programs during the past year.

**Special Events:** Administration oversees the city's special events program, which experienced tremendous growth and success during the 15/16 fiscal year. The special events program now includes an indoor spring concert series and an outdoor summer concert series. Last year's special events also included sponsoring a Marin Moonlight Run at Hamilton, and two play street programs: Sundays on Sherman. Sundays on Sherman was a pilot project modeled after San Francisco's very successful "Sunday Streets" program. The two events attracted approximately 1,100 participants. Plans to continue offering this event are undecided at this time.

**Novato Blue Ribbon Coalition for Youth:** Since 2010, PRCS has continued to receive a grant for community coalition work from the County of Marin Department of Health and Human Services. 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. The Novato Blue Ribbon Coalition for Youth was formed to address three key issues that impact the community: underage drinking; access, use and abuse of alcohol, marijuana and other drugs; and bullying. The coalition rallies community

support for youth and their families and works to increase their levels of health, wellness and resiliency in response to these challenges through advocacy, education and community action. Coalition work is structured to use evidence-based strategies to change community conditions and social norms identified as supporting alcohol and other drug abuse. Through the work of individual volunteers and partnerships that include the City of Novato, Novato Unified School District (NUSD) and the Novato Youth Center the coalition has been able to achieve some of these objectives.

**Hamilton Pool Management and Program Agreement:** PRCS entered into an ongoing agreement with the City of San Rafael in 2011 to cooperatively operate, manage and fully staff the Hamilton Pool. The City of Novato maintains the pool and surrounding grounds. 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 barbeque and rental options, camps, aquatic fitness classes, swim lessons, lap swim, recreational swim, seasonal passes and daily use options. The City of San Rafael and the City of Novato share net revenues from Hamilton Pool programs, rentals and use fees.

**Youth Financial Assistance Program:** The PRCS 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. Direct funding is currently provided to eligible families solely through grants, donations and Measure F funding (beginning in 2013). The per family funding allocation changes annually depending on availability and is allocated on a first-come, first-served basis until all funding is disbursed. Financial assistance also includes a reduced rate for select seasonal programs to help fit activities into families' budgets, which is particularly beneficial to families with several children. Qualified families may continue to benefit from reduced rates for select programs after their funding allocation is depleted, or if all available assistance funds have already been disbursed.

**Capital Improvement Projects:** PRCS plans and manages the acquisition, development and renovation of new and existing parks, recreation and community facilities. PRCS also calculates park dedication in-lieu (Quimby) fees and manages public art and Percent for Art program.

### ***Program Accomplishments FY 2015/16***

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- Processed nearly 16,000 registrations for participation in programs, classes, memberships and activities;
- Childcare and Enrichment programs served participants a total of 6,591 times, a 20% increase from the prior year;
- 220 families participated in the Youth Financial Assistance program, 28 more families than the prior year;
- PRCS and Public Works kicked off the long awaited Hill Recreation Area Master Plan project. Working with consultants, the city hosted two well-attended public meetings to gather community input about park features and begin work on conceptual design plans. The city incorporated new outreach techniques to attract broad public engagement during the project design phase. Staff created a project website, a project-specific email address, informational flyers, sent meeting notices, hung notices at multi-family residential units and created an Open Novato online discussion board to collect community input;
- The PRCS Department's social media efforts increased significantly and yielded overwhelmingly positive results. The Department's Facebook followers increased from 217 to 616 in 14 months. The PRCS Department currently has 700 followers on Twitter, and has increased usage of the department's

Instagram account. The department's ongoing goal and commitment to increase public outreach and communication efforts was unquestionably reached this year;

- PRCS has made several improvements and enhancements to the department's web pages as a result of the city's new Content Management System. There is a new Parks and Facilities Directory, which includes photos of all recreation facilities and parks as well as comprehensive rental information. A special events page, photo album, Frequently Asked Questions, rotating news banner and staff directory are new features that are updated regularly and support efforts to provide timely and consistent information to the Novato community;
- Revenue received from the Hamilton Pool for the Summer 2015 season exceeded projections with nearly \$55,000 in net revenue received by PRCS;
- Daily pool attendance at Hamilton was up by 20% in summer 2015, partly in response to the great weather. Total daily attendance for the season was 41,503. 990 children completed a swim class and nearly 1,000 children came to the pool as part of a camp experience, all of whom were taught that health and water safety is a priority;
- In June 2015 Novato was awarded a KaBOOM! Playful City USA designation for the first time in the Novato's history, demonstrating the City's commitment to providing opportunities for all of Novato's children to be able to play in public parks. This designation recognizes Novato's commitment to increasing the equitability of healthy play in its community by making infrastructure investments, policy changes and programming as necessary elements in short and long-term community planning processes. Recipients of this designation were awarded with permanent Playful City USA highway signs, which have been installed around town to show the city's pride for being awarded with this designation;
- The Hamilton School "Legacy of Art" Tile Mosaic Installation and Apprentice Program, a 2-year project, began in the fall of 2015. This exciting art program is a collaboration between Hamilton School, Artists Teaching Art, Leadership Novato, Novato Unified School District and the City of Novato. This program will reach 320 students over a 2-year period. Artists come directly to the classroom to "inspire students to develop their creative habits of imagination, critical thinking, risk-taking, reflection and to express their creativity in innovative ways through collaboration, cooperation and communication". The program will be completed in the spring of 2017;
- Camp University was nominated for the 23<sup>rd</sup> Annual Heart of Marin Awards for Excellence in Innovation. This highly successful summer camp initiative leveraged the skills and expertise of the Marin YMCA, Novato Unified School District (NUSD), Sutter Health Community Hospital, the City of San Rafael, Marin Food Bank and the City of Novato's PRCS Department to address learning loss experienced over the summer and provide a comprehensive summer camp experience to low income and under-served youth;
- The County of Marin provided \$10,000 in funding to help provide financial scholarships for low income youth to participate in PRCS programs;
- PRCS continued to monitor the City's use of Marin County Parks Measure A funds and submit required reports. Expenditures during the 2015/16 fiscal year that were supported by County Parks Measure A funding included: \$80,000 on salary for two parks maintenance workers, \$45,000 to support city-wide special events staff and programs, nearly \$30,000 towards the Bahia Parks renovation project and \$25,000 for a service contract with Conservation Corps North Bay for work on weed abatement, tree trimming, firebreak services and vegetation management;
- The value of PRCS volunteer hours in 2015/2016 fiscal year is estimated at nearly \$849,000;
- Served over 41,000 participants at the Hamilton Pool;
- California Healthy Kids Survey results revealed that there has been a nearly 50% decrease in underage drinking by Novato's 11<sup>th</sup> graders between Fall 2011 and Fall 2013, with evidence that this change is





**PRCS**

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partially attributable to the work of Novato Blue Ribbon Coalition for Youth and its partners in the community; and

- NBRC4Y championed an active educational campaign on SHO laws this past year, including information about how to anonymously report suspected parties in their neighborhoods. According to the *Novato Police Department's Social Host Ordinance Violations Report* there was one reported violation in 2014, there were nine reported in 2015.

***Program Goals FY 2016/17***

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- Establish a departmental logo to help identify our programs in the community;
- Complete interior improvements to HCC and MTSC;
- Implement new recreation registration software system; improve efficiencies, responsiveness and online customer experience;
- Continue to develop and coordinate diverse special events for the community to foster community unity and a sense of place, with a focus on enhancing the vitality of downtown Novato;
- As a Healthy Eating and Active Living (HEAL) City, seek designation as a HEAL Fit City by developing and adopting new policies in three HEAL campaign areas: healthy food access; employee wellness; and healthy land use; and
- Seek a HEAL Fit City Level Award in 2017.



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**Program: Administration**

Division Number 6000

**Summary of 2016/17 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	3.84	0.15	6,840	614,891	39,820	113,152		767,863	164,000
Less Administration Applied						(20,000)		(20,000)	
Activities Guide	0.31		527	25,592	8,000	34,239		67,831	8,000
Health & Human Svcs Grant	0.50		850	35,763	1,790	8,924		46,477	50,000
Hamilton Pool						6,000		6,000	45,000
Special Events	0.50	0.31	1,495	47,546				47,546	
<b>TOTAL</b>	<b>5.15</b>	<b>0.15</b>	<b>8,217</b>	<b>723,792</b>	<b>49,610</b>	<b>142,315</b>	<b>0</b>	<b>915,717</b>	<b>267,000</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	519,900	623,735	713,465	713,465	723,792
Contract Services	48,859	52,143	45,010	45,010	49,610
Materials and Supplies	131,026	127,240	181,560	172,415	162,315
Administration Applied	(10,046)	(31,138)	(20,000)	(20,000)	(20,000)
Capital Outlay					0
<b>TOTAL</b>	<b>689,739</b>	<b>771,980</b>	<b>920,035</b>	<b>910,890</b>	<b>915,717</b>

**Department Name:** Parks, Recreation and Community Services**Program:** Child Care & Enrichment**Budget:** \$781,132**Personnel Allocation:** 4.83**Revenue:** \$671,450**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, before and after school childcare for school-aged children, dance, Taekwondo, preschool classes, arts programs, summer camps and numerous after-school programs and activities.

**Program Elements**

**Lu Sutton Child Care (LSCC):** PRCS runs a state-licensed program that provides before and after school childcare at Lu Sutton Elementary School during the school year. LSCC is open during most 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-day and full-day (7am – 6pm) camp adventures 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 parents can choose to enhance their children’s experience at camp. Participants can register for any specialty camp at Rancho School, and they will be escorted to and from programs by staff. Specialty camp offerings include robotics, science, art, public speaking, Spanish, Lego engineering, Minecraft and more. Participants can also register for optional 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 Activity Pool with sprays, a water slide and water fountains. 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. PRCS 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 youth classes such as cooking,

photography, movie making, art, video game design, music classes, theater and Taekwondo are offered year round. The Novato School of Dance is located at the Hamilton Community Center throughout the year, which provides ballet, tap and hip hop classes. 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 Tiny Tot and Pre-K programs held at the Lu Sutton Child Care Center and Hamilton Community Center.

**Hamilton Community Center:** Located at 503B South Palm Drive, this community center hosts staff offices, as well as programs and recreational activities for youth and adults. It is home to our robust Novato School of Dance, Hamilton Preschool and a dedicated Taekwondo room which hosts classes and camps. The Hamilton West Wing Auditorium, dance studio, recreation room, art studio and a meeting room are all available for community rentals.

### ***Program Accomplishments FY 2015/16***

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- Childcare & Enrichment programs served youth a total of 6,591 times this year, an increase of 1,100 from the year prior;
- 2,733 children's class registrations were processed, nearly 800 more than the prior year;
- Camp Ton-of-Fun attendance increased by 15% and had an average of 90 participants each week;
- Over 790 people enjoyed theater performances, as either performers or audience members, an increase of 189 from the year prior;
- Enrollment in preschool programs has increased by 25%;
- Lu Sutton Child Care enrollment increased by 30%, and Kindergarten enrollment is the highest it has been in 10 years;
- Several significant facility improvements were made at the Lu Sutton Child Care Center including installation of new vinyl floor, new toilets, new bathroom flooring, new paint and the addition of a storage unit;
- Improved registration procedures for Hamilton and Lu Sutton preschool classes, which resulted in increased communication with parents and improved customer service; and
- Offered a successful and well attended array of youth enrichment programs such as video game design, computer programming, app design, 3D printing, photography and Minecraft.



### ***Program Goals FY 2016/17***

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- Continue to make facility improvements at Hamilton Community Center and Lu Sutton Child Care Center, including new paint, carpet, windows and window treatments;
- Increase program visibility and promotion by creating high quality marketing materials, including new flyers, e-mail notifications, permanent signs, banners and social media content;
- Expand preschool aged programming;
- Continue to improve preschool class registration procedures for parents and staff;
- Improve communication with Public Works maintenance personnel and custodial staff;
- Continue to explore ideas for new youth programs;
- Continue to research methods for increasing program registrations and facility rentals; and
- Retain high quality staff, credentialed teachers and contract instructors.

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**Program: Childcare & Enrichment**

Division Number 6100

**Summary of 2016/17 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	4.83	3.15	14,763	573,879	130,998	76,255		781,132	671,450
<b>TOTAL</b>	<b>4.83</b>	<b>3.15</b>	<b>14,763</b>	<b>573,879</b>	<b>130,998</b>	<b>76,255</b>	<b>0</b>	<b>781,132</b>	<b>671,450</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	514,828	573,741	534,503	574,503	573,879
Contract Services	85,700	69,568	84,990	99,990	130,998
Materials and Supplies	50,334	76,324	67,044	71,354	76,255
Capital Outlay					0
<b>TOTAL</b>	<b>650,862</b>	<b>719,633</b>	<b>686,537</b>	<b>745,847</b>	<b>781,132</b>

**Department Name:** Parks, Recreation and Community Services

**Program:** Museum Administration

**Budget:** \$9,306

**Personnel Allocation:** 0.05

**Revenue:** \$0

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### ***Program Description***

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Museum Administration works closely with the Novato Historical Guild and coordinates with volunteer Facility Managers to manage and operate the City of Novato's two museums: Novato History Museum and Hamilton Field History Museum. 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 Novato History Museum is located in the historic Postmaster's House at 815 DeLong Avenue, and the 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 Novato Historical Guild, a non-profit organization, to operate both museums, and develop historical exhibits and programs. A part-time professional curator position was eliminated in 2012 as a result of City budget reductions. Since then, the Novato Historical Guild has staffed both museums with volunteers to provide tours and visiting hours for both Museums. A partnership with the Guild has been in existence since 1976 when the Novato History Museum first opened, and is now established through a written agreement with the City. Museum volunteers have formed committees to successfully implement exhibits at 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 oversight of museum policies, exhibits and archives management, as well as ensuring Guild volunteers are supported and properly vetted for on-site museum activities and programs. A museum professional is contacted to assist the Guild with specialized training and support as needed.

### ***Program Accomplishments FY 2015/16***

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- 99 volunteers contributed 6,230 hours to help operate the Novato History Museum and Hamilton Field History Museum;
- Converted 92 oral histories from cassette to CD format at a cost of \$6,000;
- Special donation campaign by the Guild was initiated to support conversion costs for the oral history project. Approximately \$3,000 was collected, with the Guild paying for the remaining \$3,000 cost;
- There were 3,776 total museum visitors, an increase of 263 visitors from the previous year;
- Novato History Museum featured a new exhibit detailing the history of the railroad in Novato. The exhibit will continue into 2017 in recognition of the SMART train re-starting rail service; and
- California Parks and Recreation Society, District I awarded the Novato Historical Guild a community service award for their volunteer efforts that make the ongoing operation and management of Novato's museums possible, and in recognition of their extraordinary contribution to the community.

***Program Goals FY 2016/17***

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- Develop a self-guided Downtown Novato walking tour brochure that incorporates stops at the twelve building sites supported by the City's historic wayfinding signs. Reach out to the Chamber of Commerce Tourism Committee to seek support for professional brochure design and coordination;
- Work with the Novato Museums Association to promote community awareness of Novato's six diverse Museums;
- Continue work on oral history cataloguing and access program; and
- Create a catalogue of all archived items to make research, location and identification of resources more accessible to docents and the public.



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**Program: Museum Administration**

Division Number 6200

**Summary of 2016/17 Resources Used by Program Element:**

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<b>Program Elements:</b>									
Museum Administration	0.05		85	9,046		260		9,306	
<b>TOTAL</b>	<b>0.05</b>	<b>0.00</b>	<b>85</b>	<b>9,046</b>	<b>0</b>	<b>260</b>	<b>0</b>	<b>9,306</b>	<b>0</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	16,451	8,327	8,953	8,953	9,046
Contract Services			0	0	0
Materials and Supplies			260	260	260
Capital Outlay					0
<b>TOTAL</b>	<b>16,451</b>	<b>8,327</b>	<b>9,213</b>	<b>9,213</b>	<b>9,306</b>

**Department Name:** Parks, Recreation and Community Services

**Program:** Senior Citizens

**Budget:** \$347,123

**Personnel Allocation:** 2.58

**Revenue:** \$190,500

***Program Description***

**Program Management:** The Senior Citizens program oversees senior and adult enrichment classes, programs, lectures, educational workshops, special events and services. Activities are primarily located at the Margaret Todd Senior Center (MTSC), at 1560 Hill Road. Center programs are focused on wellness, community engagement, lifelong learning and healthy aging. Volunteer and enrichment opportunities, services and collaboration with other senior-serving organizations are at the heart of the Senior Citizens program. In cooperation with the Novato Independent Elders Program (NIEP), located on-site at MTSC, resource referral and on-site services such as blood pressure checks, 3-days per week congregate meal site, legal services, prescription drug drop-off and more are available at the Center.

MTSC hosts several special community events throughout the year, including the Holiday Crafts Faire, big band dances, two community flea markets and other seasonal activities. Monthly special events designed for MTSC members include barbeques, themed dinners and ice cream socials throughout the year. Topical initiatives are also designed to create community and engage MTSC members. Examples include special displays and recognitions of Older Americans Month, Veterans Day, photos and life stories. MTSC staff participate annually in the Marin County Senior Information Fair, which is dedicated to providing information and resources for seniors, their families and caregivers.



The Senior Citizen Financial Assistance program provides funding for qualified 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 rentals at Novato City Hall.

The Novato Senior Citizens Club (NSCC) is a non-profit organization that provides social opportunities for adults 50+. NSCC is sponsored by the City of Novato and coordinates with center staff to offer a monthly newsletter, trips, special events, Sunday brunches, bingo and other fundraising activities that help support their programs. NSCC 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 MTSC through an agreement with the City. NIEP develops programs that provide services to older adults and supports the independence of seniors, focusing on the frail, isolated and non-English speaking. MTSC membership is required to participate in many NIEP programs.

**Classes:** MTSC staff organizes on-going specialty classes and drop-in programs such as duplicate and party bridge games, Mah Jongg, billiards, poker and bocce. Social, recreational and educational needs are addressed through enrichment programs including arts classes, fitness, dance, sewing and computer

classes. New programs are added in response to trends, and as participant interests develop. Through NIEP, multicultural services and programs including potlucks, educational speakers, special events, citizenship classes, English as a Second Language classes and more are available at MTSC.

***Program Accomplishments FY 15/16***

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- Served Novato's older adults a total of 73,111 times through various programs, classes and events;
- Adults and seniors attended drop-in classes a total of nearly 18,000 times, and nearly 2,000 adults pre-registered for classes;
- The City sponsors the NSCC to broaden senior programming and increase social and volunteer opportunities for older adults. Club activities served:
  - 2,852 adults attended NSCC meetings
  - 2,760 adults participated in Sunday Bingo
  - 1,5152 adults attended Monday Bridge;
- The partnership with the Episcopal Senior Communities for Novato Independent Elders Program continues to successfully serve thousands of Novato's older adults:
  - Nearly 2,000 people participated in NIEP's drop-in services, including blood pressure clinics, caregiver support groups and victim witness protection
  - 732 participants attended NIEP special events and educational workshops at MTSC on issues such as hearing and vision loss, diabetes and heart disease, fall prevention and memory loss, this was an increase of nearly 300 participants from the year prior;
- The Fall Bridge Tournament raised \$1,072 to help support MTSC;
- Participated on the Steering Committee for the Marin County Senior Information Fair;
- MTSC hosted a booth at the Marin County Senior Information Fair, which had 4,500 attendees in 2015;
- In 2016, MTSC staff coordinated an initiative called "Love Stories" that took place during the month of February. Seniors were invited to bring photos and life stories to share in a special lobby display;
- LED lights were installed in the MTSC auditorium;
- The SF Marin Food Bank food drive generated 51 pounds of food;
- Approximately 1,500 people attended the annual Holiday Crafts Faire;
- Began offering the following new classes: Tai Chi, Chair Aerobics, iPhone/iPad 1, iPhone/iPad II, Qi Gong and Managing Stress;
- NIEP hosted a Health Services Fair, which had 106 participants;
- The Novato Senior Citizens Club Sponsorship Agreement was finalized and signed; and
- Hosted successful Summer Kickoff Barbeque with NIEP and Good Earth with 110 participants.

***Program Goals FY 2016/17***

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- Continue supporting Novato seniors by providing recreational, social and educational programs and information and referral services that support independence and help seniors to remain active and engaged in their community;
- Support excellent customer service through continuing education and professional development opportunities for staff;
- Participate in process of developing the Hill Master Plan to ensure that seniors needs are met;
- Continue to provide and develop community events monthly, including new events such as the Afternoon Tea in Paris and Labor Day Barbeque, while maintaining well-known existing events such as two annual Flea Markets and the Holiday Crafts Faire;
- Develop expanded programming for adults that is offered during both daytime and evening hours to reach a broader market and greater diversity of Novato seniors;
- Replace kitchen equipment and complete renovation of MTSC facility with paint and carpeting;

- Work collaboratively with the Novato Senior Citizens Club to assure successful and well-planned activities, and to assist them as requested in developing budgeting and financial monitoring tools; and
- Work with Episcopal Senior Communities to continue providing programs and services through the Novato Independent Elders Program at the Margaret Todd Senior Center.

**Program: Senior Citizens**

Division Number 6300

**Summary of 2016/17 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	195,097	1,826	17,055		213,978	57,500
Senior Classes	0.63	0.96	3,068	85,460	47,685			133,145	133,000
<b>TOTAL</b>	<b>2.58</b>	<b>1.29</b>	<b>7,069</b>	<b>280,557</b>	<b>49,511</b>	<b>17,055</b>	<b>0</b>	<b>347,123</b>	<b>190,500</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
	<b>Program Inputs:</b>				
Personnel Services	229,050	247,280	282,164	282,164	280,557
Contract Services	44,316	46,676	34,511	49,511	49,511
Materials and Supplies	18,197	16,830	17,926	17,926	17,055
Capital Outlay					0
<b>TOTAL</b>	<b>291,563</b>	<b>310,786</b>	<b>334,601</b>	<b>349,601</b>	<b>347,123</b>

**Department Name:** Parks, Recreation and Community Services

**Program:** Athletics

**Budget:** \$1,383,550

**Personnel Allocation:** 9.14

**Revenue:** \$1,165,240

***Program Description***

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 basic 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 manages athletic facility rentals throughout the year.

***Program Elements***

**Children’s Athletics:** Year-round recreational and instructional sports programs are offered for youth ages 3 to 12. Programs include basketball leagues, flag football leagues and soccer, baseball, basketball, lacrosse, tennis and football sports camps. Basketball and flag football leagues are coached by community volunteers. Programs for children emphasize 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 and high school students, such as babysitting safety. Teen programs also include 6<sup>th</sup> Grade Recreation Nights, pre-teen 4<sup>th</sup> and 5<sup>th</sup> Grade Recreation Nights and other age appropriate special events. Teen Athletics includes basketball leagues, flag football leagues and sports camps. 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 during the summer, several special events, gymnastics meets, a recreational and preschool show and private lessons.

**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.

### ***Program Accomplishments FY 2015/16***

#### **Gymnastics Accomplishments:**

- Nearly 6,000 youth participated in gymnastics classes and camps;
- Nearly 900 athletes participated in city-sponsored gymnastics meets;
- Approximately 15,000 spectators attended gymnastics classes and special events;
- Expanded Saturday morning gymnastics classes by 20%;
- The 2016 Novato Spring Classic Gymnastics Meet had 574 participants from Northern California, this multi-day event was the largest meet in Novato Gymnastics' history;
- The Novato Gymnastics Team qualified 25 compulsory level gymnasts to State Championships, and Novato gymnasts earned first place in floor exercise, vault and beam;
- The Novato Gymnastics Team qualified 12 optional level gymnasts to State Championships and 8 gymnasts to Regional Championships;
- Nine gymnastics staff members attended the 2015 USA Gymnastics Regional Congress in San Jose, where they attended informational sessions instructed by the nation's top gymnastics experts; and
- Gymnastics staff made significant improvements to the Preschool Gymnastics Program, including updating curriculum and take-home materials, improving marketing materials and increasing staff training.



#### **Athletics Accomplishments:**

- Over 1,200 youth participated in athletic camps and classes;
- 2,545 adults participated in adult athletic leagues;
- 861 youth participated in youth basketball, which is a 12% increase from the prior year;
- 86 teams participated in adult coed volleyball;
- 71 teams participated in adult basketball;
- Over 2,000 games were played in our athletic leagues;
- A new partnership with North Bay Basketball Academy was created to expand youth basketball programs in Novato;
- Recreational Gymnastics classes offered on Saturdays increased by 20%;
- The second season of Kindergarten basketball participation increased by 75%;
- Mini Soccer participation increased by 33%;
- City athletic fields supported nearly 7,200 hours of use. Nearly 3,200 hours were dedicated to PRCS camps and classes; 4,000 hours were dedicated to community use (primarily youth sports groups);
- City gymnasiums were rented for nearly 9,000 hours to community athletic groups;
- Field lights and scoreboards were replaced at IVC Athletic Fields;
- Replaced HVAC, scoreboards and installed new curtain divider at Hill Gymnasium;
- Replaced sinks, drinking fountains and water bottle refill stations at the Gymnastics Center, Downtown Recreation Center and Hill Gymnasium;
- Created several new athletic programs including 4<sup>th</sup>-6<sup>th</sup> Grade Summer Recreation Nights, a Teen Ultimate Frisbee League, Free Throw Championship and a "Basketball 101" developmental class;



- Created a Girls Varsity Basketball Summer League; and
- Started new partnership with “Amazing Athletes” program to provide 3–6 year olds with a developmental sports and fitness program.

***Program Goals FY 2016/17***

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- Hire and train additional staff to adequately maintain current program offerings;
- Provide additional staff training and development opportunities;
- Create more program offerings during school holidays;
- Revitalize and improve the Boys Recreational Gymnastics Program to increase enrollment and retention rates; and
- Utilize creative marketing strategies to engage and educate the Novato community on the benefits of movement education, participation in athletics and physical activity.

**Program: Athletics**  
Division Number 6800

**Summary of 2016/17 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	577,156	30,000	103,144		710,300	526,140
Gymnastics	5.65	4.22	18,383	625,336	1,751	46,163		673,250	639,100
<b>TOTAL</b>	<b>9.14</b>	<b>12.40</b>	<b>41,330</b>	<b>1,202,492</b>	<b>31,751</b>	<b>149,307</b>	<b>0</b>	<b>1,383,550</b>	<b>1,165,240</b>

	Previous Actual 2013/14	Previous Actual 2014/15	Adopted Budget 2015/16	Final Budget 2015/16	Adopted Budget 2016/17
<b>Program Inputs:</b>					
Personnel Services	1,165,755	1,196,413	1,213,640	1,263,640	1,202,492
Contract Services	57,797	72,767	56,751	56,751	31,751
Materials and Supplies	156,825	163,078	146,958	146,738	149,307
Capital Outlay					0
<b>TOTAL</b>	<b>1,380,377</b>	<b>1,432,258</b>	<b>1,417,349</b>	<b>1,467,129</b>	<b>1,383,550</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.

**Marin County Street Improvement (VRF)** – Accounts for funds for street improvement projects from a \$10 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 (TAM) 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 are being received for a nine year period.

**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 (adjusted by CPI) is coming 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 2014/15, an annual transfer of \$545,000 (adjusted by CPI) is coming 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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	(370,706)	(383,268)	(391,039)	(391,039)
Revenues				
Intergovernmental				
Other	89,827	52,039	2,400	562,369
<b>Subtotal Revenues</b>	<u>89,827</u>	<u>52,039</u>	<u>2,400</u>	<u>562,369</u>
Transfers In:				
General Fund	6,454,171	238,622	244,347	561,294
Other Funds	4,185,367	3,657,173	4,488,358	17,882,895
<b>TOTAL FINANCING AVAILABLE</b>	<u>10,358,659</u>	<u>3,564,566</u>	<u>4,344,066</u>	<u>18,615,519</u>
Expenditures	10,629,620	3,955,605	4,735,105	3,272,125
Carryovers from Prior Year				15,734,433
Transfers Out				
Other	112,307			
<b>Total Expenditures &amp; Transfers Out</b>	<u>10,741,927</u>	<u>3,955,605</u>	<u>4,735,105</u>	<u>19,006,558</u>
<b>Fund Balance - End Fiscal Year</b>	<u>(383,268)</u>	<u>(391,039)</u>	<u>(391,039)</u>	<u>(391,039)</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	600,035	0	0	0
Revenues				
Investment Earnings				
Bond Proceeds				
Other				
<b>Subtotal Revenues</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers In:				
Chapter 27 Assessment				
<b>TOTAL FINANCING AVAILABLE</b>	<u>600,035</u>	<u>0</u>	<u>0</u>	<u>0</u>
Expenditures				
Transfers Out:				
General Fund	600,035			
Chapter 27 Assessments				
Capital Projects Fund				
<b>Total Expenditures &amp; Transfers Out</b>	<u>600,035</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 308 - Marin County Street Improvement (VRF) Fund**

This fund accounts for funds allocated for street improvement projects from a \$10 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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	0	405,527	196,470	2,853
Revenues				
Investment Earnings	210	1,993	650	1,000
Intergovernmental Revenue	405,317			456,206
<b>Subtotal Revenues</b>	<u>405,527</u>	<u>1,993</u>	<u>650</u>	<u>457,206</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>405,527</u>	<u>407,520</u>	<u>197,120</u>	<u>460,059</u>
Expenditures				
Transfers Out:				
Capital Projects Fund		211,050	194,267	0
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>211,050</u>	<u>194,267</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>405,527</u>	<u>196,470</u>	<u>2,853</u>	<u>460,059</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	1,289,861	1,060,334	1,457,353	1,519,353
Revenues				
Investment Earnings	4,550	5,605	11,000	11,500
Intergovernmental Revenue	483,011	657,209	552,175	1,063,010
Other				
<b>Subtotal Revenues</b>	<u>487,561</u>	<u>662,814</u>	<u>563,175</u>	<u>1,074,510</u>
Transfers In:				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>1,777,422</u>	<u>1,723,148</u>	<u>2,020,528</u>	<u>2,593,863</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	717,088	265,795	501,175	2,546,855
<b>Total Expenditures &amp; Transfers Out</b>	<u>717,088</u>	<u>265,795</u>	<u>501,175</u>	<u>2,546,855</u>
<b>Fund Balance - End Fiscal Year</b>	<u>1,060,334</u>	<u>1,457,353</u>	<u>1,519,353</u>	<u>47,008</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	0	203,235	439,662	519,186
Revenues				
Investment Earnings		1,802	2,400	2,500
Intergovernmental Revenue	203,235	376,080	384,922	389,190
Other				
<b>Subtotal Revenues</b>	<b>203,235</b>	<b>377,882</b>	<b>387,322</b>	<b>391,690</b>
Transfers In:				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<b>203,235</b>	<b>581,117</b>	<b>826,984</b>	<b>910,876</b>
Expenditures		100,571	180,000	256,046
Transfers Out:				
General Fund		40,884	25,000	
Capital Projects Fund			96,576	393,583
Pension Obligation Bonds			6,222	6,411
<b>Total Expenditures &amp; Transfers Out</b>	<b>0</b>	<b>141,455</b>	<b>307,798</b>	<b>656,040</b>
<b>Fund Balance - End Fiscal Year</b>	<b>203,235</b>	<b>439,662</b>	<b>519,186</b>	<b>254,836</b>

**Summary of 2016/17 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	2.50	5,200	204,546	29,000	22,500	399,994	656,040	391,690
<b>TOTAL</b>	<b>2.50</b>	<b>5,200</b>	<b>204,546</b>	<b>29,000</b>	<b>22,500</b>	<b>399,994</b>	<b>656,040</b>	<b>391,690</b>

**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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	235,805	136,838	132,634	133,434
Revenues				
Investment Earnings	1,033	676	800	810
Other				
<b>Subtotal Revenues</b>	<u>1,033</u>	<u>676</u>	<u>800</u>	<u>810</u>
Transfers In				
Capital Projects				
<b>TOTAL FINANCING AVAILABLE</b>	<u>236,838</u>	<u>137,514</u>	<u>133,434</u>	<u>134,244</u>
Expenditures				
Transfers Out				
General Fund				
Capital Projects	100,000	4,880	0	32,920
Interfund Loan-General Fund				
<b>Total Expenditures &amp; Transfers Out</b>	<u>100,000</u>	<u>4,880</u>	<u>0</u>	<u>32,920</u>
<b>Fund Balance - End Fiscal Year</b>	<u>136,838</u>	<u>132,634</u>	<u>133,434</u>	<u>101,324</u>

**Fund 321 - Clean Storm Water Capital Improvement Projects**

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

	<b>Previous Actual 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	300,133	341,948	250,594	200,522
Revenues				
Investment Earnings	1,415	1,678	1,500	1,550
Developer in Lieu Fees				
Other				
<b>Subtotal Revenues</b>	<u>1,415</u>	<u>1,678</u>	<u>1,500</u>	<u>1,550</u>
Transfers In:				
Clean Storm Water Fund	45,000	45,000	45,000	45,000
<b>TOTAL FINANCING AVAILABLE</b>	<u>346,548</u>	<u>388,626</u>	<u>297,094</u>	<u>247,072</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	4,600	138,032	96,572	93,028
<b>Total Expenditures &amp; Transfers Out</b>	<u>4,600</u>	<u>138,032</u>	<u>96,572</u>	<u>93,028</u>
<b>Fund Balance - End Fiscal Year</b>	<u>341,948</u>	<u>250,594</u>	<u>200,522</u>	<u>154,044</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	282,335	261,031	260,969	262,519
Revenues				
Investment Earnings	1,231	1,318	1,550	1,600
Other				
<b>Subtotal Revenues</b>	<u>1,231</u>	<u>1,318</u>	<u>1,550</u>	<u>1,600</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>283,566</u>	<u>262,349</u>	<u>262,519</u>	<u>264,119</u>
Expenditures				
Transfers Out				
Capital Projects	22,535	1,380	0	0
<b>Total Expenditures &amp; Transfers Out</b>	<u>22,535</u>	<u>1,380</u>	<u>0</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>261,031</u>	<u>260,969</u>	<u>262,519</u>	<u>264,119</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	362,913	509,725	748,645	1,003,816
Revenues				
Investment Earnings	2,208	3,190	5,750	5,850
Other	45,332	26,204	2,550	
<b>Subtotal Revenues</b>	<u>47,540</u>	<u>29,394</u>	<u>8,300</u>	<u>5,850</u>
Transfers In				
General Fund	300,000	545,000	558,625	572,600
<b>TOTAL FINANCING AVAILABLE</b>	<u>710,453</u>	<u>1,084,119</u>	<u>1,315,570</u>	<u>1,582,266</u>
Expenditures				
Transfers Out				
Capital Projects	200,728	335,474	311,754	1,474,184
<b>Total Expenditures &amp; Transfers Out</b>	<u>200,728</u>	<u>335,474</u>	<u>311,754</u>	<u>1,474,184</u>
<b>Fund Balance - End Fiscal Year</b>	<u>509,725</u>	<u>748,645</u>	<u>1,003,816</u>	<u>108,082</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 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	0	0	453,018	736,352
Revenues				
Investment Earnings		1,269	3,400	3,450
<b>Subtotal Revenues</b>	<u>0</u>	<u>1,269</u>	<u>3,400</u>	<u>3,450</u>
Transfers In				
General Fund		545,000	558,625	572,600
<b>TOTAL FINANCING AVAILABLE</b>	<u>0</u>	<u>546,269</u>	<u>1,015,043</u>	<u>1,312,402</u>
Expenditures				
Transfers Out				
Capital Projects		93,251	278,691	1,132,016
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>93,251</u>	<u>278,691</u>	<u>1,132,016</u>
<b>Fund Balance - End Fiscal Year</b>	<u>0</u>	<u>453,018</u>	<u>736,352</u>	<u>180,386</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	12,699,950	11,709,460	11,870,351	12,248,492
Revenues				
Investment Earnings	52,756	59,484	72,000	74,000
Developer in Lieu Fees				
- Streets & Intersections	124,263	216,441	300,000	820,235
- Recreational & Cultural Facilities	73,066	118,565	115,000	483,225
- Civic Facilities	13,700	22,976	28,000	98,560
- Transit/Bicycle Facilities	4,216	7,393	12,500	28,190
- Corporation Yard	2,734	4,649	6,000	17,555
- General Governmental Systems	6,257	9,996	11,000	42,750
- Open Space	15,684	27,572	30,000	118,930
- Drainage	29,774	51,925	50,000	118,990
<b>Subtotal Revenues</b>	<b>322,450</b>	<b>519,001</b>	<b>624,500</b>	<b>1,802,435</b>
<b>TOTAL FINANCING AVAILABLE</b>	<b>13,022,400</b>	<b>12,228,461</b>	<b>12,494,851</b>	<b>14,050,927</b>
Expenditures				450,000
Transfers Out:				
General Fund	99,273	358,110	78,360	75,026
Capital Projects Fund	1,213,667		167,999	1,501,275
<b>Total Expenditures &amp; Transfers Out</b>	<b>1,312,940</b>	<b>358,110</b>	<b>246,359</b>	<b>2,026,301</b>
<b>Fund Balance - End Fiscal Year</b>	<b>11,709,460</b>	<b>11,870,351</b>	<b>12,248,492</b>	<b>12,024,626</b>
<b>Reserved for Long-Term Obligations</b>	<b>(117,857)</b>	<b>(117,857)</b>	<b>(117,864)</b>	<b>(117,871)</b>
<b>Available Funds - End Fiscal Year</b>	<b>11,591,603</b>	<b>11,752,494</b>	<b>12,130,628</b>	<b>11,906,755</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.

	<b>Previous Actual 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	801,445	711,581	425,315	426,670
Revenues				
Investment Earnings	3,466	2,639	2,500	2,550
<b>Subtotal Revenues</b>	<u>3,466</u>	<u>2,639</u>	<u>2,500</u>	<u>2,550</u>
Transfers In:				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>804,911</u>	<u>714,220</u>	<u>427,815</u>	<u>429,220</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	93,330	288,905	1,145	161,000
<b>Total Expenditures &amp; Transfers Out</b>	<u>93,330</u>	<u>288,905</u>	<u>1,145</u>	<u>161,000</u>
<b>Fund Balance - End Fiscal Year</b>	<u>711,581</u>	<u>425,315</u>	<u>426,670</u>	<u>268,220</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	(474,637)	(384,507)	765,885	783,915
Revenues				
Investment Earnings	4,377	5,102	5,500	5,550
Rental Income	195,372	37,363	38,250	38,870
Equity Transfer/Measure F		1,141,581		
Loan Proceeds				
<b>Subtotal Revenues</b>	<u>199,749</u>	<u>1,184,046</u>	<u>43,750</u>	<u>44,420</u>
Transfers In				
Hamilton Art Center				270,000
<b>TOTAL FINANCING AVAILABLE</b>	<u>(274,888)</u>	<u>799,539</u>	<u>809,635</u>	<u>1,098,335</u>
Expenditures				
Expenditures	96,619	20,654	12,720	12,100
Transfers Out:				
General Fund	13,000	13,000	13,000	13,000
Capital Projects Fund				2,400,000
<b>Total Expenditures &amp; Transfers Out</b>	<u>109,619</u>	<u>33,654</u>	<u>25,720</u>	<u>2,425,100</u>
<b>Fund Balance - End Fiscal Year</b>	<u>(384,507)</u>	<u>765,885</u>	<u>783,915</u>	<u>(1,326,765)</u>
<b>Reserved for Long-Term Obligations</b>	1,405,000	270,000	270,000	2,200,000
<b>Available Funds - End Fiscal Year</b>	<u>1,020,493</u>	<u>1,035,885</u>	<u>1,053,915</u>	<u>873,235</u>

**Long-Term Obligations:**

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



# Capital Improvement Program

## Five-Year Capital Improvement Program Fiscal Years 2016/17-20/21

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 2016/17 (including carryover)	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	
101	<b>General Fund</b>	561,294					561,294
	11-005 City Administrative Offices						
	11-013 Streamlining & Service Improvements						
	<b>Special Revenue Funds:</b>						
201	Measure F	3,571,871	45,000				3,616,871
	11-012 Technology Planning & Efficiency						
	14-009 Synthetic Turf Fields Research & Installation						
	15-010 Streetlight Project Phase 3						
	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)	257,627	412,400				670,027
	01-005 Hill Recreation Area Site Planning						
	14-008 Old Hamilton Gym Determination						
235	Art in Public Places	38,901					38,901
	11-019 Public Art Projects						
241	Hamilton Community Facilities District	624,178					624,178
	12-017 Hamilton Levee Seepage Collection, Ph II						
251	Chapter 27 Assessments	6,920					6,920
	02-008 Sherman Ave/Cain Lane Improvements						
272	Gas Tax	1,136,247	283,647	100,000	130,000	100,000	1,749,894
	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 & Group 1 Repairs						
	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						
	17-005 ADA ROW Transition Plan						
	17-006 Novato Blvd. Multi Use Path - Sutro to Stafford Lake						
	17-007 Novato Bridge Improvements - Group 1						
	18-001 Measure A Group 10 Pavement Rehabilitation						
	19-001 Measure A Group 11 Pavement Rehabilitation						
	20-001 Measure A Group 12 Pavement Rehabilitation						
283	State Grants	357,252					357,252
	16-013 Lamont Avenue Bike Lanes						
284	Federal Grants Fund	1,715,617	1,417,456				3,133,073
	09-003 Grant Ave Bridge						
	13-003 DeLong/Ignacio Interchange Resurfacing						
	13-009 Olive Ave Class 2 Bike Lane						
	16-013 Lamont Avenue Bike Lanes						
298	Self-Insurance	56,055					56,055
	11-012 Technology Planning & Efficiency						
	11-013 Streamlining & Service Improvements						
299	Emergency and Disaster Response Reserve	5,746					5,746
	11-012 Technology Planning & Efficiency						
<b>Total Special Revenue Funds</b>		<b>8,118,034</b>	<b>2,158,503</b>	<b>263,350</b>	<b>130,000</b>	<b>426,700</b>	<b>11,096,587</b>



# Capital Improvement Program

## Five-Year Capital Improvement Program Fiscal Years 2016/17-20/21

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 2016/17 (including carryover)	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	
<b>Capital Project Funds:</b>							
308	Marin County Street Improvements 15-013 SMART Access Improvements 15-017 Vineyard Road Improvements 16-008 SP2S Crosswalk Improvements 2015 16-009 SP2S Radar Speed Feedback Signs	-	456,206			450,000	906,206
309	Measure A Street Projects 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 15-017 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 20-001 Measure A Group 12 Pavement Rehabilitation	2,546,855	678,080	1,630,000	7,530,847	550,000	12,935,782
310	Parks Measure A 15-004 Bahia Parks Playground Construction 15-005 Dogbone Meadow Renovations	393,583	194,718				588,301
319	Civic Center 11-006 Civic Center Planning	32,920					32,920
321	Clean Storm Water Capital Improvement 97-001 Olive Avenue Improvements Phase 3 98-008 Storm Drain Master Plan 14-003 Corp. Yard Phase 2 Planning	93,028	45,000				138,028
323	Facilities Long-Term Maintenance 12-013 Community Facility Signage 15-002 Civic Facilities Deferred Maintenance 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 16-007 Reservoir Hill Vista Trail & Scottsdale Marsh 17-002 Accessibility Enhancements Municipal Facilities (FY 16/17-20/21) 17-003 Accessibility Enhancements Community Facilities (FY 16/17-20/21) 17-004 Hoog Park ADA and Playground Improvements	1,474,184	40,000	40,000	40,000	40,000	1,634,184
324	Infrastructure Long-Term Maintenance 14-007 Retaining Wall Assessment & Group 1 Repairs 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 20-001 Measure A Group 12 Pavement Rehabilitation	1,132,016	300,000	300,000	300,000	300,000	2,332,016
325	Restricted Revenue 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 15-017 Vineyard Road Improvements	520,430	200,000				720,430



# Capital Improvement Program

## Five-Year Capital Improvement Program Fiscal Years 2016/17-20/21

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 2016/17 (including carryover)	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	
<b>Capital Project Funds:</b>							
327	Development Impact Fees:						
	Streets & Intersections	667,966	613,145	4,566,246	1,534,845		7,382,202
	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	537,826	489,061				1,026,887
	01-005 Hill Recreation Area Site Planning						
	14-009 Synthetic Turf Fields Research & Installation						
	16-012 Hill Rec Area Phase I Const / Parking & Bocce						
	Civic Facilities	26,065					26,065
	11-006 Civic Center Planning						
	14-002 Downtown Depot Parking Lot Phase 1						
	Drainage	269,418					269,418
	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	161,000					161,000
	01-005 Hill Recreation Area Site Planning						
	16-005 Downtown Recreation / Gymnastics Center Roof						
	16-006 Downtown Recreation / Gymnastics Center Maint.						
450	NPFA Capital Projects	2,400,000					2,400,000
	16-014 Downtown SMART Station Phase 1						
	<b>Total Capital Projects Funds</b>	<b>10,255,291</b>	<b>3,016,210</b>	<b>6,536,246</b>	<b>9,405,692</b>	<b>1,340,000</b>	<b>30,553,439</b>
<b>Proprietary Funds:</b>							
605	Equipment Replacement	30,000					30,000
	11-012 Technology Planning & Efficiency						
	<b>Total Proprietary Funds</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000</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>19,006,558</b>	<b>5,499,938</b>	<b>7,291,246</b>	<b>9,640,992</b>	<b>2,430,000</b>	<b>43,868,734</b>



# Capital Improvement Program

## Comprehensive Capital Project List

Project		Funding Sources & Uses - FY 2016/17	Prior Years Budgets	New Funding FY 2016/17	Proposed Future Funding				Total
No.	Name				FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	
<b>MUNICIPAL FACILITIES (MUNI)</b>									
11-005	City Offices Under construction; scheduled for completion September 2013, General Fund		15,087,500						15,087,500
11-006	Civic Center Master Planning Determine use of Civic Center campus. Civic Center; DIF Civic		50,000						50,000
14-002	Downtown Depot Parking Lot Phase I Plan and construct basic improvements to former SMART depot site DIF Civic; Parking Improvement		110,000						110,000
14-003	Corporation Yard Phase II Planning Plan and implement stormwater improvements at Corporation Yard Clean Stormwater		70,000		45,000				115,000
15-002	Civic Facilities Deferred Maintenance FY 14/15 Repairs in various buildings identified in Facilities Condition Study Facilities Long-Term Maintenance		147,045						147,045
16-003	Police Department Deferred Maintenance Locker room and flooring replacement Facilities Long-Term Maintenance		200,000	40,000					240,000
17-002	Accessibility Enhancements - Municipal Facilities (FY 16/17-20/21) Continue ADA improvements on municipal facilities as needed Facilities Long-Term Maintenance			20,000	20,000	20,000	20,000	20,000	100,000
<b>PARKS, RECREATION &amp; COMMUNITY FACILITIES (PRCF)</b>									
01-005	Hill Recreation Area Site Planning Develop recreation and parking improvements for site. Quinby; Community Facilities		483,416	200,000	1,096,179				1,779,595
11-019	Public Arts Project Funding Identify additional sites for public art. Art in Public Places		64,616						64,616
14-008	Old Hamilton Gym Determination and Scoping Evaluate and potentially implement repairs needed at old Hamilton Gym Quinby		65,000						65,000
14-009	Synthetic Turf Fields Identify locations for installation of synthetic turf fields; select and install turf Measure F; DIF Parks		1,137,800						1,137,800
15-004	Bahia Parks Playground Construction Replace outdated playground; install benches at five other mini parks Parks Measure A		250,000						250,000
15-005	Dogbone Meadow Renovations 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; Parks Measure A		131,995	168,005					300,000
15-008	MTSC Deferred Building Maintenance Replace acoustical walls and panels; remove dry rot; replace kitchen equipment and carpet Facilities Long Term Maintenance		91,000	250,000					341,000
15-009	Park Facilities Deferred Maintenance Replace park benches; replace fountains at Pioneer, Miwok, Hillside parks; repair asphalt and pathways. Facilities Long Term Maintenance		126,404						126,404
15-018	Hamilton Pool Solar - SEED Fund Install solar power system at Hamilton Pool Measure F		173,438						173,438
16-004	Hamilton Community Center / MTSC Interior improvements, deferred maintenance, interior design scoping Facilities Long-Term Maintenance		120,000	60,000					180,000
16-005	Downtown Recreation / Gymnastics Center Roof Replacement Replace all roofs at complex per Facilities Condition Assessment and site inspection Facilities Long-Term Maintenance; Community Facilities		340,000						340,000
16-006	Downtown Recreation / Gymnastics Center Deferred Maintenance Repaint interior, regrout tiles, replace carpet Community Facilities		30,000						30,000
16-007	Reservoir Hill Vista Trail & Scottsdale Marsh Add decomposed granites to existing path and add interpretive signage Facilities Long-Term Maintenance		26,000	50,000					76,000
16-012	Hill Recreation Area Phase I Construction / Parking & Bocce Create bocce ball facility and expand parking Measure F; DIF Parks		505,689						505,689
17-003	Accessibility Enhancements - Community Facilities FY 16/17-21/22 Improve ADA accessibility at community facilities and parks Facilities Long-Term Maintenance			20,000	20,000	20,000	20,000	20,000	100,000
17-004	Hoog Park ADA and Playground Improvements Replace playground equipment and implement access improvements Facilities Long Term Maintenance			400,000					400,000



# Capital Improvement Program

## Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses - FY 2016/17	Prior Years Budgets	New Funding FY 2016/17	Proposed Future Funding				Total
					FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	
<b>TECHNOLOGY AND ORGANIZATIONAL INVESTMENTS (TOI)</b>									
11-012	Technology Planning & Efficiencies		2,594,100	850,000	45,000				3,489,100
	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	50,000					265,000
	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		752,292						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		443,534						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		486,918	250,000	1,601,103				2,338,021
	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		45,000		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								
12-017	Hamilton Levee Seepage Collection, Phase II		765,000						765,000
	Complete levee toe drain along entirety of levee to prevent neighborhood flooding Hamilton CFD								
13-002	MTC Pavement Management System III		155,000						155,000
	Project scheduled for funding FY 12/13. Gas Tax								
13-003	De Long Ave and Ignacio Blvd Highway Interchange Resurfacing		983,088						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		787,519						787,519
	Provide Class 2 bike lanes on Olive between Samrose and city limits. Grant; Gas Tax								
14-007	Retaining Wall Assessment & Repair / Replacement - Group 1		300,000	185,000					485,000
	Assess retaining walls throughout the city. Repair top three priority walls Gas Tax; Infrastructure Long Term Maint.								



# Capital Improvement Program

## Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses - FY 2016/17	Prior Years Budgets	New Funding FY 2016/17	Proposed Future Funding				Total
					FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	
15-010	Streetlight Project Phase 3	Retrofit all remaining streetlights in the City with energy efficient LED fixtures Measure F	1,200,000						1,200,000
15-013	SMART Access Improvements	Construct access improvements to/from two new SMART stations Marin VRF	100,000						100,000
15-014	Storm Drain Improvements FY 14/15	Implement improvements/repairs identified in storm drain master plan Infrastructure Long Term Maint.; DIF Drainage	187,970	94,120					282,090
15-015	Traffic Signal Improvements Scoping & Preliminary Design	Design, plan and specifications, and grant funding research Measure F	25,000						25,000
15-016	Traffic, Bicycle, Pedestrian Enhancements FY 14/15-21/22	Provide safety enhancements and ADA compliance. Infrastructure Long-Term Maint.; Gas Tax	40,000	20,000					60,000
15-017	Vineyard Road Improvements	Pavement rehabilitation. Project development scheduled for FY 14/15. Gas Tax; Measure A; Marin VRF; Infrastructure Long-Term Maint.; Restricted Rev.	1,055,757						1,055,757
16-001	Measure A Group 8 Pavement Rehabilitation	Project scheduled for funding FY 15/16. Measure A; Gas Tax	652,175	300,000					952,175
16-002	South Novato Blvd. - Diablo to US 101 Preventive Maintenance	Resurface and restripe. Measure A; Gas Tax					150,000		150,000
16-008	SP2S Crosswalk Improvements 2015	Upgrade / install crosswalks at four locations: Ignacio/Laurelwood; Ignacio/Country Club; SNB/Lark; SNB/Yukon Measure F; Marin VRF; Gas Tax; Infrastructure Long-Term Maint.	237,808						237,808
16-009	SP2S Radar Speed Feedback Signs	Install at four locations Marin VRF	24,500						24,500
16-010	SR2S Sidewalk Gap Closures - Arthur and Plum Streets	Gap closure installation of sidewalk Measure F; Measure A	377,606						377,606
16-011	North Redwood Corridor Study	Project study report DIF Streets & Intersections	30,000	60,000					90,000
16-013	Lamont Avenue Bike Lanes	Improve bicycle connectivity between existing bike lanes and proposed SMART multi-use path TDA, TFCA Grants	460,000						460,000
16-014	Downtown SMART Station Phase 1	Inventory and design program for removal of ADA barriers in public right-of-way NPFA	2,400,000						2,400,000
17-001	Measure A Group 9 Pavement Rehabilitation	Project scheduled for funding FY 17/18. Measure A; Gas Tax			1,644,716				1,644,716
17-005	ADA ROW Transition Plan	Inventory and design program for removal of ADA barriers in public right-of-way Gas Tax		100,000					100,000
17-006	Novato Blvd. Multi Use Path - Sutro Avenue to Stafford Lake	Construct class 1 bicycle/pedestrian path. Joint project with County of Marin. Gas Tax		80,000					80,000
17-007	Novato Bridge Improvements - Group 1	Repair/upgrade various bridges in Novato Gas Tax		75,000					75,000
18-001	Measure A Group 10 Pavement Rehabilitation	Project scheduled for funding FY 18/19. Measure A; Gas Tax; Infrastructure Long-Term Maint				950,000			950,000
19-001	Measure A Group 11 Pavement Rehabilitation	Project scheduled for funding FY 19/20. Measure A; Gas Tax; Infrastructure Long-Term Maint					950,000		950,000
20-001	Measure A Group 12 Pavement Rehabilitation	Project scheduled for funding FY 20/21. Measure A; Gas Tax; Infrastructure Long-Term Maint						1,400,000	1,400,000
<b>TOTAL FUNDING ALL PROJECTS</b>			<b>37,125,836</b>	<b>3,272,125</b>	<b>5,499,938</b>	<b>7,291,246</b>	<b>9,640,992</b>	<b>2,430,000</b>	<b>65,260,137</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 FY 16/17-20/21**

Project No.: 17-002

Base Code: 448

Funded

**Project Objective:** To improve accessibility at municipal facilities.

**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 parking.

**Basis for Cost Estimate:** \$20,000 is added to the project on an annual basis for a period of five years. Required funding levels are reevaluated every five years, when a new five-year project is initiated. This project does not pay for ADA improvements at facilities that are subject to a larger CIP projects; those ADA improvements are incorporated into the larger project budget.

**Basis for Schedule:** This is an annual allocation project. Project components are constructed by informal contracts, combined with larger projects or as Maintenance Division day labor projects.

**Revenue Considerations:** The Long Term Maintenance Fund - Facilities is the source for this project.

Project Expenditure	Sub Objects	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
Proj Develop	410	0	5,000	5,000	5,000	5,000	5,000	25,000
Construction	430	0	12,500	12,500	12,500	12,500	12,500	62,500
Construction Mgt	440	0	2,500	2,500	2,500	2,500	2,500	12,500
<b>TOTAL</b>		0	20,000	20,000	20,000	20,000	20,000	100,000

Funding Source	Sub Objects	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
LTM Facilities (323)	410	0	5,000	5,000	5,000	5,000	5,000	25,000
LTM Facilities (323)	430	0	12,500	12,500	12,500	12,500	12,500	62,500
LTM Facilities (323)	440	0	2,500	2,500	2,500	2,500	2,500	12,500
<b>TOTAL</b>		0	20,000	20,000	20,000	20,000	20,000	100,000
CARRYOVER		0						



**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. Fairlure to reach an agreement on final billing with Contractor has prevented closing out the project.

**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 16/17	16/17	17/18	18/19	19/20	20/21	Total
Proj Develop	410	1,615,371						1,615,371
Construction	430	11,024,418	472,592					11,497,010
Construction Mgt	440	1,483,503	50,000					1,533,503
Equip/Furnish	450	441,616	0					441,616
<b>TOTAL</b>		14,564,908	522,592	0	0	0	0	15,087,500

Funding Source	Sub Objects	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
General Fund (101)	410	1,612,903	2,468					1,615,371
General Fund (101)	430	11,496,271	(99,261)					11,397,010
Civic Center Fund (319)	430	100,000						100,000
General Fund (101)	440	1,440,000	93,503					1,533,503
General Fund (101)	450	438,326	3,290					441,616
<b>TOTAL</b>		15,087,500	0	0	0	0	0	15,087,500
CARRYOVER		522,592						



**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 20,000 sf Administrative Offices at 922 Machin Avenue across from the Police Building. Remaining on the site are the Community House at 908 Machin Avenue and the smaller structures at 900, 908, and 917 Sherman Avenue. Except for the Police building, the renovated Council 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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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 Group 2**

**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:** work started in FY 14/15, continued through FY 15/16, and should be completed in FY 16/17.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	8,500	6,500					15,000
Construction	430	115,945	7,727					123,672
Construction Mgt	440	0	10,000					10,000
<b>TOTAL</b>		<b>124,445</b>	<b>24,227</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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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>
<b>CARRYOVER</b>		<b>24,227</b>						



**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:** Preliminary work was completed in FY 14/15 including a SWPPP and identification of needs. Additional work is scheduled for FY 17/18.

**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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	38,537		11,463				50,000
Construction	430			60,000				60,000
Construction Mgt	440			5,000				5,000
<b>TOTAL</b>		38,537	0	76,463	0	0	0	115,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Clean Storm Water (321)	410	30,000	8,537	11,463				50,000
Clean Storm Water (321)	430	35,000	(8,537)	33,537				60,000
Clean Storm Water (321)	440	5,000		0				5,000
<b>TOTAL</b>		70,000	0	45,000	0	0	0	115,000
<b>CARRYOVER</b>		31,463						

**Downtown SMART Station Phase 3**

**Project No.: 14-002**

**448**

***Partially Funded***

**Project Objective:** To plan and construct basic parking lot improvements to the former SMART train depot site to support the proposed Downtown SMART Station.

**Project Description and Background:** In 2013 the City negotiated a land swap with SMART that included the city obtaining the former downtown train depot lot at the corner of Grant Avenue and Railroad Avenue. SMART retains an easement on a portion of the site to construct a multi-use path across the western boundary of the parcel. In early 2016 the City Council approved funding the first phase of improvements for a downtown SMART station adjacent to the depot lot. The exact scope of the development of this lot is yet to be determined.

**Basis for Cost Estimate:** Staff estimates are based on engineer's cost estimate for development of the site as a parking lot to City standards.

**Basis for Schedule:** Project development is being coordinated with SMART's progress and development of the Downtown SMART station.

**Revenue Considerations:** The Development Impact Fee (DIF) - Civic Facilities fund will provide partial funding along with a required match from the Parking Improvement Fund. Funding for the improvements has not been identified

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	11,318	60,682					72,000
Construction	430	9,893	383,107					393,000
Construction Mgt	440	0	35,000					35,000
<b>TOTAL</b>		<b>21,211</b>	<b>478,789</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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
<b>TOTAL</b>		<b>110,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110,000</b>
CARRYOVER		88,789						



**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. Additional funds are being programmed in 16/17 to account for additional anticipated construction costs identified during project development

**Basis for Schedule:** Project development is anticipated in the first two quarters of 15/16, followed by construction 2016.

**Revenue Considerations:** Facilities Long Term Maintenance is the proposed funding source for this

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	26,030	20,000					46,030
Construction	430	1,338	170,000					171,338
Construction Mgt	440	0	10,000					10,000
Equip/Furnish	450	3,410						3,410
<b>TOTAL</b>		<b>30,778</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>230,778</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Facilities LTM (323)	410	20,000	10,000					30,000
Facilities LTM (323)	430	170,000	26,590					196,590
Facilities LTM (323)	440	10,000						10,000
Facilities LTM (323)	450	0	3,410					3,410
<b>TOTAL</b>		<b>200,000</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>240,000</b>
CARRYOVER		169,222						



**Parks, Recreation & Community Facilities  
Alphabetical Project Summary Index**

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**Accessibility Enhancements Community Facilities FY 16/17-20/21**

Project No.: 17-003

Base Code: 456

**Funded**

**Project Objective:** To improve accessibility at community facilities and parks.

**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:** \$20,000 is added to the project on an annual basis for a period of five years. Required funding levels are reevaluated every five years, when a new five-year project is initiated. This project does not pay for ADA improvements at facilities and parks that are subject to a larger CIP projects; those ADA improvements are incorporated into the larger project budget.

**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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	0	5,000	5,000	5,000	5,000	5,000	25,000
Construction	430	0	12,500	12,500	12,500	12,500	12,500	62,500
Construction Mgt	440	0	2,500	2,500	2,500	2,500	2,500	12,500
<b>TOTAL</b>		0	20,000	20,000	20,000	20,000	20,000	100,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
LTM Facilities (323)	410	0	5,000	5,000	5,000	5,000	5,000	25,000
LTM Facilities (323)	430	0	12,500	12,500	12,500	12,500	12,500	62,500
LTM Facilities (323)	440	0	2,500	2,500	2,500	2,500	2,500	12,500
<b>TOTAL</b>		0	20,000	20,000	20,000	20,000	20,000	100,000
CARRYOVER		0						

**Bahia Mini Parks Improvements**

**Project No.: 15-004**

**Base Code: 452**

**Funded**

**Project Objective:** To reinstall play equipment and other improvements at the two larger mini park parcels (parks B and C).

**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 landscaping and benches at the second largest park (Park B.)

**Basis for Cost Estimate:** Costs are based on engineer's estimates of the proposed improvements

**Basis for Schedule:** Construction is scheduled for late summer 2016.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	65,000	0					65,000
Construction	430	0	225,000					225,000
Construction Mgt	440	0	10,000					10,000
<b>TOTAL</b>		65,000	235,000	0	0	0	0	300,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Measure A Parks (310)	410	65,000						65,000
Measure A Parks (310)	430	225,000						225,000
Measure A Parks (310)	440	10,000						10,000
<b>TOTAL</b>		300,000	0	0	0	0	0	300,000
CARRYOVER		235,000						



**Dogbone Meadow Park Renovations**

**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.

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

**Basis for Schedule:** This project was started in FY 14/15 and will continue into 16/17.

**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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	90,000	0					90,000
Construction	430	8,352	196,648					205,000
Construction Mgt	440	0	5,000					5,000
<b>TOTAL</b>		<b>98,352</b>	<b>201,648</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Parks Measure A (310)	410	26,000	60,000					86,000
Parks Measure A (310)	430	51,995	108,005					160,000
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>		<b>131,995</b>	<b>168,005</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>
CARRYOVER		33,643						

**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 through 2016/17. Construction work will need to be coordinated with facility programming.

**Revenue Considerations:** Community Facilities is the funding source.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Comm Facilities (330)	410	3,000						3,000
Comm Facilities (330)	430	25,500						25,500
Comm Facilities (330)	440	1,500						1,500
<b>TOTAL</b>		30,000		0	0	0	0	30,000
CARRYOVER		30,000						



**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 was undertaken in 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.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	20,000						20,000
Construction	430	0	310,000					310,000
Construction Mgt	440	0	10,000					10,000
<b>TOTAL</b>		20,000	320,000	0	0	0	0	340,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Facilities LTM (323)	410	20,000						20,000
Facilities LTM (323)	430	179,000						179,000
Facilities LTM (323)	440	10,000						10,000
Comm Facilities (330)	430	131,000						131,000
<b>TOTAL</b>		340,000		0	0	0	0	340,000
<b>CARRYOVER</b>		320,000						

## 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 began in 2015 with construction of deferred maintenance improvements in 2016.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	25,000	10,000					35,000
Construction	430	0	135,000					135,000
Construction Mgt	440	0	10,000					10,000
<b>TOTAL</b>		<b>25,000</b>	<b>155,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>180,000</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Facilities LTM (323)	410	30,000	5,000					35,000
Facilities LTM (323)	430	80,000	55,000					135,000
Facilities LTM (323)	440	10,000						10,000
<b>TOTAL</b>		<b>120,000</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>180,000</b>
<b>CARRYOVER</b>		<b>95,000</b>						





**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 began in FY 14/15 and construction in FY 15/16, with final completion and closeout in FY 16/17

**Revenue Considerations:** This project is funded by Measure F.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to</b>					<b>Total</b>
		<b>16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	
Proj Develop	410	15,000					15,000
Construction	430	72,072	77,928				150,000
Construction Mgt	440	7,545	893				8,438
<b>TOTAL</b>		94,617	78,821				173,438

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to</b>					<b>Total</b>
		<b>16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	
Measure F (201)	410	15,000					15,000
Measure F (201)	430	151,732					150,000
Measure F (201)	440	6,706					8,438
<b>TOTAL</b>		173,438					173,438
CARRYOVER		78,821					

## Hill Recreation Area Bocce Ball and Parking Improvements

**Project No.:** 16-012

**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 main project funding source, with a Development Impact Fee contribution of 20.9%.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
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

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
DIF-Rec & Cultural (327)	410	12,532						12,532
DIF-Rec & Cultural (327)	430	83,549						83,549
DIF-Rec & Cultural (327)	440	9,608						9,608
Measure F (201)	410	47,431						47,431
Measure F (201)	430	316,205						316,205
Measure F (201)	440	36,364						36,364
<b>TOTAL</b>		505,689		0	0	0	0	505,689
<b>CARRYOVER</b>		505,689						



**Hill Recreation Area**

**Project No.:** 01-005

**Base Code:** 452

***Funded***

**Project Objective:** Perform a parking and site study (Master Plan) for Hill Recreation Area, and implement improvements. 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 second phase to complete the design and construction of the recommended improvements is anticipated.

**Basis for Cost Estimate:** A preliminary cost estimate has been prepared as part of the Master Plan. A phased construction plan is proposed. The costs shown are exclusive of a first synthetic turf field, bocce courts and some of the parking improvements as those improvements are separately funded (CIP 14-009 and CIP 16-002 respectively.)

**Basis for Schedule:** The Master Plan should be completed in early 16/17, and pending approval of the funding plan, a first phase of construction could start in late 16/17.

**Revenue Considerations:** A combination of Quimby, County Parks Measure A and Measure F, with a maximum permissible Development Impact Fee contribution (20.9%) is the identified funding source for this project.

<b>Project Expenditure</b>	<b>Sub Object</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	408,416	200,000				500,000	1,108,416
Construction	430	0		2,190,006			5,500,000	7,690,006
Construction Mgt	440	0		150,000			400,000	550,000
<b>TOTAL</b>		<b>408,416</b>	<b>200,000</b>	<b>2,340,006</b>	<b>0</b>	<b>0</b>	<b>6,400,000</b>	<b>9,348,422</b>

<b>Funding Source</b>	<b>Sub Object</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Quimby (231)	410	226,516	129,741					356,257
Quimby (231)	430	0		412,400				412,400
DIF-Rec & Cultural (327)	410	56,900	70,259					127,159
DIF-Rec & Cultural (327)	430	0		489,061				489,061
DIF-Rec & Cultural (327)	440	0						0
Measure F	410	200,000						200,000
Measure A parks (310)	430	0		194,718				194,718
<b>TOTAL</b>		<b>483,416</b>	<b>200,000</b>	<b>1,096,179</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,779,595</b>

CARRYOVER

## Hoog Park Playground and ADA Improvements

**Project No.:** 17-004

**Base Code:** 452

***Funded***

**Project Objective:** To replace aged playground equipment and implement access improvements at Hoog Park.

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

**Basis for Cost Estimate:** The costs are from the referenced studies/ reports plus an allowance for staff time for project development and construction management based on recent similar projects.

**Basis for Schedule:** Project development is scheduled to start in summer 2016 and construction in summer 2017.

**Revenue Considerations:** The Long Term Maintenance Fund - Facilities is the source for this project.

Project Expenditure	Sub Objects	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
Proj Develop	410	0	50,000					50,000
Construction	430	0	320,000					320,000
Construction Mgt	440	0	30,000					30,000
<b>TOTAL</b>		0	400,000	0	0	0	0	400,000

Funding Source	Sub Objects	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
LTM Facilities (323)	410	0	50,000					50,000
LTM Facilities (323)	430	0	320,000					320,000
LTM Facilities (323)	440	0	30,000					30,000
<b>TOTAL</b>		0	400,000	0	0	0	0	400,000
CARRYOVER		0						



**Margaret Todd Senior Center Deferred Maintenance**

**Project No.: 15-008**

**Base Code: 456**

**Funded**

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

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

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

**Basis for Schedule:** This project should be completed in FY 16/17.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	5,000	15,000					20,000
Construction	430	14,000	289,000					303,000
Construction Mgt	440	0	18,000					18,000
<b>TOTAL</b>		<b>19,000</b>	<b>322,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>341,000</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Facilities LTM (323)	410	5,000	15,000					20,000
Facilities LTM (323)	430	83,000	220,000					303,000
Facilities LTM (323)	440	3,000	15,000					18,000
<b>TOTAL</b>		<b>91,000</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>341,000</b>
<b>CARRYOVER</b>		<b>72,000</b>						

## 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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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 Group 2**

**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 16/17.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	2,000	6,957					8,957
Construction	430	30,000	75,397					105,397
Construction Mgt	440	0	8,000					8,000
Equip/Furnish	450	4,050	0					4,050
<b>TOTAL</b>		<b>36,050</b>	<b>90,354</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>126,404</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Facilities LTM (323)	410	8,957						8,957
Facilities LTM (323)	430	108,404	-3,007					105,397
Facilities LTM (323)	440	8,000						8,000
Facilities LTM (323)	450	1,043	3,007					4,050
<b>TOTAL</b>		<b>126,404</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>126,404</b>
<b>CARRYOVER</b>		<b>90,354</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.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	715	9,285					10,000
Construction Mgt	440	0	15,676					15,676
Equip/Furnish	450	25,000	13,940					38,940
<b>TOTAL</b>		25,715	38,901	0	0	0	0	64,616

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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>		38,901						



## 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. For FY 16/17 the work scope has been increased to include drainage improvements to prevent future recurrence of path damage on Reservoir Hill

**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 for the path, and staff's preliminary estimate of drainage improvements. Project development may lead to additional improvements being identified.

**Basis for Schedule:** The project was initiated in FY 15/16, and will continue in FY 16/17 with the drainage evaluation and improvement identification, and improvements as funding permits.

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

Project Expenditure	Sub Objects	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
Proj Develop	410	3,183						3,183
Construction	430	0						0
Construction Mgt	440	0						0
Equipment/ Furnishings	440	1,917						1,917
<b>TOTAL</b>		3,183	0	0	0	0	0	3,183

Funding Source	Sub Objects	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
LTM Facilities (323)	410	2,000	8,000					10,000
LTM Facilities (323)	430	23,000	38,000					61,000
LTM Facilities (323)	440	1,000	4,000					5,000
<b>TOTAL</b>		26,000	50,000	0	0	0	0	76,000
CARRYOVER		22,817						

**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:** The costs are based on initial engineer's estimates for one synthetic field.

**Basis for Schedule:** The feasibility study was completed and presented to City Council in 2015. The project design and construction is proposed to be combined with CIP project 01-005, Hill Recreation Area Improvements.

**Revenue Considerations:** Measure F and the maximum contribution of Development Impact Fees (DIF) (Recreation and Culture) permissible.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
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

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Measure F (201)	410	90,000						90,000
Measure F (201)	430	720,000						720,000
Measure F (201)	440	90,000						90,000
DIF-Rec & Cultural (327)	410	23,780						23,780
DIF-Rec & Cultural (327)	430	190,240						190,240
DIF-Rec & Cultural (327)	440	23,780						23,780
TOTAL		923,780	0	0	0	0	0	1,137,800
CARRYOVER		898,780						



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**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, 2017.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	165,783	99,217					265,000
<b>TOTAL</b>		165,783	99,217	0	0	0	0	265,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
General Fund (101)	410	100,000	50,000					150,000
Insurance Reserve (298)	410	115,000						115,000
<b>TOTAL</b>		215,000	50,000	0	0	0	0	265,000
<b>CARRYOVER</b>		49,217						

**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, Equipment Replacement and Measure F funds are funding this

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	900,026	155,000	167,225				1,222,251
Equip/Furnish	450	466,985	1,250,000	1,253,089				2,970,074
<b>TOTAL</b>		1,367,011	1,405,000	1,420,314	0	0	0	4,192,325

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
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	306,100	370,000	45,900				722,000
Measure F (201)	450	1,598,000	480,000					2,078,000
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
Equipment Replacement (605)	450	30,000						30,000
<b>TOTAL</b>		2,594,100	850,000	45,900	0	0	0	3,490,000
<b>CARRYOVER</b>		1,227,089						



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

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## ADA Right-of-Way Transition Plan

**Project No.:** 17-005

**Base Code:** 431

***Partially Funded***

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

**Project Description and Background:** In 2014 the City launched an effort to update its Americans with Disabilities (ADA) Transition Plan. In 2015, the Plan for facilities and parks was completed, but the right-of-way portion of the plan was deferred to FY 16/17. The proposed work includes a self-evaluation and transition plan for all accessible aspects of the public right-of-way.

**Basis for Cost Estimate:** The project cost is staff's estimate based on similar efforts by neighboring cities. Note that this project is for the evaluation and plan only, and not for any physical improvements.

**Basis for Schedule:** The work should commence in FY 2016/17 and take approximately 12 months to complete.

**Revenue Considerations:** Gas Tax is the identified funding source.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	0	100,000					100,000
<b>TOTAL</b>		0	100,000	0	0	0	0	100,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Gas Tax (272)	410	0	100,000					100,000
<b>TOTAL</b>		0	100,000	0	0	0	0	100,000
CARRYOVER		0						



## 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 is the main funding source. Gas tax and utility reimbursement make up the rest of the funding.

Project Expenditure	Sub Objects	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
Proj Develop	410	96,000	0					96,000
Construction	430	0	806,750					806,750
Construction Mgt	440	0	80,338					80,338
<b>TOTAL</b>		96,000	887,088	0	0	0	0	983,088

Funding Source	Sub Objects	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
Gas Tax (272)	410	95,325						95,325
Gas Tax (272)	430	91,818						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>		983,088	0	0		0	0	983,088
<b>CARRYOVER</b>		887,088						



**Downtown SMART Station Phase 1**

Project No.: 16-014

431

*Partially Funded*

**Project Objective:** To install improvements for the first phase of a downtown SMART rail station adjacent to the historic site on Railroad Avenue/ Grant Avenue.

**Project Description and Background:** In early 2016 the City Council approved funding the first phase of improvements for a downtown SMART station. The station construction was split into three phases; a first phase for construction to be completed prior to commencement of fare service, a second phase to complete the station platform and track switching electronics sufficient for the station to serve boarding and alighting passengers, and a third to develop the adjacent parking lot. The second and third phases of the station are separate CIP projects.

**Basis for Cost Estimate:** Estimates were developed by SMART's design-build contractor.

**Basis for Schedule:** Construction of Phase 1 is anticipated to be underway in summer of 2016 and be complete prior to fare service at the end of 2016. Timing of future phases is dependent on funding.

**Revenue Considerations:** The Council approved a debt-financing funding program through the NPFA Fund for the first phase project.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Construction	430	400,000	2,000,000					2,400,000
TOTAL		400,000	2,000,000	0	0	0	0	2,400,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
NPFA (450)	430	2,400,000						2,400,000
TOTAL		2,400,000	0	0	0	0	0	2,400,000
CARRYOVER		2,000,000						



**Grant Avenue Bridge Rehabilitation**

**Project No.: 09-003**

**Base Code: 431**

***Funded***

**Project Objective:** To rehabilitate the existing vehicle bridge by providing separate bicycle and pedestrian facilities and replacing substandard railings.

**Project Description and Background:** The existing bridge on Grant Avenue over Novato Creek near the intersection with Virginia Avenue, was built in 1932, and by today's standards is not wide enough to carry both vehicle and bicycle traffic. Pedestrian traffic is limited to the northerly side of the bridge (via a separate bridge adjacent to the vehicle bridge). The pedestrian bridge on the southerly side was removed in 2005 as it had deteriorated beyond repair. Both the vehicle bridge and remaining pedestrian bridge are structurally sound and do not need to be replaced. This project is planned to widen the vehicle bridge to provide bicycle facilities and new bridge railings. The existing pedestrian bridge may be able to be used in its current location, or will need to be relocated, or removed and discarded.

**Basis for Cost Estimate:** Project development costs are an estimate to complete the design and advertise for bids. Construction costs are based on an estimate prepared by the structural engineer hired to analyze the existing bridge and provide alternatives for construction. 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, and preliminary design in 2015. The environmental review is scheduled to be completed in 2017, followed by design in 2018 and construction in 2019.

**Revenue Considerations:** Highway Bridge Program federal grant, Development Impact Fees Transit/Bicycle and gas tax are the funding sources for this project.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	350,000	386,918					736,918
Construction	430	0		1,360,938				1,360,938
Construction Mgt	440	0		240,165				240,165
<b>TOTAL</b>		<b>350,000</b>	<b>386,918</b>	<b>1,601,103</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,338,021</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
DIF-Transit/Bike (327)	410	64,908						64,908
Gas Tax (272)	410	67,990	28,575					96,565
Gas Tax (272)	430	0		156,100				156,100
Gas Tax (272)	440	0		27,547				27,547
Grant HBRR (284)	410	354,020	221,425					575,445
Grant HBRR (284)	430	0		1,204,838				1,204,838
Grant HBRR (284)	440	0		212,618				212,618
<b>TOTAL</b>		<b>486,918</b>	<b>250,000</b>	<b>1,601,103</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,338,021</b>
CARRYOVER		136,918						



## Hamilton Levee Seepage Collection Phase II

**Project No.:** 12-017

**Base Code:** 431

***Partially Funded***

**Project Objective:** To collect seepage at the Hamilton Levee.

**Project Description and Background:** This CIP project is the continuation 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 that were converted to wetlands by the Corps of Engineers by intentional outer levee breaching.

**Basis for Cost Estimate:** The budget is based on the initial engineers cost estimate of \$765,000.

**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. Construction of this second phase of the project is anticipated to be in late summer of 2016

**Revenue Considerations:** The Hamilton CFD fund is the funding source for this project.

Project Expenditure	Sub Objects	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
Proj Develop	410	105,000	6,800					111,800
Construction	430	7,500	604,500					612,000
Construction Mgt	440	16,000	25,200					41,200
<b>TOTAL</b>		128,500	636,500	0	0	0	0	765,000

Funding Source	Sub Objects	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
Hamilton CFD (241)	410	91,800	20,000					111,800
Hamilton CFD (241)	430	612,000						612,000
Hamilton CFD (241)	440	61,200	-20,000					41,200
<b>TOTAL</b>		765,000	0	0	0	0	0	765,000
CARRYOVER		636,500						

## Lamont Avenue Class 2 Bicycle Lanes

**Project No.:** 16-013

**Base Code:** 431

**Funded**

**Project Objective:** Improve bicycle connectivity from the easterly terminus of the existing Lamont Avenue class 2 bike lanes to the Class 1 bike path on Franklin Avenue and the proposed SMART multi-use path at the westerly end of Lamont Avenue.

**Project Description and Background:** This project is included in the City's adopted Bicycle and Pedestrian Master Plan, and was identified in 2012 by the City's B/PAC as one of four priorities for installation.

**Basis for Cost Estimate:** Costs are based on engineers estimate.

**Basis for Schedule:** The project is scheduled for construction in summer 2017.

**Revenue Considerations:** The funding source for this project is a Transprotation Fund for Clean Air Grant from the Bay Area Air Quality Management District, a Transportation Development Act grant and local matching gas tax funds

<b>Project Expenditure</b>	<b>Sub Object</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop (410)	410	0	44,000					44,000
Construction (430)	430	0		386,000				386,000
Construction Mgt (440)	440	0		30,000				30,000
<b>TOTAL</b>		0	44,000	416,000	0	0	0	460,000

<b>Funding Source</b>	<b>Sub Object</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Gas Tax (272)	430	82,138						82,138
Gas Tax (272)	440	30,000						30,000
TFCA Grant (283)	410	44,000						44,000
TFCA Grant (283)	430	273,862						273,862
TDA Grant (284)	430	30,000						30,000
<b>TOTAL</b>		460,000	0	0	0	0	0	460,000
<b>CARRYOVER</b>		460,000						



**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 available amount of Measure A funds available in FY 15/16.

**Basis for Schedule:** The project is scheduled for FY 2016/17, with concrete construction anticipated in summer of 2016 and paving construction in 2017.

**Revenue Considerations:** The voter approved Transportation Authority of Marin 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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	40,000	60,000					100,000
Construction	430	0	552,175	225,000				777,175
Construction Mgt	440	0		75,000				75,000
<b>TOTAL</b>		40,000	612,175	300,000	0	0	0	952,175

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Gas Tax (272)	410	100,000						100,000
LTM Infrastructure	430	0	225,000					225,000
LTM Infrastructure	440	0	75,000					75,000
Measure A (309)	430	552,175						552,175
<b>TOTAL</b>		652,175	300,000	0		0	0	952,175
<b>CARRYOVER</b>		612,175						



**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. In November 2010 voters passed Measure B vehicle registration fee. Both funds support local infrastructure. Measure A is allocated to Novato each year, while Measure B is allocated every third year. This project will rehabilitate pavement on City streets identified through the Pavement Management Program. A potential funding swap with other Marin agencies has been proposed that would see Novato receive additional OBAG STP funds for pavement rehabilitation on Nave Drive in exchange for the Measure A funds proposed for this project. This process will be finalized with adoption of the FY 17/18 CIP or sooner if required.

**Basis for Cost Estimate:** Costs are based on the estimated amount of funds that will be available in FY 16/17. The work scope and budget will be reduced if the proposed Nave OBAG funding swap materializes.

**Basis for Schedule:** The project is scheduled for FY 2017/18.

**Revenue Considerations:** Measure A, Measure B and Gas Tax are the funding sources for this project. Restricted Revenue from a NMWD in-lieu paving fee paid for their recycled water project on affected streets has been added to project funding.

Project Expenditure	Sub Objects	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
Proj Develop	410	0		150,000				150,000
Construction	430	0		1,344,716				1,344,716
Construction Mgt	440	0		150,000				150,000
<b>TOTAL</b>		0	0	1,644,716	0	0	0	1,644,716

Funding Source	Sub Objects	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
Gas Tax (272)	410	0		100,000				100,000
LTM Infrastructure	410	0		50,000				50,000
LTM Infrastructure	430	0		100,000				100,000
LTM Infrastructure	440	0		150,000				150,000
TAM Measure B (308)	430	0		456,206				456,206
TAM Measure A (309)	430	0		588,510				588,510
Restricted Revenue	430	0		200,000				200,000
<b>TOTAL</b>		0	0	1,644,716	0	0	0	1,644,716
CARRYOVER		0						





**Measure A Group 10 Pavement Rehabilitation**

**Project No.:** 18-001

**Base Code:** 431

*Funded*

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

**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 \$550,000 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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Gas Tax (272)	410	0			100,000			100,000
LTM Infrastructure (324)	430	0			225,000			225,000
LTM Infrastructure (324)	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 11 Pavement Rehabilitation**

**Project No.:** 19-001

**Base Code:** 431

Funded      □

**Project Objective:** To rehabilitate the pavement on streets identified in the City's Pavement Management Program

**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 18/19. The City's portion of Measure A funds for local streets is estimated to be \$550,000 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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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		0	950,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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		0	950,000
CARRYOVER		0						



**Measure A Group 12 Pavement Rehabilitation**

**Project No.: 20-001**

**Base Code: 431**

***Funded*** □

**Project Objective:** To rehabilitate the pavement on streets identified in the City's Pavement Management Program

**Project Description and Background:** In November of 2003 the County voters approved Measure A transportation sales tax. In November 2010 voters passed Measure B vehicle registration fee. Both funds support local infrastructure. Measure A is allocated to Novato each year, while Measure B is allocated every third year. This project will rehabilitate pavement on City streets identified through the Pavement Management Program.

**Basis for Cost Estimate:** Costs are based on the estimated amount of funds that will be available in FY 19/20.

**Basis for Schedule:** The project is scheduled for FY 2020/21.

**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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	0					150,000	150,000
Construction	430	0					1,175,000	1,175,000
Construction Mgt	440	0					75,000	75,000
<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400,000</b>	<b>1,400,000</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Gas Tax (272)	410	0					100,000	100,000
LTM Infrastructure	410	0					50,000	50,000
LTM Infrastructure	430	0					175,000	175,000
LTM Infrastructure	440	0					75,000	75,000
Measure B (308)	430	0					450,000	450,000
Measure A (309)	430	0					550,000	550,000
<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400,000</b>	<b>1,400,000</b>
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 five year period to determine annual costs - this CIP project is a continuation of two previous four year cycle projects. A new MTC Pavement Management System Program will be initiated in FY 17/18.

**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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	70,000	42,187					112,187
Furnishings/ Equipment	450	7,813						7,813
<b>TOTAL</b>		<b>77,813</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120,000</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Gas Tax (272)	410	120,000	(7,813)					112,187
Gas Tax (272)	450	0	7,813					7,813
<b>TOTAL</b>		<b>120,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120,000</b>
CARRYOVER		42,187						

## North Redwood Boulevard Corridor Streetscape 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, through a public engagement process.

**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 15-16, with full development in fiscal year 16-17 as funding permits.

**Revenue Considerations:** Development Impact Fees (Streets and Intersections) is the identified funding source for the preliminary work. Staff is actively seeking grant funding for completion of the study as may be available.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	1,000	89,000	110,000				200,000
<b>TOTAL</b>		1,000	89,000	110,000	0	0	0	200,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
DIF Sreets & Ints (325)	410	30,000	60,000					90,000
<b>TOTAL</b>		30,000	60,000	0	0	0	0	90,000
CARRYOVER		29,000						



**Novato Boulevard Multi-Use Path to Stafford Lake  
Project Study Report**

**Project No.:** 17-006

**Base Code:** 431

***Partially Funded***

**Project Objective:** To complete a study/ report to evaluate, jointly with the County of Marin, improvements to bicycle and pedestrian access along Novato Boulevard from Sutro Avenue to Stafford Lake Park.

**Project Description and Background:** In 2015 the County of Marin completed a bike park at Stafford Lake Park. An improved path along Novato Boulevard between Sutro Avenue and the easterly City limits is identified as a future project in the City's adopted Bicycle and Pedestrian Plan, and the County of Marin has identified a continuation of this path to Stafford Lake as a need to improve safe bicycle access along the corridor. Preliminary needs include a Project Study Report to identify routes and constraints and develop cost estimates for the project to facilitate grant applications for the construction.

**Basis for Cost Estimate:** Preliminary work is estimated at \$150,000 to \$200,000. An agreement will be entered into with the County to split the preliminary costs. The responsibilities for actual construction costs will be determined along with the project development cost estimates. the County's portion is anticipated to include a creek crossing and property aquisition, while the City's portion would either be within existing right-of-way or through City property.

**Basis for Schedule:** The project development is anticipated to take 12-24 months depending upon the complexities of property aquisition and other identified constraints. Construction schedule will depend upon securing funding.

**Revenue Considerations:** Gas Tax is the identified funding source. There is no fund identified for construction.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	0	80,000	80,000				160,000
<b>TOTAL</b>		0	80,000	80,000	0	0	0	160,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Gas Tax (272)	410	0	80,000					80,000
<b>TOTAL</b>		0	80,000	0	0	0	0	80,000
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 on Novato Boulevard between Diablo Avenue and Grant Avenue.

**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 completed under a different Capital Improvement Program project that will be scheduled once environmental documentation is complete.

**Basis for Cost Estimate:** Costs are based on the Council approved Project Study Report, CIP Project 97-003. This cost estimate is over ten years old, and will be updated in FY 16/17, which may lead to an escalated construction cost estimate.

**Basis for Schedule:** Environmental documentation (CEQA) is underway, and should be complete by the end of 2016. Right-of-way acquisition will follow, and could take several years. Detailed project design will coincide with right-of-way acquisition. Construction is tentatively scheduled for spring/ summer 2019.

**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

Project Expenditure	Sub Object	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
Proj Develop	410	825,000	250,000	475,000				1,550,000
Acquisition	420	454,558	400,000	1,015,592				1,870,150
Construction	430	0			2,100,000	7,883,842		9,983,842
Construction Mgt	440	0				511,850		511,850
<b>TOTAL</b>		<b>1,279,558</b>	<b>650,000</b>	<b>1,490,592</b>	<b>2,100,000</b>	<b>8,395,692</b>	<b>0</b>	<b>13,915,842</b>

Funding Source	Sub Object	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
DIF-St/Intersections (327)	410	547,307		624,683				1,171,990
DIF-St/Intersections (327)	420	685,075		500,000				1,185,075
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>955,386</b>	<b>2,100,000</b>	<b>8,395,692</b>	<b>0</b>	<b>13,915,842</b>
CARRYOVER		1,185,206						



# Novato Bridge Assessment

**Project No.:** 17-007

**Base Code:** 431

***Partially Funded***

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

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

**Basis for Cost Estimate:** The estimate is for staff/ Consultant time to generate and evaluate the inventory and complete the application. The project development and construction costs of any improvements would be included in a future CIP project.

**Basis for Schedule:** This work should take place in FY 2016-17.

**Revenue Considerations:** Gas Tax is the identified funding source. There is no fund identified for construction.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	0	75,000					75,000
<b>TOTAL</b>		0	75,000	0	0	0	0	75,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Gas Tax (272)	410	0	75,000					75,000
<b>TOTAL</b>		0	75,000	0	0	0	0	75,000
CARRYOVER		0						





**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 on both sides of the street. The viability of including a pedestrian path was reviewed and found to be infeasible based on environmental constraints and funding timing.

**Basis for Cost Estimate:** Costs are based on completed design work and engineer's estimate of construction costs.

**Basis for Schedule:** Project development began in Fiscal Year 2013/14 while the project is being processed by federal government with construction scheduled for summer 2016.

**Revenue Considerations:** Federal grant pays 90% of project cost, with the city share of local match funding from the Gas Tax fund (project budget includes \$8,119 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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	147,319	0					147,319
Construction	430	0	556,700					556,700
Construction Mgt	440	0	83,500					83,500
<b>TOTAL</b>		<b>147,319</b>	<b>640,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>787,519</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Gas Tax (272)	410	22,119						22,119
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>		<b>787,519</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>787,519</b>
<b>CARRYOVER</b>		<b>640,200</b>						



**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, rehabilitate the pavement, and construct frontage improvements 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 (paid for by responsible developers). Drainage enhancements may include a new storm drain or enhanced channel 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 2017 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. Collected restricted Revenue from adjacent development will be used to pay for associated frontage improvements.

Project Expenditure	Sub Object	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
Proj Develop	410	145,000	77,000					222,000
Construction	430	0	476,451					476,451
Construction Mgt	440	0	53,841					53,841
<b>TOTAL</b>		145,000	607,292	0	0	0	0	752,292

Funding Source	Sub Object	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	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>		752,292	0	0	0	0	0	752,292
<b>CARRYOVER</b>		607,292						



**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. the ditch runs 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 reconstructing 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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Bond B (307)	410	61,785						61,785
DIF-Drainage (327)	410	26,753						26,753
DIF-Drainage (327)	430	59,180						59,180
DIF-Drainage (327)	440	3,661						3,661
Gas Tax (272)	410	43,904						43,904
Gas Tax (272)	430	233,793						233,793
Gas Tax (272)	440	14,458						14,458
<b>TOTAL</b>		443,534	0	0	0	0	0	443,534
<b>CARRYOVER</b>		323,534						



**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 16/17	16/17	17/18	18/19	19/20	20/21	Total
Proj Develop (410)	410	1,500		28,500	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>		1,500	0	28,500	6,002,203	0	0	6,032,203

Funding Source	Sub Object	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	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	30,000	2,434,734	0	0	2,521,338
CARRYOVER		55,104						



**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 is contingent upon sufficient funds being available in the DIF account.

**Revenue Considerations:** Citywide development impact fees are one funding source for these improvements. Additional revenues will be determined during project development. Staff may apply for state or federal grant funding to supplement and/or replace the DIF funding.

Project Expenditure	Sub Object	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
Proj Develop (410)	410	0		128,462				128,462
Acquisition (420)	420	0			100,000			100,000
Construction (430)	430	0			542,308			542,308
Construction Mgt (440)	440	0			54,231			54,231
<b>TOTAL</b>		0	0	128,462	696,539	0	0	825,001

Funding Source	Sub Object	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
Dev Impact-St/Int (327)	410	0		128,462				128,462
Dev Impact-St/Int (327)	420	0			100,000			100,000
Dev Impact-St/Int (327)	430	0			542,308			542,308
Dev Impact-St/Int (327)	440	0			54,231			54,231
<b>TOTAL</b>		0	0	128,462	696,539	0	0	825,001
CARRYOVER		0						

**Retaining Wall Assessment and Group 1 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 at priority locations.

**Project Description and Background:** The city owns and maintains over 70 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 completed in 2014 document the condition of each retaining wall for which the city is responsible, and outline replacement strategies and costs as appropriate. FY 15/16 and 16/17 funding is for repair of the three priority walls identified in the report.

**Basis for Cost Estimate:** Preliminary cost estimates

**Basis for Schedule:** Study completed in 13/14. Initial repairs designed in 15/16 and to be implemented in FY 16/17.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	120,000						120,000
Construction	430	0	340,000					340,000
Construction Mgt	440	0	25,000					25,000
<b>TOTAL</b>		120,000	365,000	0	0	0	0	485,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Gas Tax (272)	410	50,000	40,000					90,000
Infrastructure LTM (324)	410	0	30,000					30,000
Infrastructure LTM (324)	430	225,000	115,000					340,000
Infrastructure LTM (324)	440	25,000						25,000
<b>TOTAL</b>		300,000	185,000	0	0	0	0	485,000
<b>CARRYOVER</b>		180,000						



**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 2018/19, 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, but are ten years old, and will be updated once project design is underway.

**Basis for Schedule:** the undergrounding work ideally would be scheduled 12 to 6 months prior to the street work.

**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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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	30,000						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>		45,000	0	440,000	220,000	0	0	705,000
<b>CARRYOVER</b>		39,087						

**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. Undergrounding priorities will be considered by City Council prior to moving forward with this project.

**Basis for Cost Estimate:** Costs are based on rough trench costs provided by PG&E. Once the district is developed, more accurate estimates will be developed.

**Basis for Schedule:** It takes the utility companies up to three years to complete design, 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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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>		<b>8,881</b>	<b>0</b>	<b>58,619</b>	<b>495,000</b>	<b>0</b>	<b>0</b>	<b>562,500</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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>		<b>22,275</b>	<b>0</b>	<b>45,225</b>	<b>495,000</b>	<b>0</b>	<b>0</b>	<b>562,500</b>
CARRYOVER		13,394						





**Rule 20A Underground Utility District 18 Olive Avenue from Rosalia Drive to City Limits**

Project No.: 12-007

Base Code: 431

***Partially Funded***

**Project Objective:** To remove all overhead wires and supporting poles and underground utilities on Olive Avenue between Rosalia Drive and the city limit.

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

**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 be contingent upon the cost of previous utility reimbursement projects so this project may require additional funding.

Project Expenditure	Sub Objects	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
Proj Develop	410	4,265				130,735		135,000
Construction	430	0					900,000	900,000
Construction Mgt	440	0					90,000	90,000
<b>TOTAL</b>		4,265	0	0	0	130,735	990,000	1,125,000

Funding Source	Sub Objects	Prior to 16/17	16/17	17/18	18/19	19/20	20/21	Total
Underground Utility (226)	410	29,700						29,700
Underground Utility (226)	430	0					297,000	297,000
Underground Utility (226)	440	0					29,700	29,700
Utility Reimbursement	410	0				105,300		105,300
Utility Reimbursement	430	0					603,000	603,000
Utility Reimbursement	440	0					60,300	60,300
<b>TOTAL</b>		29,700	0	0	0	105,300	990,000	1,125,000
CARRYOVER		25,435						

**Rule 20B Underground Utility District B-6 Olive Avenue from  
Redwood Boulevard to Railroad Avenue**

**Project No.:** 12-005

**Base Code:** 431

**Funded**

**Project Objective:** To remove all overhead wires and supporting poles on Olive Avenue between Redwood Blvd and the railroad tracks, and underground the replacement utilities.

**Project Description and Background:** Olive Avenue between Redwood Blvd and Railroad Avenue is scheduled for major road work, 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.

**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.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>19/20</b>	<b>Total</b>
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

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>19/20</b>	<b>Total</b>
Underground Utility (226)	410	34,598						34,598
Underground Utility (226)	430	228,481						228,481
Underground Utility (226)	440	7,202						7,202
Restricted Revenue (325)	410	28,077						28,077
Restricted Revenue (325)	430	115,819						115,819
Restricted Revenue (325)	440	8,200						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 actual project development costs and low construction bid received in April 2016.

**Basis for Schedule:** The project should be completed in summer 2016

**Revenue Considerations:** A Transportation Authority of Marin Measure A 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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	24,000	0					24,000
Construction	430	65,000	85,977					150,977
Construction Mgt	440	4,500	4,500					9,000
Equipment/ Furnishings	450	63,291	0					63,291
<b>TOTAL</b>		156,791	90,477	0	0	0	0	247,268

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Measure F (201)	410	22,000						22,000
Measure F (201)	430	63,279						63,279
Measure F (201)	440	8,140						8,140
Gas Tax (272)	430	20,000						20,000
SP2S Measure A (309)	410	2,000						2,000
SP2S Measure A (309)	430	43,309						43,309
SP2S Measure A (309)	440	860						860
SP2S Measure A (309)	450	53,831						53,831
LTM Infrastructure (324)	430	24,389						24,389
<b>TOTAL</b>		237,808		0	0	0	0	237,808
CARRYOVER		81,017						

**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 completed in summer 2016. The project is being bid and construction with CIP project 16-010.

**Revenue Considerations:** A Transportation Authority of Marin Safe Pathways to Schools grant provides

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
SP2S Measure A (309)	410	0	0					0
SP2S Measure A (309)	430	24,500	0					24,500
SP2S Measure A (309)	440	0	0					0
<b>TOTAL</b>		24,500	0	0	0	0	0	24,500
CARRYOVER		24,500						



**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 completed in FY 2016/17.

**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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	55,000	0					55,000
Construction	430	0	312,606					312,606
Construction Mgt	440	0	10,000					10,000
<b>TOTAL</b>		<b>55,000</b>	<b>322,606</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>377,606</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Measure F (201)	410	22,606						22,606
Measure F (201)	430	0						0
Measure F (201)	440	5,000						5,000
SP2S Measure A (309)	410	27,394						27,394
SP2S Measure A (309)	430	317,606						317,606
SP2S Measure A (309)	440	5,000						5,000
<b>TOTAL</b>		<b>377,606</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>377,606</b>
<b>CARRYOVER</b>		<b>322,606</b>						

**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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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>		5,755	0	67,678	464,973	0	0	538,406

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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>		183,433	0	0	354,973	0	0	538,406
CARRYOVER		177,678						

**Sherman Avenue/Cain Lane Improvements**

**Project No.:** 02-008

**Base Code:** 431

***Partially Funded***

**Project Objective:** To restore the surface of Sherman Avenue and Cain Lane between Sherman Avenue and Reichert Avenue.

**Project Description and Background:** The pavement on Sherman Avenue, and a portion of Cain Lane, need repair. Sherman Avenue is an accepted public street, and serves as an entrance to Novato's downtown. Cain Lane is not a public street but provides access to businesses and public parking. 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 the Specific Plan streetscaping, and more for enhancements similar to Grant Avenue and decorative paving.

**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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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:** City staff has reviewed SMART station and pathway plans, and worked with SMART and Marin Transit in identifying gaps in a coordinated transportation system for pedestrians, bicyclists, bus and rail transit. To date project expenditures have been for staff time only. Staff has applied for grants for various identified gaps, and the exact scope and responsibilities of work has yet to be determined.

**Basis for Cost Estimate:** Costs for individual components have been developed for the purpose of grant applications. These costs are not included in this project.

**Basis for Schedule:** On going, and anticipated to continue through the start up of SMART service in winter 2016/17.

**Revenue Considerations:** This project is funded with gas tax.

Project Expenditure	Sub	Prior to						Total
	Objects	16/17	16/17	17/18	18/19	19/20	20/21	
Proj Develop	410	46,000	14,000					60,000
Construction	430		35,000					35,000
Construction Mgt	440		5,000					5,000
<b>TOTAL</b>		46,000	54,000	0	0	0	0	100,000

Funding Source	Sub	Prior to						Total
	Objects	16/17	16/17	17/18	18/19	19/20	20/21	
Gas Tax (272)	410	50,000	10,000					60,000
Gas Tax (272)	430	40,000	(5,000)					35,000
Gas Tax (272)	440	10,000	(5,000)					5,000
<b>TOTAL</b>		100,000	0	0	0	0	0	100,000
<b>CARRYOVER</b>		54,000						



**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, soon 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. Staff continues to monitor pavement condition for programming funding.

**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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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	150,000		150,000

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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	150,000		150,000
CARRYOVER		0						



**Storm Drain Improvements Group 1**

**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 15/16, 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. Project design and construction is anticipated for FY 16/17.

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

Project Expenditure	Sub Objects	Prior to						Total
		16/17	16/17	17/18	18/19	19/20	20/21	
Proj Develop	410	3,050	29,549					32,599
Construction	430		226,923					226,923
Construction Mgt	440		22,568					22,568
<b>TOTAL</b>		<b>3,050</b>	<b>279,040</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>282,090</b>

Funding Source	Sub Objects	Prior to						Total
		16/17	16/17	17/18	18/19	19/20	20/21	
Infrastructure LTM (324)	410	17,000	9,000					26,000
Infrastructure LTM (324)	430	121,000	60,000					181,000
Infrastructure LTM (324)	440	12,000	6,108					18,108
DIF-Drainage (327)	410	4,305	2,294					6,599
DIF-Drainage (327)	430	30,627	15,296					45,923
DIF-Drainage (327)	440	3,038	1,422					4,460
<b>TOTAL</b>		<b>187,970</b>	<b>94,120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>282,090</b>
<b>CARRYOVER</b>		<b>184,920</b>						



**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 summer 2016.

**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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	300,000	34,000					334,000
<b>TOTAL</b>		300,000	34,000	0	0	0	0	334,000

<b>Funding Source</b>	<b>Sub Object</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</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
CARRYOVER		34,000						



**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 one third of the City's street lights to more energy efficient LED fixtures. This project completes the conversion 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.

**Basis for Cost Estimate:** The costs are based on actual expenses and estimates of costs to complete work.

**Basis for Schedule:** All street lights have been retrofit as of May 2016. Remaining work includes city owned parking lots and exterior building lights.

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

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	12,661	0					12,661
Construction	430	750,000	297,339					1,047,339
Construction Mgt	440	50,000	30,000					80,000
Equip/Furnish	450	34,365	25,635					60,000
<b>TOTAL</b>		<b>847,026</b>	<b>352,974</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,200,000</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Measure F (201)	410	12,661						12,661
Measure F (201)	430	1,047,339						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>352,974</b>						

1,200,000  
60,000



## 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 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	450	21,550					22,000
Construction	430	3,000			650,000			653,000
Construction Mgt	440				50,000			50,000
<b>TOTAL</b>		<b>3,450</b>	<b>21,550</b>		<b>700,000</b>	<b>0</b>	<b>0</b>	<b>725,000</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Measure F (201)	410	25,000	(5,000)					20,000
Measure F (201)	430	0	5,000					5,000
<b>TOTAL</b>		<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000</b>
<b>CARRYOVER</b>		<b>21,550</b>						



**Traffic, Bicycle and Pedestrian Improvements FY 14/15-18/19**

**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 and/or gas tax.

<b>Project Expenditure</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Proj Develop	410	28,324	7,010	5,000	5,000			45,334
Construction	430		22,500	12,000	12,000			46,500
Construction Management	440	1,650	0	3,000	3,000			7,650
Equipment	450	516	0					516
<b>TOTAL</b>		<b>30,490</b>	<b>29,510</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>

<b>Funding Source</b>	<b>Sub Objects</b>	<b>Prior to 16/17</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>Total</b>
Infrastructure LTM (324)	410	29,484	5,850	5,000	5,000			45,334
Infrastructure LTM (324)	430	10,000	12,500	12,000	12,000			46,500
Infrastructure LTM (324)	440	516	1,134	3,000	3,000			7,650
Infrastructure LTM (324)	450	0	516					516
<b>TOTAL</b>		<b>40,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
CARRYOVER		9,510						



## 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 stripe bicycle lanes where pavement width accommodates. Frontage improvements are not included due to lack of property owner interest.

**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 the street's eligibility for federal funding as a major collector/ minor arterial. ADA improvements, including accessible curb ramps will be included within the project limits. This project is subject to a funding swap of Measure A and a portion of the LTM totalling \$750,000 that the City used to obtain a Priority Conservation Area Grant.

**Basis for Cost Estimate:** Costs are based on pavement rehabilitation only.

**Basis for Schedule:** Project Development started in 14/15. the project must be submitted for caltrans Authorization to Proceed with Construction by Nov 1 2016, and construction must occur in summer 2017 before expiration of the PCA funding.

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

Project Expenditure	Sub Objects	Prior to					Total
		16/17	16/17	17/18	18/19	19/20	
Proj Develop	410	85,000	28,975				113,975
Construction	430		847,170				847,170
Construction Mgt	440		94,612				94,612
<b>TOTAL</b>		85,000	970,757	0	0	0	1,055,757

Funding Source	Sub Objects	Prior to					Total
		16/17	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	97,170					97,170
LTM Infrastructure (324)	440	74,612					74,612
PCA/ STP Fed Grant	430	750,000					750,000
Restricted Revenue	410	30,000					30,000
Restricted Revenue	440	20,000					20,000
<b>TOTAL</b>		1,055,757	0	0	0	0	1,055,757
CARRYOVER		970,757					



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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	(310,944)	(227,091)	92,933	342,521
Revenues				
Investment Earnings	280	747	1,900	1,950
Special Tax Assessment	521,216	547,545	561,780	575,762
Other		230,000	230,000	230,000
<b>Subtotal Revenues</b>	<u>521,496</u>	<u>778,292</u>	<u>793,680</u>	<u>807,712</u>
Transfers In:				
General Fund				
San Pablo CFD	50,000	7,047	7,153	7,868
<b>TOTAL FINANCING AVAILABLE</b>	<u>260,552</u>	<u>558,248</u>	<u>893,766</u>	<u>1,158,101</u>
Expenditures	472,243	423,213	447,325	574,416
Interfund Loan Interest Payment	892	2,862	3,400	14,500
Transfers Out:				
Debt Service-POB Fund	14,508	9,388	9,698	9,967
Capital Projects		29,852	90,822	624,178
<b>Total Expenditures &amp; Transfers Out</b>	<u>487,643</u>	<u>465,315</u>	<u>551,245</u>	<u>1,223,061</u>
<b>Fund Balance - End Fiscal Year</b>	<u>(227,091)</u>	<u>92,933</u>	<u>342,521</u>	<u>(64,960)</u>
<b>Reserved for Long-Term Obligations</b>	347,125	89,987	(75,291)	303,387
<b>Available Funds - End Fiscal Year</b>	<u>120,034</u>	<u>182,920</u>	<u>267,230</u>	<u>238,427</u>
<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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	559,961	556,470	567,803	543,026
Revenues				
Investment Earnings	2,350	2,704	3,500	3,550
Special Tax Assessment	178,658	195,804	178,670	187,285
<b>Subtotal Revenues</b>	<u>181,008</u>	<u>198,508</u>	<u>182,170</u>	<u>190,835</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>740,969</u>	<u>754,978</u>	<u>749,973</u>	<u>733,861</u>
Expenditures	178,213	181,132	200,725	204,978
Transfers Out:				
Debt Service-POB Fund	6,286	6,043	6,222	6,411
<b>Total Expenditures &amp; Transfers Out</b>	<u>184,499</u>	<u>187,175</u>	<u>206,947</u>	<u>211,389</u>
<b>Fund Balance - End Fiscal Year</b>	<u>556,470</u>	<u>567,803</u>	<u>543,026</u>	<u>522,472</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.

**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. Measure F expired March 31, 2016. The fund will remain open until all funds have been expended.

	<b>Previous Actual 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	8,120,552	11,330,630	13,334,685	14,820,288
Revenues				
Sales Tax	4,422,885	4,750,568	3,562,500	
Investment Earnings	40,394	58,337	65,000	50,000
Equity Transfer				
Other Revenues	10,000	35,746		
<b>Subtotal Revenues</b>	<b>4,473,279</b>	<b>4,844,651</b>	<b>3,627,500</b>	<b>50,000</b>
<b>TOTAL FINANCING AVAILABLE</b>	<b>12,593,831</b>	<b>16,175,281</b>	<b>16,962,185</b>	<b>14,870,288</b>
Expenditures	989,669	816,096	471,365	1,422,696
Equity Transfer/NPFA		1,141,581		
Transfers Out:				
General Fund	253,779	325,970		
Debt Service-POB Fund	19,481	29,938	14,170	10,210
CIP	272	501,909	1,634,362	3,571,871
Equipment Replacement		25,102	22,000	
Information Technology Replacement				22,000
<b>Total Expenditures &amp; Transfers Out</b>	<b>1,263,201</b>	<b>2,840,596</b>	<b>2,141,897</b>	<b>5,026,777</b>
<b>Fund Balance - End Fiscal Year</b>	<b>11,330,630</b>	<b>13,334,685</b>	<b>14,820,288</b>	<b>9,843,511</b>

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 2015/16 fiscal year, has been included in this Adopted Budget document in the appendices (page 483). 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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Available Funds - Begin Fiscal Year</b>	(83,617)	(778)	30,504	42,662
Revenues				
Investment Earnings				
Intergovernmental Reimbursements	167,459	122,252	91,060	67,384
<b>Subtotal Revenues</b>	<u>167,459</u>	<u>122,252</u>	<u>91,060</u>	<u>67,384</u>
Transfers In				
General Fund	31,536			
<b>TOTAL FINANCING AVAILABLE</b>	<u>115,378</u>	<u>121,474</u>	<u>121,564</u>	<u>110,046</u>
Expenditures	112,571	88,272	76,660	65,805
Transfers Out				
Debt Service-POB Fund	3,585	2,698	2,242	1,579
<b>Total Expenditures &amp; Transfers Out</b>	<u>116,156</u>	<u>90,970</u>	<u>78,902</u>	<u>67,384</u>
<b>Available Funds - End Fiscal Year</b>	<u>(778)</u>	<u>30,504</u>	<u>42,662</u>	<u>42,662</u>

**Summary of 2016/17 Resources Used by Program Element:**

<b>Program Elements:</b>	Employees Perm FTE	Total Hours	Personnel	Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
Administration	0.25	520	38,139	23,000	4,666	1,579	67,384	67,384
<b>TOTAL</b>	<u>0.25</u>	<u>520</u>	<u>38,139</u>	<u>23,000</u>	<u>4,666</u>	<u>1,579</u>	<u>67,384</u>	<u>67,384</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	0	3,294,871	3,563,337	3,574,937
<b>Revenues</b>				
Investment Earnings		6,555	7,500	7,600
Affordable Housing Fees	81,069	125,542	110,000	99,000
Equity Transfer	2,998,879			
Other	228,253	99,478	44,000	
<b>Subtotal Revenues</b>	<b>3,308,201</b>	<b>231,575</b>	<b>161,500</b>	<b>106,600</b>
<b>Transfers In</b>				
General Fund	175,107			
Hamilton Trust Fund		239,179	48,000	49,000
<b>TOTAL FINANCING AVAILABLE</b>	<b>3,483,308</b>	<b>3,765,625</b>	<b>3,772,837</b>	<b>3,730,537</b>
<b>Expenditures</b>				
Transfers Out				
Debt Service-POB Fund		701	729	753
<b>Total Expenditures &amp; Transfers Out</b>	<b>188,437</b>	<b>202,288</b>	<b>197,900</b>	<b>192,957</b>
<b>Fund Balance - End Fiscal Year</b>	<b>3,294,871</b>	<b>3,563,337</b>	<b>3,574,937</b>	<b>3,537,580</b>
<b>Reserved for Long-Term Obligations</b>	<b>(2,023,000)</b>	<b>(1,826,000)</b>	<b>(2,852,437)</b>	<b>(2,522,437)</b>
<b>Available Funds - End Fiscal Year</b>	<b>1,271,871</b>	<b>1,737,337</b>	<b>722,500</b>	<b>1,015,143</b>

**Long-Term**

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

**Summary of 2016/17 Resources Used by Program Element:**

<b>Program Elements:</b>	Employees Perm FTE	Total Hours	Personnel	Consultant Services	Operating Transfers	Total Budget	Program Revenues
Administration	0.12	250	17,204	175,000	753	192,957	106,600
<b>TOTAL</b>	<b>0.12</b>	<b>250</b>	<b>17,204</b>	<b>175,000</b>	<b>753</b>	<b>192,957</b>	<b>106,600</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	2,068,509	0	0	0
Revenues				
Investment Earnings	3,020			
Affordable Housing Ordinance In-Lieu Fees	301,500			
Other				
<b>Subtotal Revenues</b>	<u>304,520</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers In				
Hamilton Trust Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>2,373,029</u>	<u>0</u>	<u>0</u>	<u>0</u>
Expenditures				
Equity Transfer	2,373,029			
<b>Total Expenditures &amp; Transfers Out</b>	<u>2,373,029</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 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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	623,971	0	0	0
Revenues				
Investment Earnings	1,879			
<b>Subtotal Revenues</b>	<u>1,879</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers In				
General Fund				
Capital Projects				
<b>TOTAL FINANCING AVAILABLE</b>	<u>625,850</u>	<u>0</u>	<u>0</u>	<u>0</u>
Expenditures				
Equity Transfer	625,850			
<b>Total Expenditures &amp; Transfers Out</b>	<u>625,850</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 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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	4,119	3,174	11,549	1,047
Revenues				
Investment Earnings	61	85	0	20
Special Assessments	356,056	353,182	376,000	381,000
<b>Subtotal Revenues</b>	<b>356,117</b>	<b>353,267</b>	<b>376,000</b>	<b>381,020</b>
Transfers In:				
General Fund				
Other Funds				
<b>TOTAL FINANCING AVAILABLE</b>	<b>360,236</b>	<b>356,441</b>	<b>387,549</b>	<b>382,067</b>
Expenditures:				
County of Marin-Collection Fees	15,693	15,679	15,869	15,900
JPA Contribution-MCSTOPP	154,369	158,463	301,476	162,000
Other		750	24,157	24,000
Transfers Out:				
General Fund	142,000	125,000	0	135,000
Clean Storm Water Capital Improvement Fund	45,000	45,000	45,000	45,000
<b>Total Expenditures &amp; Transfers Out</b>	<b>357,062</b>	<b>344,892</b>	<b>386,502</b>	<b>381,900</b>
<b>Fund Balance - End Fiscal Year</b>	<b>3,174</b>	<b>11,549</b>	<b>1,047</b>	<b>167</b>



**Fund 226 - Underground Utilities**

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

	<b>Previous Actual 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	961,564	962,126	966,962	972,462
Revenues				
Investment Earnings	4,202	4,836	5,500	5,600
Developer in Lieu Fees				
<b>Subtotal Revenues</b>	4,202	4,836	5,500	5,600
Transfers In:				
Long-Term Maintenance				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	965,766	966,962	972,462	978,062
Expenditures				
Transfers Out:				
Capital Projects Fund	3,640			274,513
<b>Total Expenditures &amp; Transfers Out</b>	3,640	0	0	274,513
<b>Fund Balance - End Fiscal Year</b>	962,126	966,962	972,462	703,549

**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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	81,723	81,622	71,691	71,716
Revenues				
Investment Earnings	356	389	475	500
Other				
<b>Subtotal Revenues</b>	<u>356</u>	<u>389</u>	<u>475</u>	<u>500</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>82,079</u>	<u>82,011</u>	<u>72,166</u>	<u>72,216</u>
Expenditures	457	427	450	460
Transfers Out:				
Capital Projects Fund		9,893		73,107
<b>Total Expenditures &amp; Transfers Out</b>	<u>457</u>	<u>10,320</u>	<u>450</u>	<u>73,567</u>
<b>Fund Balance - End Fiscal Year</b>	<u>81,622</u>	<u>71,691</u>	<u>71,716</u>	<u>(1,351)</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	1,281,042	1,354,457	1,028,490	904,594
Revenues				
Investment Earnings	4,407	5,557	6,000	6,100
Developer in Lieu Fees	95,877	97,290	12,500	30,000
<b>Subtotal Revenues</b>	<b>100,284</b>	<b>102,847</b>	<b>18,500</b>	<b>36,100</b>
<b>TOTAL FINANCING AVAILABLE</b>	<b>1,381,326</b>	<b>1,457,304</b>	<b>1,046,990</b>	<b>940,694</b>
Expenditures				
Transfers Out:				
General Fund	500	500	500	500
Capital Projects Fund	26,369	428,314	141,896	257,627
<b>Total Expenditures &amp; Transfers Out</b>	<b>26,869</b>	<b>428,814</b>	<b>142,396</b>	<b>258,127</b>
<b>Fund Balance - End Fiscal Year</b>	<b>1,354,457</b>	<b>1,028,490</b>	<b>904,594</b>	<b>682,567</b>

**Fund 235 - Art in Public Places**

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

	<b>Previous Actual 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	93,716	110,213	132,986	108,921
Revenues				
Investment Earnings	457	571	750	500
Developer in Lieu Fees	16,040	22,202	900	925
<b>Subtotal Revenues</b>	<u>16,497</u>	<u>22,773</u>	<u>1,650</u>	<u>1,425</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>110,213</u>	<u>132,986</u>	<u>134,636</u>	<u>110,346</u>
Transfers Out:				
Capital Projects Fund			25,715	38,901
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>0</u>	<u>25,715</u>	<u>38,901</u>
<b>Fund Balance - End Fiscal Year</b>	<u>110,213</u>	<u>132,986</u>	<u>108,921</u>	<u>71,445</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	231,784	324,225	490,007	435,707
Revenues				
Investment Earnings	1,265	2,133	2,800	2,850
Service Charges	74,893	76,499	70,000	70,000
<b>Subtotal Revenues</b>	<u>76,158</u>	<u>78,632</u>	<u>72,800</u>	<u>72,850</u>
Other Financing Sources				
General Fund	300,000	300,000	0	0
<b>TOTAL FINANCING AVAILABLE</b>	<u>607,942</u>	<u>702,857</u>	<u>562,807</u>	<u>508,557</u>
Expenditures	283,717	211,232	125,642	430,000
Transfers Out:				
Debt Service-POB Fund		1,618	1,458	
<b>Total Expenditures &amp; Transfers Out</b>	<u>283,717</u>	<u>212,850</u>	<u>127,100</u>	<u>430,000</u>
<b>Fund Balance - End Fiscal Year</b>	<u>324,225</u>	<u>490,007</u>	<u>435,707</u>	<u>78,557</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	303,089	264,628	202,498	149,398
Revenues				
Investment Earnings	1,189	1,108	1,100	1,125
Service Charges	78,585	80,858	72,000	74,000
<b>Subtotal Revenues</b>	<u>79,774</u>	<u>81,966</u>	<u>73,100</u>	<u>75,125</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>382,863</u>	<u>346,594</u>	<u>275,598</u>	<u>224,523</u>
Expenditures				
Transfers Out:				
Debt Service-POB Fund	2,649	3,183	3,195	2,075
<b>Total Expenditures &amp; Transfers Out</b>	<u>118,235</u>	<u>144,096</u>	<u>126,200</u>	<u>121,368</u>
<b>Fund Balance - End Fiscal Year</b>	<u>264,628</u>	<u>202,498</u>	<u>149,398</u>	<u>103,155</u>

**Summary of 2016/17 Resources Used by Program Element:**

	Employees Perm FTE	Total Hours	Personnel	Contract/ Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
<b>Program Elements:</b>								
Administration	0.50	1,040	49,293	25,000	45,000	2,075	121,368	75,125
<b>TOTAL</b>	<u>0.50</u>	<u>1,040</u>	<u>49,293</u>	<u>25,000</u>	<u>45,000</u>	<u>2,075</u>	<u>121,368</u>	<u>75,125</u>



Fund 242 - Hamilton Arts Center

This fund has been created to account for the revenues received and the administration and maintenance expenditures incurred with the Hamilton Arts Center.

	Previous Actual 2013/14	Previous Actual 2014/15	Projected Actual 2015/16	Adopted Budget 2016/17
<b>Fund Balance - Begin Fiscal Year</b>	1,040,161	809,715	969,583	1,113,268
Revenues				
Investment Earnings	4,268	4,032	6,000	6,125
Rental Income	327,588	381,935	414,210	432,805
<b>Subtotal Revenues</b>	<u>331,856</u>	<u>385,967</u>	<u>420,210</u>	<u>438,930</u>
Transfers In:				
NPFA Capital Projects				
<b>TOTAL FINANCING AVAILABLE</b>	<u>1,372,017</u>	<u>1,195,682</u>	<u>1,389,793</u>	<u>1,552,198</u>
Expenditures	562,302	226,099	276,525	178,210
Interfund Loan Interest				113,282
Transfers Out:				
NPFA Capital Projects				270,000
<b>Total Expenditures &amp; Transfers Out</b>	<u>562,302</u>	<u>226,099</u>	<u>276,525</u>	<u>561,492</u>
<b>Fund Balance - End Fiscal Year</b>	<u>809,715</u>	<u>969,583</u>	<u>1,113,268</u>	<u>990,706</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	231,643	233,144	234,692	236,549
Revenues				
Investment Earnings	1,016	1,173	1,500	1,525
Service Charges	485	375	357	338
Other				
<b>Subtotal Revenues</b>	<b>1,501</b>	<b>1,548</b>	<b>1,857</b>	<b>1,863</b>
Transfers In:				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<b>233,144</b>	<b>234,692</b>	<b>236,549</b>	<b>238,412</b>
Expenditures				
Transfers Out:				
Capital Projects Fund				6,920
<b>Total Expenditures &amp; Transfers Out</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,920</b>
<b>Fund Balance - End Fiscal Year</b>	<b>233,144</b>	<b>234,692</b>	<b>236,549</b>	<b>231,492</b>



**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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	22,678	25,997	18,545	20,145
Revenues				
Special Assessments	49,636	51,730	53,345	57,970
Investment Earnings	104	123	125	130
Other				
<b>Subtotal Revenues</b>	<u>49,740</u>	<u>51,853</u>	<u>53,470</u>	<u>58,100</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>72,418</u>	<u>77,850</u>	<u>72,015</u>	<u>78,245</u>
Expenditures	46,421	59,305	51,870	57,245
<b>Total Expenditures &amp; Transfers Out</b>	<u>46,421</u>	<u>59,305</u>	<u>51,870</u>	<u>57,245</u>
<b>Fund Balance - End Fiscal Year</b>	<u>25,997</u>	<u>18,545</u>	<u>20,145</u>	<u>21,000</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	68,329	68,628	68,974	69,399
Revenues				
Special Assessments				
Investment Earnings	299	346	425	435
Other				
<b>Subtotal Revenues</b>	<u>299</u>	<u>346</u>	<u>425</u>	<u>435</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>68,628</u>	<u>68,974</u>	<u>69,399</u>	<u>69,834</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>68,628</u>	<u>68,974</u>	<u>69,399</u>	<u>69,834</u>



Fund 263 - Wildwood Glen Assessment District

This fund accounts for the collection of assessments in the Wildwood Glen Assessment District area which are used for median island landscaping and maintenance in that district.

	<b>Previous Actual 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	1,138	2,358	3,699	1,039
Revenues				
Special Assessments	8,461	8,670	9,190	9,565
Investment Earnings	2	14	15	15
<b>Subtotal Revenues</b>	<u>8,463</u>	<u>8,684</u>	<u>9,205</u>	<u>9,580</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>9,601</u>	<u>11,042</u>	<u>12,904</u>	<u>10,619</u>
Expenditures	7,243	7,343	11,865	9,750
<b>Total Expenditures &amp; Transfers Out</b>	<u>7,243</u>	<u>7,343</u>	<u>11,865</u>	<u>9,750</u>
<b>Fund Balance - End Fiscal Year</b>	<u>2,358</u>	<u>3,699</u>	<u>1,039</u>	<u>869</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	47,865	50,311	43,652	38,077
Revenues				
Special Assessments	10,778	10,676	18,500	20,536
Investment Earnings	216	239	275	280
Other			2,250	
<b>Subtotal Revenues</b>	<u>10,994</u>	<u>10,915</u>	<u>21,025</u>	<u>20,816</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>58,859</u>	<u>61,226</u>	<u>64,677</u>	<u>58,893</u>
Expenditures	8,548	17,574	26,600	52,708
<b>Total Expenditures &amp; Transfers Out</b>	<u>8,548</u>	<u>17,574</u>	<u>26,600</u>	<u>52,708</u>
<b>Fund Balance - End Fiscal Year</b>	<u>50,311</u>	<u>43,652</u>	<u>38,077</u>	<u>6,185</u>



Fund 265 - Downtown Landscape & Lighting

This fund accounts for the collection of assessments in the Downtown area which are used for lighting, landscaping and maintenance.

	Previous Actual 2013/14	Previous Actual 2014/15	Projected Actual 2015/16	Adopted Budget 2016/17
<b>Fund Balance - Begin Fiscal Year</b>	93,746	96,436	100,039	103,839
Revenues				
Special Assessments	5,576	5,719	5,850	6,110
Investment Earnings	416	490	650	660
<b>Subtotal Revenues</b>	<u>5,992</u>	<u>6,209</u>	<u>6,500</u>	<u>6,770</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>99,738</u>	<u>102,645</u>	<u>106,539</u>	<u>110,609</u>
Expenditures	3,302	2,606	2,700	3,000
<b>Total Expenditures &amp; Transfers Out</b>	<u>3,302</u>	<u>2,606</u>	<u>2,700</u>	<u>3,000</u>
<b>Fund Balance - End Fiscal Year</b>	<u>96,436</u>	<u>100,039</u>	<u>103,839</u>	<u>107,609</u>





Fund 266 - San Pablo Assessment District

This fund accounts for the collection of assessments in the San Pablo area which are used for landscaping and maintenance in that district.

	Previous Actual 2013/14	Previous Actual 2014/15	Projected Actual 2015/16	Adopted Budget 2016/17
<b>Fund Balance - Begin Fiscal Year</b>	63,529	25,237	30,188	31,933
Revenues				
Special Assessments	12,461	12,786	13,100	13,181
Investment Earnings	103	153	225	230
<b>Subtotal Revenues</b>	<u>12,564</u>	<u>12,939</u>	<u>13,325</u>	<u>13,411</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>76,093</u>	<u>38,176</u>	<u>43,513</u>	<u>45,344</u>
Expenditures	856	941	4,427	4,722
Transfers Out				
Hamilton CFD	50,000	7,047	7,153	7,868
<b>Total Expenditures &amp; Transfers Out</b>	<u>50,856</u>	<u>7,988</u>	<u>11,580</u>	<u>12,590</u>
<b>Fund Balance - End Fiscal Year</b>	<u>25,237</u>	<u>30,188</u>	<u>31,933</u>	<u>32,754</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	102	19	-	-
Revenues				
Special Assessments	14,127			
Investment Earnings				
Other				
<b>Subtotal Revenues</b>	<u>14,127</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>14,229</u>	<u>19</u>	<u>-</u>	<u>-</u>
Expenditures	14,210			
Transfers Out				
General Fund		19		
<b>Total Expenditures &amp; Transfers Out</b>	<u>14,210</u>	<u>19</u>	<u>-</u>	<u>-</u>
<b>Fund Balance - End Fiscal Year</b>	<u>19</u>	<u>-</u>	<u>-</u>	<u>-</u>



Fund 269 - Scottsdale Assessment District

This fund accounts for the collection of assessments in the Scottsdale area which are used for landscaping and maintenance in that district.

	<b>Previous Actual 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	9,877	9,920	9,969	10,029
Revenues				
Investment Earnings	43	49	60	60
<b>Subtotal Revenues</b>	<u>43</u>	<u>49</u>	<u>60</u>	<u>60</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>9,920</u>	<u>9,969</u>	<u>10,029</u>	<u>10,089</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>9,920</u>	<u>9,969</u>	<u>10,029</u>	<u>10,089</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	719,632	879,995	1,101,817	1,175,022
Revenues				
Investment Earnings	3,708	4,696	7,000	7,150
Intergovernmental Revenue	1,640,048	1,534,543	1,195,100	1,101,250
Sale of Property				
Other				
<b>Subtotal Revenues</b>	<u>1,643,756</u>	<u>1,539,239</u>	<u>1,202,100</u>	<u>1,108,400</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>2,363,388</u>	<u>2,419,234</u>	<u>2,303,917</u>	<u>2,283,422</u>
Expenditures				
Transfers Out:				
General Fund	817,000	817,000	817,000	817,000
Capital Projects Fund	666,393	500,417	311,895	1,136,247
<b>Total Expenditures &amp; Transfers Out</b>	<u>1,483,393</u>	<u>1,317,417</u>	<u>1,128,895</u>	<u>1,953,247</u>
<b>Fund Balance - End Fiscal Year</b>	<u>879,995</u>	<u>1,101,817</u>	<u>1,175,022</u>	<u>330,175</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	(7,503)	(3,815)	(1,412)	8
Revenues				
Grants	13,068	5,983	5,220	
Investment Earnings				
Other Revenues	750			
<b>Subtotal Revenues</b>	<u>13,818</u>	<u>5,983</u>	<u>5,220</u>	<u>0</u>
Transfers In				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>6,315</u>	<u>2,168</u>	<u>3,808</u>	<u>8</u>
Expenditures	10,130	3,580	3,800	
<b>Fund Balance - End Fiscal Year</b>	<u>(3,815)</u>	<u>(1,412)</u>	<u>8</u>	<u>8</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 2013/14, Previous Actual 2014/15, Projected Actual 2015/16, and Adopted Budget 2016/17. 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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Available Funds - Begin Fiscal Year</b>	352,139	288,549	266,196	286,196
Revenues				
Intergovernmental	121,253	115,681	125,000	100,000
<b>Subtotal Revenues</b>	<u>121,253</u>	<u>115,681</u>	<u>125,000</u>	<u>100,000</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>473,392</u>	<u>404,230</u>	<u>391,196</u>	<u>386,196</u>
Expenditures	184,843	98,373	105,000	100,000
Transfers Out		39,661		
<b>Total Expenditures &amp; Transfers Out</b>	<u>184,843</u>	<u>138,034</u>	<u>105,000</u>	<u>100,000</u>
<b>Available Funds - End Fiscal Year</b>	<u>288,549</u>	<u>266,196</u>	<u>286,196</u>	<u>286,196</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	(1,214)	(1,214)	(1,214)	(1,213)
Revenues				
Grants	241,207	324,191	438,280	358,465
Investment Earnings				
<b>Subtotal Revenues</b>	<u>241,207</u>	<u>324,191</u>	<u>438,280</u>	<u>358,465</u>
Transfers In				
Federal Grants Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>239,993</u>	<u>322,977</u>	<u>437,066</u>	<u>357,252</u>
Expenditures				
Transfers Out				
Capital Projects Fund	241,207	324,191	438,279	357,252
<b>Total Expenditures &amp; Transfers Out</b>	<u>241,207</u>	<u>324,191</u>	<u>438,279</u>	<u>357,252</u>
<b>Fund Balance - End Fiscal Year</b>	<u>(1,214)</u>	<u>(1,214)</u>	<u>(1,213)</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 2013/14	Previous Actual 2014/15	Projected Actual 2015/16	Adopted Budget 2016/17
<b>Fund Balance - Begin Fiscal Year</b>	1,681	1,681	1,682	0
Revenues				
Grants	109,378	97,915	101,028	1,715,617
Other				
<b>Subtotal Revenues</b>	<u>109,378</u>	<u>97,915</u>	<u>101,028</u>	<u>1,715,617</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>111,059</u>	<u>99,596</u>	<u>102,710</u>	<u>1,715,617</u>
Expenditures				
Transfers Out				
General Fund				
State Grants Fund				
Capital Projects Fund	109,378	97,914	102,710	1,715,617
<b>Total Expenditures &amp; Transfers Out</b>	<u>109,378</u>	<u>97,914</u>	<u>102,710</u>	<u>1,715,617</u>
<b>Fund Balance - End Fiscal Year</b>	<u>1,681</u>	<u>1,682</u>	<u>0</u>	<u>0</u>



**Fund 285 - Private Grants Fund**

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

	<b>Previous Actual 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	20,670	20,869	21,070	21,320
Revenues				
Grants				
Investment Earnings	199	201	250	255
<b>Subtotal Revenues</b>	<u>199</u>	<u>201</u>	<u>250</u>	<u>255</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>20,869</u>	<u>21,070</u>	<u>21,320</u>	<u>21,575</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>20,869</u>	<u>21,070</u>	<u>21,320</u>	<u>21,575</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	1,362	1,368	1,375	1,384
Revenues				
Investment Earnings	6	7	9	10
<b>Subtotal Revenues</b>	<u>6</u>	<u>7</u>	<u>9</u>	<u>10</u>
Transfers In				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>1,368</u>	<u>1,375</u>	<u>1,384</u>	<u>1,394</u>
Expenditures				
Transfers Out				
General Fund-Operations				
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>1,368</u>	<u>1,375</u>	<u>1,384</u>	<u>1,394</u>



**Fund 297 - Hamilton Trust Fund**

This fund was established to receive payments from the developer of the Navy property at Hamilton, pursuant to a development agreement. 80% of the projected investment earnings are transferred to the General Fund and used to maintain City infrastructure and facilities.

	<b>Previous Actual 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	32,586,065	32,758,897	32,580,473	32,620,973
Revenues				
Developer In Lieu Fees - Municipal Services				
Investment Earnings	2,632	8,860	12,000	13,000
Bond/Notes Investment Earnings	450,672	291,234	336,500	351,250
Other				
<b>Subtotal Revenues</b>	<u>453,304</u>	<u>300,094</u>	<u>348,500</u>	<u>364,250</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>33,039,369</u>	<u>33,058,991</u>	<u>32,928,973</u>	<u>32,985,223</u>
Expenditures	29,942	29,884	30,000	30,500
Transfers Out				
General Fund-Operations	250,530	209,455	230,000	235,000
Affordable Housing Programs		239,179	48,000	49,000
<b>Total Expenditures &amp; Transfers Out</b>	<u>280,472</u>	<u>478,518</u>	<u>308,000</u>	<u>314,500</u>
<b>Fund Balance - End Fiscal Year</b>	<u>32,758,897</u>	<u>32,580,473</u>	<u>32,620,973</u>	<u>32,670,723</u>
<b>Investments</b>	(30,849,732)	(30,849,732)	(31,028,037)	(30,994,037)
<b>Reserved for Long-Term Obligations</b>	(1,135,000)			
<b>Available Funds - End Fiscal Year</b>	<u>774,165</u>	<u>1,730,741</u>	<u>1,592,936</u>	<u>1,676,686</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	1,194,771	1,200,002	1,131,556	1,074,056
Revenues				
Investment Earnings	5,231	5,999	7,000	7,150
Equity Transfer				
<b>Subtotal Revenues</b>	5,231	5,999	7,000	7,150
<b>TOTAL FINANCING AVAILABLE</b>	1,200,002	1,206,001	1,138,556	1,081,206
Expenditures				
Transfers Out				
Capital Projects Fund		74,445	64,500	56,055
<b>Total Expenditures &amp; Transfers Out</b>	0	74,445	64,500	56,055
<b>Fund Balance - End Fiscal Year</b>	1,200,002	1,131,556	1,074,056	1,025,151



**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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	6,341,257	6,320,755	6,257,508	6,809,504
Revenues				
Investment Earnings	3,987	824		
Equity Transfer				
Other				
<b>Subtotal Revenues</b>	<u>3,987</u>	<u>824</u>	-	-
Transfers In				
General Fund	156,894		581,996	1,472,870
<b>TOTAL FINANCING AVAILABLE</b>	<u>6,502,138</u>	<u>6,321,579</u>	<u>6,839,504</u>	<u>8,282,374</u>
Expenditures				550,000
Transfers Out:				
General Fund				
Capital Projects Fund	181,383	64,071	30,000	5,746
<b>Total Expenditures &amp; Transfers Out</b>	<u>181,383</u>	<u>64,071</u>	<u>30,000</u>	<u>555,746</u>
<b>Fund Balance - End Fiscal Year</b>	<u>6,320,755</u>	<u>6,257,508</u>	<u>6,809,504</u>	<u>7,726,628</u>
<b>Reserved for Long-Term Obligations</b>	(1,378,707)			
<b>Available Funds - End Fiscal Year</b>	<u>4,942,048</u>	<u>6,257,508</u>	<u>6,809,504</u>	<u>7,726,628</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	2,576,852	1,879,619	1,747,766	1,752,331
Revenues				
Taxes	1,613,666	1,754,445	1,793,910	1,760,596
Investment Earnings	5,761	2,628	5,800	5,900
Bond Proceeds	10,710,450			
<b>Subtotal Revenues</b>	<b>12,329,877</b>	<b>1,757,073</b>	<b>1,799,710</b>	<b>1,766,496</b>
<b>TOTAL FINANCING AVAILABLE</b>	<b>14,906,729</b>	<b>3,636,692</b>	<b>3,547,476</b>	<b>3,518,827</b>
Debt Service	12,969,045	1,830,861	1,768,720	1,770,685
Expenditures	58,065	58,065	26,425	26,425
<b>Total Expenditures &amp; Transfers Out</b>	<b>13,027,110</b>	<b>1,888,926</b>	<b>1,795,145</b>	<b>1,797,110</b>
<b>Fund Balance - End Fiscal Year</b>	<b>1,879,619</b>	<b>1,747,766</b>	<b>1,752,331</b>	<b>1,721,717</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.

	<b>Previous Actual 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	0	0	(3,200)	0
Revenues				
Investment Earnings				
<b>Subtotal Revenues</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers In	1,154,420	1,198,940	1,245,726	1,289,392
<b>TOTAL FINANCING AVAILABLE</b>	<u>1,154,420</u>	<u>1,198,940</u>	<u>1,242,526</u>	<u>1,289,392</u>
Debt Service	1,154,420	1,202,140	1,242,526	1,289,392
<b>Total Expenditures &amp; Transfers Out</b>	<u>1,154,420</u>	<u>1,202,140</u>	<u>1,242,526</u>	<u>1,289,392</u>
<b>Fund Balance - End Fiscal Year</b>	<u>0</u>	<u>(3,200)</u>	<u>0</u>	<u>0</u>



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Proprietary Funds consist of Internal Service and Enterprise funds. Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other government units, on a cost reimbursement basis. Enterprise funds are used to account for the financial activities of an entity that provides goods or services to the public for a fee that makes the entity self-supporting.

**Equipment Maintenance Fund**— This fund is used for the purpose of accumulating and disbursing funds for the operation and maintenance of City vehicles and equipment. Funds are generated by maintenance and operation charges to user departments for direct and overhead expenses.

**Vehicle/Equipment Replacement Fund**— Accounts for resources to be used for replacement of vehicles and equipment. Revenues are generated primarily from charges to user departments of an estimate of future replacement costs over the expected life of the vehicle/equipment, as well as interest earnings and proceeds from the sale of surplus vehicles and equipment.

**Technology Replacement Fund**— Accounts for funds set aside to meet future replacement costs of technology hardware. Annual deposits into the fund are generated from charges to the Information Technology Division, as well as interest earnings on the fund balance.

**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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	(863,306)	(883,937)	(949,942)	(953,059)
Revenues				
Charges to Departments	839,883	708,479	700,000	855,473
Other				
<b>Subtotal Revenues</b>	<u>839,883</u>	<u>708,479</u>	<u>700,000</u>	<u>855,473</u>
Transfers In				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>(23,423)</u>	<u>(175,458)</u>	<u>(249,942)</u>	<u>(97,586)</u>
Expenditures	848,254	761,967	690,000	841,649
Transfers Out				
Debt Service-POB Fund	12,260	12,517	13,117	13,824
<b>Total Expenditures &amp; Transfers Out</b>	<u>860,514</u>	<u>774,484</u>	<u>703,117</u>	<u>855,473</u>
<b>Fund Balance - End Fiscal Year</b>	<u>(883,937)</u>	<u>(949,942)</u>	<u>(953,059)</u>	<u>(953,059)</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 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	6,300,203	6,533,547	6,837,827	7,211,117
Revenues				
Charges to Departments	622,816	648,184	724,090	708,330
Investment Earnings	89,361	19,825	48,000	24,000
Investment Earnings-Interfund Loans				113,282
Other	29,239	86,843	30,000	10,000
<b>Subtotal Revenues</b>	<u>741,416</u>	<u>754,852</u>	<u>802,090</u>	<u>855,612</u>
Transfers In				
General Fund	360,000	399,000	399,000	462,000
Measure F		25,102	22,000	
Capital Projects	112,307			
Other		77,661		
<b>TOTAL FINANCING AVAILABLE</b>	<u>7,513,926</u>	<u>7,790,162</u>	<u>8,060,917</u>	<u>8,528,729</u>
Equipment Acquisition	547,158	512,712	398,454	1,129,025
MERA	433,221	439,623	451,346	451,617
Transfers Out				
Capital Projects				30,000
Information Technology Fund				358,609
<b>Total Expenditures &amp; Transfers Out</b>	<u>980,379</u>	<u>952,335</u>	<u>849,800</u>	<u>1,969,251</u>
<b>Fund Balance - End Fiscal Year</b>	<u>6,533,547</u>	<u>6,837,827</u>	<u>7,211,117</u>	<u>6,559,478</u>
<b>Reserved for Long-Term Obligations</b>	(1,236,400)	(936,400)	(270,000)	
<b>Reserved Proceeds from Sale of Property</b>	(1,062,500)	(1,062,500)	(1,062,500)	(1,062,500)
<b>Available Funds - End Fiscal Year</b>	<u>4,234,647</u>	<u>4,838,927</u>	<u>5,878,617</u>	<u>5,496,978</u>

**Long-Term Obligations:**

Loan to General Fund (repaid FY 15/16)  
Loan to Art Center Fund (repaid FY 16/17)



**Fund 606 - Technology Replacement**

This fund, established in Fiscal Year 1997/98, was originally 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. In FY 15/16, Council approved re-purposing the fund as an information technology replacement fund.

	<b>Previous Actual 2013/14</b>	<b>Previous Actual 2014/15</b>	<b>Projected Actual 2015/16</b>	<b>Adopted Budget 2016/17</b>
<b>Fund Balance - Begin Fiscal Year</b>	794	798	802	807
Revenues				
Charges to Departments				39,768
Investment Earnings	4	4	5	2,000
Other				
<b>Subtotal Revenues</b>	<u>4</u>	<u>4</u>	<u>5</u>	<u>41,768</u>
Transfers In				
Measure F				22,000
Equipment Replacement Fund				358,609
<b>TOTAL FINANCING AVAILABLE</b>	<u>798</u>	<u>802</u>	<u>807</u>	<u>423,184</u>
Expenditures				89,750
<b>Total Expenditures &amp; Transfers Out</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>89,750</u>
<b>Fund Balance - End Fiscal Year</b>	<u>798</u>	<u>802</u>	<u>807</u>	<u>333,434</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.

Table with 5 columns: Description, Previous Actual 2013/14, Previous Actual 2014/15, Projected Actual 2015/16, and Adopted Budget 2016/17. Rows include Fund Balance - Begin Fiscal Year, Revenues (Investment Earnings, Rental Income, Utility Reimbursements, Grants, Other), Subtotal Revenues, TOTAL FINANCING AVAILABLE, Expenditures (Debt Service, Transfers Out - General Fund), Total Expenditures & Transfers Out, Fund Balance - End Fiscal Year, Reserved for Long-Term Obligations, Available Funds - End Fiscal Year, and Long-Term Obligations (Loan from Bank of Marin).





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**Fiduciary Funds Summary Table**

<b>Fund #</b>	<b>FUND DESCRIPTION</b>	<b>Actual Cash Balance 6/30/15</b>	<b>Projected Cash Balance 6/30/16</b>	<b>Projected Cash Balance 6/30/17</b>
701	Deposits in Trust	347,530	284,000	280,000
702	Unclaimed Property	20,500	20,500	20,500
711	Redevelopment Obligation Retirement Fund	1,027,977	1,727,600	1,850,000
781	Buck Center Deposit in Trust	1,000,000	1,000,000	1,000,000
801	Pacheco Assessment District Redemption	176	176	176
802	Pacheco Assessment District Investment Earnings	23,956	23,956	23,956
803	Pacheco Assessment District Reserve	50,060	50,060	50,060
810	Pacheco Valle CFD	19,899	25,000	27,500
812	Vintage Oaks Special Tax	2,330,629	2,340,000	2,350,000
821	Golden Gate Assessment District Redemption	154,848	165,000	175,000
831	Hamilton CFD Bond Administration	677,418	680,000	685,000
832	Pointe Marin CFD	585,678	625,000	640,000
<b>TOTAL FIDUCIARY FUNDS</b>		<b>6,238,671</b>	<b>6,941,292</b>	<b>7,102,192</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. 39-16

RESOLUTION ADOPTING THE FINAL CITY OF NOVATO OPERATING AND CAPITAL IMPROVEMENT BUDGETS FOR FISCAL YEAR JULY 1, 2016 THROUGH JUNE 30, 2017, 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 2016/17 through 2020/21 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 2016/17 and has held a budget hearing on June 14, 2016 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 2016/17 presented by the City Manager in the document “City of Novato Proposed Budget, Fiscal Year 2016/2017,” is hereby approved and adopted as amended on the attachment “City of Novato Proposed Budget FY 16/17 Errata”.
2. That the total General Fund operating budget is \$32,965,114 and is hereby appropriated for Department expenses as follows:

Central Administration	\$1,898,467
Administrative Services	\$5,185,294
Police	\$13,453,059
Community Development	\$2,363,812
Public Works	\$6,627,654
Parks, Recreation & Community Services	\$3,436,828
Total Operating Budget	\$32,965,114

3. That the transfers to other funds in the amount of \$4,886,526 is hereby appropriated as



follows :

Capital Projects (Fund 301)	\$561,294
Police Special Projects (Fund 281)	\$7,000
Facilities Long-Term Maintenance (Fund 323)	\$572,600
Infrastructure Long-Term Maintenance (Fund 324)	\$572,600
Pension Obligation Bonds Debt Service (Fund 503)	\$1,238,162
Equipment Replacement (Fund 605)	\$462,000
Emergency Reserves (Fund 299)	\$1,472,870

4. That \$19,006,558 is hereby appropriated for Capital Improvement Programs for Fiscal Year 2016/17 from the funds and for the amounts listed on pages 247-249 in the FY 2016/17 Proposed Budget document, including continuing appropriations (carry-overs) from FY 2015/16.
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 200 and 201 of the Proposed Budget document:

Measure F Sales Tax (Fund 201)	\$5,026,777
Successor Agency Administration (Fund 205)	\$67,384
Affordable Housing Programs (Fund 210)	\$192,957
Clean Storm Water (Fund 221)	\$381,900
Underground Utility (Fund 226)	\$274,513
Parking Improvement (Fund 227)	\$73,567
Subdivision Park Trust (Quimby) (Fund 231)	\$258,127
Art in Public Places (Fund 235)	\$38,901
General Plan Surcharge (Fund 237)	\$430,000
Automation Surcharge (Fund 238)	\$121,368
Hamilton Community Facilities District (Fund 241)	\$1,223,061



Hamilton Arts Center (Fund 242)	\$561,492
Pointe Marin Community Facilities District (Fund 243)	\$211,389
Chapter 27 Assessment (Fund 251)	\$6,920
San Marin Landscape Assessment District (Fund 261)	\$57,245
Wildwood Glen Landscape Assessment Dist. (Fund 263)	\$9,750
Hillside Assessment District (Fund 264)	\$52,708
Downtown Landscape & Lighting District (Fund 265)	\$3,000
San Pablo Assessment District (Fund 266)	\$12,590
Gas Tax (Fund 272)	\$1,953,247
Police Special Projects (Fund 281)	\$66,700
State COPS Grant (Fund 282)	\$100,000
State Grants (Fund 283)	\$357,252
Federal Grants Fund (Fund 284)	\$1,715,617
Hamilton Trust (Fund 297)	\$314,500
Insurance Reserve (Fund 298)	\$56,055
Emergency Reserve (Fund 299)	\$555,746
Capital Improvement Projects (Fund 301)	\$19,006,558
Measure A (Fund 309)	\$2,546,855
Parks Measure A (Fund 310)	\$656,040
Civic Center (Fund 319)	\$32,920
Clean Storm Water CIP (Fund 321)	\$93,028
Facilities Long-Term Maintenance (Fund 323)	\$1,474,184
Infrastructure Long-Term Maintenance (Fund 324)	\$1,132,016
Development Impact Fees (Fund 327)	\$2,026,301



Community Facilities Maintenance & Contingency Fund (Fund 330)	\$161,000
G.O. Bond Debt Service (Fund 501)	\$1,795,110
Pension Obligation Bonds Debt Service (Fund 503)	\$1,289,392
Equipment/Vehicle Maintenance (Fund 601)	\$855,473
Equipment Replacement (Fund 605)	\$1,969,251
Technology Replacement (Fund 606)	\$89,750

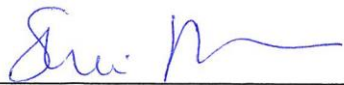
6. That funds of the Marin Valley Mobile Country Club are hereby appropriated as follows:

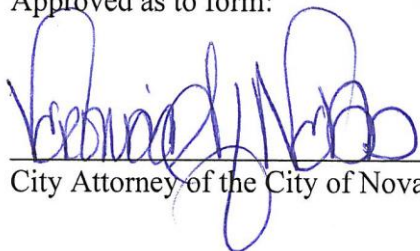
Marin Valley Mobile Country Club (Fund 651)	\$2,410,856
---	-------------

\* \* \* \* \*

I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the City Council of the City of Novato, Marin County, California, at a meeting hereof, held on the 28<sup>th</sup> day of June, 2016, by the following vote, to wit:

AYES:	Councilmembers	Athas, Drew, Fryday, Lucan
NOES:	Councilmembers	Eklund
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None

  
 \_\_\_\_\_  
 Sheri Hartz, City Clerk

Approved as to form:  
  
 \_\_\_\_\_  
 City Attorney of the City of Novato



<b>City of Novato Proposed Budget FY 16/17 Errata</b>				
Fund	Amount	Printed Budget	Corrected Budget	Notes
201	5,000	5,021,777	5,026,777	Additional funding for Downtown Streets Team \$50K total, matched by funding from County of Marin
210	35	192,922	192,957	Payroll adjustment error
651	79,000	2,331,856	2,410,856	Calculation error when transcribing Marin Valley approved budget into the budget document



**CITY OF NOVATO PUBLIC FINANCE AUTHORITY**

**RESOLUTION NO. NPFA-16-01**

**RESOLUTION OF THE NOVATO PUBLIC FINANCE AUTHORITY ADOPTING THE FINAL BUDGET OF THE NOVATO PUBLIC FINANCE AUTHORITY OF THE CITY OF NOVATO FOR FISCAL YEAR JULY 1, 2016 THROUGH JUNE 30, 2017 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, 2016 through June 30, 2017; 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 \$2,425,100 for operating expenditures, as follows:

Materials & Supplies	\$12,100
Transfer to General Fund	\$13,000
Transfer to CIP	\$2,400,000

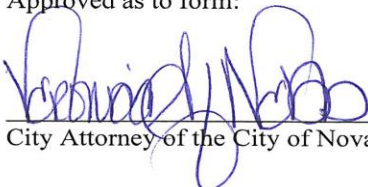
NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the Novato Public Finance Authority does hereby adopt the said final Budget for Fiscal Year July 1, 2016 through June 30, 2017 and all resolutions and conflicts are expressly repealed.

\* \* \* \* \*

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 28<sup>th</sup> day of June, 2016, by the following vote, to wit:

AYES:	Boardmembers,	Athas, Drew, Fryday, Lucan
NOES:	Boardmembers,	Eklund
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. 38-16

RESOLUTION ESTABLISHING THE  
APPROPRIATIONS LIMIT OF \$97,392,024 FOR  
THE FISCAL YEAR 2016/17

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 2016/17 appropriations limit is calculated using the following:

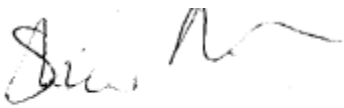
- The State of California per capita personal income increase determined by the California Department of Finance for the calendar year 2015, 5.37%; and
- The County of Marin population increase for the calendar year 2015 as determined by the California Department of Finance, 0.33%;

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 2016/17 appropriations limit; and that the appropriations limit for Fiscal Year 2016/17 is established to be \$97,392,024.

\* \* \* \* \*

I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the City Council of the City of Novato, Marin County, California, at a meeting hereof, held on the 28<sup>th</sup> day of June, 2016, by the following vote, to wit:

AYES:	Councilmembers	Athas, Drew, Fryday, Lucan, Eklund
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None

  
 \_\_\_\_\_  
 City Clerk of the City of Novato



Approved as to form:

A handwritten signature in black ink, appearing to read "William J. [unclear]", written over a horizontal line.

City Attorney of the City of Novato



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 40-16

RESOLUTION AUTHORIZING PERSONNEL  
ALLOCATION CHANGES AND SALARY  
RANGE CHANGES AS PART OF THE 2016/17  
CITY BUDGET

WHEREAS, the City of Novato reduced its workforce significantly during the Great Recession; and

WHEREAS, the City Council has engaged in several budget workshops from April 2016 through June 2016 to discuss the 2016/17 operating and capital budgets; and

WHEREAS, the Interim City Manager has recommended the addition of various new staff positions to address service needs in multiple City departments; and

WHEREAS, the City Council, at its meeting of May 17, 2016, expressed preliminary support for the proposed additional positions; and

WHEREAS, the Proposed City of Novato 2016/17 Budget has been available to the public since June 6, 2016 and includes the additional positions; and

WHEREAS, many of the positions are recommended to be limited-term in duration and funded from various funding sources, including General Fund and Measure F funds; and

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

\* \* \* \* \*





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 28<sup>th</sup> day of June, 2016, by the following vote, to wit:

AYES:	Councilmembers	Athas, Drew, Fryday, Lucan
NOES:	Councilmembers	Eklund
ABSTAIN:	Councilmembers	
ABSENT:	Councilmembers	

A handwritten signature in blue ink, appearing to read "Sheri Hartz".

\_\_\_\_\_  
Sheri Hartz, City Clerk

Approved as to form:

A handwritten signature in blue ink, appearing to read "Richard J. Nardo".  
\_\_\_\_\_  
City Attorney of the City of Novato



<b>Personnel Changes in the 2016/17 Budget</b>			
<b>Beginning Authorized Personnel Total</b>		<b>194.05</b>	
<b><u>Position Eliminations/Reclassifications</u></b>			
<b>Department</b>	<b>Position</b>	<b>FTE</b>	<b>Term / Notes</b>
Central Admin / Administrative Services	Management Analyst II (webmaster)	1.00	4-year Limited Term
	Hamilton Base Reuse Director	-	Extension of existing position through 12/31/2018
Community Development	Planner I	0.20	Increase of existing position to full- time; Rolling Limited Term through 12/31/2018
	Building Inspector II	1.00	Rolling Limited Term through 12/31/2018
Police	Dispatcher	1.00	4-year Limited Term
	Senior Management Analyst	0.25	Increase of existing position to full- time
	Administrative Clerk II	-	4-year extension of existing position
	Office Assistant II	-	4-year extension of existing position
Public Works	Maintenance Worker	2.00	4-year Limited Term
	Maintenance Worker	1.00	Ongoing
	Custodian	1.50	Ongoing
Parks, Recreation, and Community Services	Recreation Coordinator	0.50	Increase of existing position to full- time
	Recreation Coordinator	0.75	Ongoing
<b>Total Position Additions</b>		<b>9.20</b>	
<b>Ending Authorized Personnel Total</b>		<b>203.25</b>	



**CITY COUNCIL OF THE CITY OF NOVATO**

**RESOLUTION NO. 32-16**

**RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR 2016/17 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 Engineer of Work for Assessment District A-91 to prepare and file an annual report for Fiscal Year 2016/17; and

WHEREAS, the Engineer of Work filed an annual report on May 17, 2016 with the City Clerk, and the City Council adopted Resolution of Intention No. 26-16 to Levy and Collect Assessments within the assessment district for Fiscal Year 2016/17; and

WHEREAS, said Resolution No. 26-16 set a public hearing to be held at the hour of 6:30 p.m. on June 14, 2016, at the meeting place of the City Council located in the Novato City Hall at 901 Sherman Avenue, Novato, and notice was given in the time and manner required by law; and

WHEREAS, on June 14, 2016, 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 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 2016/17.

\* \* \* \* \*

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 14th day of June, 2016, by the following vote, to wit:

\* \* \* \* \*

AYES:	Councilmembers	Athas, Drew, Fryday, Lucan, Eklund
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None



A handwritten signature in blue ink, appearing to read "Sheri Hartz".

\_\_\_\_\_  
Sheri Hartz, City Clerk

Approved as to form:

A handwritten signature in blue ink, appearing to read "Richard J. Noto".

\_\_\_\_\_  
City Attorney of the City of Novato



**Hillside Park Unit 4 Landscaping Assessment District A-91  
Proposed Budget-Fiscal Year 2016/17**

**Proposed Expenditures (FY 2016/17):**

Maintenance and Operations	\$13,500
Open Space Weed Abatement Services	\$10,220
Allocated Salaries <sup>1</sup>	\$4,006
Proposed Additional Work - Erosion Control Mgmt	\$20,125
Water	\$3,212
Electricity	\$210
Admin Services <sup>2</sup>	\$1,300
Collection Fees (County of Marin)	<u>\$136</u>
<b>Subtotal Proposed Expenditures FY 2016/17</b>	<b>\$52,708</b>
<b>Projected Carryover Fund Balance 2015/16</b>	<b>\$38,027</b>
<b>Fund surplus</b>	<b>-\$14,681</b>
<b>Contingency Reserve*</b>	<b>\$5,855</b>
<b>Proposed Assessment for FY 2016/17</b>	<b>\$20,536</b>
<b>No. of Assessment Units</b>	<b>68</b>
<b>2016/17 Unit Assessment:</b>	<b>\$302.00</b>
Maximum allowable unit assessment	\$606.61

\*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>Engineering staff hours worked on this project multiplied by the hourly billing rate per Novato's cost recovery system

<sup>2</sup>Finance staff, admin support, legal noticing, and Harris Assoc annual fee (\$500)



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 33-16

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR 2016/17 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 Engineer of Work for Assessment District A-81 to prepare and file an annual report for Fiscal Year 2016/17; and,

WHEREAS, the Engineer of Work filed an annual report on May 17, 2016 with the City Clerk, and the City Council adopted Resolution of Intention No. 27-16 to Levy and Collect Assessments within the assessment district for Fiscal Year 2016/17; and

WHEREAS, said Resolution No. 27-16 set a public hearing to be held at the hour of 6:30 p.m. on June 14, 2016, at the meeting place of the City Council located in the Novato City Hall at 901 Sherman Avenue, Novato, and notice was given in the time and manner required by law; and

WHEREAS, on June 14, 2016 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 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 2016/17.

\* \* \* \* \*

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 14th day of June, 2016, by the following vote, to wit:

AYES:	Councilmembers	Athas, Drew, Fryday Lucan, Eklund
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None



A handwritten signature in blue ink, appearing to read "Sheri Hartz", written over a horizontal line.

Sheri Hartz, City Clerk

Approved as to form:

A handwritten signature in blue ink, appearing to read "Veronica J. Noto", written over a horizontal line.

City Attorney of the City of Novato

**San Marin Landscape Assessment District A-81  
Proposed Budget-Fiscal Year 2016/17**

**Proposed Expenditures FY 2016/17:**

Maintenance and Operations	\$28,967
Irrigation Repair and Landscape Renewal	\$4,000
SMIA Management Services Contract	\$1,800
Allocated Salaries <sup>1</sup>	\$2,403
Water	\$12,671
Electricity	\$434
Admin Services <sup>2</sup>	\$3,800
Collection Fees (County of Marin)	<u>\$3,170</u>
<b>Subtotal Proposed Expenditures FY 2016/17:</b>	<b>\$57,246</b>
<b>Projected Carryover Fund Balance 2015/16:</b>	<b>\$20,105</b>
<b>Fund surplus</b>	<b>-\$37,140</b>
<b>Contingency Reserve*</b>	<b>\$20,831</b>
<b>Proposed Assessment for FY 2016/17**</b>	<b>\$57,971</b>
<b>No. of Assessment Units**</b>	<b>1583.91</b>
<b>2016/17 Unit Assessment:</b>	<b>\$36.60</b>
(Maximum allowable unit assessment):	\$36.61

\*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>Engineering staff hours worked on this project multiplied by the hourly billing rate per Novato's cost recovery system

<sup>2</sup>Finance staff, admin support, legal noticing fees and Harris Assoc annual fee





**CITY COUNCIL OF THE CITY OF NOVATO**

**RESOLUTION NO. 34-16**

**RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR 2016/17 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 Engineer of Work for Assessment District A-03 to prepare and file an annual report for Fiscal Year 2016/17; and

WHEREAS, the Engineer of Work filed an annual report on May 17, 2016 with the City Clerk, and the City Council adopted Resolution of Intention No. 28-16 to Levy and Collect Assessments within the assessment district for Fiscal Year 2016/17; and

WHEREAS, said Resolution No. 28-16 set a public hearing to be held at the hour of 6:30 p.m. on June 14, 2016 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 14, 2016, 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 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 2016/17.

\* \* \* \* \*

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 14th day of June, 2016, by the following vote, to wit:

AYES:	Councilmembers	Athas, Drew, Fryday, Lucan, Eklund
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None



A handwritten signature in blue ink, appearing to read "Sheri Hartz".

\_\_\_\_\_  
Sheri Hartz, City Clerk

Approved as to form:

A handwritten signature in blue ink, appearing to read "Robert J. Noto".

\_\_\_\_\_  
City Attorney of the City of Novato



**San Pablo Landscape Assessment District A-03  
Proposed Budget-Fiscal Year 2016/17**

**Proposed Expenditures FY 2016/17:**

Maintenance and Operations	\$7,868
Allocated Salaries <sup>1</sup>	\$1,202
Water	\$2,342
Electricity	\$140
Admin Services <sup>2</sup>	\$1,000
Collection Fees (County of Marin)	<u>\$38</u>
<b>Subtotal Proposed Expenditures FY 2016/17:</b>	<b>\$12,589</b>
<b>Projected Carryover Fund Balance 2015/16:</b>	<b>\$31,871</b>
<b>Fund surplus</b>	<b>\$19,282</b>
<b>Contingency Reserve*</b>	<b>\$32,819</b>
<b>Proposed Assessment for FY 2016/17:</b>	<b>\$13,538</b>
<b>No. of Assessment Units</b>	<b>19</b>
<b>2016/17 Unit Assessment:</b>	<b>\$712.50</b>
Maximum allowable unit assessment	\$712.50

\*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>Engineering staff hours worked on this project multiplied by the hourly billing rate for Novato's cost recovery system

<sup>2</sup>Finance staff, Consultant fee, and administrative support



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 35-16

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR 2016/17 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 Engineer of Work for Assessment District C-91 to prepare and file an annual report for Fiscal Year 2016/17; and

WHEREAS, the Engineer of Work filed an annual report on May 17, 2016 with the City Clerk, and the City Council adopted Resolution of Intention No. 29-16 to Levy and Collect Assessments within the assessment district for Fiscal Year 2016/17; and

WHEREAS, said Resolution No. 29-16 set a public hearing to be held at the hour of 6:30 p.m. on June 14, 2016, at the meeting place of the City Council located in the Novato City Hall at 901 Sherman Avenue, Novato, and notice was given in the time and manner required by law; and

WHEREAS, on June 14, 2016, 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 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 2016/17.

\* \* \* \* \*

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 14th day of June, 2016, by the following vote, to wit:

AYES:	Councilmembers	Athas, Drew, Fryday, Lucan, Eklunc
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None



A handwritten signature in blue ink, appearing to read "Sheri Hartz".

\_\_\_\_\_  
Sheri Hartz, City Clerk

Approved as to form:

A handwritten signature in blue ink, appearing to read "Richard J. Nardo".

\_\_\_\_\_  
City Attorney of the City of Novato



**Wildwood Glen Landscaping Assessment District C-91  
Proposed Budget-Fiscal Year 2016/17**

**Proposed Expenditures FY 2016/17**

Maintenance and Operations	\$5,700
Allocated Salaries <sup>1</sup>	\$801
Water	\$1,695
Electricity	\$159
Admin Services (Internal support) <sup>2</sup>	\$1,300
Collection Fees (County of Marin)	<u>\$94</u>
<b>Subtotal Proposed Expenditures FY 2016/17:</b>	<b>\$9,749</b>
<b>Projected Carryover Fund Balance 2015/16:</b>	<b>\$1,033</b>
<b>Fund surplus</b>	<b>-\$8,716</b>
<b>Contingency Reserve*</b>	<b>\$847</b>
<b>Proposed Assessment for FY 2016/17</b>	<b>\$9,564</b>
<b>No. of Assessment Units:</b>	<b>47</b>
<b>2016/17 Unit Assessment:</b>	<b>\$203.48</b>
(Maximum allowable unit assessment)	\$203.49

\*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>Engineering staff hours worked on this project multiplied by the hourly billing rate per Novato's cost recovery system

<sup>2</sup>Finance staff, admin support, legal noticing, and Harris Assoc annual 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 6/30/2016**

<b>Due To</b>	<b>Amount</b>	<b>Due From</b>	<b>Amount</b>
<b>Loans to Redevelopment Obligation Retirement Fund:</b>			
General Fund	<b>614,243</b>		<b>614,243</b>
Subdivision Park Fund - Quimby	<b>177,553</b>		<b>177,553</b>
Insurance Reserve	<b>163,432</b>		<b>163,432</b>
Emergency Reserve	<b>474,228</b>	Redevelopment Obligation	<b>474,228</b>
Development Impact Fees / Parks	<b>531,460</b>	Retirement Fund	<b>531,460</b>
Community Facilities	<b>171,480</b>		<b>171,480</b>
NPFA	<b>326,093</b>		<b>326,093</b>
Equipment Replacement	<b>291,707</b>		<b>291,707</b>
<b>Subtotal RORF Debt</b>	<b>2,750,197</b>		<b>2,750,197</b>
Equipment Replacement	<b>206,248</b>	General Fund	<b>206,248</b>
Equipment Replacement	<b>388,069</b>	Novato Public Finance Authority	<b>388,069</b>
RDA Successor Agency	<b>23,500,319</b>	RDA Housing Successor Agency	<b>23,500,319</b>
<b>Total inter-fund loans</b>	<b>26,844,833</b>		<b>26,844,833</b>



FY 16/17 Budgeted Operating Transfers

Transfers Out	Transfers In													Totals
	101 General Fund	210 Affordable Housing Prog	241 Hamilton CFD	281 Special Projects	299 Emergency Resp	301 Capital Improvements Program	321 Clean Stormwater CIP	323 Facilities Long-Term Maintenance	324 Infrastructure Long-Term Maintenance	450 NPFA	503 Pension Obligation Bonds	605 Equipment Replacement	606 Technology Replacement	
101 General Fund				7,000	1,472,870	561,294		572,600	572,600		1,238,162	462,000		4,886,526
201 Measure F Sales Tax						3,571,871					10,210		22,000	3,604,081
205 RDA Successor Agency											1,579			1,579
210 Affordable Housing Programs											753			753
221 Clean Stormwater	135,000						45,000							180,000
226 Underground Utility						274,513								274,513
227 Parking Improvement						73,107								73,107
231 Quimby	500					257,627								258,127
235 Art in Public Places						38,901								38,901
238 Automation Surcharge											2,075			2,075
241 Hamilton CFD						624,178					9,967			634,145
242 Hamilton Arts Center									270,000					270,000
243 Pt Marin CFD											6,411			6,411
251 Ch 27 Assessments						6,920								6,920
266 San Pablo Assessment Dist			7,868											7,868
272 Gas Tax	817,000					1,136,247								1,953,247
283 State Grant						357,252								357,252
284 Federal Grants						1,715,617								1,715,617
297 Hamilton Trust	235,000	49,000												284,000
298 Insurance Reserve						56,055								56,055
299 Emergency Reserve						5,746								5,746
309 Measure A						2,546,855								2,546,855
310 Parks Measure A						393,583					6,411			399,994
319 Civic Center Fund						32,920								32,920
321 Clean Stormwater CIP						93,028								93,028
323 Facilities LT Maint						1,474,184								1,474,184
324 Infrastructure LT Maint						1,132,016								1,132,016
327 DIF	75,026					1,501,275								1,576,301
330 Community Fac Maint						161,000								161,000
450 NPFA	13,000					2,400,000								2,413,000
601 Equipment Maint											13,824			13,824
605 Equipment Replacement						30,000							358,609	388,609
	1,275,526	49,000	7,868	7,000	1,472,870	18,444,189	45,000	572,600	572,600	270,000	1,289,392	462,000	380,609	24,848,654





# Use of Restricted Developer Fees

DATE NAME	BEGINNING BALANCE 7/1/2015	FEES RECEIVED	FUNDS EXPENDED	INTEREST EARNED	ENDING BALANCE 6/30/2016	PROPOSED USE OF FUNDS
3/29/73 BARRY SWAIN	\$881.00			\$6.09	\$887.09	FUTURE CIP PROJECT
4/11/78 M. BLUMENFIELD	\$22,146.93			\$153.14	\$22,300.07	FUTURE CIP PROJECT
9/21/78 FOUNDERS TITLE	\$2,748.57			\$19.01	\$2,767.58	FUTURE CIP PROJECT
6/1/79 TAM SEWERS, INC.	\$15,930.67			\$110.16	\$16,040.83	FUTURE CIP PROJECT
1/1/80 LEONARD	\$22,238.73			\$153.78	\$22,392.51	FUTURE CIP PROJECT
7/3/86 PERENNIAL HOMES	\$39,837.47			\$275.47	\$40,112.94	FUTURE CIP PROJECT
8/20/87 GLASCOCK HOMES #1	\$52,862.68			\$365.54	\$53,228.22	FUTURE CIP PROJECT
12/11/87 FOUR STAR INVESTMENTS/HILLSIDE PK	\$21,636.58			\$149.61	\$21,786.19	FUTURE CIP PROJECT
6/20/88 ROWLAND 101 PROPERTIES	\$135,790.50			\$938.95	\$136,729.45	FUTURE CIP PROJECT-ROWLAND IMPROVEMENTS
12/27/91 R. W. GUDGEL	\$6,334.05			\$43.80	\$6,377.85	FUTURE CIP PROJECT
3/1/96 BUCK CENTER	\$29,685.90			\$205.27	\$29,891.17	PROJECT 99-007 - ACTIVE
7/25/96 MASMA CONSTRUCTION	\$37,310.48			\$257.99	\$37,568.47	FUTURE CIP PROJECT
2/4/97 FRANK FONSECA	\$23,367.37			\$161.58	\$23,528.95	FUTURE CIP PROJECT
6/23/98 NOVATO COMM HOSPITAL	\$24,645.91			\$170.42	\$24,816.33	FUTURE CIP PROJECT
4/10/98 MARIN GREEN VILLAGE	\$1,609.52			\$11.12	\$1,620.64	FUTURE CIP PROJECT
2/22/99 TOLL BROTHERS	\$8,987.94			\$62.16	\$9,050.10	FUTURE CIP PROJECT
1/29/99 NEW HAMILTON PARTNERSHIP	\$7,815.61			\$54.05	\$7,869.66	FUTURE CIP PROJECT
9/30/99 BUCK CENTER FOR RESEARCH	\$1,513.56			\$10.47	\$1,524.03	PROJECT 99-007 - ACTIVE
4/24/00 GREYSTONE HOMES	\$28,773.08			\$198.95	\$28,972.03	FUTURE CIP PROJECT
10/31/01 SHEA HOMES	\$37,413.60			\$258.70	\$37,672.30	FUTURE CIP PROJECT
7/29/03 SUMMERHILL PALMER LLC #63824	\$107,151.03			\$740.92	\$107,891.95	FUTURE CIP PROJECT
11/24/06 COUNTY OF MARIN GRANT #78962	\$20,066.96			\$138.76	\$20,205.72	FUTURE CIP PROJECT
10/31/08 NCP/SHEA HOMES	\$90,420.45			\$625.24	\$91,045.69	LOT 6, MEADOW PARK MAINTENANCE
VARIOUS STREET RESURFACING	\$32,387.62	\$16,000.00		\$283.20	\$48,670.82	STREET RESURFACING PROJECTS
8/19/09 901 SHERMAN AVE	\$63,018.11	\$4,990.40	(\$1,669.24)	\$457.16	\$66,796.43	901 SHERMAN FACILITY IMPROVEMENTS
9/21/10 SIGNATURE PROPERTIES	\$12,767.76			\$88.29	\$12,856.05	FUTURE CIP PROJECT
7/13/11 NORTHWESTERN PACIFIC RAIL	\$101,770.96			\$703.72	\$102,474.68	FUTURE CIP PROJECT
7/27/12 NOVATO GATEWAY LLC	\$341,405.42			\$2,360.74	\$343,766.16	PROJECT 97-001
7/27/12 NOVATO GATEWAY LLC	\$131,771.87			\$911.17	\$132,683.04	PROJECT 12-005
7/27/12 NOVATO GATEWAY LLC	\$208.04			\$1.44	\$209.48	PROJECT 02-011
4/17/14 FRIENDS OF DOGBONE MEADOW	\$20.11			\$0.15	\$20.26	PROJECT 15-005
4/18/16 MARIN AGRICULTURAL LAND TRUST		\$20,000.00		\$17.58	\$20,017.58	HAMILTON AREA PROJECTS
4/18/16 TRUST FOR PUBLIC LANDS		\$30,000.00		\$26.37	\$30,026.37	HAMILTON AREA PROJECTS
	\$1,422,518.48	\$70,990.40	(\$1,669.24)	\$9,961.00	\$1,501,800.64	

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.



**MEASURE F OVERSIGHT COMMITTEE**  
FY 2015/16 Annual Report



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## EXECUTIVE SUMMARY

Since the Novato voters approved Measure F in 2010, Novato's ½ cent sales tax has provided critical funding for Novato City services. Revenue from the Measure F sales tax has generated approximately \$22.5 million during its five-year duration. Measure F expired on March 31, 2016 and was replaced by the recently-approved Measure C by the Novato voters. Measure C is a ¼ cent tax that will provide \$2.5 million annually for a minimum of 20 years for Novato services.

The Measure F Oversight / Citizens Finance Committee is the designated oversight committee for Measure F funds. The Committee typically meets 10–12 times per year and regularly reviews Measure F expenditures, City financial forecasts, and financial policies, and provides the City Council with input and guidance on a wide range of fiscal matters. The Committee also has a responsibility to annually provide a report to the Council and Novato community on the revenues and expenditures of Measure F funds. This is the fifth such report by the Committee.

As a general purpose tax, there is no dedicated purpose on which the money must be spent. However, the ballot measure language includes several key focus areas, and the City Council has directed the budget allocations of Measure F resources to the following categories:

- General Fund Deficit Backfill — \$754,129
- Police / Crime Prevention / 9-1-1 Response Times — \$1,172,469
- Youth and Senior Programs and Projects — \$1,601,573
- Parks and Street Maintenance / Programs — \$2,600,136
- City Facility Investments — \$1,314,500
- Technology / Customer Service / Efficiencies — \$2,916,367
- Economic Development — \$2,207,729
- Future Risk Mitigation Reserve — \$3,000,000

The detailed programs funded in each of the categories are explored in more detail in the full report, and are also outlined by category in the historical data table at the back of the report.

Looking ahead, there remains an approximate \$5.2 million unallocated balance in Measure F which the City Council could program in future years for to-be-determined projects and services. These decisions will be explored in future budget cycles and will likely dovetail with future conversations about the City's ongoing long-term fiscal sustainability. Now, with a more stable revenue base moving forward (i.e. Measure C in place), the City Council can refresh the Fiscal Sustainability Plan and make important policy decisions that balance service levels with available ongoing revenues.

### MEASURE F BALLOT LANGUAGE

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.



## 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 sunset on March 31, 2016. While the measure was initially projected to yield \$3.2 million annually, the expanding economy and other factors coming out of the Great Recession have pushed annual revenues over \$4 million each year. Over its 5-year term Measure F has provided \$22.5 million in local revenue for local services. The City maintains a special revenue fund to track the revenue and expenditures associated with the measure.

Measure F was a general sales tax and the revenue can be spent on any public purpose. However, the Measure F ballot measure identified 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 are reviewed by this committee 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.

The Committee meets 10–12 times per year and has vigorous debate and discussion about the issues above. Through reviewing information provided by staff; hearing from subject matter experts or departmental experts; and asking questions to gain a deeper understanding of the City's financial issues, the Committee regularly provides advice and counsel to the City Council on Measure F-related topics and other City financial matters.

## WHY DID NOVATO NEED MEASURE F?

Over the decades since its incorporation in 1960, Novato has frequently struggled to balance its budget, often using grant revenues or other one-time revenues, or reducing costs through temporary measures such as holding positions vacant, to stay in the black. Even during boom years, when much of the rest of the State of California was experiencing revenue growth, Novato has lagged behind other municipalities in terms of economic growth, despite a long-term City Council tendency to be conservative with ongoing expenditures and compensation.

Novato's fiscal situation was dire in 2009 and 2010. The Great Recession had eroded City revenues by \$4 million annually, and the City found itself

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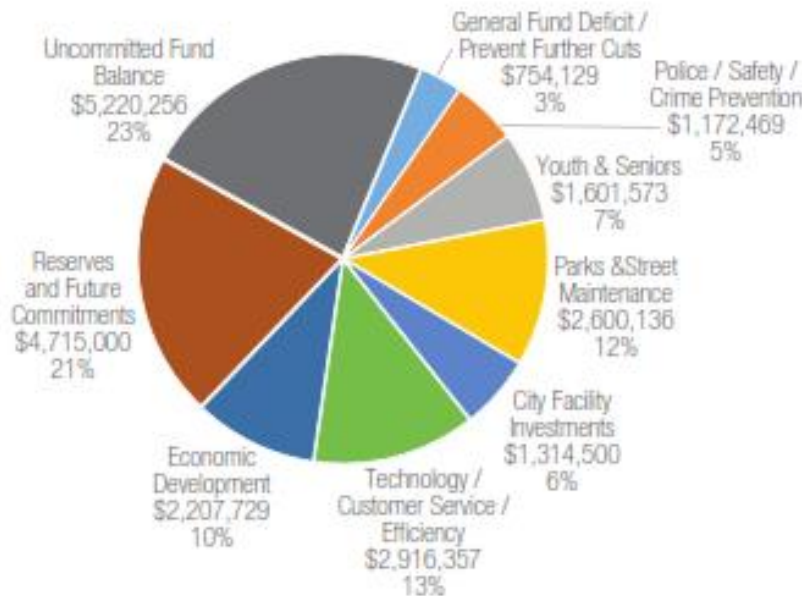
Measure F  
saved critical  
City services  
and temporarily  
stopped  
further cuts

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**MEASURE F EXPENDITURES & ALLOCATED FUNDS OVERVIEW**

**Total Measure F Revenue = \$22.5 million**



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 swiftly 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; implementing cost-savings through public-private partnerships; realizing efficiencies, including 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;
- 36% of Parks and Recreation staffing eliminated — elimination of free / subsidized recreation programs.

Another challenge for Novato during the recession occurred as the State of California eliminated redevelopment agencies statewide in 2011. This caused an \$800,000 annual gap in the City’s budget and eliminated all funding for economic development and redevelopment activities in Novato.

In addition to the cuts and eliminations outlined above, the City’s employees also contributed multi-million dollar wage and benefit concessions during this time period. Employees participated in mandatory furloughs and agreed to lower-tier retirement benefits for new employees and significantly increased employees’ contributions to their pensions. The City’s contributions to health insurance were virtually

**MEASURE F SUPPORTS:  
POLICE & CRIME PREVENTION**

Services paid for by Measure F include crime analysis, Computer Crimes Task Force, emergency planning, and more customer service hours for the public.



flat over a five-year period while health insurance costs were increasing. Employees also received no cost-of-living adjustments for five years.

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. In response to this fiscal situation, and the resulting service and staffing reductions, the voters of Novato adopted Measure F in 2010 as a five-year temporary revenue measure. Measure F stopped the bleeding and temporarily filled budget deficits, revived some of the programs that were cut, and provided the City an opportunity to chart its course for the future.

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 on our community:

- Saved critical City services and temporarily stopped further cuts (and filled 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.

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 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, and youth and senior programs did not suffer further cuts. 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 five years.

#### ***Funded, Improved, and Reinstated Key City Services***

**Police, Crime Prevention, and 911 Response Times** — Measure F 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 concept, initially funded by a 3-year Department of Justice grant, consists of three full-time sworn police officers and a Management Analyst. The team flexibly responds to a variety of neighborhood and quality of life issues, and address crime 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 also works closely with

#### **MEASURE F SUPPORTS: YOUTH & SENIOR PROGRAMS**

Measure F funds youth & senior financial assistance for the City's recreational programs, and capital improvements to improve City facilities including the Hill Recreational Area.





the owners of apartment complexes throughout Novato on the county's first "Crime Free Multi-Family Housing Program". Under this program, many multi-family properties have become certified, resulting in a 30%–50% reduction in calls for service in 2015 as compared to the prior four years.

The Police Department 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 now provides a Police Officer to the NCCCTF, which funds 75% of the 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 funds 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 restore 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 to select Novato schools in a partnership with Novato Unified School District. Novato also received a grant from the Kaiser Foundation 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 enhance scholarship opportunities for underprivileged families and increase programs for these important target populations.

The Fiscal Sustainability Plan process identified two park improvements that will increase recreational amenities for residents, reduce ongoing operating costs and generate additional ongoing revenue for Novato. These facilities, funded by Measure F in conjunction with several other sources, include a bocce ball facility at the Margaret Todd Senior Center and a synthetic turf sports field to replace an existing grass field. Both facilities are planned as part of the Hill Recreation Area master planning process that is currently underway. The synthetic turf sports field will replace one existing athletic field and will reduce watering and maintenance and increase the year-round availability of the field. A variety of parking and ADA improvements are also envisioned at the Hill Recreation area site to complement the master plan. Overall, the improvements at Hill are anticipated to make the facility more usable for the community year-round and generate additional revenue and maintenance cost-savings.

#### MEASURE F SUPPORTS: PARKS & STREET MAINTENANCE

Measure F helps the City to leverage regional funding for Safe-Pathways-to-Schools projects and other crosswalk and pedestrian safety improvements.





Finally, as part of the City's broader strategy for Hamilton Base Reuse, the City leveraged several different funding sources, including 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. During 2015/16, the City successfully completed this transition process and in fall/winter 2017 will begin work with the Hamilton community on the vision for these historic properties.

**Parks and Street Maintenance** — Since its inception, Measure F has funded maintenance workers that have helped offset the 30%+ reductions that occurred in this area during the recession. In 2011/12, two maintenance workers were funded on a temporary basis, and the 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 sales tax. These additions have supplemented and augmented the quality of the landscape, park, median, and street maintenance throughout Novato that otherwise would have declined even further had Measure F dollars not been available.

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, recommend 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 streets safety and maintenance for Novato.

Continuing with the theme of pedestrian safety, in 2015/16, several grant-funded projects moved 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 Street and Arthur Street.

The City also moved ahead with the third and final phase of its Streetlight Conversion Program, changing out all remaining streetlights to more 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 or over ten years old. A lengthy analysis 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. FY 2015/16 represented the second year of

### MEASURE F SUPPORTS: ECONOMIC DEVELOPMENT

This year, through its Hamilton Base Reuse Program, the City was able to lift development federal restrictions on key City-owned properties in Hamilton which will allow for future redevelopment in this neighborhood.

The City's North Bay Life Science Alliance is creating a biotech hub in the region to bring higher-paying jobs to Novato.



North Bay  
Life Science Alliance





such investment, allotting approximately \$1,300,000 to the research, planning, and implementation of several major new technologies.

Accomplishments in 2015/16 in City technology projects include:

- **Enhanced customer service:**
  - » Selection of a new Parks and Recreation software system, including online registrations for classes and programs;
- **Local business support:**
  - » Implementation of new business license software that allows for online renewal of annual licenses;
- **Internal efficiencies:**
  - » Issued an RFP to replace the City's 20-year-old Finance / Payroll software;
  - » Migrated hosted email services to new Microsoft Office 365 platform;
  - » Developed and launched a new employee intranet; and
  - » Upgraded GIS and developed internal applications in conjunction with Marin Map.

**Economic Development** — Restoring an Economic Development program for Novato has been a strategic use of Measure F over the past five years to replace a program that was eliminated in 2011 with the State's seizure of local Redevelopment funds, resulting in an \$800k annual loss to Novato's economic development funding. The Measure F-supported 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.

The Economic Development program has also championed the "Shop Local Novato" campaign, featuring a variety of marketing materials, bus shelter ads, banners, and a website encouraging residents to shop at their local Novato businesses. The Shop Local website continued to be updated during 2015/16, featuring local businesses and adding fresh content regularly.

More recently, the City formed the North Bay Life Science Alliance to accelerate growth of life science industries in the North Bay and establish this region as a strong, attractive, and growing hub for biotech and life sciences. The 2015/16 budget continued investment in this strategic partnership, allocating an additional \$100,000 to achieve additional progress in this key growth industry. Building upon the momentum in 2014/15, the life sciences industry in Novato created another 248 new jobs during 2015/16.

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 uses for a variety of City-owned properties in Hamilton, including properties with historic structures. A significant achievement for this program during 2015/16 was the transfer of the federal "lands to parks" restrictions from several important Hamilton properties. Through complex negotiations with multiple Federal Government agencies, the City successfully unencumbered these Hamilton properties and placed the restrictions on the recently purchased hilltop open space property

### MEASURE F SUPPORTS: TECHNOLOGY UPGRADES

The City is upgrading its online registration software for Parks and Recreation classes, and launched new business license software for more easy and convenient renewal for Novato businesses.



surrounding the Marin Valley Mobile Country Club. The completion of this transaction will allow the City to initiate a community process to determine the future uses for these historic properties and structures.

## **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 some 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" reserve, this reserve 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 Projects** — As discussed earlier in this report, 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, much-needed systems that will improve efficiency of operations and enhance customer service to City residents. The City Council has, via the 2014/15 budget, the 2015/16 budget and the 2016/17 budget, appropriated a total of \$2.8 million in Measure F funds to complete an array of important technology projects throughout the City that will improve Novato's quality of life, customer service and resident satisfaction. Several of the larger technology projects are multi-year, multi-phase projects and the aforementioned technology project funds are carried over from year-to-year via Novato's capital improvement program budget.

**Future Community Projects** — Consistent with the City's conservative fiscal management of Measure F revenues, an estimated \$5.2 million fund balance remains that the City Council can appropriate for other projects to benefit the community or plan for future contingencies.

## **2016/17 MEASURE F BUDGET**

In June 2016, the City Council adopted the 2016/17 budget which included some significant new expenditures of Measure F funds. Specifically, the Council added two new Maintenance Worker positions, a new Police Dispatcher, and a Webmaster/public information position. These four additions were adopted as four-year limited term positions to augment service levels and respond to community and Council priorities. The Council also extended several positions that were previously approved and have been paid for by Measure F; namely, the Hamilton Base Reuse Director and the Police Records Clerk and Administrative Clerk. These positions were extended through December 2018. In addition to the above, the Council added some one-time Measure F funding to further the City's maintenance efforts. A \$125,000 budget item was included to re-start the pavement crack-sealing program in 2016/17; and \$250,000 was added to fund special maintenance projects in a variety of City parks and median islands.



## MEASURE C AND LONG-TERM FISCAL 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 fiscal sustainability. Substantial research during 2012 and 2013 for the Fiscal Sustainability Plan highlighted a number of important financial realities for Novato. The Plan highlights 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.

- Novato's revenue situation is unlike most other cities; only a 7% share of the property tax; no utility users tax; and no refuse franchise fees.
- Infrastructure is aging and needs appropriate 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.
- Seizure of local redevelopment monies by the State of California eliminated over \$800,000 in annual funding for economic development and redevelopment programs.
- Increases in staff compensation to be more competitive in the labor market will be necessary to enhance the City's ability to attract and retain a talented workforce; reduce training costs and loss of institutional knowledge; and enhance service delivery and quality over time.
- 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 infusion of planning fees, permit fees, and development charges that occur with large projects that have historically helped to fund 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 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. The Plan also anticipated and assumed that a new ongoing revenue source would be implemented in Novato to help fund these initiatives and programs in the long run.

In 2015, the City Council unanimously placed Measure C, a ¼ cent sales tax (lasting for at least 20 years), on the ballot. Measure C was subsequently approved in November 2015 by 73% of Novato voters. While lower than the ½ cent generated by Measure F, Measure C will provide a significant, long-term source of \$2.5 million in annual revenue to fund general City services and maintain service levels. The Committee anticipates that the City Council will have further discussions surrounding fiscal sustainability in the near future.

## 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 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 our 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 protected vital City services and allowed the City to continue to provide high-quality services.

Now, with Measure C in place, the Committee anticipates that the City Council will have further discussions surrounding fiscal sustainability in the future. Balancing the demands of infrastructure replacement and investment; service delivery and program staffing levels; and maintaining competitive pay and benefits to retain a talented workforce will be an ongoing challenge for Novato. With the ¼ cent Measure C revenues being lower than the ½ cent sales tax programmed in the Fiscal Sustainability Plan, the City Council and City staff will need to continue monitoring the five-year forecast and making prudent budget decisions that balance General Fund revenues and expenditures.

**After conducting a review of the Measure F revenues and expenditures for fiscal year 2015/16, 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

Bob Scott, Chair  
 David Bentley  
 Don Bbeaut  
 Catrin Devine  
 Cris MacKenzie  
 Tim O'Connor  
 Regina Bianucci Rus

#### Staff liaisons:

Brian Cochran, Finance Manager  
 Maureen Chapman, Accounting Supervisor  
 Jessica Deakynne, Management Analyst

For questions or further information, contact:  
 Brian Cochran, 415-899-8912, [bcochran@novato.org](mailto:bcochran@novato.org)

**MEASURE F FUNDING HISTORY DETAIL**

	FINAL ACTUAL 2010/11	FINAL ACTUAL 2011/12	FINAL ACTUAL 2012/13	FINAL ACTUAL 2013/14	FINAL ACTUAL 2014/15	UNAUDITED ACTUAL 2015/16	ADOPTED BUDGET 2016/17	CATEGORY TOTALS
<b>Revenues</b>								
Measure F Sales Tax Revenue	689,126	4,089,401	4,473,532	4,422,886	4,750,569	3,739,015	—	
Investment Earnings / Miscellaneous	347	9,491	20,872	50,394	94,083	112,444	50,000	
<b>TOTAL REVENUES</b>	<b>689,473</b>	<b>4,098,892</b>	<b>4,494,404</b>	<b>4,473,279</b>	<b>4,844,652</b>	<b>3,851,459</b>	<b>50,000</b>	<b>22,502,159</b>
<b>Expenditures and Allocated Funds</b>								
<b>General Fund Deficit Backfill / Prevent Budget Cuts</b>		<b>16,784</b>	<b>411,375</b>	—	<b>325,970</b>	—		<b>754,129</b>
<b>Police / Crime Prevention / 911 Response Times</b>								
1.0 FTE Dispatcher							97,200	
Novato Response Team — Staff and Program Support		52,302	105,126	73,582	277,577			
0.50 FTE Records Clerk					12,152	40,200		38,502
0.50 FTE Admin Clerk					5,187	40,199		38,501
Crime Analysis Contract Services								27,500
Emergency Services Contract				15,063	64,712	30,663		37,500
Major Crimes Task Force								39,000
North Coast Computer Crimes Task Force				12,022	31,742	31,302		33,345
Replacement Fund for Police Technology					25,102	22,000		22,000
<b>TOTAL</b>								<b>1,172,469</b>
<b>Youth and Senior Programs and Projects</b>								
Youth After School Initiative / Needs Summit			14,236	17,337	—			
CIP — Hill Recreation Master Plan <sup>1</sup>						60,000	140,000	
CIP — Bobco Courts and Parking at Hill Rec Area <sup>1</sup>							400,000	
CIP — Synthetic Turf Athletic Field <sup>1</sup>				272	—	1,969	897,739	
Youth Athletics Scholarship Program					10,000	30,000	30,000	
<b>TOTAL</b>								<b>1,601,573</b>
<b>Parks and Streets Maintenance / Programs</b>								
Maintenance Worker Staffing		169,864	86,092	85,542			180,210	
Parks, Medians, Streets Maintenance <sup>2</sup>						13,084	425,000	
CIP — Pedestrian Safety Improvements					34,340	47,282	79,943	
CIP — Traffic Signal Improvements Design					2,945	447	21,608	
Open Space Purchase — 90+ acres Trust for Public Lands				253,779				
CIP — LED Streetlight Replacement Project					179,347	644,481	376,172	
<b>TOTAL</b>								<b>2,600,136</b>

	FINAL ACTUAL 2010/11	FINAL ACTUAL 2011/12	FINAL ACTUAL 2012/13	FINAL ACTUAL 2013/14	FINAL ACTUAL 2014/15	UNAUDITED ACTUAL 2015/16	ADOPTED BUDGET 2016/17	CATEGORY TOTALS
<b>City Facility Investments</b>								
Payoff of Corp. Yard Lease					1,141,581			
CIP — Hamilton Pool Solar					13,277	80,467	79,175	
<b>TOTAL</b>								<b>1,314,500</b>
<b>Technology / Customer Service / Efficiency</b>								
1.0 FTE Webmaster / Public Information				63,123			90,000	
1.0 FTE Receptionist / Admin Clerk			9,144					
Geographic Info Systems Support								
CIP — Technology/Projects Citywide					272,000	337,417	2,144,683	
<b>TOTAL</b>								<b>2,916,367</b>
<b>Economic Development</b>								
Economic Development — Staff and Program Support			170,982	215,006	—			
Hamilton Base Reuse — Staff and Program Support			107,076	284,663	309,957	227,133	296,148	
Shop Local Campaign			19,232	85,522				
Bio-Life Sciences Campaign			—	157,301	134,709	99,999	100,000	
<b>TOTAL</b>								<b>2,207,729</b>
<b>Reserves and Future Commitments</b>								
Risk Mitigation Reserve <sup>3</sup>					3,000,000		1,715,000	
Future Funding for Multi-Year Positions / Programs <sup>4</sup>								
<b>TOTAL</b>								<b>4,715,000</b>
<b>TOTAL EXPENDITURES / ALLOCATIONS</b>		<b>238,950</b>	<b>923,263</b>	<b>1,263,202</b>	<b>5,840,598</b>	<b>1,706,664</b>	<b>7,309,226</b>	<b>17,281,903</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>10,334,687</b>	<b>12,479,482</b>	<b>5,220,256</b>	<b>5,220,256</b>

\* Capital Improvement Program ("CIP"), project budgets represent appropriated funds. Depending on project timing, actual expenditures may not occur until future fiscal years. 2016/17 Adopted Budgets for CIP projects include updated carryover budgets based on actual expenditures during 2015/16.

<sup>1</sup> "Final Actual" figures represent past year revenues and expenditures that are finalized and audited.

<sup>2</sup> "Unaudited Actual" figures represent the most recent completed fiscal year and are preliminary revenues and expenditures that not yet been audited.

<sup>3</sup> "Adopted Budget" figures represent budget amounts for the most recent fiscal year.

1. The three noted CIP projects are parts of a larger Hill Recreation Area / Margaret Todd Senior Center master planning effort that is currently underway.
2. Includes \$125,000 for pavement crack sealing; \$250,000 for special projects in parks and medians; and \$50,000 funding for Downtown Streets Team.
3. The risk mitigation reserve was set aside by the City Council in 2014/15 to guard against future economic recessions or other unanticipated future risks.
4. In 2016/17, the City Council approved several 2-year and 4-year limited term positions. This line item reserves the future years' funding for these positions in 2017/16 and beyond.





**CITY OF NOVATO  
Adopted Budget  
Fiscal Year 2016/2017**

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