

CITY OF NOVATO | CALIFORNIA

ADOPTED BUDGET FISCAL YEAR 2017/18



PRESENTED BY REGAN M. CANDELARIO | City Manager

DENISE ATHAS | Mayor ■ JOSH FRYDAY | Mayor Pro Tem

PAM DREW ■ PAT EKLUND ■ 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 in the City's Strategic Plan which is included in the Appendices section beginning on Page 455. Accomplishments are listed for each division within each department section, beginning on Page 110.

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

A. A summary of City revenues begins on Page 35. This summary explains each of the different revenue sources and its outlook for the future. On Page 60 is a table of general fund revenues by category, followed by a chart that graphically summarizes this information. Then, on Page 80 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 64, followed by a chart that graphically summarizes this information. A summary of expenditures for the general fund by function is on Page 67. A summary of expenditures for all funds by department is on Page 83. Beginning on Page 103 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. CIP project funds are listed beginning on Page 283. Proposed CIP project expenditures for the next five years are summarized by funding source on Page 296. A summary listing of all capital improvement projects begins on Page 300. Individual CIP projects are shown by type of project (Municipal, Parks, Technology, and Transportation) beginning on page 304. Each section lists the projects alphabetically, followed by a detailed project table for each project.

California Society of Municipal Finance Officers

Certificate of Award

Operating Budget Excellence Award Fiscal Year 2016-2017

Presented to the

City of Novato

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

January 31, 2017



John Adams
CSMFO President

Craig Boyer, 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, 2016.

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, 2016

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, 2016.

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 2017/18

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June 13, 2017

Honorable Mayor and City Council Members
Novato, California

Subject: FY 2017/18 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 2017/18 that includes funding to complete many critical priorities and projects that are important to our community. The proposed Operating and Capital Budgets total \$69 million. With this investment, the City will continue to deliver the services our residents want including public safety, maintained city streets, parks and infrastructure. With the funding from Measure C, the City is in a position to provide a number of key services for our community. Overall, the City's budget is in a 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 in November 2015; a minimum of a 20-year continuation of a ¼-cent locally approved sales tax for Novato general City services. Measure C provides 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 increasing the City's strong commitment to budget stability. As the economy has improved, it has also brought an increased demand for services. Despite the improved economy, the City still struggles to fill key positions for departments such as Planning and Building inspectors. 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 in FY 2017/18 for the Police Department focus on rebuilding support services to assist the department's goals, including adding non-sworn positions to allow sworn staff to return to field duties and lessen the need to perform administrative work; increasing Police Officer recruitment and hiring support; increasing overtime and training budgets to support both existing and newly-hired staff; and continuing the crime analysis program and the Novato Response Team.

Invest in Maintenance – This budget continues investment in the streets crack-sealing program and investments in Parks and Islands special projects begun last year; and continuing and enhancing the partnership with the Downtown Streets Team focused on community clean-up and homelessness outreach. Capital improvements and renovations are also planned at parks and facilities, including the Police Department, Hill Recreation Area, and Dogbone Meadow.

Implement Climate Action Plan – With community and Council desire to implement the City’s Climate Action Plan, the budget adds one new full-time Sustainability Coordinator and has committed to “deep green” status for our City power needs through MCE (Marin Clean Energy).

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 Gymnastics Instructor for preschool and recreation classes. The position is fully cost-covered by reallocating \$20,000 in part-time hourly funding and recognizing increasing program revenues.

Public Engagement and Outreach – With continued emphasis on community engagement and communication, the budget recommends additional operating budget for website enhancements, communications planning, support staff, citywide outreach training and outreach to our Hispanic population.

Foster Economic Development – The budget continues funding the Hamilton Base Reuse Program, business retention and attraction, and the Shop Local program in 2017/18. The restructured management and support staffing will also contribute to a stronger and more robust economic development effort.

Invest in Employees – The budget invests in our employees by continuing a focus on enhanced technology to best serve our community; employee training; implementing an employee reward and recognition program; and overall improving staffing levels to enhance staff’s ability to respond to the service needs of the community which enhances employee morale and job satisfaction.

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 Strategic Plan in the Appendices of the budget document). Council and staff will prepare for the next three-year term in FY 2017/18.

LOCAL ECONOMIC ENVIRONMENT

Another key indicator of the economy that directly impacts the City's revenues is the occupancy rates of our local hotels. Over the past several years, hotel occupancy rates in Novato have improved from 55% to 75%. Novato has seen multiple years of double-digit growth since the lowest point of the recession, and, although that growth has slowed somewhat, 2016/17 is on pace to record at least 5% growth in overall transient occupancy tax revenue.

It is clear from our most recent Community Satisfaction Survey conducted in 2015 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 began making strategic investments to further this goal.

Novato's sales tax over the past year has remained steady, however sales tax revenues are not keeping pace with county or statewide trends. Novato has seen strong gains in new auto sales and construction, while sales tax generated from business-to-business transactions fell 7.7% in Novato compared to 2015.

FY 2017/18 OPERATING BUDGET & MEASURE F

The 2017/18 General Fund budget comprises \$38.8 million (including appropriations and transfers out to other funds) of the total \$69 million overall City budget.

As part of our annual process, departments submitted requests for additional funding that reflected changing needs, revised regulatory requirements, a recognition of historical trends, and Council and community priorities. The requests that have been incorporated into the 2017/18 budget include ongoing funding for training, website enhancements, outreach to our local businesses, and implementation of our Climate Action Plan. Some of these investments will result in ongoing decreased liability and maintenance costs. The impact to the General Fund for these recommended additions is \$924,700 in the upcoming fiscal year. Other expenditures that need to be funded this year are one-time costs related to the November 2017 election, dumpster rental fees to clear out unneeded furniture and equipment in various City facilities, and an impact fee study. The total cost of these one-time funds is \$240,000.

The 2017/18 budget includes increases in salary and benefits for City employees that were approved by City Council last fall following negotiations with all bargaining units. Each unit signed three-year contracts with the City that will go through the 2018/19 fiscal year. Also included are the cost savings related to the recent reorganizations of the Central Administration, Administrative Services, and Parks, Recreation and Community Services Departments.

Measure F Budget

Fiscal year 2017/18 represents the second 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 unallocated Measure F funds. This year's budget strategy was to recommend using some of the unallocated funds to complete several

significant capital projects, in line with the Measure F ballot language and that are important to achieving the City Councils strategic goals. The Measure F budget for 2017/18 includes funding for these projects, as well as continuing to fund previously-approved positions and projects:

- 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;
- Continued funding (carried over) for maintenance projects: \$50,000 to augment the City's pavement crack-sealing program and \$125,000 to complete a number of special projects and improvements to parks and islands; and
- Continuing the partnership with the Downtown Streets Team.

The proposed budget emphasizes a prudent and targeted approach on our community's highest priorities and most pressing challenges. The City continues to anticipate financial stability for the near-term that will allow the City to maintain service levels to the community in key areas. The FY 2017/18 budget is balanced and does not require the use of one-time reserves for ongoing expenditures.

FY 2017/18 CAPITAL IMPROVEMENT PROGRAM BUDGET

The FY 2017/18 Capital Improvement Budget proposes new investments of \$10.5 million. This amount does not include carryover funding of \$11.1 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:

- Hill Recreation Area Master Plan environmental review and development of plans and specifications
- Renovations to the Dogbone Meadow dog park
- Pedestrian Access to Transit Crosswalk Safety Enhancements at five locations throughout the City
- Repairs to City-owned retaining walls in the San Marin area
- Grant Avenue Bridge Widening environmental review and development of plans and specifications
- Novato Police Department Equal Access / Americans with Disability Act (ADA) enhancements.

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. 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 \$38.2 million next year.

Proposed 2017/18 General Fund Budgeted Revenues			
Revenue Type	FY 16/17 Revised Budget	FY 17/18 Proposed Budget	Change
Taxes	29,836,585	30,758,945	922,360
Licenses & Permits	1,130,300	1,152,450	22,150
Intergovernmental *	428,050	380,850	(47,200)
Service Charges	2,827,905	2,920,000	92,095
Fines, Forfeits & Penalties	510,500	525,500	15,000
Use of Money & Property	475,030	547,610	72,580
Miscellaneous Revenue	78,950	54,800	(24,150)
REVENUE TOTAL	35,287,320	36,340,155	1,052,835
Operating Transfers	1,275,526	1,359,935	84,409
One-Time Equity Transfer	1,695,000	-	(1,695,000)
TOTAL	38,257,846	37,700,090	(557,756)
% Budget Change			-1.5%
* 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 annually. The other large contributor to City revenues is the increase in property tax and related revenues, nearly a \$700,000 change from the prior year's budget. All other tax categories are projected to increase as well. Service charges continue to perform well, projected to increase nearly \$100,000 in 2017/18. This increase is led by an increase in childcare, senior programs, and other recreation revenues.

Each department is on track to spend less than what was budgeted for FY 2016/17. Position vacancies and salary savings contribute significantly to the overall amount of unspent budget. This fact, coupled with an improving revenue picture, and some unanticipated one-time funds, will likely mean a General Fund surplus in 2016/17 of about \$1.2 million.

This trend is not projected to continue through 2017/18; however, as mentioned above, the General Fund budget for the upcoming fiscal year is balanced.

Proposed 2017/18 General Fund Budgeted Expenditures			
Department	FY 16/17 Revised Budget	FY 17/18 Proposed Budget	Change
Central Administration	1,841,805	2,408,608	566,803
Administrative Services	3,057,914	2,980,864	(77,050)
Citywide Programs	2,254,053	2,901,388	647,335
Police *	14,014,384	14,317,788	303,404
Community Development	2,493,180	2,626,002	132,822
Public Works	6,812,333	6,897,809	85,476
Parks, Recreation & Community Svcs *	3,562,926	3,516,716	(46,210)
EXPENDITURE TOTAL	34,036,595	35,649,175	1,612,580
Operating Transfers	3,830,056	3,174,853	(655,203)
One-Time Property Purchase	1,695,000		(1,695,000)
Unspent Appropriations	(500,000)	(650,000)	(150,000)
TOTAL	39,061,651	38,174,028	(887,623)
% Budget Change			-2.3%
CIP Operating Transfers for City Hall	586,294	407,450	(178,844)
*Includes grant-funded expenditures			

ACCOMPLISHMENTS FOR FY 2016/17

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 2016/2017, we have been able to achieve many exciting projects and programs that will position our community for the future:

- Bicycle/Pedestrian/Roadway Improvements** – The City has continued its focus on bicycle and pedestrian safety improvements this year. This includes the completion of the Crosswalk Enhancements along Ignacio & South Novato Blvd and the Olive Avenue Class II bike lanes. The City's Public Works Department also completed the resurfacing of the DeLong Ave & Ignacio Blvd Highway Interchanges which included pedestrian improvements and "green" bike lanes to improve bicycle safety.
- General Plan** – Involving a process that has been ongoing for several years, the City published its draft General Plan 2040 and conducted four months of public outreach at nearly 50 venues, and is in process of preparing of the Environmental Impact Review.
- 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.

- **City Facility Improvements** – The City completed interior improvements to the Hamilton Community Center, Margaret Todd Senior Center, and Police Department locker room. The Downtown Recreation/Gymnastic Center also received a new roof.
- **Parks, Recreation and Community Services Programs** – PRCS programs help ensure the overall health and well-being of the Novato community; they provide enrichment, education and skill-based learning opportunities for people of all ages. PRCS provides thousands of program hours each year:
 - Nearly 800 participants participated weekly in over 100 classes at our Gymnastics Center
 - 3,000 adults participated in basketball, softball and volleyball leagues
 - 7,900 hours of indoor & outdoor recreation space was rented to community groups
 - Over 3,400 games were played in youth, teen and adult leagues
 - 13,445 program registrations were processed.

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

- Central Administration – Peggy Flynn, Claudia Laughter, 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 – Kevin Conklin
- Police – Adam McGill, Matt McCaffrey, and Nancy Andrews
- Public Works – Russ Thompson, Chris Blunk, Lyle Waite and Heather Hafer

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 enhancements to essential services such as police 9-1-1 dispatch, continued investments in streets, parks and islands maintenance, public outreach and engagement, economic development, 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 2017/18 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, 2017/18 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 for 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,

A handwritten signature in blue ink, appearing to read "Regan M. Candelario".

Regan M. Candelario
City Manager

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 2017 is 263,604, which is an increase of .18% from the 2016 population of 262,274. Novato, which covers 28 square miles, has a population of 54,522, a slight decrease of .41% 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 1st Presbyterian Church) Built 1896

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

The City of Novato has 208.5 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 2017 the Marin County labor market provided 135,700 wage and salary jobs and had an unemployment rate of 3.1%, the second lowest rate in the state (0.3% behind San Mateo County) and a decrease of 0.4% from the previous year. Of this total, 21,100 jobs were in educational and health services. Other leading sources of wage and salary employment in the county were professional and business services (18,400), trade, transportation and utilities (18,800), government (16,000), leisure and hospitality (15,200) and construction and manufacturing (12,500).

Novato's labor market currently provides 28,600 jobs and has an unemployment rate of 3.1%. This is a slight decrease from the June 2016 unemployment rate of 3.5% 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.

BioMarin is the city's largest employer with 875 employees. 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 2017, 4,700 businesses are registered for business licenses with the City of Novato. The larger businesses within Novato are listed below and have more than 200 employees.

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

Company/Organization	Type of Industry	Number of Employees
BioMarin Pharmaceuticals	Pharmaceuticals	875
Novato Unified School District	School District	850
2K/Visual Concepts Entertainment	Video Game Developer	600
Novato Community Hospital	Hospital	321
City of Novato	Government	300
Costco Wholesale	Bulk Retail Outlet	298
Safeway Stores	Grocery Market	275
Bradley Electric	Electrical Contractors	271
Novato Healthcare Center	Convalescent Home	223

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 2,800 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 3,600 acres. The city itself is home to a total of 27 parks, including three major city parks. The North Marin Water District also maintains an open space preserve near Loma Verde.

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



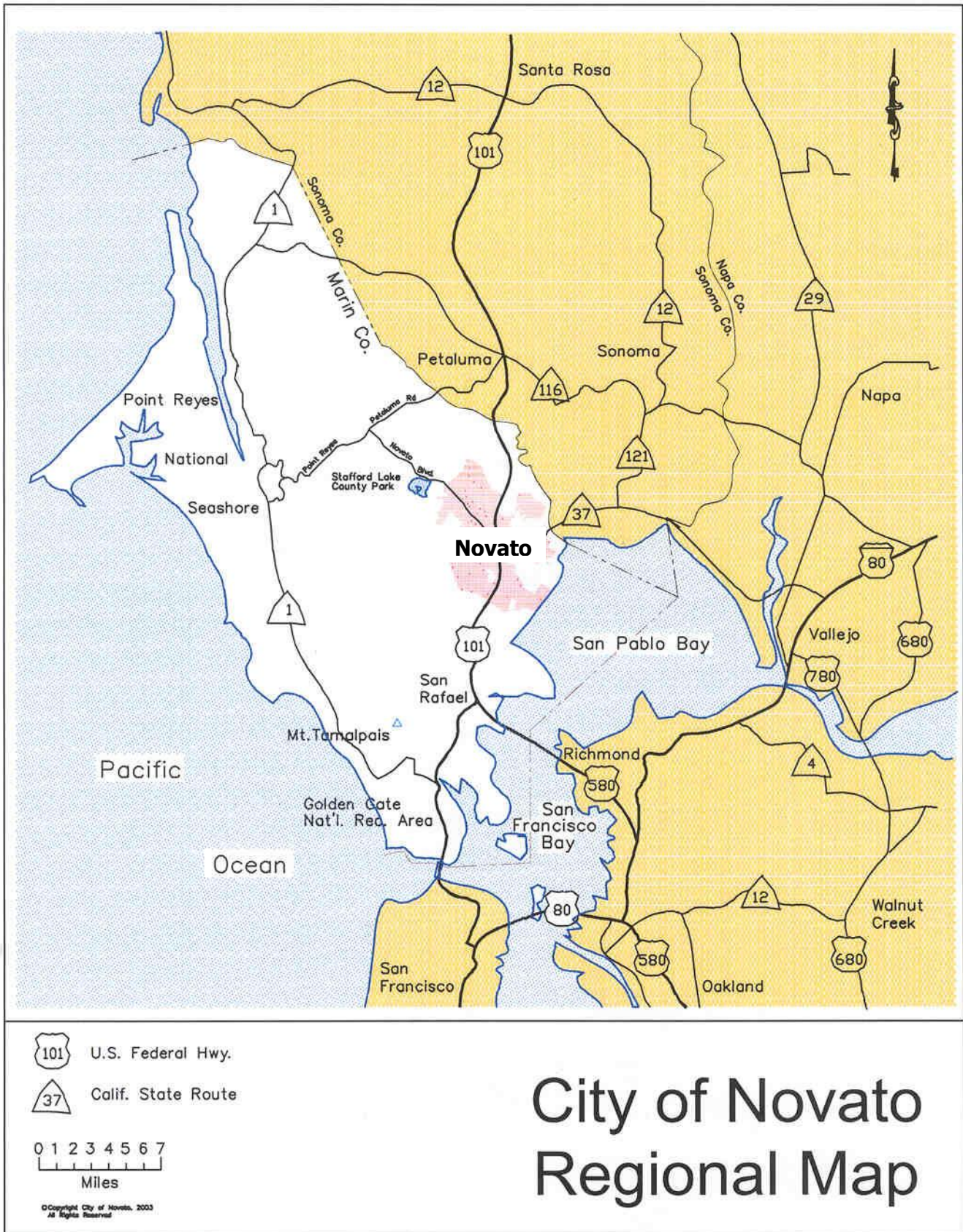
4th of July Parade



Art, Wine & Music Festival



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	54,522
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	28,600
Unemployment Rate	3.1%

Largest Employers

BioMarin Pharmaceuticals	875
Novato Unified School District	850
2K/Visual Concepts Entertainment	600
Novato Community Hospital	321
City of Novato	300
Costco Wholesale	298
Safeway Stores	275
Bradley Electric	271
Novato Healthcare Center	223

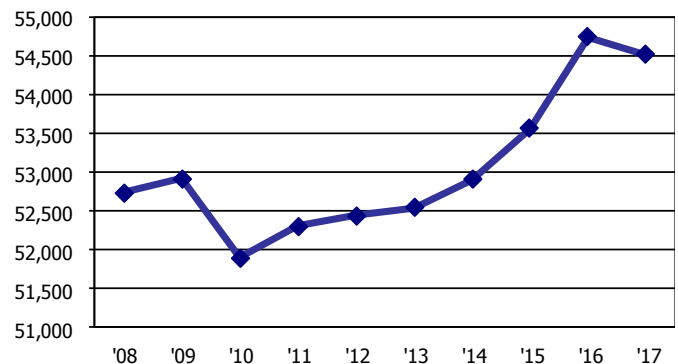
Educational Attainment (Age 25 and older)

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 (Single Family)	\$1,012,174
Median Home Price (Single Family)	\$965,000
Average Home Price (Attached)	\$514,743
Median Home Price (Attached)	\$529,000
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, 2017 and ending June 30, 2018. The 2017/18 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.

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

March

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

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

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

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

April

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

May

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

May - June

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

July

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

August - September

The final budget document is prepared.

Capital Improvement Program Budget - Overview

Purpose

The Capital Improvement Program budget accounts for all capital projects, excluding special district improvements. The Public Works department is responsible for the development, implementation, and management of the city's ongoing five-year Capital Improvement Program (CIP), which includes improvement projects throughout the city, such as: landscaping, beautification and signage; street widening, rehabilitation, resurfacing and sealing; sidewalks, bikeways, and trails; Americans with Disabilities Act (ADA) improvements; traffic signals and safety improvements; transportation facilities and transit amenities; water resource and drainage systems; parks, recreation, and athletic facilities; public offices and buildings; overhead utility undergrounding; and environmental mitigation.

Description of Services

The capital improvement projects for FY 2017/18 are part of the 2017/18-2021/22 five-year Capital Improvement Program. The Public Works Department updates the five-year plan by re-evaluating and modifying the list of planned projects annually for the next five-year period. As part of the City Council deliberations on the CIP budget, the city's 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; and
- 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 costs associated with the number of capital projects identified for FY 2017/18 exceed the amount of available funds. It is anticipated that the number of capital projects identified will continue to be high for the next several years as the city continues to grow and mature. Therefore, recommended expenditures for the upcoming fiscal year are focused on completion of projects started in prior fiscal years as well as the implementation of projects of highest priority in FY 2017/18.

Not only do capital improvement projects have a significant initial impact to the city's CIP budget, but many capital projects have long-term impacts to the city's annual operations and maintenance budget as well. For instance, when a new park is constructed, the city must expend significant funds on an annual basis to provide adequate maintenance of the park. Maintenance expenditures include the cost of utilities that provide services to the property as well as labor (maintenance crews), materials, and equipment (lawn mowers, vehicles, small tools, etc.) required to adequately maintain the property to a level of service acceptable to the city. The level of maintenance at each individual facility dictates these annual expenditures; however, average unit costs based upon past expenditures for various City facilities are as follows:



<u>Category of Improvement</u>	<u>Average Annual Unit Cost for Maintenance Operations</u>
Streets	\$9,000 per mile of collector or arterial street
Buildings	\$8.50 per square foot of building area
Traffic Signals	\$9,990 per traffic signal
Traffic Signing & Marking	\$1,300 per mile of collector or arterial street
Drainage Basins	\$1,100 per drainage basin
Drainage Systems	\$0.25 per linear-foot of drainage system
Parks	\$6,250 per acre of park
Landscaped Parkways	\$1.12 per square foot of landscaped parkway

The FY 2017/18 Capital Improvement Program Budget includes \$9,840,417 of new appropriations, as well as \$11,075,060 in carried over funding. Project costs through FY 2021/22 are estimated at \$48,722,587 (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
- Hill Recreation Area - \$7,228,881
- Grant Avenue Bridge Rehabilitation - \$4,359,291
- Downtown SMART Station Phase II - \$3,100,000
- Redwood Boulevard / San Marin Improvements - \$2,521,338
- Vineyard Road Improvements - \$1,055,757

The Capital Improvement Program section beginning on page 283 of this document provides additional detail, including complete project details, estimated costs, and funding information.

Proposition 218

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

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

Financial Policies & Practices

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

Financial Reporting Policies

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

Basis of Budgeting/Basis of Accounting

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

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

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

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

Cost Accounting & Allocated Costs

The City of Novato uses aspects of both cost accounting and allocated cost methods to track expenditures. The city's budget is arranged in a cost center format with cost centers being defined as program elements. For example, the city's Police Department has been divided into seven major programs — Administration, Technical Services, Professional Standards, Investigations, Patrol, Traffic, and Special Police Services. Each program is then further subdivided into program elements representing the services to be delivered by the program. For example, the Technical Services program's budget comprises two program elements — Records Management and Communications/Dispatch. Direct costs of delivering the service such as materials and supplies, contract services, equipment and other capital outlays are budgeted in each program element. Personnel costs are budgeted at the program element level based upon estimated number of hours to be spent in delivering the service.

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

Governmental Funds

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

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

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

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

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

Proprietary Funds

The proprietary funds are accounted for on a cost of services or "capital maintenance" measurement focus, which means that all assets and all liabilities associated with each fund's activity, whether

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

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

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

Fiduciary Funds

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

Financial Policy Statements

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

Capital Improvement and Asset Policies

- a) The city will make all capital improvements in accordance with an adopted capital improvement program.
- b) The city will develop a five-year plan for capital improvements and update it annually.
- c) The city will adopt an annual capital budget based on the five-year capital improvement plan, subject to available funds. Future capital expenditures necessitated by changes in population, real estate development, or economic base will be calculated and included in capital budget projections.
- d) The city will coordinate development of the capital improvement program 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 approximately 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 asset, 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 or auction sales or trade-ins, 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

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, 2017, is comprised of the following:

Type of Indebtedness	Outstanding at June 30, 2017
General Obligation Bonds:	
Series 2007 (Measure B)	\$3,255,000
Series 2013 Refunding	7,117,907
Compensated Absences	1,365,593
Pension Obligation Bonds	16,246,066
Capital Leases	764,615
MERA	1,007,544
Former Redevelopment Agency Debt:	
Hamilton Tax Allocation Bonds 2005	25,375,000
Hamilton Tax Allocation Bonds 2011	15,860,000
CIEDB Loan	2,399,420
TOTAL GENERAL LONG-TERM DEBT	\$63,018,238



Long-term debt of the proprietary fund (Marin Valley Mobile Country Club) at June 30, 2017 consisted of the following:

Type of Indebtedness	Outstanding at June 30, 2017
MVMCC	
Loan - Bank of Marin	\$5,895,898
TOTAL PROPRIETARY LONG-TERM DEBT	\$5,895,898

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

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

Hamilton Tax Allocation Bonds

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

The Redevelopment Agency issued an additional \$17 million of Hamilton Tax Allocation Bonds on March 24, 2011. These bonds repaid obligations incurred by the agency to the City of Novato's

general fund. The bonds, which mature in 2040, are payable from and secured by tax increment revenues.

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

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, 2017.

Interfund Loans Outstanding

On July 30, 2013, city council approved a loan from the Vehicle Equipment Replacement fund to the General Fund in an amount up to \$700,000 for the City Administrative Offices capital improvement project. Repayment of the loan occurs at a rate of \$70,000 per year beginning in fiscal year 2015/16. Any unused project monies will revert directly to the Equipment Replacement Fund at project completion. Interest is calculated based on the general city operating funds portfolio investment returns and accrued interest is paid annually. The balance of the loan outstanding at June 30, 2017 is \$124,493.

In January 2016, the city made the first of two payments (\$2.6 million each) to the county following the loss of the lawsuit the city had filed with the State of California regarding clawback provisions related to the dissolution of redevelopment agencies by the state in 2011. The second payment was made in January 2017. The payments were funded by reinstating loans between the City of Novato as Successor Agency to the former Redevelopment Agency and various city funds. Interest is calculated based on the city's portfolio investment returns. Repayment of the loans will be requested annually through the ROPS process with the state.



Interfund loans at June 30, 2017 are summarized below:

Interfund Loans		Outstanding at June 30, 2017
Loan From	Loan To	
General Fund		\$1,227,618
Subdivision Trust (Quimby)		354,855
Insurance Reserve		326,633
Emergency Reserve	Redevelopment Obligation	947,785
Development Impact Fees/Parks	Retirement Fund	942,000
Community Facilities		342,717
NPFA		651,725
Equipment Replacement		583,002
Equipment Replacement	General Fund	\$124,493
RDA Successor Agency	RDA Housing Successor Agency	23,094,623
TOTAL INTERFUND DEBT		\$28,595,450

Internal Financing Loans

On February 9, 2016, the City Council authorized a lease-leaseback debt financing from the Hamilton Trust fund to the City of Novato Public Financing Authority (authority) fund in the amount of \$2,200,000 for the Downtown SMART Station Phase 1 capital improvement project. On March 1, 2017, the city entered into a lease agreement with the authority for the lease of two parcels (property) to the authority, for the consideration of a lump sum payment of \$2.2 million made by the authority to the city. The authority (lessor) leased the property back to the city (lessee) and the city will repay the debt at a rate of \$157,000 per year from the General Fund beginning in fiscal year 2017/18. Interest is paid semi-annually at a rate of 3.65%. The balance of the loan outstanding at June 30, 2017 is \$2,162,175.

Other Long-Term Debt Outstanding

At June 30, 2017, accrued compensated absences totaled \$1,365,593 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. In 2007 the city agreed to pay approximately \$0.3 million toward an additional debt of \$2.35 million as part of MERA. Annual bond payments are \$25,412. 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.

Other Post Employment Benefit (OPEB) & Pension Long Term Obligations

As of June 30, 2017, the city reported a net OPEB obligation of \$887,614 and an unfunded actuarial accrued liability for retiree health in the amount of \$3,629,000.

As of June 30, 2016 (the most recent date available), the city reported a net pension liability as follows:

Safety Plan	\$16,050,389
Miscellaneous Plan	16,061,146
Total	\$32,111,535

Sensitivity of the Proportionate Share of the Net Pension Liability to Changes in the Discount Rate

The following presents the City's net pension liability for the Miscellaneous Plan and the proportionate share of the net pension liability for the Safety Plan, calculated using the discount rate for each Plan, as well as what the City's net pension liability and proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1-percentage point lower or 1-percentage point higher than the current rate:

<u>Net Pension Liability (Asset)</u>	<u>Discount Rate -1% (6.65%)</u>	<u>Current Discount Rate (7.65%)</u>	<u>Discount Rate +1% (8.65%)</u>
Miscellaneous (total share)	\$ 26,822,458	\$ 16,061,146	\$ 7,070,441
Safety - (proportionate share)	\$ 27,829,274	\$ 16,050,389	\$ 6,394,432

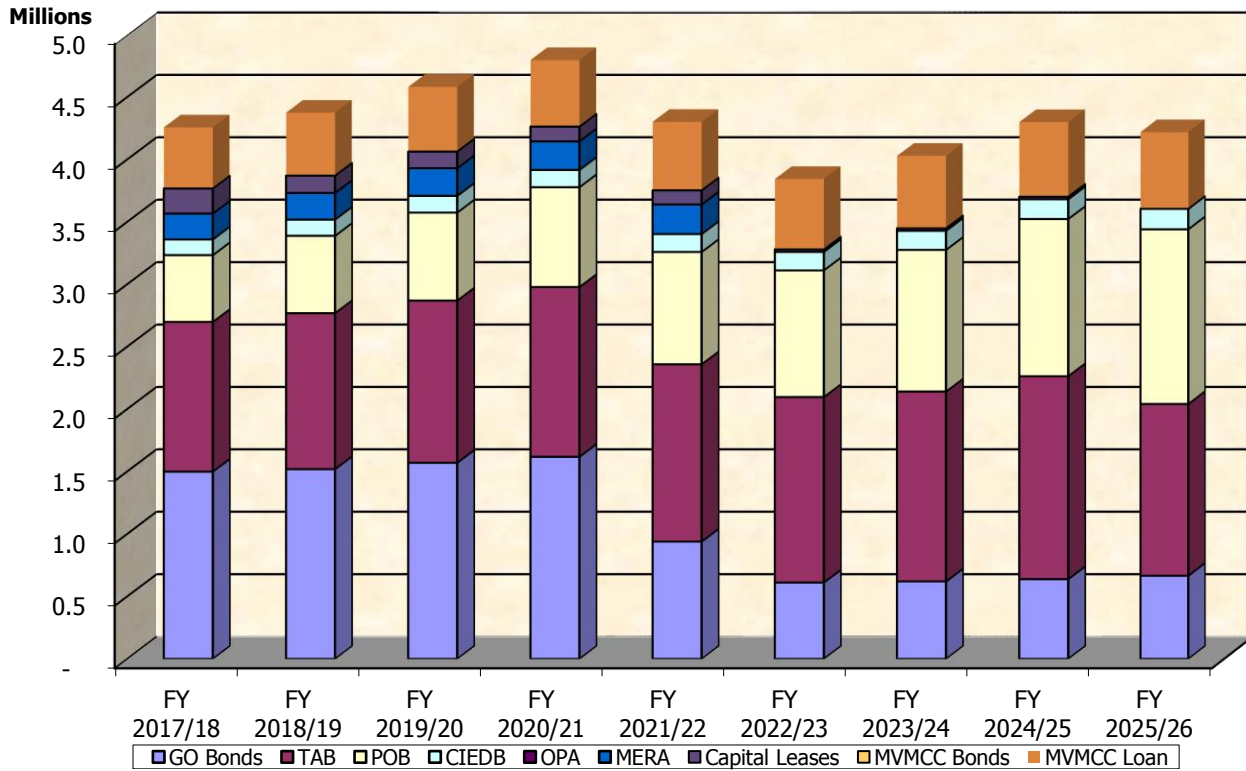
Additional detail related to the city's OPEB and pension liabilities can be found in the city's annual CAFR, which is available on the city's website: <http://novato.org/government/finance>.

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, 2017
Golden Gate Plaza, Assessment District No. 93-1	\$565,000
Vintage Oaks Public Improvements, Community Facilities District No. 1	\$12,775,295
Hamilton Field, Community Facilities District No. 1994-1	\$10,547,342
Pointe Marin, Community Facilities District No. 2002-1	\$8,955,000
Pacheco Valle CFD	\$315,368



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 2014/15 through 2017/18

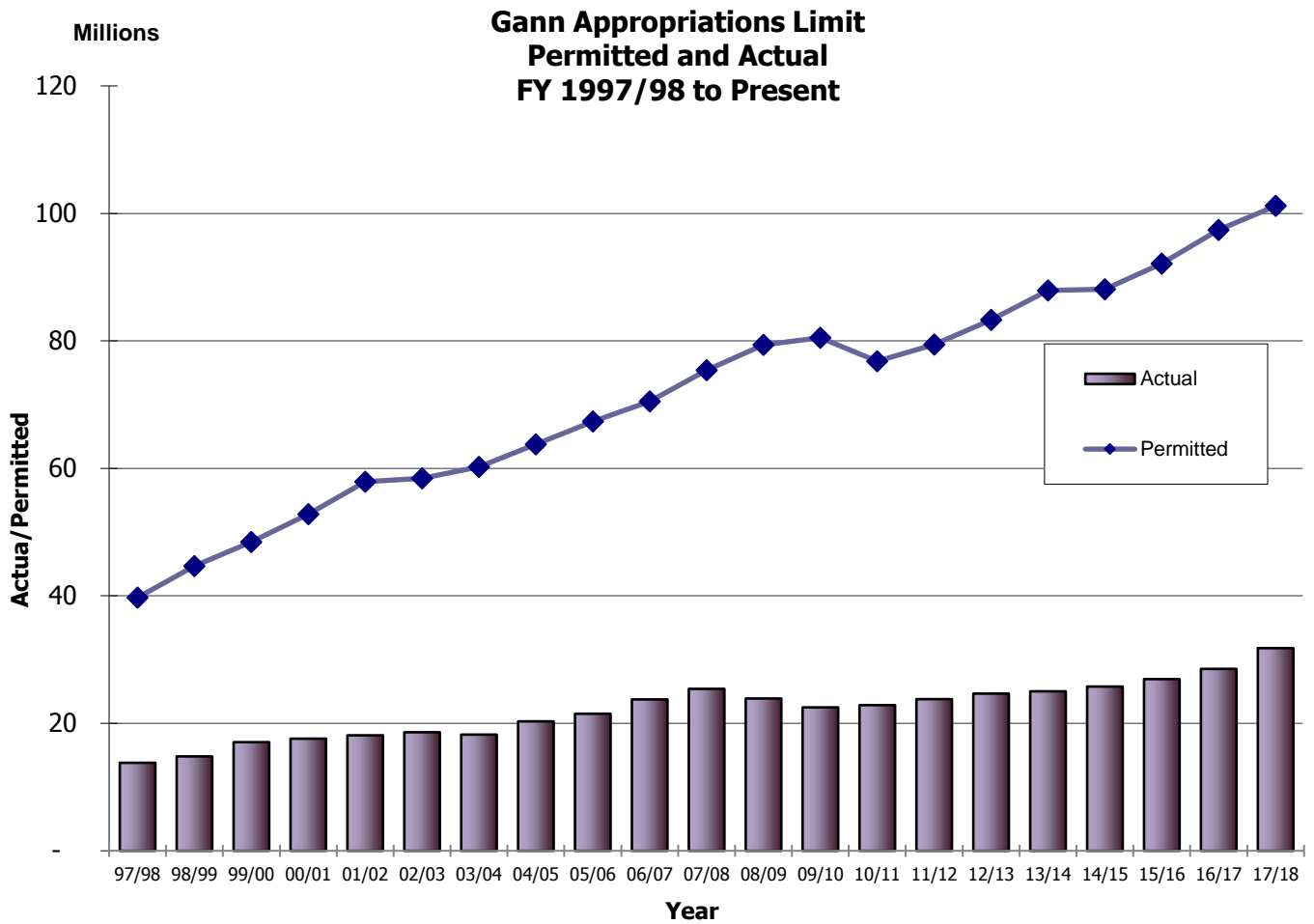
	2014/15	2015/16	2016/17	2017/18
Total Assessed Valuation	\$8,776,955,784	\$9,367,537,682	\$9,884,073,624	\$10,409,101,798
Debt Limitation (15% of Assessed Valuation)	1,316,543,368	1,405,130,652	1,482,611,044	1,561,365,270
Less GO Bonds Outstanding	14,685,450	13,225,168	11,819,330	10,372,907
Legal Debt Margin	1,337,611,646	1,391,905,484	1,470,791,714	1,550,992,363

"Gann" Appropriations Limit

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

Proceeds of Taxes	FY 17/18
Real Estate Property Tax	\$6,994,500
Property Tax in Lieu of MVLFF	4,776,960
ERAF Refund	1,413,500
RDA Property Tax Increment	495,000
In-Lieu Property Tax - MVMHCC	75,670
Unsecured Property Taxes	138,500
Supplemental Property Taxes	210,000
Real Property Transfer Tax	358,500
Sales Tax	11,225,275
Hotel Tax	1,768,900
Business License Tax	1,218,840
Franchise Tax	1,733,000
Residential Development Tax	5,000
Secured Homeowners Exemption	34,000
Gas Tax	1,531,360
Total Proceeds from Taxes	\$31,979,005

For FY 2017/18 the city's appropriation limit is \$101,167,565, an increase of \$3,775,541 from the prior year's limit of \$ \$97,392,024. The city's tax proceeds are estimated to be \$31,979,005 for FY 2017/18. Currently, the city is at 31% 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.

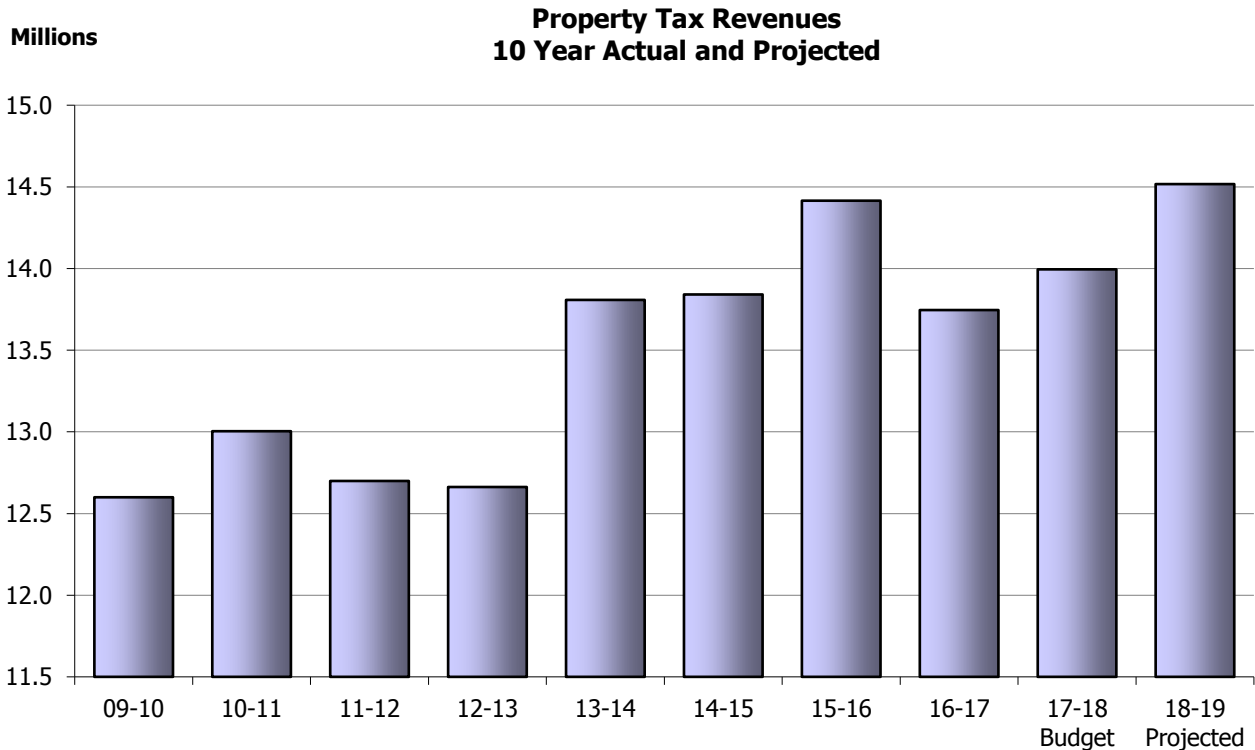




General Fund Revenue

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.



Overview: Approximately 19% or \$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 has been offset by a similar increase in sales tax as the state is now remitting the full 1% to the city. For FY 2017/18, property tax revenue relating to replaced VLF is projected to be \$4.8 million. The chart on the preceding page reflects property tax revenues after



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

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

The city is seeing increased property tax revenues resulting from increased sales and revaluation of homes in Novato as the housing market has 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: Based on projected actual property tax revenue for FY 2016/17, the budget for the upcoming fiscal year has been adjusted by 2%. However, with continued strength in the local housing market, in part due to the factors mentioned above, and the increase in assessed valuation recently received from the county, property tax revenue is projected to increase approximately 3.5% in FY 2017/18. This increase is estimated to increase at approximately 4% 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 | |

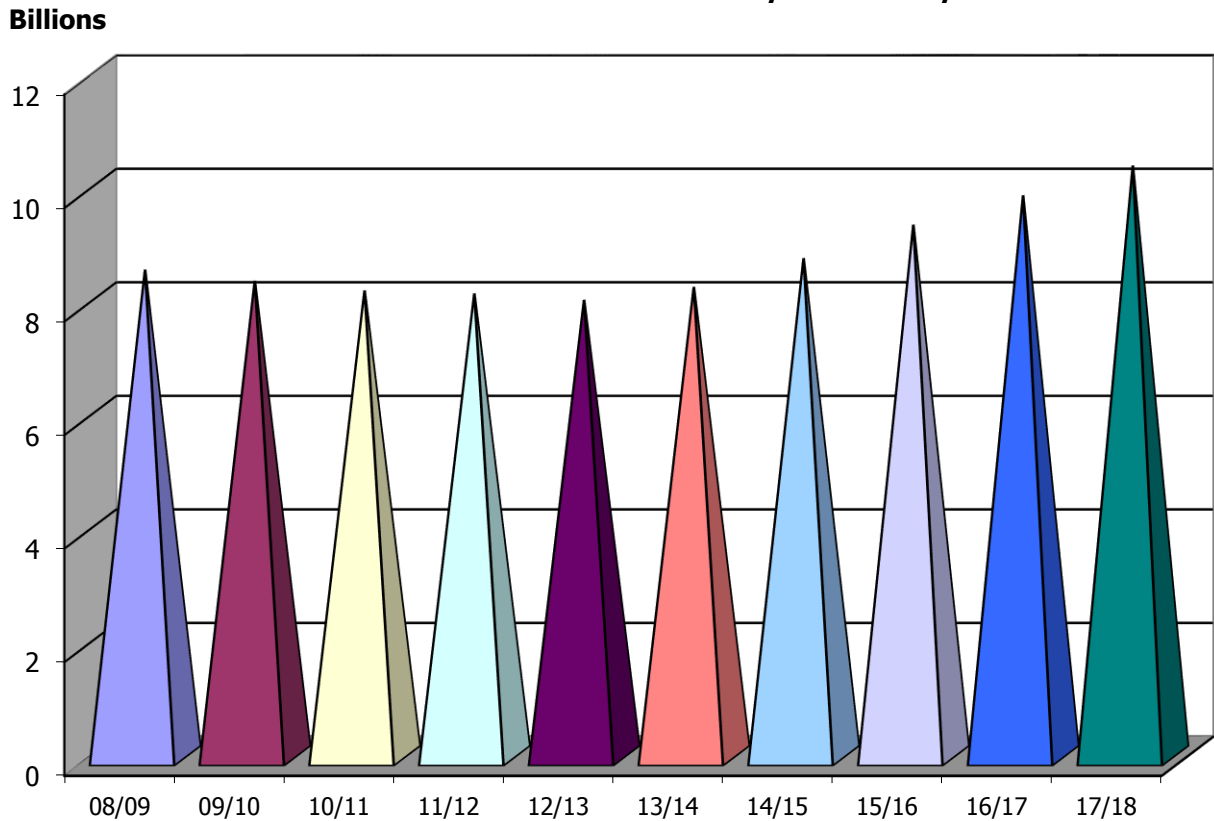


Assessed Valuation

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 2017/18 net taxable valuation and the amount of reimbursable exemptions by assessment roll.

Assessed Valuation FY 2008/09 - 2017/18





CITY OF NOVATO
2017/18 Assessed Valuation

<u>Secured</u>	<u>Unsecured</u>	<u>Total</u>
\$10,409,101,798	\$248,835,296	\$10,657,937,094

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

Fiscal Year	Assessed Valuation	Percentage Change
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%
2017/18	10,409,101,798	5.3%

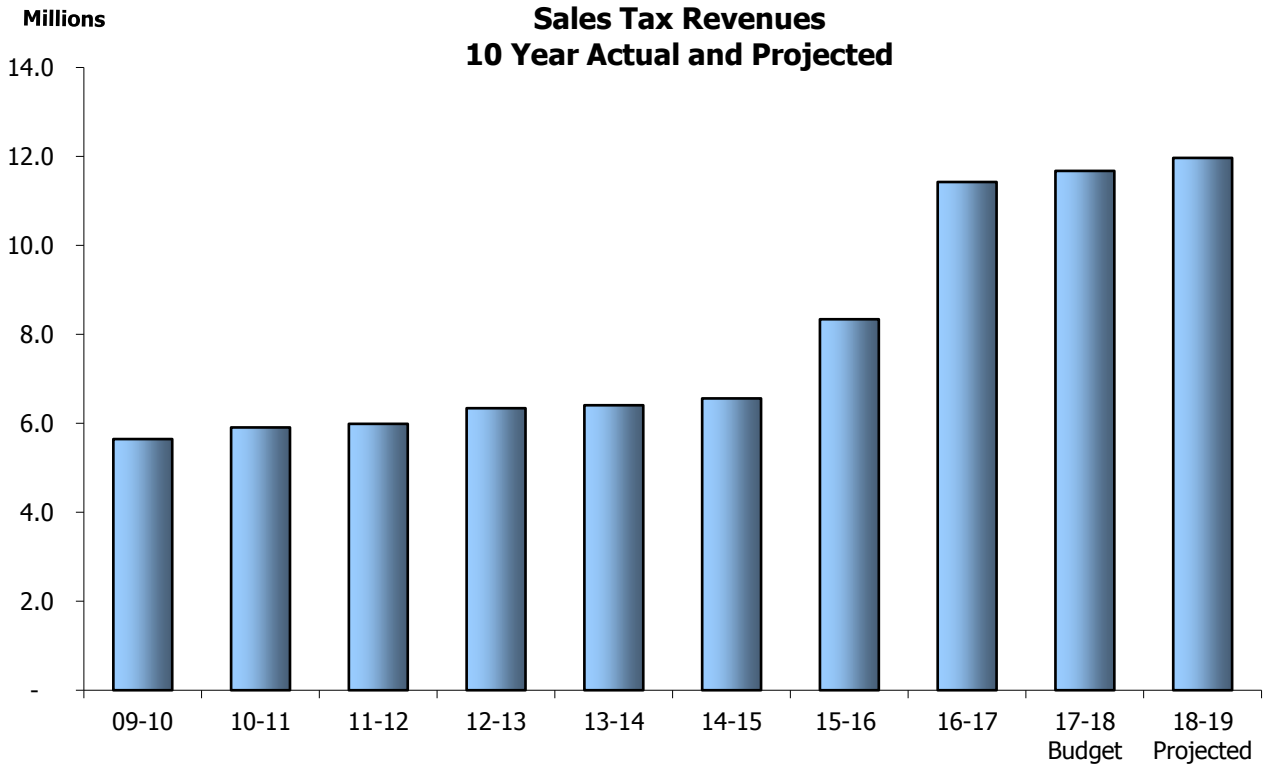
CITY OF NOVATO
Source of Net (Secured) Assessed Valuation
In 2017/18 by Type of Property

Type of Property	2016/17 (Secured) Assessed Valuation	% of Total
Single-Family Unimproved Lots	\$18,949,502	0.18%
Single-Family Homes	8,107,444,063	77.88%
Multi-Family Homes & Lots	500,880,336	4.81%
Rural and Agricultural	684,836	0.01%
Industrial Unimproved	1,883,397	0.02%
Industrial Improved	420,198,570	4.04%
Commercial Unimproved	34,427,984	0.33%
Commercial Improved	1,320,886,751	12.69%
Other	3,746,359	0.04%
TOTAL	\$10,409,101,798	100.00%

Source: Marin County Assessor's Office

Sales Tax

Description: Sales and Use Tax is imposed on most retail transactions. The sales tax rate in the County of Marin is 8.5%. Of this, 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 sunset 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.

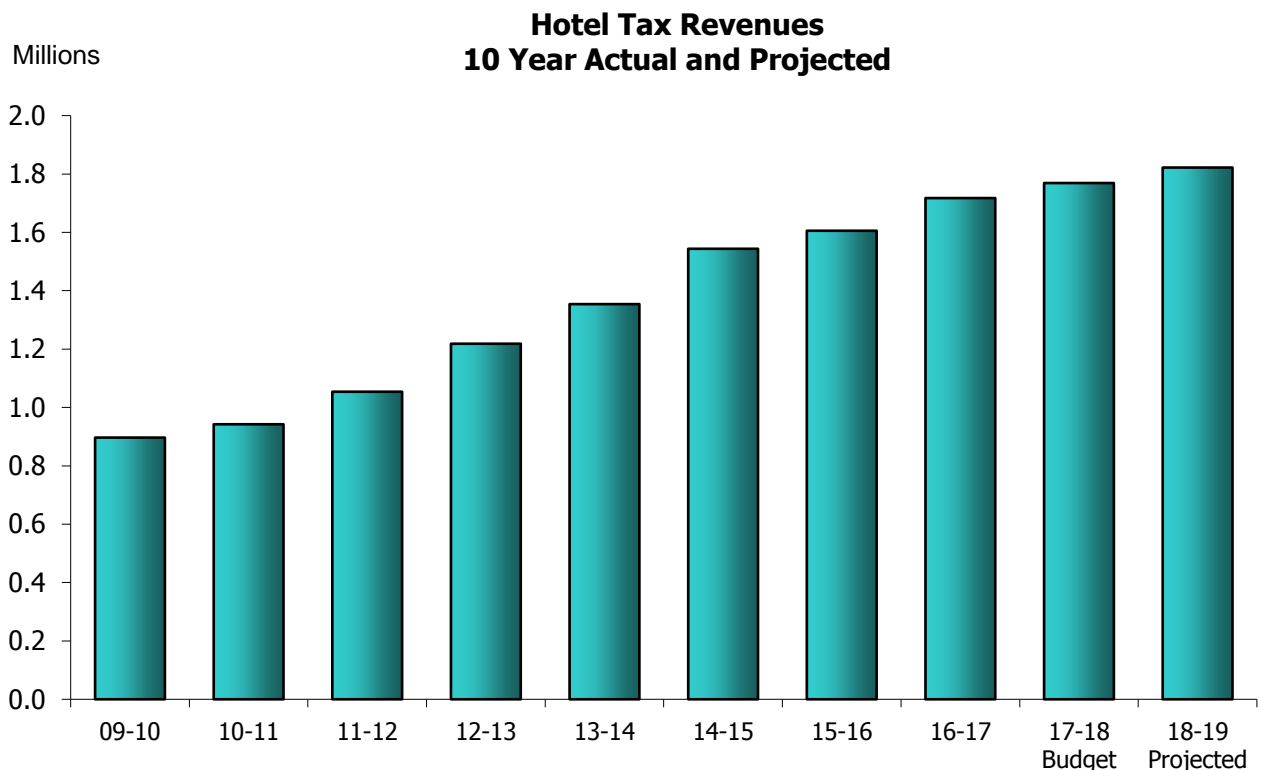
Overview: With the passage of Proposition 57 (the Triple Flip) in March 2004, the state shifted 25% of the city’s sales tax allocation to the state to pay for recovery bonds. The sales tax take-away was replaced with an equal amount of property taxes. The Triple Flip ended in FY 2015/16 and the city is again receiving the full 1% general sales tax from the state. Sales tax revenue, including Measure C, is expected to account for \$11.7 million, or 32% of all General Fund revenues for FY 2017/18.

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 2017/18 is \$1.75 million, of which \$175,000 is allocated for tourism and convention trade programs.



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

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 \$1,098,000 for FY 2017/18, an increase of 3% from FY 2016/17; PG&E franchise fees are estimated at \$635,000, no statistical change from FY 2016/17.

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 January 2015, 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. January 2017 was the final 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

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

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 has since decreased more than 45% over the past three years, 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.

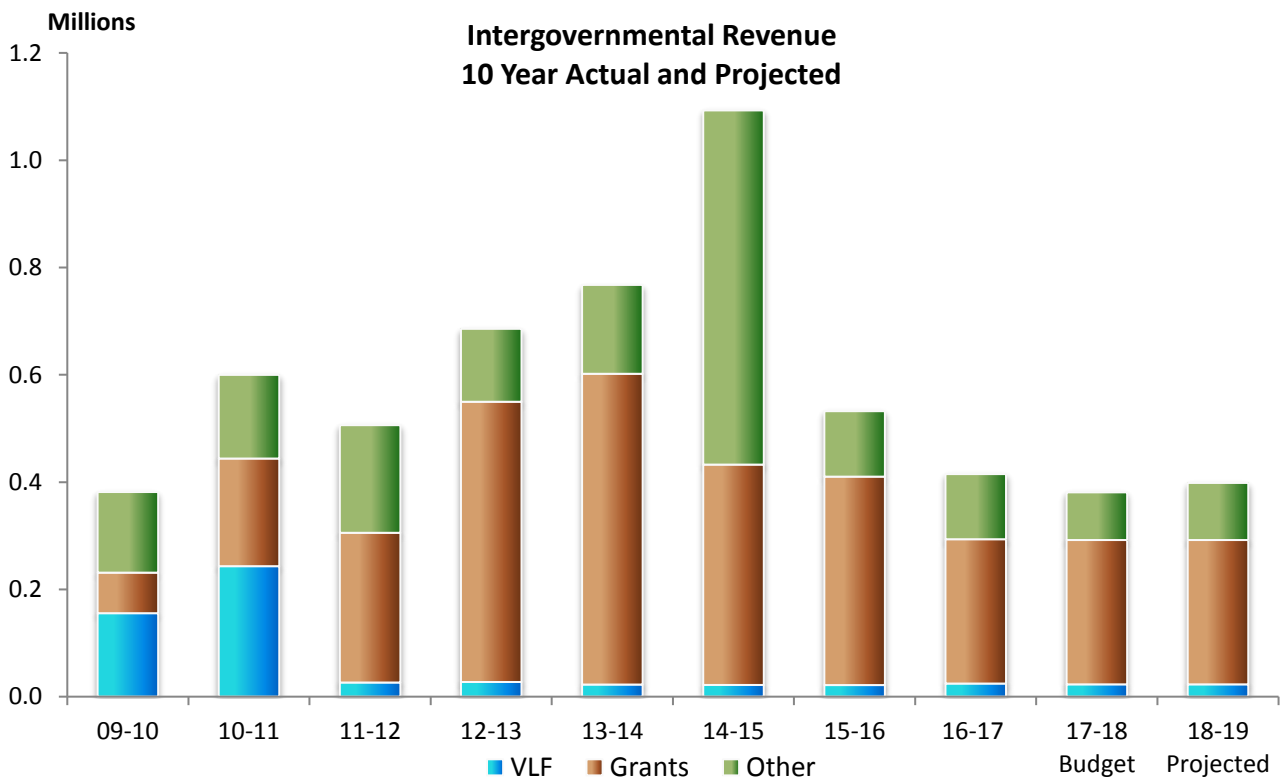
Revenue from Use of Money and Property

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 \$269,000 for FY 2017/18. Other revenues are from abandoned vehicles, peace officer training reimbursements, and payments from various other public sector entities.



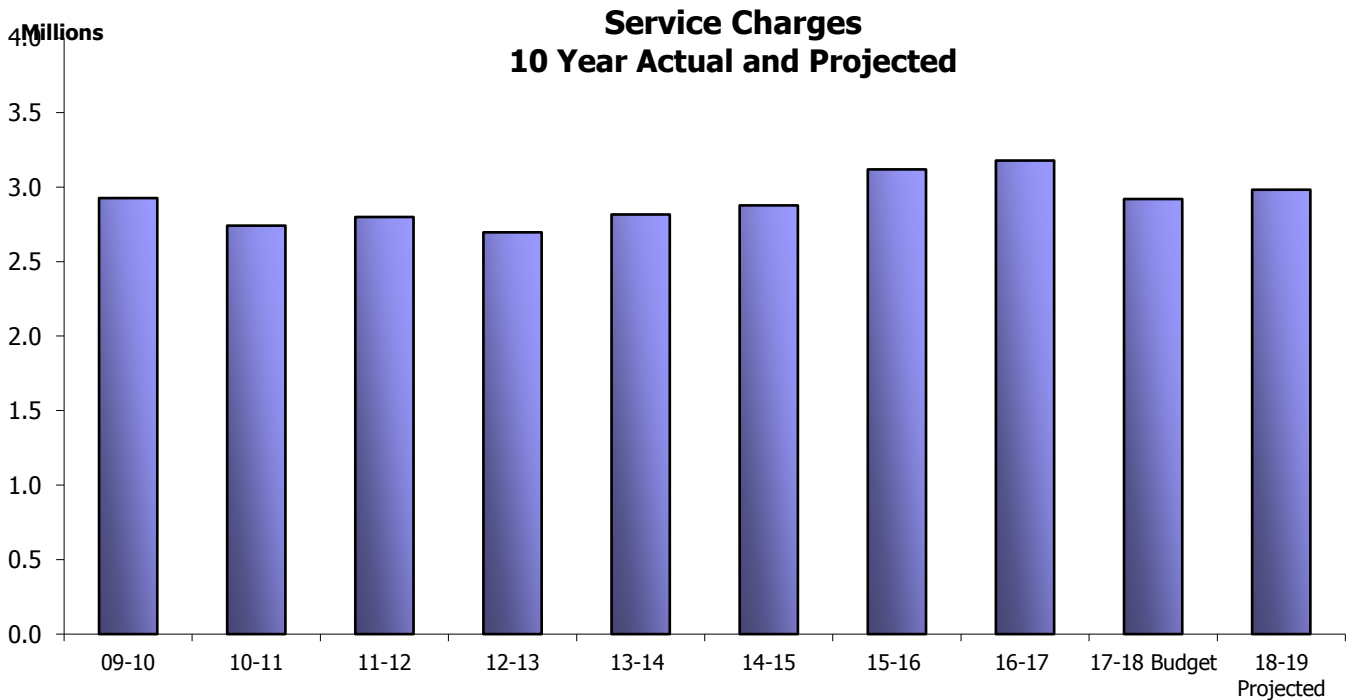
Overview: Until 1998, the largest source of funds in this category was Motor Vehicle in Lieu (MVL) Tax, which was assessed at 2% of a vehicle’s value. At that time, the MVL was reduced in two stages to 0.65%. The state backfilled the resulting loss of local revenues until 2005, when, following the passage 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 2017/18 at just over \$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 \$900,000.



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.

Other Major Fund Revenues

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.

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.

In April 2017, the California state legislature passed Senate Bill 1, which raises gas taxes and vehicle fees to generate over \$52 billion over the next 10 years to fix the state's roads. The tax increase takes effect November 1. Novato is projected to benefit by \$315,000 in FY 2017/18 and by as much as \$900,000 annually in future years. These funds will increase Novato's available funding for ongoing street maintenance and improvement projects.

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 2017/18 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 \$1.6 million for FY 2017/18, 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 \$371,000 for FY 2017/18.

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 \$530,000 for FY 2017/18, with \$375,000 of that total transferred to the General Fund.

Financial Trends FY 2017/18 through FY 2021/22

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.

With the adoption of a redevelopment project area and a business improvement district (BID) in the downtown in 1999, additional sales tax revenue has come from downtown businesses, especially since the Grant Avenue improvement project was completed. Several new stores opened on Grant Avenue in the past several years, including Flourchyld Bakery, Rustic Bakery, Five Little Monkeys, and Powell's Candy. Other major retail stores that have moved into the downtown area include Trader Joe's, Whole Foods, and Pharmaca Integrative Pharmacy. 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 17/18, that amount is estimated at \$375,000.

Expenditures - One-Time

In FY 2016/17 the city made the second of two annual payments (\$2.6 million each) to the county 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

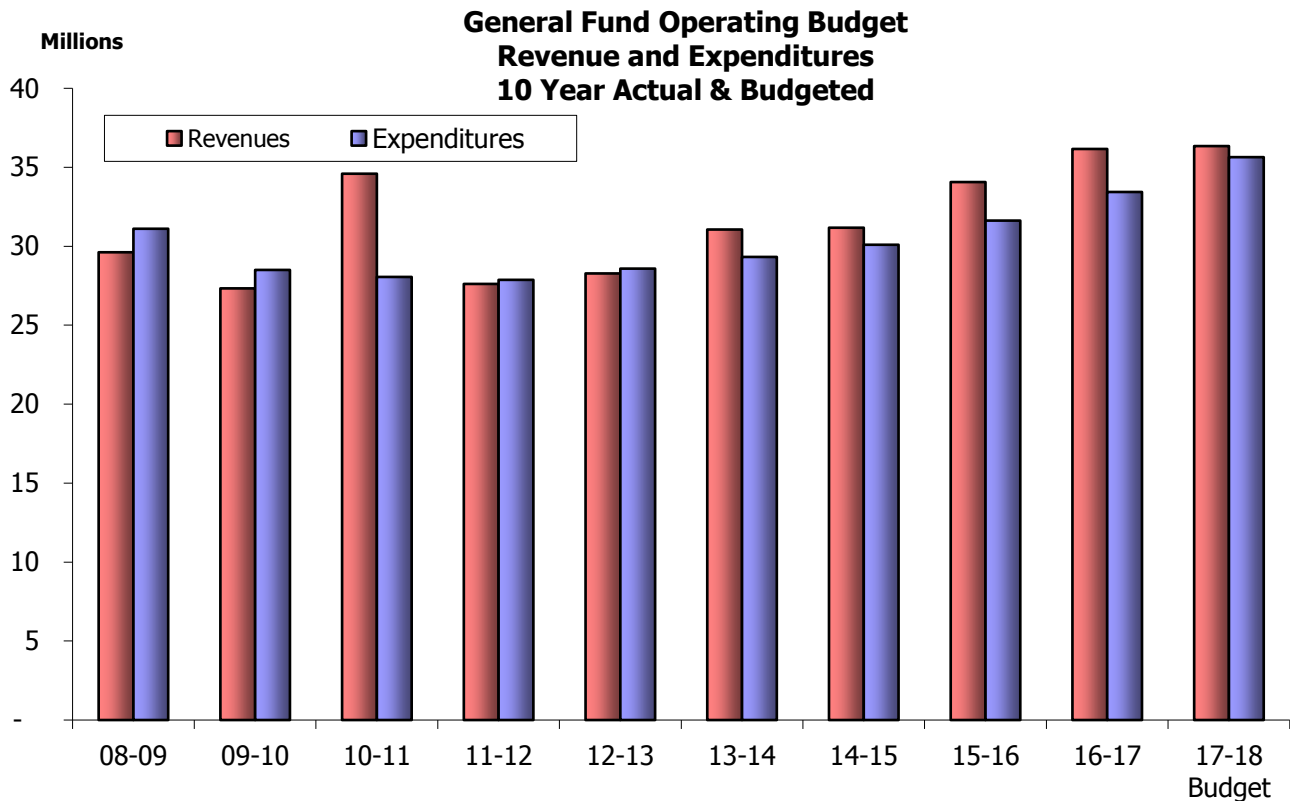
In February 2014, City Council adopted its Fiscal Sustainability Plan, the result of a multi-year process of identifying the resources necessary to allow the city organization to be both fiscally and operationally sustainable. This process included extended public outreach that allowed residents to see 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 2017/18 budget includes a few strategic staffing additions. Components of the adopted Fiscal Sustainability Plan that were originally included in the FY 2014/15 budget are continuing to be budgeted for FY 2017/18, 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 upcoming two fiscal years, although current projections show a deficit beginning in FY 2019/20. Any unassigned fund balance at year end is transferred to the city’s reserves in accordance with its reserve policy.



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

Novato was ranked 17th out of 20 cities within Sonoma and Marin Counties, having a per capita general revenue income of \$543.50 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.

Rank	City	Population	General Revenue	Per Capita Gen. Rev.
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
17	City of Novato	53,575	29,118,228	543.50
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

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



Employee Compensation and Benefits

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

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

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



Community Profile

Employee Compensation & Benefits

Bargaining Unit Benefit Summary (monthly, except where indicated)

Benefit Type	Unit A	Unit B	Unit C	Unit D	Unit E	Unit F	Unit G	Unit H
Fringe (medical/dental)	\$830-1,775	\$885-1,775	\$905-\$1,775	\$1,030-1,775	\$980-1,775	\$955-\$1,775	\$1,005-1,775	\$1,005-1,775
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	17.875%	17.875%	8.663%	8.663%	8.663%	8.663%	8.663%	8.663%
PERS Retirement-Tier 2 (hired after 9/25/11)	16.842%	16.842%	8.663%	8.663%	8.663%	8.663%	8.663%	8.663%
PERS Retirement-PEPRA 3 (new members after 1/1/13)	11.990%	11.990%	8.663%	8.663%	8.663%	8.663%	8.663%	8.663%
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	40 hrs/yr	80 hrs/yr	40 hrs/yr
Holidays	12/yr	13/yr (incl. 1 floating)	13/yr (incl. 2 floating)	13/yr (incl. 2 floating)	13/yr (incl. 2 floating)	13/yr (incl. 2 floating)	13/yr (incl. 2 floating)	13/yr (incl. 2 floating)
Holiday Pay in Lieu	120 hrs/yr	104 hrs/yr						110 hrs/yr or 137.50 hrs/yr (dependent on schedule)
Sick Leave	96 hrs/yr	96 hrs/yr	104 hrs/yr	104 hrs/yr	104 hrs/yr	104 hrs/yr	96 hrs/yr	120 hrs/yr
Administrative Leave	120 hrs/yr at Chief of Police option		90 hrs/yr			90 hrs/yr	90 hrs/yr; + up to 90 hrs/yr at City Manager option	



Community Profile

Employee Compensation & Benefits

FY 17/18 Payroll Cost Breakdown by Division and Department

Department/Division		Salaries	PERS Retirement	POB Allocation	Other Benefits	Pension Costs as a Percentage of Budget
General Fund						
Central Administration	City Council	24,000	1,663	1,315	40,000	3.7%
	City Manager	329,110	49,728	14,650	50,036	11.6%
	Public Engagement/EDD	280,823	48,229	15,072	56,504	10.6%
	City Clerk	192,692	33,172	10,406	50,767	16.3%
	Department Totals	826,626	132,793	41,442	197,307	8.1%
Administrative Services	Administration	175,583	29,522	12,837	31,682	29.5%
	Human Resources	354,206	59,116	18,558	75,635	15.3%
	Finance	528,323	87,142	21,391	117,515	15.9%
	Information Technology	536,682	90,809	23,254	106,527	22.4%
	Citywide Programs	68,511	6,014	1,891	6,242	0.3%
Department Totals	1,663,305	272,603	77,931	337,601	7.3%	
Police	Administration	726,690	276,411	73,846	160,034	33.6%
	Technical Services	1,164,491	181,816	54,301	227,830	14.1%
	Professional Standards	208,589	56,463	14,244	33,463	13.4%
	Investigations	538,434	139,294	56,731	135,637	21.2%
	Patrol	4,699,805	1,223,098	476,884	1,152,577	25.7%
	Traffic	404,447	118,586	46,109	110,093	26.8%
	Special Police Services	702,875	184,398	75,284	172,936	85.5%
Department Totals	8,445,331	2,180,066	797,400	1,992,570	25.4%	
Community Development	Administration	139,776	22,552	7,048	7,607	14.5%
	Code Enforcement	268,634	46,118	14,543	55,431	20.5%
	Planning	657,567	110,843	34,881	102,432	25.2%
	Clerical Services	250,729	39,756	12,536	57,678	39.4%
	Building	412,954	71,657	22,596	89,462	16.8%
Department Totals	1,729,661	290,926	91,604	312,610	21.6%	
Public Works	Administration	322,122	51,322	16,114	44,055	16.5%
	Project Development	192,764	33,279	10,482	33,538	12.3%
	Capital Project Mgmt. <i>Less CIP Reimbursement</i>	844,023	144,549	43,918	164,974	19.4%
	Maintenance Admin.	173,232	30,096	9,490	33,383	15.0%
	Street Maintenance	510,640	87,927	27,676	167,455	9.5%
	Traffic Operations	149,275	25,752	8,106	48,925	7.0%
	Median Islands	131,828	22,728	7,154	42,043	7.8%
	Parks Maintenance	570,768	98,612	31,047	194,787	9.7%
	Building Maintenance	505,349	83,836	26,642	177,344	12.5%
	Department Totals	3,400,001	578,101	180,629	906,503	13.6%
Parks, Recreation & Community Services	Administration	430,987	71,878	19,007	91,612	15.5%
	Children's Programs	474,012	51,563	16,249	70,662	13.4%
	Cultural Programs	5,427	952	297	838	0.8%
	Senior Programs	265,819	37,360	11,767	63,936	12.9%
	Athletic Programs	985,791	107,468	33,856	145,233	9.7%
Department Totals	2,162,037	269,221	81,176	372,281	11.4%	
General Fund Totals		18,226,959	3,723,709	1,270,180	4,118,871	17.2%



FY 17/18 Payroll Cost Breakdown by Division and Department

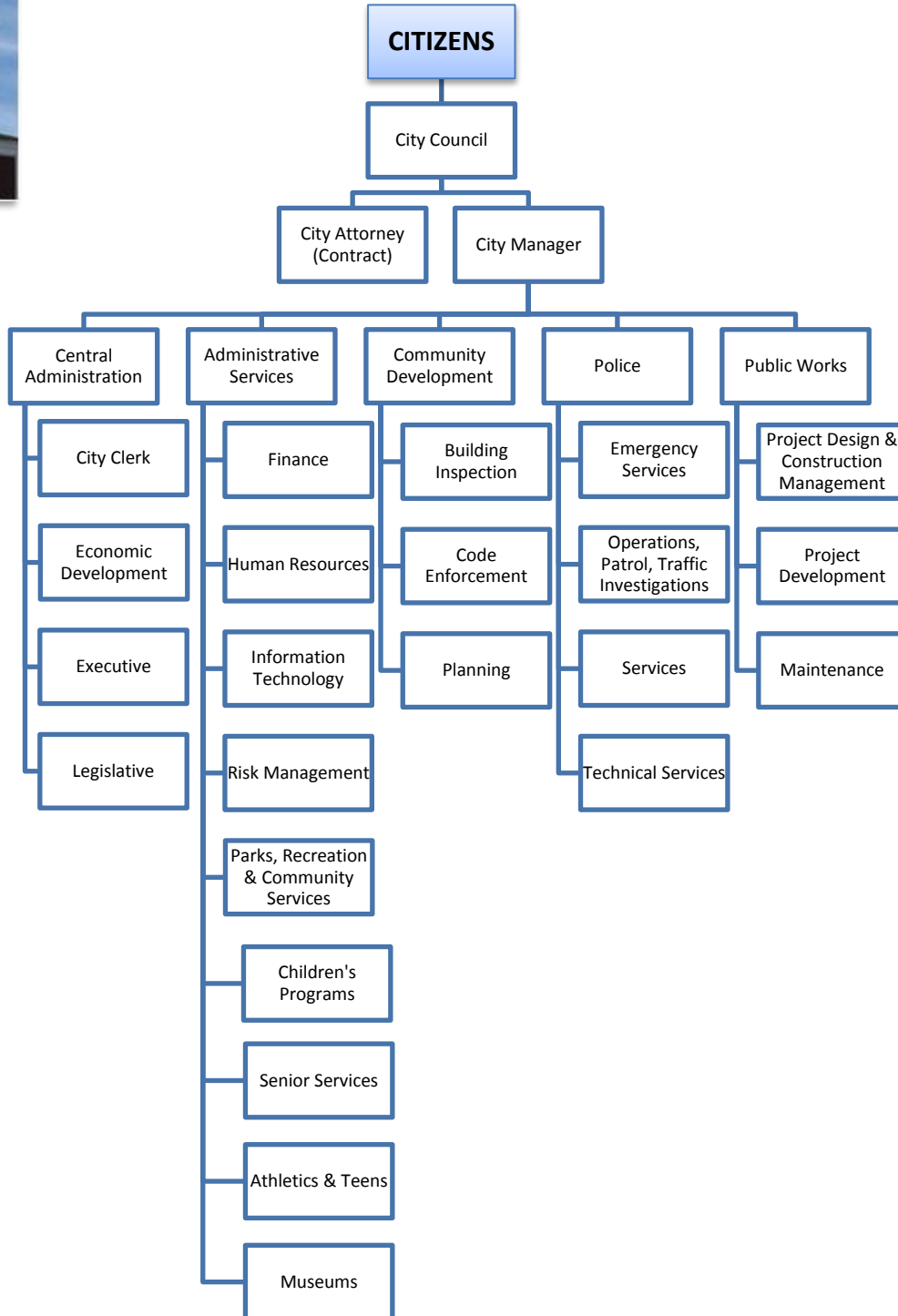
Department/ Division	Salaries	PERS Retirement	POB Allocation	Other Benefits	Pension Costs as a Percentage of Budget
Other Funds					
Measure F	500,872	92,220	28,143	105,876	18.7%
RDA Successor Agency Admin	30,557	5,014	1,576	5,139	2.1%
Affordable Housing Programs	14,044	2,361	743	1,796	1.6%
Automation Surcharge	42,561	6,402	2,019	7,820	9.8%
Hamilton CFD	179,877	31,208	9,828	64,876	9.4%
Pointe Marin CFD	115,607	20,070	6,320	42,192	13.5%
Parks Measure A	140,669	24,424	7,693	49,755	19.7%
Equipment Maintenance	250,824	42,729	13,450	72,388	6.9%
Other Funds Totals	1,275,010	224,428	69,774	349,841	17.4%
Citywide Totals	19,501,970	3,948,137	1,339,952	4,468,712	17.2%

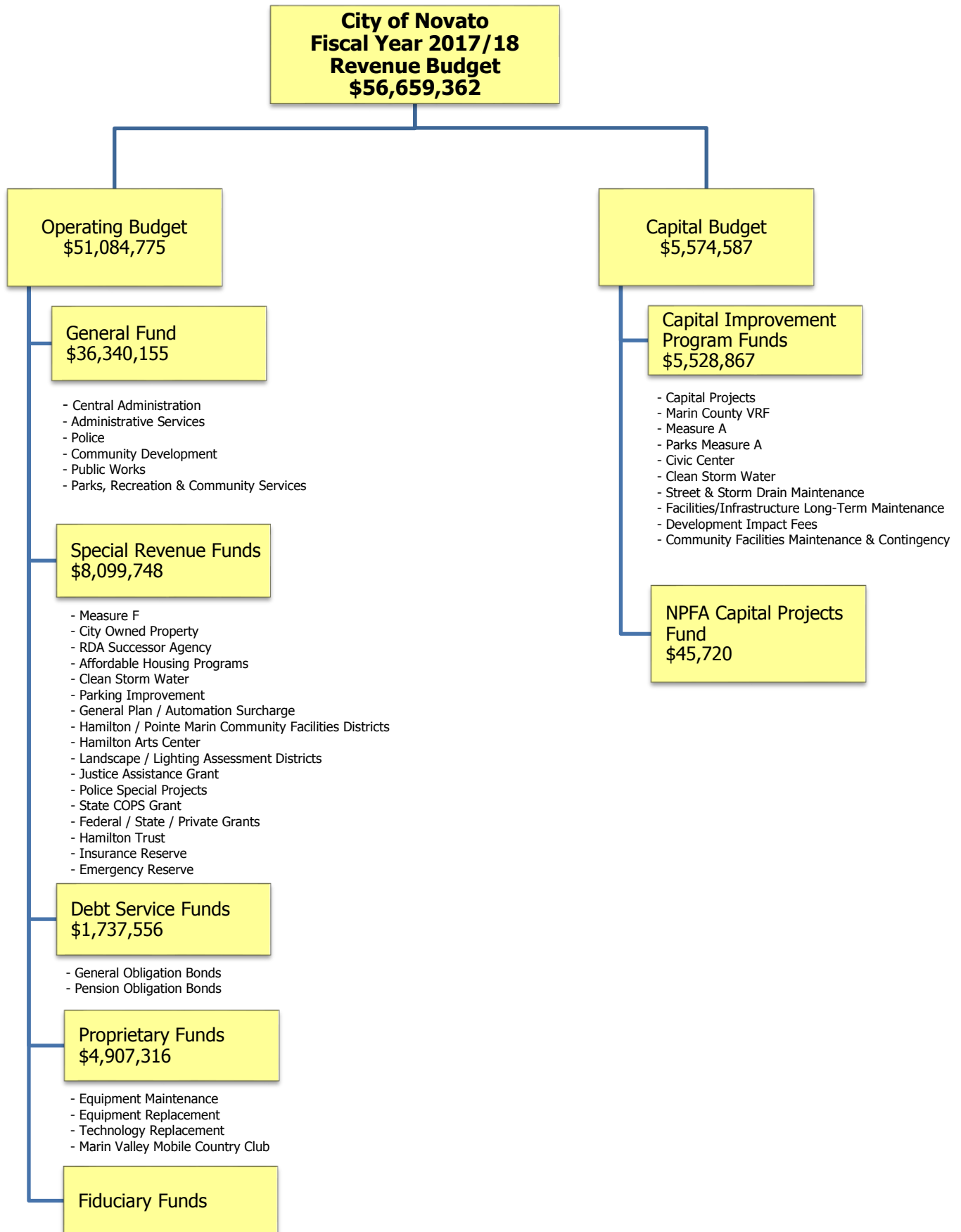


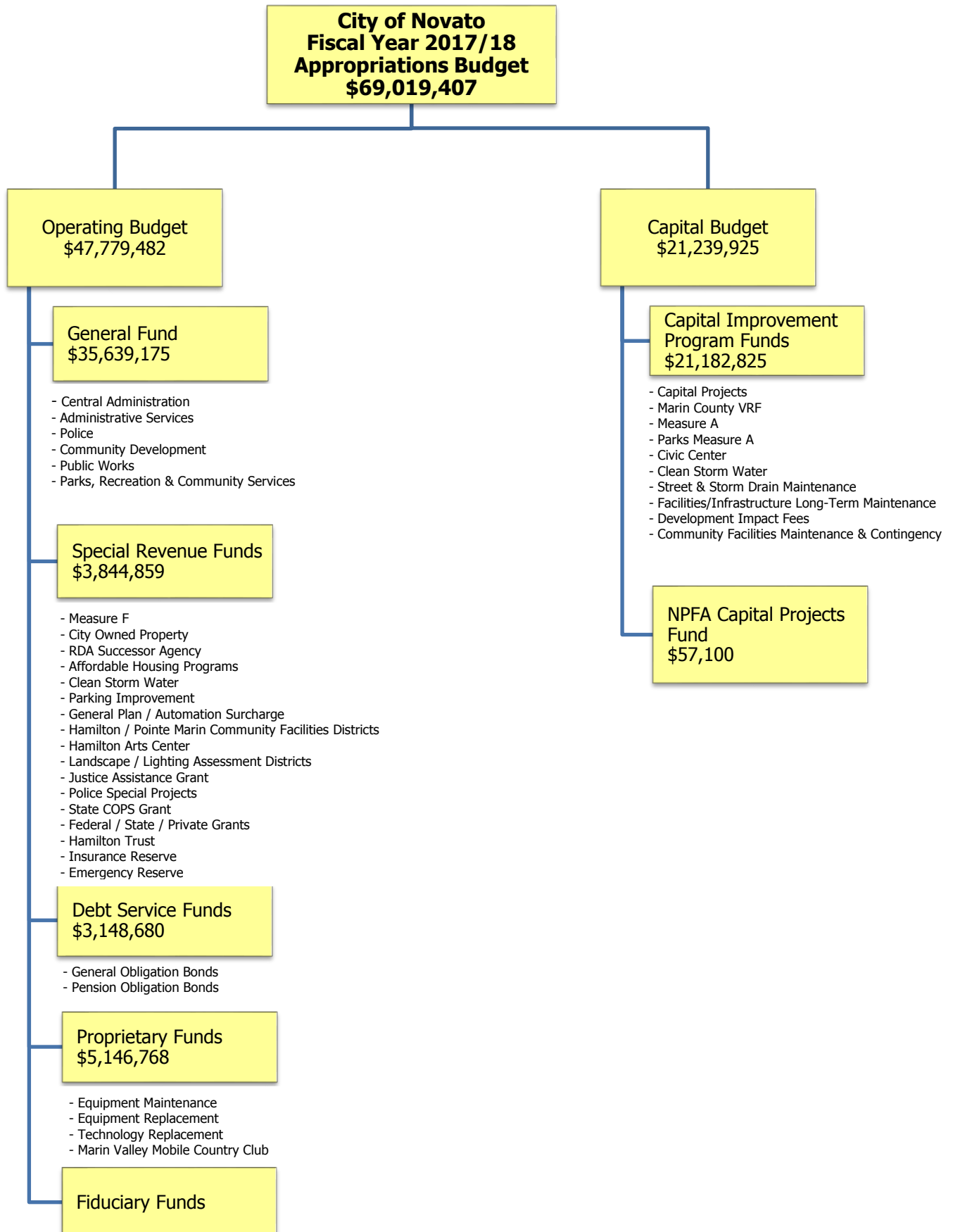
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Functional Organization Chart









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General Fund Summary

	Adopted	Adjusted	Projected	Adopted	Adopted to Adopted	
	Budget	Budget	Actual	Budget	Increase/(Decrease)	
	FY 2016/17	FY 2016/17	FY 2016/17	FY 2017/18	Dollar	Percent
Beginning Available Fund Balance	0	0	0	56,488		
Interfund Loan-Equipment Replacement	511,294	586,294	70,690	407,450		
Interfund Loan Repayment-Hamilton CFD	260,000					
Revised Fund Balance	771,294	586,294	70,690	463,938		
Revenues						
Taxes	29,836,585	29,836,585	30,137,810	30,758,945	922,360	3.1%
Licenses & Permits	1,128,800	1,130,300	1,202,800	1,152,450	23,650	2.1%
Intergovernmental Revenue	437,750	428,050	414,900	380,850	(56,900)	(13.0)%
Service Charges:						
General Government	205,600	205,600	439,600	240,100	34,500	16.8%
Zoning & Subdivision	190,500	190,500	156,100	191,000	500	0.3%
Plan Check Fees	188,055	188,055	183,800	186,800	(1,255)	(0.7)%
Engineering Fees	80,000	80,000	140,000	97,000	17,000	21.3%
Parks, Recreation & Community Services	1,983,250	1,983,250	2,066,730	2,023,600	40,350	2.0%
Police Services	98,000	98,000	97,000	99,000	1,000	1.0%
Other Services	82,500	82,500	95,000	82,500	0	0.0%
Fines & Forfeitures	510,500	510,500	552,500	525,500	15,000	2.9%
Use of Money & Property	475,030	475,030	573,570	547,610	72,580	15.3%
Misc Revenue	88,250	78,950	97,500	54,800	(33,450)	(37.9)%
Subtotal Revenues	35,304,820	35,287,320	36,157,310	36,340,155	1,035,335	2.9%
Equity Transfers		1,695,000	1,695,000			
Transfers In	1,275,526	1,275,526	1,293,500	1,359,935	84,409	6.6%
Total Revenues and Transfers In	36,580,346	38,257,846	39,145,810	37,700,090	1,119,744	3.1%
Total Financing Available	37,351,640	38,844,140	39,216,500	38,164,028	1,119,744	3.0%
Appropriations						
Central Administration	1,898,467	1,841,805	1,948,400	2,408,608	510,141	26.9%
Administrative Services	5,185,294	5,311,967	5,346,790	5,882,252	696,958	13.4%
Police	13,453,059	14,014,384	13,874,935	14,317,788	864,729	6.4%
Community Development	2,363,812	2,493,180	2,362,975	2,616,002	252,190	10.7%
Public Works	6,627,654	6,812,333	6,518,205	6,897,809	270,155	4.1%
Parks, Recreation & Community Services	3,436,828	3,562,926	3,382,850	3,516,716	79,888	2.3%
Subtotal Appropriations	32,965,114	34,036,595	33,434,155	35,639,175	2,674,061	8.1%
Property Purchase		1,695,000	1,571,936			
Transfers Out	4,886,526	3,830,056	4,153,921	3,174,853	(1,711,673)	(35.0)%
Total Use of Funds	37,851,640	39,561,651	39,160,012	38,814,028	962,388	2.5%
Unspent Appropriations	500,000	500,000		650,000		
Ending Available Fund Balance	0	(217,511)	56,488	0		



General Fund Revenue Detail

	Adopted Budget FY 2016/17	Adjusted Budget FY 2016/17	Projected Actual FY 2016/17	Adopted Budget FY 2017/18	Adopted to Adopted Increase/(Decrease)	
					Dollar	Percent
Taxes						
Real Estate Property Tax	6,797,200	6,797,200	6,620,000	6,994,500	197,300	2.9%
Property Tax Administration Fee	(92,000)	(92,000)	(105,000)	(109,200)	(17,200)	18.7%
Property Tax in Lieu of 1/4 Sales Tax	-	-	-	-	0	-
Property Tax in Lieu of VLF	4,515,700	4,515,700	4,593,230	4,776,960	261,260	5.8%
ERAF Refund	1,150,000	1,150,000	1,541,500	1,413,500	263,500	22.9%
RDA Property Tax Increment	145,000	145,000	149,100	160,000	15,000	10.3%
ROPS Residual Property Tax	390,000	390,000	551,100	335,000	(55,000)	(14.1)%
In Lieu Property Taxes/MVMHCC	73,800	73,800	73,800	75,670	1,870	2.5%
Unsecured Property Tax	140,000	140,000	132,000	138,500	(1,500)	(1.1)%
Supplemental Property Tax	210,000	210,000	190,000	210,000	0	-
Real Property Transfer Tax	353,500	353,500	350,000	358,500	5,000	1.4%
General Sales and Use Tax	8,704,525	8,704,525	8,450,000	8,631,250	(73,275)	(0.8)%
General Sales and Use Tax-Measure C	2,531,000	2,531,000	2,521,000	2,584,025	53,025	2.1%
Public Safety Sales Tax	455,260	455,260	455,000	460,000	4,740	1.0%
Hotel Tax	1,669,610	1,669,610	1,717,380	1,768,900	99,290	5.9%
Business License Tax	1,051,520	1,051,520	1,051,500	1,078,340	26,820	2.6%
Business License Tax - Audit	155,000	155,000	142,000	145,000	(10,000)	(6.5)%
Franchise Tax	1,581,470	1,581,470	1,700,200	1,733,000	151,530	9.6%
Residential Development Tax	5,000	5,000	5,000	5,000	0	-
Subtotal	29,836,585	29,836,585	30,137,810	30,758,945	922,360	3.1%
Licenses and Permits						
Building Permits	548,500	548,500	575,000	560,000	11,500	2.1%
Electric, Plumbing and Mechanical	227,800	227,800	275,000	235,000	7,200	3.2%
Inspection Fees-Code Compliance	80,800	82,300	80,600	81,000	200	0.2%
Residential Resale Inspection	197,000	197,000	175,000	178,500	(18,500)	(9.4)%
Grading & Inspections-Engineering	36,000	36,000	60,000	61,200	25,200	70.0%
Parking Permits	2,850	2,850	3,200	3,250	400	14.0%
Police Permits	20,350	20,350	18,000	18,000	(2,350)	(11.5)%
Tree Removal Permit	7,000	7,000	6,000	6,500	(500)	(7.1)%
Home Occupation Permit	8,500	8,500	10,000	9,000	500	5.9%
Subtotal	1,128,800	1,130,300	1,202,800	1,152,450	23,650	2.1%
Intergovernmental Revenue						
Motor Vehicle In-Lieu-Rev Code 11005.7	21,500	21,500	24,500	23,000	1,500	7.0%
Secured Homeowners' Exemption	36,000	36,000	34,500	34,000	(2,000)	(5.6)%
Officer Stand and Train POST	30,000	30,000	30,000	-	(30,000)	(100.0)%
State Mandated Costs	2,000	2,000	2,000	2,000	0	-
SMIP Fees	200	500	500	200	0	-
Abandoned Vehicle Program	35,000	35,000	35,000	36,000	1,000	2.9%
Federal COPE Grant	134,000	134,000	134,000	134,000	0	-
Federal COPS Grant	-	-	-	-	0	-
Health & Human Services Grant	50,000	40,000	25,000	25,000	(25,000)	(50.0)%
Miscellaneous Grants	-	-	-	-	0	-
NC3TF Reimbursement	110,000	110,000	110,000	110,000	0	-
North Marin Water District	2,400	2,400	2,400	-	(2,400)	(100.0)%
Novato Sanitary District	10,000	10,000	10,000	10,000	0	-
Reimbursement from Other Agencies	6,650	6,650	7,000	6,650	0	-
Subtotal	437,750	428,050	414,900	380,850	(56,900)	(13.0)%



General Fund Revenue Detail

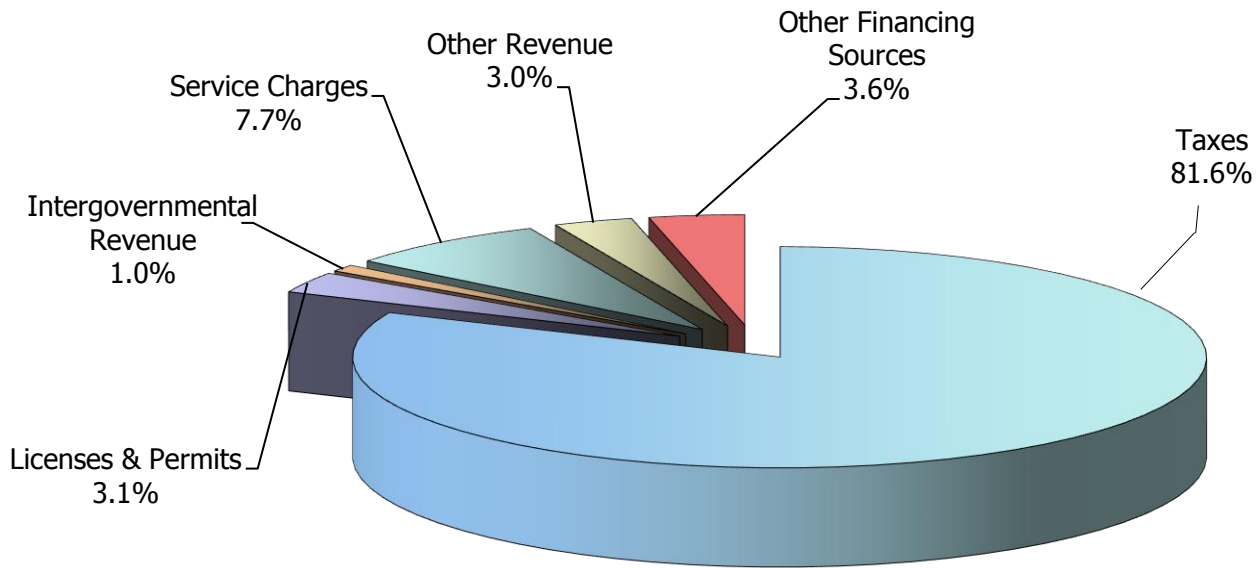
	Adopted Budget FY 2016/17	Adjusted Budget FY 2016/17	Projected Actual FY 2016/17	Adopted Budget FY 2017/18	Adopted to Adopted Increase/(Decrease) Dollar	Percent
Service Charges						
General Government Charges						
Business License Application Fee	18,000	18,000	17,500	18,000	0	-
Publications and Reports	300	300	300	300	0	-
Administrative Fees	147,500	147,500	170,000	155,000	7,500	5.1%
MVMCC City Cost Reimbursement	25,000	25,000	235,000	50,000	25,000	100.0%
Cost Recovery Fees - Clerical	6,000	6,000	6,000	6,000	0	-
NSF Check Charges	300	300	300	300	0	-
Special Event Insurance Reimbursement	2,500	2,500	3,000	3,000	500	20.0%
Administrative Fees-Training	6,000	6,000	7,500	7,500	1,500	25.0%
Subtotal	205,600	205,600	439,600	240,100	34,500	16.8%
Zoning and Subdivision Charges						
Planning Flat Fees	12,000	12,000	14,000	13,000	1,000	8.3%
Cost Recovery - Private Project	177,000	177,000	141,600	177,000	0	-
Final Site Inspection	1,500	1,500	500	1,000	(500)	(33.3)%
Subtotal	190,500	190,500	156,100	191,000	500	0.3%
Plan Checking Fees						
Building Plan Check Fees	152,220	152,220	150,000	152,500	280	0.2%
Building Plan Check/Planning	16,535	16,535	14,500	15,000	(1,535)	(9.3)%
Building Plan Check/School District	500	500	500	500	0	-
Energy Plan Check Fees	18,300	18,300	18,300	18,300	0	-
Crime Prevention Plan Check	500	500	500	500	0	-
Subtotal	188,055	188,055	183,800	186,800	(1,255)	(0.7)%
Engineering Fees						
Engineering Flat Fees	33,000	33,000	40,000	36,000	3,000	9.1%
Engineering Cost Recovery	3,000	3,000	-	1,000	(2,000)	(66.7)%
Final Site Inspection	44,000	44,000	100,000	60,000	16,000	36.4%
Subtotal	80,000	80,000	140,000	97,000	17,000	21.3%
Police Service Charges						
DUI Accident	5,000	5,000	3,000	5,000	0	-
Vehicle Impound Fees	25,000	25,000	30,000	28,000	3,000	12.0%
Special Police Services	10,000	10,000	6,000	8,000	(2,000)	(20.0)%
Alarm Services	42,000	42,000	42,000	42,000	0	-
Record Releases	16,000	16,000	16,000	16,000	0	-
Subtotal	98,000	98,000	97,000	99,000	1,000	1.0%
Parks, Recreation, and Community Services						
Administration	152,500	152,500	162,500	52,500	(100,000)	(65.6)%
Child Care and Enrichment	650,150	650,150	680,000	680,000	29,850	4.6%
Senior Citizens	161,500	161,500	168,000	178,500	17,000	10.5%
Athletics Programs	1,019,100	1,019,100	1,056,230	1,112,600	93,500	9.2%
Subtotal	1,983,250	1,983,250	2,066,730	2,023,600	40,350	2.0%
Other Service Charges						
Legal Fees Recovered	36,000	36,000	48,000	36,000	0	-
Administration Fee - Consult Contracts	25,000	25,000	25,000	25,000	0	-
Construction Signs	1,500	1,500	2,000	1,500	0	-
Plan Storage Fees	20,000	20,000	20,000	20,000	0	-
Subtotal	82,500	82,500	95,000	82,500	0	-



General Fund Revenue Detail

	Adopted Budget FY 2016/17	Adjusted Budget FY 2016/17	Projected Actual FY 2016/17	Adopted Budget FY 2017/18	Adopted to Adopted Increase/(Decrease)	
					Dollar	Percent
<u>Fines, Forfeits and Penalties</u>						
Vehicle Code Fines	220,000	220,000	220,000	220,000	0	-
Code Enforcement Fines	195,000	195,000	221,000	200,000	5,000	2.6%
Parking Fines	80,000	80,000	90,000	90,000	10,000	12.5%
Business License Penalties	9,500	9,500	9,500	9,500	0	-
Cost Recovery Penalties	6,000	6,000	12,000	6,000	0	-
Subtotal	510,500	510,500	552,500	525,500	15,000	2.9%
<u>Use of Money and Property</u>						
Investment Earnings Allocation	40,000	40,000	125,000	100,000	60,000	150.0%
Other Interest	10,000	10,000	25,000	17,500	7,500	75.0%
Margaret Todd Senior Center	32,000	32,000	28,000	32,000	0	-
O'Hair Property	66,280	66,280	68,820	69,500	3,220	4.9%
Other Property Rentals	250,000	250,000	250,000	251,860	1,860	0.7%
Bus Shelter Advertising	76,750	76,750	76,750	76,750	0	-
Subtotal	475,030	475,030	573,570	547,610	72,580	15.3%
<u>Miscellaneous Revenue</u>						
Sale of Equipment - Auction	1,500	1,500	1,500	1,500	0	-
Private Donations/Contributions	13,000	13,000	13,000	13,000	0	-
Miscellaneous Reimbursements	8,600	8,600	15,000	15,300	6,700	77.9%
Brochure Advertising	8,000	8,000	8,000	8,000	0	-
Miscellaneous Revenue	57,150	47,850	60,000	17,000	(40,150)	(70.3)%
Subtotal	88,250	78,950	97,500	54,800	(33,450)	(37.9)%
Total Revenues	35,304,820	35,287,320	36,157,310	36,340,155	1,035,335	2.9%
<u>Transfers In</u>						
Clean Stormwater Fund	135,000	135,000	125,000	75,000	(60,000)	-
Development Impact Fund	75,026	75,026	48,000	79,435	4,409	5.9%
Gas Tax Fund	817,000	817,000	817,000	817,000	0	-
Hamilton Trust Fund	235,000	235,000	290,000	375,000	140,000	59.6%
NPFA Capital Projects Fund	13,000	13,000	13,000	13,000	0	-
Subdivision Trust Fund	500	500	500	500	0	-
Equity Transfer		1,695,000	1,695,000		0	-
Subtotal	1,275,526	2,970,526	2,988,500	1,359,935	84,409	6.6%
General Fund Totals	36,580,346	38,257,846	39,145,810	37,700,090	1,119,744	3.1%

**General Fund Revenues by Category
Fiscal Year 2017/18**



Taxes	\$30,758,945
Licenses & Permits	1,152,450
Intergovernmental Revenue	380,850
Service Charges	2,920,000
Other Revenue	1,127,910
Other Financing Sources	<u>1,359,935</u>
General Fund Total	\$37,700,090



General Fund Appropriation Detail

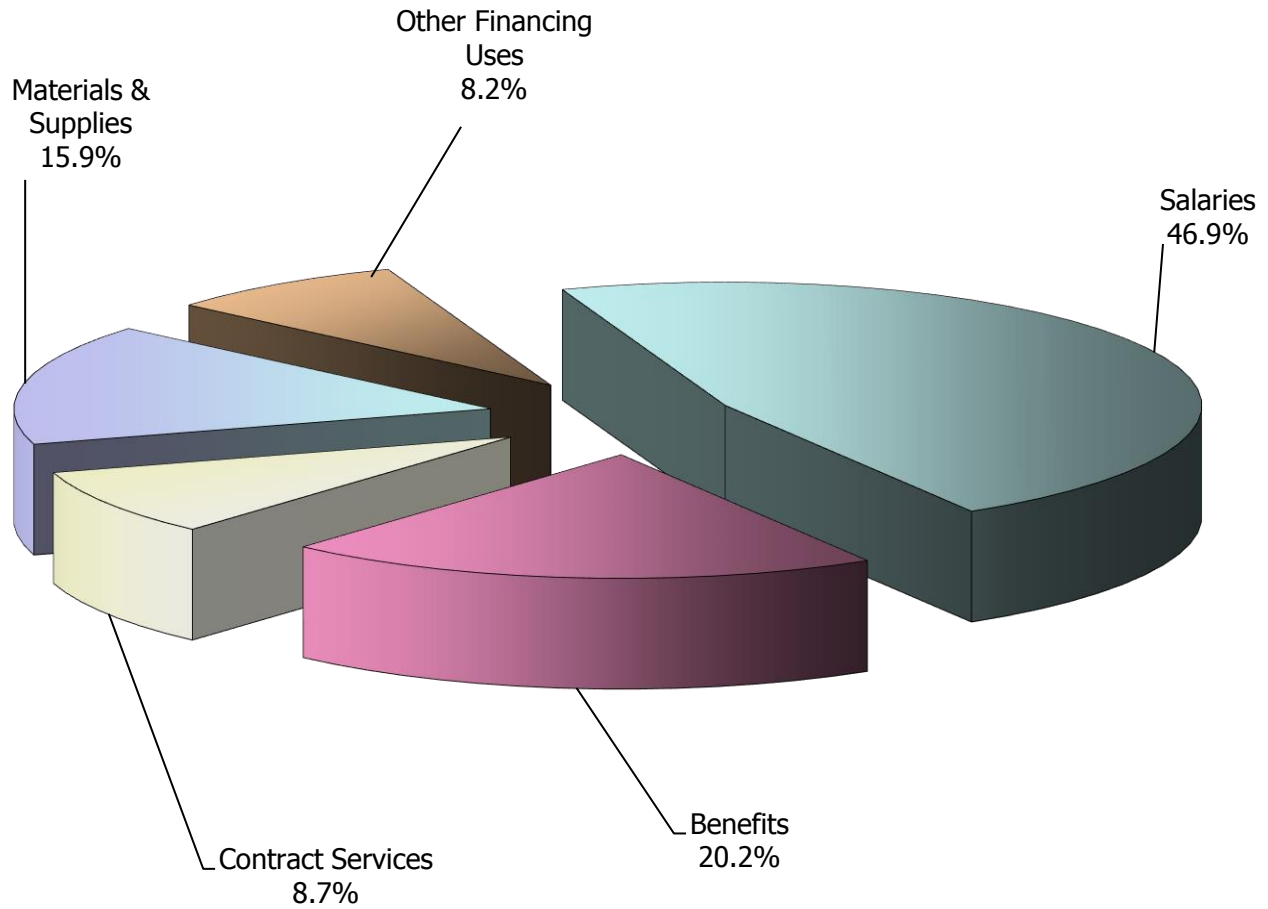
	Adopted Budget FY 2016/17	Adjusted Budget FY 2016/17	Projected Actual FY 2016/17	Adopted Budget FY 2017/18	Adopted to Adopted Increase/(Decrease) Amount Percent	
<u>Central Administration</u>						
City Council	81,360	81,360	70,000	79,693	(1,667)	(2.0)%
City Manager	1,011,922	1,033,286	952,000	513,537	(498,385)	(49.3)%
Communications & Economic Development	0	0	0	697,556	697,556	100.0%
City Clerk	319,185	241,159	225,000	556,822	237,637	74.5%
City Attorney	486,000	486,000	701,400	561,000	75,000	15.4%
Subtotal	1,898,467	1,841,805	1,948,400	2,408,608	510,141	26.9%
<u>Administrative Services</u>						
Administration	310,092	344,584	212,100	253,187	(56,905)	(18.4)%
Human Resources	768,126	769,738	901,900	791,109	22,983	3.0%
Finance	705,138	747,173	759,280	732,095	26,957	3.8%
Information Technology Services	1,152,254	1,196,419	1,176,220	1,204,473	52,219	4.5%
Citywide Programs	2,249,684	2,254,053	2,297,290	2,901,388	651,704	29.0%
Subtotal	5,185,294	5,311,967	5,346,790	5,882,252	696,958	13.4%
<u>Police</u>						
Administration	1,210,045	1,233,314	1,181,200	1,291,260	81,215	6.7%
Technical Services	1,790,911	1,851,369	1,802,065	2,003,254	212,343	11.9%
Professional Standards	423,325	452,698	614,130	479,147	55,822	13.2%
Investigations	888,886	922,409	877,200	924,768	35,882	4.0%
Patrol	7,364,653	7,696,224	7,584,600	7,751,159	386,506	5.2%
Traffic	704,772	742,397	723,690	718,947	14,175	2.0%
Special Police Services	1,070,467	1,115,973	1,092,050	1,149,253	78,786	7.4%
Subtotal	13,453,059	14,014,384	13,874,935	14,317,788	864,729	6.4%
<u>Community Development</u>						
Administration	208,705	211,937	214,400	334,002	125,297	60.0%
Code Compliance	361,327	359,736	350,750	392,625	31,298	8.7%
Planning	854,090	893,047	721,400	899,883	45,793	5.4%
Clerical Support Services	334,165	352,363	353,625	348,163	13,998	4.2%
Building Inspection	605,525	676,097	722,800	641,329	35,804	5.9%
Subtotal	2,363,812	2,493,180	2,362,975	2,616,002	252,190	10.7%
<u>Public Works</u>						
Traffic and Engineering Administration	721,760	769,024	611,650	772,513	50,753	7.0%
Project Development	330,951	335,674	252,750	346,413	15,462	4.7%
Construction Management	1,081,165	1,106,956	850,000	1,128,153	46,988	4.3%
<i>Less : Capital Projects Reimbursement</i>	<i>(737,500)</i>	<i>(737,500)</i>	<i>(462,800)</i>	<i>(737,500)</i>	0	0.0%
Maintenance Administration	326,362	337,109	354,000	320,490	(5,872)	(1.8)%
Street Maintenance	1,294,660	1,315,433	1,234,205	1,324,544	29,884	2.3%
Traffic Operations	438,991	444,506	464,940	450,750	11,759	2.7%
Street Trees and Parkway Maintenance	352,714	363,483	445,460	365,978	13,264	3.8%
Parks Maintenance	1,512,183	1,549,591	1,488,000	1,567,238	55,055	3.6%
Building Maintenance	1,306,368	1,328,057	1,280,000	1,359,230	52,862	4.0%
Subtotal	6,627,654	6,812,333	6,518,205	6,897,809	270,155	4.1%



General Fund Appropriation Detail

	Adopted Budget FY 2016/17	Adjusted Budget FY 2016/17	Projected Actual FY 2016/17	Adopted Budget FY 2017/18	Adopted to Adopted Increase/(Decrease) Amount Percent	
<u>Parks, Recreation, and Community Services</u>						
Administration	915,717	928,009	770,520	787,185	(128,532)	(14.0)%
Child Care and Enrichment	781,132	799,707	770,000	806,620	25,488	3.3%
Cultural Programs/Museum Admin.	9,306	9,588	9,330	7,477	(1,829)	(19.7)%
Senior Citizens	347,123	362,661	333,000	433,681	86,558	24.9%
Athletics Programs	1,383,550	1,462,961	1,500,000	1,481,753	98,203	7.1%
Subtotal	3,436,828	3,562,926	3,382,850	3,516,716	79,888	2.3%
SUBTOTAL APPROPRIATIONS	32,965,114	34,036,595	33,434,155	35,639,175	2,674,061	8.1%
<u>Transfers Out</u>						
Self Insurance Fund			220,000		0	-
Emergency Response & Disaster Reserve	1,472,870	443,992	998,706		(1,472,870)	-
Debt Service-POB	1,238,162	1,238,162	1,241,630	1,270,180	32,018	2.6%
Police Special Projects	7,000	7,000	7,000	7,000	0	0.0%
Capital Projects	561,294	533,702	79,385	448,758	(112,536)	(20.0)%
Long-Term Maintenance-Facilities	572,600	572,600	572,600	586,915	14,315	2.5%
Long-Term Maintenance-Infrastructure	572,600	572,600	572,600	400,000	(172,600)	(30.1)%
Equipment Replacement	462,000	462,000	462,000	462,000	0	0.0%
<u>Other Financing Uses</u>						
Interfund Loan Interest Payment						
Property Purchase		1,695,000	1,571,936		0	-
Subtotal	4,886,526	5,525,056	5,725,857	3,174,853	(1,711,673)	(35.0)%
TOTAL APPROPRIATIONS	37,851,640	39,561,651	39,160,012	38,814,028	962,388	2.5%

**General Fund Appropriations by Category
Fiscal Year 2017/18**



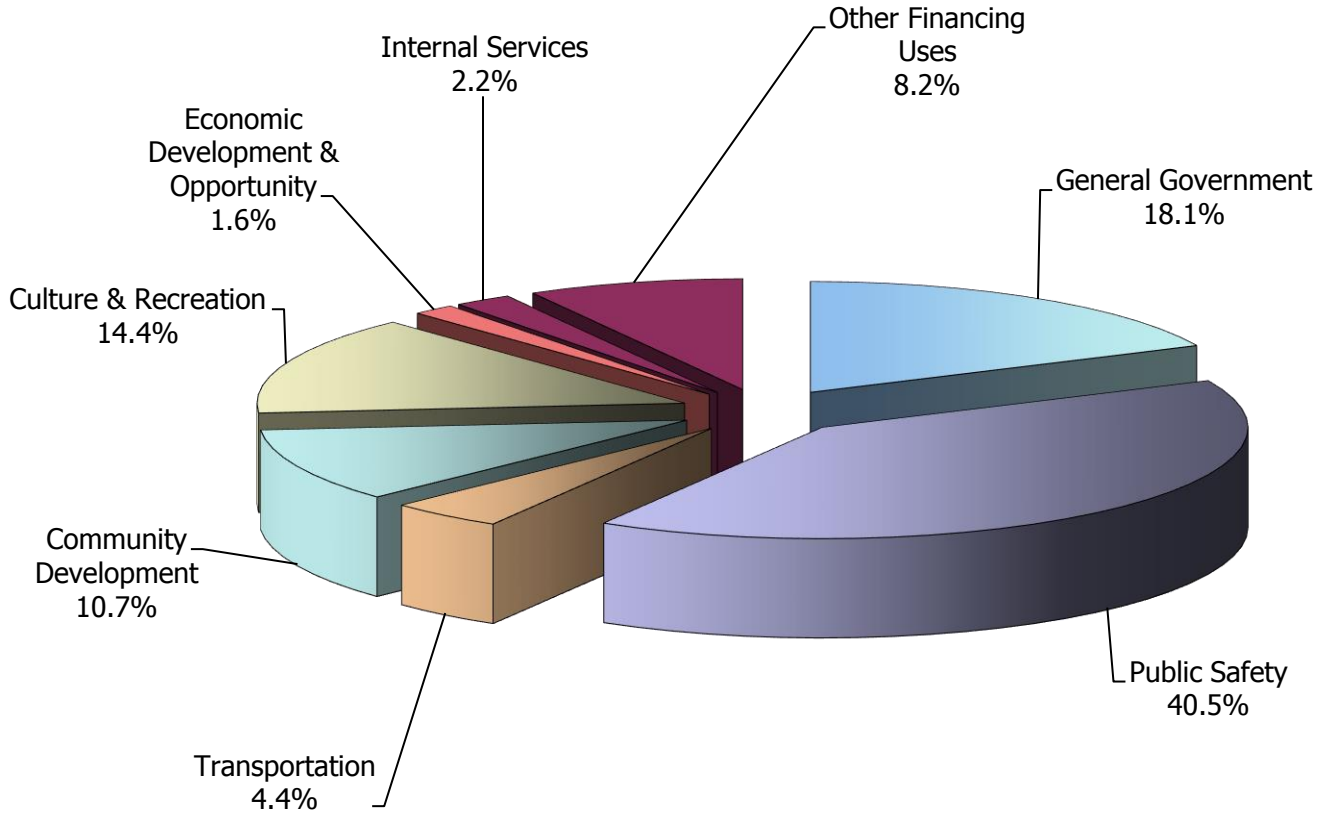
Salaries	\$18,214,849
Benefits	7,853,199
Contract Services	3,358,263
Materials & Supplies	6,212,864
Other Financing Uses	<u>3,174,853</u>
General Fund Total	\$38,814,028



General Fund Appropriation Summary by Function

Function	Adopted Budget	Adjusted Budget	Projected Actual	Adopted Budget	Adopted to Adopted Increase/(Decrease)	
	FY 2016/17	FY 2016/17	FY 2016/17	FY 2017/18	Dollar	Percent
General Government	6,004,790	6,069,147	6,579,738	7,007,427	1,002,637	16.7%
Public Safety	14,774,629	15,381,669	14,996,159	15,703,186	928,557	6.3%
Transportation	1,647,374	1,678,916	1,616,408	1,690,449	43,075	2.6%
Community Development	3,810,636	3,994,328	3,796,551	4,159,744	349,108	9.2%
Culture & Recreation	5,458,970	5,624,234	5,154,843	5,605,298	146,328	2.7%
Economic Development & Opportunity	466,307	471,961	435,132	624,054	157,747	33.8%
Internal Services	802,408	816,340	855,324	849,017	46,609	5.8%
Other Financing Uses	4,886,526	5,525,056	5,725,857	3,174,853	(1,711,673)	(35.0)%
Total Appropriations	37,851,640	39,561,651	39,160,012	38,814,028	962,388	2.5%

**General Fund Appropriations by Function
Fiscal Year 2017/18**



Function	Budget
General Government	\$7,007,427
Public Safety	15,703,186
Transportation	1,690,449
Community Development	4,159,744
Culture & Recreation	5,605,298
Economic Development	624,054
Internal Services	849,017
Other Financing Uses	<u>3,174,853</u>
Total	\$38,814,028



General Fund Revenue Detail History

	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17
Taxes						
Secured Property Taxes	5,409,186	5,366,687	5,588,067	5,867,290	6,261,795	6,620,000
Property Tax Administration Fee	(162,773)	(7,070)	198,828	(92,343)	(84,791)	(105,000)
Property Tax in Lieu of 1/4 Sales	1,802,796	1,852,832	2,183,793	1,994,895	1,638,144	-
Property Tax in Lieu of VLF	3,811,852	3,754,735	3,888,518	4,089,032	4,363,020	4,593,230
ERAF Refund	1,264,032	1,172,319	1,544,705	1,258,293	1,221,315	1,541,500
RDA Property Tax Increment	111,918	169,775	120,783	130,977	144,213	149,100
ROPS Residual Property Tax		16,664	63,113	187,924	474,134	551,100
In Lieu Property Taxes/MVMHCC	66,972	68,280	69,660	70,980	72,408	73,800
Property Taxes/Unsecured	128,752	122,856	126,753	136,198	129,270	132,000
Supplemental Assessments	103,767	138,192	224,392	197,877	195,943	190,000
Real Property Transfer Taxes	210,983	243,791	303,813	334,380	443,159	350,000
Sales and Use Taxes	5,611,900	5,940,857	5,990,530	6,108,890	7,387,264	8,450,000
Sales Tax-Measure C					501,774	2,521,000
Sales Tax-Public Safety	376,825	399,343	416,257	451,578	451,003	455,000
Hotel Taxes (TOT)	1,053,790	1,218,262	1,353,995	1,543,636	1,645,111	1,717,380
Business License Taxes	722,844	715,935	784,928	876,448	968,816	1,051,500
Business License Tax - Audit	97,072	121,505	158,488	127,297	99,630	142,000
Franchise Taxes	1,485,645	1,454,621	1,504,227	1,534,708	1,624,400	1,700,200
Residential Development Tax	14,102	5,010	4,450	5,080	3,510	5,000
Subtotal	22,109,663	22,754,594	24,525,300	24,823,140	27,540,118	30,137,810
Licenses and Permits						
Building Permits	408,121	395,275	545,115	582,981	535,587	575,000
Electrical, Plumbing, Mechanical	155,485	179,683	239,536	210,535	241,072	275,000
Inspection Fees-Code Compliance	88,473	80,076	80,268	82,275	80,375	80,600
Residential Resale Inspection	166,008	179,954	191,406	192,024	192,894	175,000
Grading & Inspections-Eng	54,239	36,027	42,804	39,648	43,808	60,000
Parking Permits	3,637	2,115	2,797	2,851	2,610	3,200
Police Permits	18,146	16,430	15,978	14,330	19,259	18,000
Home Occupation Permit	11,550	11,200	12,708	11,165	10,164	10,000
Tree Removal Permit	4,900	6,700	5,300	8,400	8,460	6,000
Subtotal	910,559	907,460	1,135,912	1,144,209	1,134,229	1,202,800
Intergovernmental Revenue						
Motor Vehicle In-Lieu	26,397	27,352	22,637	21,866	21,617	24,500
Homeowners' Exemption	39,186	37,040	36,617	35,996	35,337	34,500
POST Reimbursements	65,997	37,581	40,231	32,808	27,208	30,000
Mandated Cost Reimb	18,198	27,533	15,336	536,284	4,599	2,000
State Emergency Telephone			3,289			
SMIP Fees	342	104	489	399	352	500
Abandoned Vehicle Program	43,356	28,111	37,200	35,235	39,156	35,000
Federal COPE Grant	108,991	125,928	131,757	134,000	134,000	134,000
Federal COPS Grant	108,583	301,470	316,760	117,625	113,305	-
Health & Human Services Grant	71,896	95,000	94,996	49,991	50,000	25,000
Other Grants			9,933			-
NC3TF Reimbursement			42,799	109,138	117,903	110,000
North Marin Water District	2,400	2,400	2,400	2,400	2,400	2,400
Novato Sanitary District	10,000	10,000	10,000	10,000	10,000	10,000
Reimbursement-Other Agencies	9,500	(7,182)		6,529	2,867	7,000
Miscellaneous	1,246	341	3,049	486	375	-
Subtotal	506,092	685,678	767,493	1,092,757	559,119	414,900



General Fund Revenue Detail History

	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17
<u>Service Charges</u>						
General Government Charges	256,268	373,857	239,257	168,553	186,594	439,600
Zoning & Subdivision Charges	214,145	89,132	123,154	125,222	208,739	156,100
Plan Checking Fees	194,454	196,184	249,402	279,072	188,074	183,800
Engineering Fees	167,250	135,744	98,188	83,605	97,022	140,000
Police Service Charges	127,694	121,902	113,016	105,324	115,207	97,000
Other Service Charges	128,388	59,796	81,595	93,992	167,344	95,000
Subtotal	1,088,199	976,615	904,612	855,768	962,980	1,111,500
<u>Recreation Income</u>						
Administration	117,041	126,472	140,271	217,156	183,657	162,500
Child Care & Enrichment	396,367	483,831	568,666	560,182	716,365	680,000
Cultural Programs	59,154					
Senior Programs	131,152	136,336	167,279	179,534	182,206	168,000
Athletics	1,007,411	973,278	1,035,454	1,064,519	1,073,546	1,056,230
Subtotal	1,711,125	1,719,917	1,911,670	2,021,391	2,155,774	2,066,730
<u>Fines, Forfeits and Penalties</u>						
Vehicle Code Fines	354,742	404,424	295,359	263,570	220,302	220,000
Investigative Fees	159,301	177,587	216,322	199,424	209,208	221,000
Parking Fines	81,877	96,596	102,797	90,191	99,244	90,000
Business License Penalties	11,967	15,485	14,261	13,636	9,071	9,500
Cost Recovery Penalties	3,904	1,559	4,606	3,743	12,009	12,000
Subtotal	611,791	695,651	633,345	570,564	549,834	552,500
<u>Use of Money and Property</u>						
Investment Earnings	56,765	2,075	31,100	37,255	37,230	125,000
Investment Earnings/Other	(26,996)	8,800	104,369	26,784	345,505	25,000
Investment Earnings/Cont. Rsrv.	14,609	13,251	3,889	1,701	494	
Margaret Todd Rental	46,456	29,640	42,649	43,232	40,033	28,000
Downtown Bldgs. Custodial Fees	2,948	3,640	3,532	3,858	2,351	1,500
Hamilton Commissary	64,000	48,000	48,000	8,000		-
Rental Income/O'Hair	54,192	55,044	56,026	59,805	64,526	68,820
Other Property Rental	167,286	204,090	209,808	271,580	238,186	210,244
Parks	51,876	37,788	40,410	49,118	49,294	38,256
Bus Shelter Advertising	71,580	76,740	76,740	76,740	76,740	76,750
Subtotal	502,716	479,068	616,523	578,073	854,359	573,570
<u>Miscellaneous Revenue</u>						
Donations/Contributions	45,967	15,791	20,951	15,815	13,000	13,000
Sale of Property	76,209	2,125	4,722	1,187	1,256	1,500
Misc Reimbursements	21,223	17,605	8,585	22,517	282,618	15,000
Brochure Advertising	8,400	6,660	7,220	10,380	9,020	8,000
Other Revenue	1,720	13,833	505,729	26,431		60,000
Insurance/Litigation Settlements	21,550	1,281	15,762	9,843	706	-
Subtotal	175,069	57,295	562,969	86,173	306,600	97,500
Subtotal Revenues	27,615,214	28,276,278	31,057,824	31,172,075	34,063,013	36,157,310

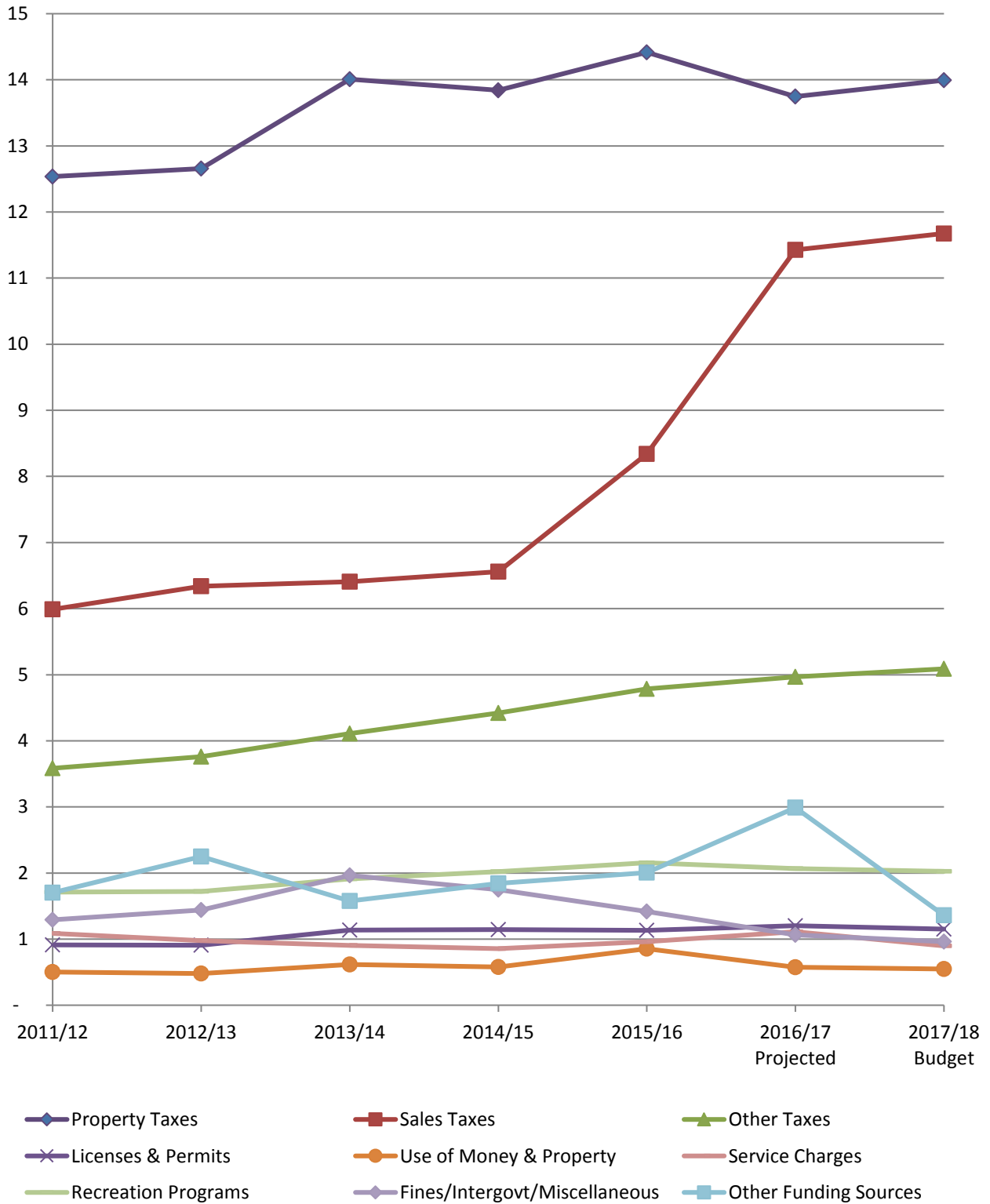


General Fund Revenue Detail History

	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17
Other Financing Sources						
Transfers In						
Clean Stormwater	150,000	150,000	142,000	125,000		125,000
Development Impact Fees	80,251	84,362	99,273	80,551	78,919	48,000
Gas Tax	817,000	817,000	817,000	817,000	817,000	817,000
Hamilton Trust	366,405	294,168	250,530	209,455	254,119	290,000
Measure A Parks				25,000	22,176	
Measure B Street Bond	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	149,131					
Redevelopment Agency Housing	75,168					
Subdivision Trust	500	500	500	500	500	500
Other		3,268			68,741	
Debt Proceeds/Equity Transfers						
Miscellaneous		473,932		245,343	750,000	1,695,000
Subtotal	1,702,274	2,247,605	1,576,082	1,841,819	2,004,455	2,988,500
Total Revenues & Transfers	29,317,488	30,523,883	32,633,906	33,013,894	36,067,468	39,145,810

General Fund Revenue History & Projections by Source Fiscal Years 2011/12 - 2017/18

\$ Millions





General Fund Appropriation Detail History

	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17
Central Administration						
City Council	69,823	63,214	74,994	82,084	82,836	70,000
City Manager	426,975	534,907	535,920	836,773	965,149	952,000
City Clerk	310,361	267,596	320,199	292,681	364,620	225,000
City Attorney	447,470	436,942	562,323	521,332	728,746	701,400
Subtotal	1,254,629	1,302,659	1,493,436	1,732,870	2,141,351	1,948,400
Administrative Services						
Administration	228,320	234,506	273,708	304,406	305,604	212,100
Human Resources	462,277	546,964	525,376	736,896	794,856	901,900
Finance	673,546	647,484	615,166	675,734	671,464	759,280
Information Technology Services	639,473	713,780	797,231	1,137,655	1,066,335	1,176,220
Reprographics	(25,931)					
Citywide Programs	2,842,064	2,764,506	2,514,927	2,158,375	2,128,217	2,297,290
Subtotal	4,819,749	4,907,240	4,726,408	5,013,066	4,966,476	5,346,790
Police						
Administration	1,119,488	1,032,122	1,044,504	1,175,258	1,108,350	1,181,200
Technical Services	1,611,524	1,620,506	1,670,688	1,841,038	1,725,304	1,802,065
Professional Standards	358,403	357,948	375,849	380,066	483,720	614,130
Investigations	814,235	780,012	881,401	694,560	628,026	877,200
Patrol	6,568,150	6,471,910	6,551,803	6,611,769	7,328,188	7,584,600
Traffic	611,635	681,134	660,477	685,002	760,677	723,690
Special Police Services	440,614	698,817	780,582	657,201	928,640	1,092,050
Youth Services						
Subtotal	11,524,049	11,642,449	11,965,304	12,044,894	12,962,905	13,874,935
Community Development						
Administration	159,920	144,147	180,931	214,479	189,561	214,400
Code Compliance	297,305	303,856	285,997	281,901	311,130	350,750
Planning	626,483	991,730	802,183	777,162	659,724	721,400
Clerical Support Services	136,614	135,468	226,889	301,191	317,090	353,625
Building	556,944	568,839	540,531	446,426	599,710	722,800
Subtotal	1,777,266	2,144,040	2,036,531	2,021,159	2,077,215	2,362,975



General Fund Appropriation Detail History

	Previous Actual 2011/12	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17
Public Works						
Traffic & Engineering Admin.	740,742	857,008	856,963	737,822	671,747	611,650
Project Development	232,278	192,374	271,062	319,077	310,714	252,750
Construction Management	118,530	241,766	246,823	226,084	220,330	387,200
Base Mapping	143,051					
Maintenance Administration	315,208	311,656	331,604	355,244	369,750	354,000
Street Maintenance	1,016,323	1,098,428	1,153,687	1,122,129	1,108,909	1,234,205
Traffic Operations	439,570	443,659	412,854	381,114	396,562	464,940
Street Tree/Parkway Maint.	399,860	338,665	377,740	352,741	334,273	445,460
Parks Maintenance	1,250,028	1,224,136	1,299,336	1,339,901	1,428,202	1,488,000
Building Maintenance	954,148	968,879	1,121,172	1,203,980	1,258,278	1,280,000
Subtotal	5,609,738	5,676,571	6,071,241	6,038,092	6,098,765	6,518,205
Parks, Recreation & Community Services						
Administration	656,832	690,785	689,739	771,980	805,576	770,520
Childcare and Enrichment	489,563	566,280	650,862	719,633	771,429	770,000
Cultural Programs/Museum Admin.	120,136	16,033	16,451	8,327	8,806	9,330
Senior Programs	295,956	288,510	291,563	310,786	318,885	333,000
Athletics Programs	1,322,551	1,347,054	1,380,377	1,432,258	1,471,660	1,500,000
Subtotal	2,885,038	2,908,662	3,028,992	3,242,984	3,376,356	3,382,850
Subtotal Expenditures	27,870,469	28,581,621	29,321,912	30,093,065	31,623,068	33,434,155
Transfers Out						
Successor Agency Admin			31,536			
General Plan Surcharge		80,000	300,000	300,000		
Hamilton CFD		7,992				
Police Special Projects	9,000	7,000	7,000	7,000	7,000	7,000
Insurance Reserve						220,000
Emergency Response Reserve	1,074,081		156,894		699,792	998,706
Capital Improvement Projects	1,498,177	6,691,209	6,454,171	238,622	271,939	79,385
Long-Term Maintenance-Facilities		150,000	300,000	545,000	558,625	572,600
Long-Term Maintenance-Infrastructure				545,000	558,625	572,600
Debt Service Fund-POB	1,006,067	1,060,940	1,100,393	1,126,811	1,188,672	1,241,630
Equipment Replacement	404,003	324,000	360,000	399,000	399,000	462,000
Other Financing Uses						
Land Purchase / Passthru Payment			503,779		778,087	1,571,936
Equity Transfer			175,107			
Interfund Loan Interest			72,973			
Subtotal	3,991,328	8,321,141	9,461,853	3,161,433	4,461,740	5,725,857
Total Expenditures & Transfers	31,861,797	36,902,762	38,783,765	33,254,498	36,084,808	39,160,012



Revenue Detail History by Fund

	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
General Fund (101)						
Taxes	22,754,594	24,525,300	24,823,140	27,540,118	30,137,810	30,758,945
Licenses and Permits	907,460	1,135,912	1,144,209	1,134,229	1,202,800	1,152,450
Intergovernmental Revenue	685,678	767,493	1,092,757	559,119	414,900	380,850
Service Charges	2,696,532	2,816,282	2,877,159	3,118,754	3,178,230	2,920,000
Fines, Forfeits and Penalties	695,651	633,345	570,564	549,834	552,500	525,500
Use of Money and Property	479,068	616,523	578,073	854,359	573,570	547,610
Miscellaneous Revenue	57,295	562,969	86,173	306,600	97,500	54,800
Totals	28,276,278	31,057,824	31,172,075	34,063,013	36,157,310	36,340,155
Measure F Sales Tax (201)						
Investment Earnings	20,872	40,394	58,337	98,797	125,000	85,000
Sales Tax	4,473,532	4,422,885	4,750,568	3,739,015	40,000	
Other		10,000	35,746	14,985	15,000	18,750
Totals	4,494,404	4,473,279	4,844,651	3,852,797	180,000	103,750
City Owned Property (202)						
Investment Earnings					1,100	2,500
Proceeds from Property Sales					500,018	2,000,000
Totals	0	0	0	0	501,118	2,002,500
Successor Agency to Dissolved RDA (205)						
Intergovernmental	235,234	167,459	122,252	91,060	67,384	67,384
Totals	235,234	167,459	122,252	91,060	67,384	67,384
Affordable Housing Programs (210)						
Investment Earnings		4,899	6,555	8,256	6,500	6,750
Housing Program Fees		382,569	125,542	171,374	94,000	78,000
Other		228,253	99,478	43,893	49,455	
Totals	0	615,721	231,575	223,523	149,955	84,750
Housing Opportunity Fund (211)						
Investment Earnings	1,991					
Affordable Housing In-Lieu Fees	11,808					
Totals	13,799	0	0	0	0	0
Affordable Housing Trust (212)						
Investment Earnings	1,533					
Totals	1,533	0	0	0	0	0
Clean Stormwater (221)						
Investment Earnings	34	62	85	(738)	(400)	
Special Assessments	356,309	356,056	353,182	369,956	367,500	371,000
Totals	356,343	356,118	353,267	369,218	367,100	371,000
Underground Utility (226)						
Investment Earnings	3,461	4,202	4,836	6,625	7,000	7,300
Totals	3,461	4,202	4,836	6,625	7,000	7,300



Revenue Detail History by Fund

	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Parking Improvement Fund (227)						
Investment Earnings	293	356	389	489	600	625
Totals	293	356	389	489	600	625
Subdivision Park Trust (Quimby Fees) (231)						
Investment Earnings	4,595	4,407	5,557	6,273	5,500	3,500
In-Lieu Fees	65,100	95,877	97,290	7,644		30,000
Equity Transfer						
Totals	69,695	100,284	102,847	13,917	5,500	33,500
Art in Public Places (235)						
Developer in Lieu Fees	5,025	16,040	22,202	7,855	9,250	1,500
Investment Earnings	335	457	571	859	900	950
Totals	5,360	16,497	22,773	8,714	10,150	2,450
General Plan Surcharge (237)						
Service Charges	56,409	74,893	76,499	75,450	85,000	76,000
Investment Earnings	1,042	1,265	2,133	3,157	3,000	3,100
Totals	57,451	76,158	78,632	78,607	88,000	79,100
Automation Surcharge (238)						
Service Charges	59,961	78,585	80,859	79,584	88,000	80,000
Investment Earnings	1,037	1,189	1,108	1,146	1,000	1,050
Totals	60,998	79,774	81,967	80,730	89,000	81,050
Hamilton Community Facilities District (241)						
Investment Earnings	111	280	747	2,393	1,900	1,950
Special Assessments	521,216	521,216	547,545	561,497	575,762	569,119
Other			230,000	230,000	230,000	230,000
Totals	521,327	521,496	778,292	793,890	807,662	801,069
Hamilton Arts Center (242)						
Investment Earnings	3,416	4,268	4,032	6,780	6,500	6,600
Rental Income	301,695	327,588	381,935	416,757	450,000	442,380
Totals	305,111	331,856	385,967	423,537	456,500	448,980
Pointe Marin Community Facilities District (243)						
Investment Earnings	1,949	2,350	2,704	3,878	4,200	3,550
Special Assessments	177,067	178,658	195,804	193,667	177,921	188,285
Totals	179,016	181,008	198,508	197,545	182,121	191,835
Chapter 27 Assessments (251)						
Investment Earnings	827	1,016	1,173	1,609	1,500	1,525
Special Assessments	414	485	375	355	355	338
Totals	1,241	1,501	1,548	1,964	1,855	1,863



Revenue Detail History by Fund

	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Landscape Assessment District - San Marin (261)						
Investment Earnings	115	104	123	143	125	130
Special Assessments	48,401	49,636	51,730	53,279	73,795	59,950
Totals	48,516	49,740	51,853	53,422	73,920	60,080
Landscape Assessment District - Country Club (262)						
Investment Earnings	244	299	346	472	425	435
Totals	244	299	346	472	425	435
Landscape Assessment District - Wildwood Glen (263)						
Investment Earnings	5	2	14	15	15	15
Special Assessments	8,261	8,461	8,670	9,189	9,470	9,895
Totals	8,266	8,463	8,684	9,204	9,485	9,910
Landscape Assessment District - Hillside (264)						
Investment Earnings	174	216	239	307	275	280
Special Assessments	10,676	10,778	10,767	17,340	20,400	21,235
Other				2,252	2,250	
Totals	10,850	10,994	11,006	19,899	22,925	21,515
Landscape Assessment District - Downtown Landscape Lighting (265)						
Investment Earnings	326	416	490	693	800	815
Special Assessments	5,428	5,576	5,719	5,873	6,034	6,294
Totals	5,754	5,992	6,209	6,566	6,834	7,109
San Pablo Assessment District (266)						
Investment Earnings	231	103	153	243	225	230
Special Assessments	12,461	12,461	12,786	13,143	13,145	13,585
Totals	12,692	12,564	12,939	13,386	13,370	13,815
Eucalyptus Assessment District (267)						
Special Assessments	14,253	14,127				
Totals	14,253	14,127	0	0	0	0
Scottsdale Assessment District (269)						
Investment Earnings	36	43	49	68	80	80
Totals	36	43	49	68	80	80
Gas Tax Fund (272)						
Intergovernmental Revenue	1,282,589	1,640,048	1,534,543	1,185,578	1,054,600	1,531,360
Investment Earnings	3,624	3,708	4,696	8,255	8,500	8,600
Totals	1,286,213	1,643,756	1,539,239	1,193,833	1,063,100	1,539,960
Justice Assistance Grant (277)						
Grants	41,744	13,068	5,983	5,480		
Other		750				
Totals	41,744	13,818	5,983	5,480	0	0



Revenue Detail History by Fund

	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Special Projects Fund (281)						
Investment Earnings	266	410	380	783	1,100	1,120
Donations/Contributions	29,032	29,274	16,444	44,865	6,000	16,800
Intergovernmental Revenue	162,622	125,522	235,057	99,452	30,000	41,058
Totals	191,920	155,206	251,881	145,100	37,100	58,978
State COPS Grant Fund (282)						
Intergovernmental Revenue	138,382	121,253	115,681	173,027	168,500	100,000
Totals	138,382	121,253	115,681	173,027	168,500	100,000
State Grants Fund (283)						
Intergovernmental Revenue	10,414	241,207	324,191	438,279	31,700	581,376
Totals	10,414	241,207	324,191	438,279	31,700	581,376
Federal Grants Fund (284)						
Intergovernmental Revenue	6,026	109,378	97,914	193,209	1,374,457	787,307
Totals	6,026	109,378	97,914	193,209	1,374,457	787,307
Private Grants Fund (285)						
Investment Earnings	166	199	201	266	300	305
Totals	166	199	201	266	300	305
Pension Reserve Fund (296)						
Investment Earnings	4	6	7	9	12	12
Totals	4	6	7	9	12	12
Hamilton Trust Fund (297)						
Investment Earnings	223,837	453,303	300,094	522,934	425,100	530,610
Totals	223,837	453,303	300,094	522,934	425,100	530,610
Self Insurance Fund (298)						
Investment Earnings	4,275	5,231	5,999	7,173	6,000	6,100
Other					22,400	105,000
Totals	4,275	5,231	5,999	7,173	28,400	111,100
Emergency and Disaster Response Reserve (299)						
Investment Earnings	1,434	3,987	825			
Totals	1,434	3,987	825	0	0	0
Capital Projects (301)						
Intergovernmental						
Other	23,077	89,827	52,039	2,400	9,763	854,606
Totals	23,077	89,827	52,039	2,400	9,763	854,606
Street and Storm Drain Bond Projects (Measure B) (307)						
Investment Earnings	2,397			0		
Totals	2,397	0	0	0	0	0



Revenue Detail History by Fund

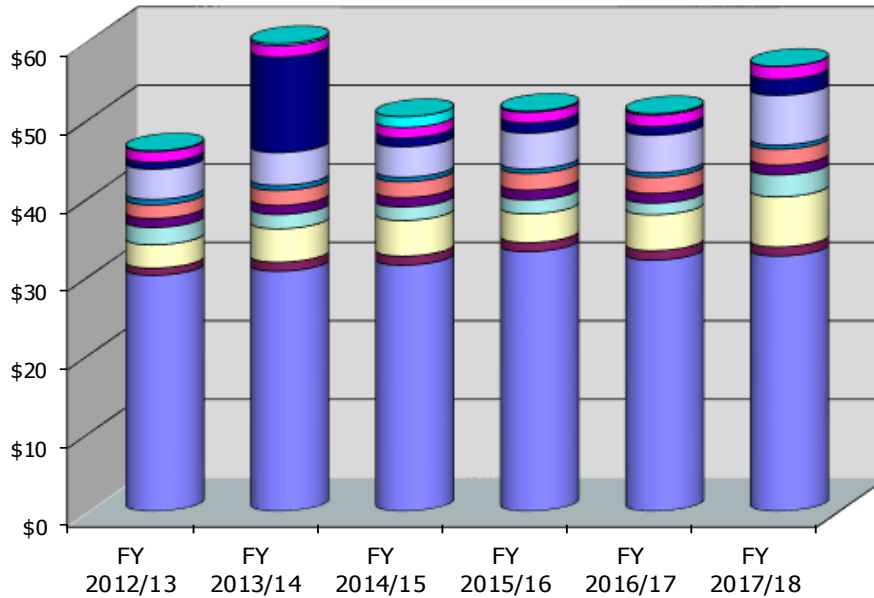
	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Development Impact Fees (327)						
Investment Earnings	45,278	52,756	59,485	81,067	95,000	97,000
- Streets & Intersections	341,969	124,264	216,441	269,370	40,000	780,235
- Recreational & Cultural Facilities	379,499	73,066	118,565	91,993	25,000	458,225
- Civic Facilities	71,812	13,699	22,976	24,199	5,000	93,560
- Transit/Bicycle Facilities	13,002	4,216	7,393	11,371	1,500	26,690
- Corporation Yard	7,571	2,734	4,649	5,836	1,000	16,555
- General Governmental Systems	32,578	6,257	9,996	10,127	2,250	40,500
- Open Space	91,282	15,684	27,572	24,731	5,400	113,530
- Drainage	90,993	29,774	51,925	39,956	9,000	109,990
Totals	1,073,984	322,450	519,002	558,650	184,150	1,736,285
Community Facilities Maintenance & Contingency (330)						
Investment Earnings	3,308	3,466	2,639	2,447	900	75
Totals	3,308	3,466	2,639	2,447	900	75
Novato Public Financing Authority Capital Projects (450)						
Investment Earnings	3,543	4,377	5,102	6,175	6,750	6,850
Rental Income	194,353	195,372	37,363	38,375	38,250	38,870
Equity Transfer			1,141,581			
Totals	197,896	199,749	1,184,046	44,550	45,000	45,720
Debt Service Fund - General Obligation Bonds (501)						
Taxes	2,815,765	1,613,666	1,754,555	1,778,128	1,793,910	1,729,656
Investment Earnings	4,400	5,761	2,628	6,715	7,800	7,900
Bond Proceeds		10,710,450				
Totals	2,820,165	12,329,877	1,757,183	1,784,843	1,801,710	1,737,556
Equipment/Vehicle Maintenance (601)						
Charges to Departments	746,177	839,883	708,479	653,480	685,000	872,053
Totals	746,177	839,883	708,479	653,480	685,000	872,053
Equipment/Vehicle Replacement (605)						
Charges to Departments	624,166	622,816	648,184	724,091	731,260	666,878
Investment Earnings	11,942	89,361	19,825	29,290	40,000	44,000
Other	43,980	29,239	86,842	57,837	135,795	10,000
Totals	680,088	741,416	754,851	811,218	907,055	720,878
Information Technology Replacement Fund (606)						
Charges to Departments					39,768	95,000
Investment Earnings	2	4	4	5	2,200	2,700
Totals	2	4	4	5	41,968	97,700
Marin Valley Mobile Country Club (651)						
Investment Earnings	199,017	11,816	16,091	26,478	33,500	34,000
Rental Income	2,329,461	2,329,582	2,352,872	2,393,892	2,398,980	2,398,980
Utility Reimbursements	699,489	700,423	692,717	695,461	702,265	757,785
Other	12,694	13,233	14,058	12,867	26,065	25,920
Totals	3,240,661	3,055,054	3,075,738	3,128,698	3,160,810	3,216,685
Total Revenues - All Funds	45,892,531	59,562,367	50,243,684	50,943,326	50,632,945	56,659,362

Note: Previous Actual for FY 2013/14 includes bond proceeds (GO Bond refinance).

Revenues by Category - All Funds

	Previous Actual FY 2012/13	Previous Actual FY 2013/14	Previous Actual FY 2014/15	Previous Actual FY 2015/16	Projected Actual FY 2016/17	Adopted Budget FY 2017/18
Revenues						
Taxes	30,043,891	30,561,851	31,328,263	33,057,261	31,971,720	32,488,601
Licenses & Permits	907,460	1,135,912	1,144,209	1,134,229	1,202,800	1,152,450
Intergovernmental Revenue	2,972,890	4,263,923	4,555,683	3,676,821	4,576,967	6,392,361
Service Charges	2,203,624	1,822,270	1,717,677	1,782,470	1,476,900	2,801,185
Special Assessments	1,154,486	1,157,454	1,186,578	1,224,299	1,244,382	1,239,701
Parks, Recreation & Community Services	1,719,917	1,911,670	2,021,391	2,155,774	2,066,730	2,023,600
Fines, Forfeitures & Penalties	695,651	633,345	570,564	549,834	552,500	525,500
Money & Property	3,859,414	4,180,425	3,875,391	4,565,878	4,788,425	6,328,372
Miscellaneous Revenue	879,131	12,151,508	1,117,635	1,296,994	1,096,243	2,044,911
Interdepartmental Charges	1,370,343	1,462,699	1,356,663	1,377,571	1,456,028	1,633,931
Other Financing Sources	85,724	281,310	1,369,630	122,195	200,250	28,750
Total Revenue - All Funds	45,892,531	59,562,367	50,243,684	50,943,326	50,632,945	56,659,362

Revenue in Millions



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



Expenditure History by Fund

Fund #	Fund Description	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
101	General Fund	28,581,621	29,321,912	30,093,065	31,623,068	33,434,155	35,639,175
Special Revenue Funds:							
201	Measure F	486,044	989,669	816,096	488,408	875,000	1,074,468
202	City Owned Property					1,000	5,000
205	RDA Successor Agency	266,770	116,156	90,970	77,359	68,000	65,808
210	Affordable Housing Programs			201,587	201,587	160,000	175,000
221	Clean Stormwater	163,618	170,062	174,892	203,427	189,949	251,872
226	Underground Utility						-
227	Parking Improvement	491	457	427	485	524	550
231	Subdivision Park Trust (Quimby Fees)						-
235	Art in Public Places						-
237	General Plan Surcharge	181,566	283,717	211,232	129,066	350,000	250,000
238	Automation Surcharge	94,279	115,586	140,913	119,968	140,460	121,783
241	Hamilton Community Facilities District	447,569	473,135	423,213	592,103	447,325	569,850
242	Hamilton Arts Center	237,093	562,302	226,099	292,475	276,525	278,895
243	Pointe Marin Community Facilities District	175,717	178,213	181,132	191,340	200,725	209,668
251	Chapter 27 Assessments						-
261	Landscape Assessment District-San Marin	59,790	46,421	59,305	45,286	58,685	62,205
262	Landscape Assessment District-Country Club	-	-	-	-	-	-
263	Landscape Assessment District-Wildwood Glen	8,871	7,243	7,343	11,727	8,985	10,120
264	Landscape Assessment District-Hillside	17,526	8,548	17,574	24,606	21,375	31,170
265	Downtown Landscape & Lighting Assessment District	2,447	3,302	2,606	2,808	2,800	2,850
266	San Pablo Assessment District	9,381	50,856	7,998	8,522	12,545	4,962
267	Eucalyptus Assessment District	14,212	14,210	19			
269	Scottsdale Assessment District	-					-
272	Gas Tax						-
277	Justice Assistance Grants	46,469	10,130	3,580	3,674	394	-
281	Special Projects	222,310	140,806	267,450	112,845	75,000	100,158
282	State COPS Grant	68,388	184,843	98,373	52,619	85,000	200,000
283	State Grants						-
284	Federal Grants Fund						-
285	Private Grants						-
296	Pension Reserve						-
297	Hamilton Trust	32,262	29,942	29,884	29,230	29,000	30,500
298	Self-Insurance						-
299	Emergency and Disaster Response Reserve						400,000
	Total Special Revenue Funds	2,534,803	3,385,598	2,960,693	2,587,535	3,003,292	3,844,859



Expenditure History by Fund

Fund #	Fund Description	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Capital Project Funds:							
301	Capital Projects	10,101,463	10,741,927	3,955,605	5,016,526	7,880,193	20,915,477
308	Marin County Street Improvements (VRF)						
309	Measure A Street Projects						
310	Parks Measure A				195,516	237,000	267,348
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						
330	Community Facilities						
450	Novato Public Financing Authority Capital Projects	121,407	96,619	20,654	19,842	17,400	57,100
	Total Capital Projects Funds	10,222,870	10,838,546	3,976,259	5,231,884	8,134,593	21,239,925
Debt Service Funds:							
501	Debt Service Fund - General Obligation Bonds	2,817,339	13,027,110	1,888,926	1,795,300	1,798,565	1,808,728
503	Debt Service Fund - Pension Obligation Bonds	1,111,680	1,154,420	1,202,140	1,243,226	1,292,235	1,339,952
	Total Debt Service Funds	3,929,019	14,181,530	3,091,066	3,038,526	3,090,800	3,148,680
Proprietary Funds							
601	Equipment/Vehicle Maintenance	775,503	848,254	761,967	662,037	686,153	858,603
605	Equipment/Vehicle Replacement	924,956	980,379	952,335	1,052,996	1,068,476	1,624,824
606	Information Technology Replacement						165,250
651	Marin Valley Mobile Country Club	3,154,970	2,246,830	1,982,581	2,011,579	2,452,680	2,498,091
	Total Internal Service Funds	4,855,429	4,075,463	3,696,883	3,726,612	4,207,309	5,146,768
TOTALS		49,747,335	61,250,137	43,263,640	45,823,948	51,318,149	69,019,407



Department Expenditure Report - All Funds

Department	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
<u>Operating Departments</u>						
Central Administration	1,302,659	1,493,436	1,732,870	2,141,351	1,948,400	2,408,608
Administrative Services	4,907,240	4,726,408	5,013,066	4,966,476	5,346,790	5,882,252
Police	11,642,449	11,965,304	12,044,894	12,962,905	13,874,935	14,317,788
Community Development	2,144,040	2,036,531	2,021,159	2,077,215	2,362,975	2,616,002
Public Works	5,676,571	6,071,241	6,038,092	6,098,765	6,518,205	6,897,809
Parks, Recreation & Community Services	2,908,662	3,028,992	3,242,984	3,376,356	3,382,850	3,516,716
Successor Agency to Dissolved RDA	266,770	116,156	90,970	77,359	68,000	65,808
Hamilton & Pointe Marin CFD Maintenance	623,286	651,348	604,345	783,443	648,050	779,518
Measure F Sales Tax	486,044	989,669	816,096	488,408	875,000	1,074,468
Internal Service	1,700,459	1,828,633	1,714,302	1,715,033	1,754,629	2,648,677
<u>Other Departments (Non-Operating)</u>						
Assessment Districts	275,845	300,642	269,737	296,376	294,339	363,179
Capital Projects	10,222,870	10,838,546	3,976,259	5,231,884	8,134,593	21,239,925
Debt Service	3,929,019	14,181,530	3,091,066	3,038,526	3,090,800	3,148,680
Special Police Projects/Police Grants	268,779	150,936	271,030	116,519	75,394	100,158
State COPS	68,388	184,843	98,373	52,619	85,000	200,000
Enterprise Funds	3,154,970	2,246,830	1,982,581	2,011,579	2,452,680	2,498,091
Other	169,284	439,092	255,816	389,134	405,509	1,261,728
TOTALS	49,747,335	61,250,137	43,263,640	45,823,948	51,318,149	69,019,407



Comprehensive Funds Summary

Fund #	Fund Description	Projected Fund Balance 6/30/17	Adopted Budget FY 17/18			Budgeted Fund Balance 6/30/18
			Revenues	Appropriations	Net Transfers	
Governmental Funds						
101	General Fund	56,488	36,340,155	(35,639,175)	(1,814,918)	(1,057,450)
	Unspent Appropriations					650,000
	Interfund Loan from Equipment Replacement					407,450
Special Revenue Funds						
201	Measure F	13,667,767	103,750	(1,074,468)	(5,478,464)	7,218,585
202	City Owned Property	500,118	2,002,500	(5,000)	0	2,497,618
205	RDA Successor Agency	39,776	67,384	(65,808)	(1,576)	39,776
210	Affordable Housing Programs	3,607,036	84,750	(175,000)	55,257	3,572,043
221	Clean Stormwater	1,291	371,000	(251,872)	(120,000)	419
226	Underground Utility	978,798	7,300	0	(274,513)	711,585
227	Parking Improvement	71,772	625	(550)	(73,107)	(1,260)
231	Subdivision Park Trust (Quimby Fees)	610,135	33,500	0	(634,433)	9,202
235	Art in Public Places	125,135	2,450	0	(38,901)	88,684
237	General Plan Surcharge	176,091	79,100	(250,000)	0	5,191
238	Automation Surcharge	106,511	81,050	(121,783)	(2,019)	63,759
241	Hamilton Community Facilities District	297,390	801,069	(569,850)	(318,278)	210,331
242	Hamilton Arts Center	1,280,620	448,980	(278,895)	0	1,450,705
243	Pointe Marin Community Facilities District	543,010	191,835	(209,668)	(6,320)	518,857
251	Chapter 27 Assessments	236,549	1,863	0	(6,920)	231,492
261	Landscape Assessment District-San Marin	21,791	60,080	(62,205)	0	19,666
262	Landscape Assessment District-Country Club	69,871	435	0	0	70,306
263	Landscape Assessment District-Wildwood Glen	1,678	9,910	(10,120)	0	1,468
264	Landscape Assessment District-Hillside	40,585	21,515	(31,170)	0	30,930
265	Downtown Landscape & Lighting	107,831	7,109	(2,850)	0	112,090
266	San Pablo Assessment District	35,867	13,815	(4,962)	(8,683)	36,037
269	Scottsdale Assessment District	10,117	80	0	0	10,197
272	Gas Tax	722,296	1,539,960	0	(2,030,673)	231,583
277	Justice Assistance Grants	0	0	0	0	0
281	Police Special Projects	123,626	58,978	(100,158)	7,000	89,446
282	State COPS Grant	443,104	100,000	(200,000)	0	343,104
283	State Grants	0	581,376	0	(581,376)	0
284	Federal Grants	1,682	787,307	0	(787,307)	1,682
285	Private Grants	21,636	305	0	0	21,941
296	Pension Reserve	1,396	12	0	0	1,408
297	Hamilton Trust	32,819,308	530,610	(30,500)	(1,736,284)	31,583,134
298	Self-Insurance	1,001,750	111,100	0	(58,204)	1,054,646
299	Emergency and Disaster Response Reserve	7,356,006	0	(400,000)	(335,746)	6,620,260
Special Revenue Funds Total		65,020,543	8,099,748	(3,844,859)	(12,430,547)	56,844,885



Comprehensive Funds Summary

Fund #	Fund Description	Projected Fund Balance 6/30/17	Adopted Budget FY 17/18			Budgeted Fund Balance 6/30/18
			Revenues	Appropriations	Net Transfers	
Capital Funds						
301	Capital Projects	(387,685)	854,606	(20,915,477)	20,060,871	(387,685)
308	Marin County Street Improvements (VRF)	671,011	1,150	0	(456,206)	215,955
309	Measure A Street Projects	851,335	2,490,498	0	(3,341,833)	0
310	Parks Measure A	(466,928)	425,678	(267,348)	(100,607)	(409,205)
319	Civic Center	126,595	1,150	0	(24,874)	102,871
321	Clean Storm Water Capital Improvement	204,958	1,550	0	(13,805)	192,703
322	Street & Storm Drain Maintenance	264,756	2,075	0	0	266,831
323	Facilities Long-Term Maintenance	875,880	9,200	0	(832,945)	52,135
324	Infrastructure Long-Term Maintenance	940,221	6,600	0	(866,788)	80,033
327	Development Impact Fees	11,477,005	1,736,285	0	(1,975,850)	11,237,440
330	Community Facilities Maint. & Contingency	265,965	75	0	0	266,040
450	Novato Public Finance Auth. Capital Projects	(1,607,807)	45,720	(57,100)	(13,000)	(1,632,187)
Capital Projects Funds Total		13,215,306	5,574,587	(21,239,925)	12,434,963	9,984,931
Debt Service Funds						
501	Debt Service - General Obligation Bonds	1,740,453	1,737,556	(1,808,728)	0	1,669,281
503	Debt Service - Pension Obligation Bonds	0	0	(1,339,952)	1,339,952	0
Debt Service Funds Total		1,740,453	1,737,556	(3,148,680)	1,339,952	1,669,281
Proprietary Funds (Net Position)						
601	Equipment/Vehicle Maintenance	(986,616)	872,053	(858,603)	(13,450)	(986,616)
605	Equipment/Vehicle Replacement	6,988,384	720,878	(1,624,824)	462,000	6,546,438
606	IT Replacement	349,774	97,700	(165,250)	22,000	304,224
651	Marin Valley Mobile Country Club	13,926,005	3,216,685	(2,498,091)	0	14,644,599
Proprietary Funds Total		20,277,547	4,907,316	(5,146,768)	470,550	20,508,645
Fiduciary Funds:						
Fiduciary Funds Total		6,933,402				6,961,692
Fiduciary Funds Total		6,933,402				6,961,692
Grand Total All Funds		107,243,739	56,659,362	(69,019,407)	0	94,911,984



Five Year General Fund Budget Projections

	<u>FY 16/17</u> <u>Projected</u> <u>Actual</u>	<u>FY 17/18</u> <u>Adopted</u> <u>Budget</u>	<u>FY 18/19</u> <u>Projected</u>	<u>FY 19/20</u> <u>Projected</u>	<u>FY 20/21</u> <u>Projected</u>	<u>FY 21/22</u> <u>Projected</u>	<u>FY 22/23</u> <u>Projected</u>
<i>REVENUES & OTHER FINANCING SOURCES</i>	39,145,810	37,700,090	38,729,010	39,836,590	40,979,995	42,160,480	43,383,611
<i>APPROPRIATIONS & OTHER FINANCING USES</i>	<u>39,160,012</u>	<u>38,814,028</u>	<u>39,077,865</u>	<u>41,209,255</u>	<u>42,775,110</u>	<u>44,530,390</u>	<u>46,126,859</u>
SUBTOTAL REVENUES OVER/(UNDER)							
APPROPRIATIONS	(14,202)	(1,113,938)	(348,855)	(1,372,665)	(1,795,115)	(2,369,910)	(2,743,249)
<i>INTERFUND LOANS / REPAYMENT</i>	70,690	463,938	30,000				
<i>UNSPENT APPROPRIATIONS</i>		650,000	728,605	769,750	799,530	833,050	849,710
BEGINNING FUND BALANCE							
REVENUES OVER/(UNDER)							
APPROPRIATIONS	56,488	-	409,750	(602,915)	(995,585)	(1,536,860)	(1,893,538)
USE OF MEASURE F TO FUND DEFICIT				602,915	995,585	1,536,860	1,893,538



General Fund Five Year Revenue Projections

	FY 16/17 Projected Actual	FY 17/18 Adopted Budget	FY 18/19 Projected	FY 19/20 Projected	FY 20/21 Projected	FY 21/22 Projected	FY 22/23 Projected
<i>PROPERTY TAXES</i>	13,745,730	13,994,930	14,516,935	15,097,610	15,701,515	16,329,575	16,982,755
<i>SALES AND USE TAX</i>	11,426,000	11,675,275	11,967,155	12,266,335	12,572,990	12,887,315	13,209,500
<i>OTHER TAXES</i>	4,966,080	5,088,740	5,199,285	5,317,725	5,439,140	5,563,600	5,690,910
<i>LICENSES AND PERMITS</i>	1,202,800	1,152,450	1,172,185	1,195,630	1,219,540	1,243,930	1,268,810
<i>INTERGOVERNMENTAL REVENUE</i>	414,900	380,850	384,660	388,505	392,390	396,315	400,280
<i>SERVICE CHARGES</i>	3,178,230	2,920,000	2,978,400	3,037,970	3,098,725	3,160,700	3,223,915
<i>FINES & FORFEITURES</i>	552,500	525,500	530,755	536,065	541,425	546,835	552,300
<i>USE OF MONEY & PROPERTY</i>	573,570	547,610	553,085	558,615	564,200	569,845	575,545
<i>MISC. REVENUE</i>	97,500	54,800	54,800	54,800	54,800	54,800	54,800
<i>OTHER FINANCING SOURCES</i>	<u>2,988,500</u>	<u>1,359,935</u>	<u>1,371,750</u>	<u>1,383,335</u>	<u>1,395,270</u>	<u>1,407,565</u>	<u>1,424,795</u>
TOTAL	<u>39,145,810</u>	<u>37,700,090</u>	<u>38,729,010</u>	<u>39,836,590</u>	<u>40,979,995</u>	<u>42,160,480</u>	<u>43,383,611</u>

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 4% 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

	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
	<u>Projected</u>	<u>Adopted</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
	<u>Actual</u>	<u>Budget</u>					
<i>PERSONNEL</i>	24,313,745	26,068,048	26,863,630	28,289,490	29,518,680	30,865,725	32,054,055
<i>CONTRACT SERVICES</i>	3,645,440	3,358,263	3,093,795	3,499,140	3,525,120	3,674,750	3,847,830
<i>MATERIALS & SUPPLIES</i>	5,474,970	6,212,864	6,472,865	6,698,920	6,932,830	7,111,920	7,367,240
<i>OTHER FINANCING USES</i>	<u>5,725,857</u>	<u>3,174,853</u>	<u>2,647,575</u>	<u>2,721,705</u>	<u>2,798,480</u>	<u>2,877,995</u>	<u>2,857,735</u>
TOTAL	<u>39,160,012</u>	<u>38,814,028</u>	<u>39,077,865</u>	<u>41,209,255</u>	<u>42,775,110</u>	<u>44,530,390</u>	<u>46,126,859</u>

Expenditure Assumptions:

Expenditure projections assume no new programs or additional staff over the five year period, except for grant-funded positions
 Payroll expenditures increase 2% for FY 17/18 (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		Department/Function								
		General Government	Public Safety	Transportation	Community Development	Culture & Recreation	Economic Development	Debt Service	Internal Services	Other Financing Uses
Fund										
101	General Fund									
	Central Administration	❖					❖			
	Administrative Services	❖					❖	❖		
	Police		❖							
	Community Development				❖					
	Public Works		❖	❖	❖	❖			❖	
	Parks, Recreation & Community Services					❖				
	Operating Transfers									❖
	Special Revenue Funds									
201	Measure F Sales Tax		❖	❖	❖	❖				
202	City Owned Property	❖								
205	RDA Successor Agency	❖					❖			
210	Affordable Housing Programs	❖					❖			
211	Housing Opportunity						❖			
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		❖							❖



City of Novato Department/Function Matrix		Department/Function								
		General Government	Public Safety	Transportation	Community Development	Culture & Recreation	Economic Development	Debt Service	Internal Services	Other Financing Uses
Fund										
Special Revenue Funds										
282	State COPS Grant		❖							
283	State Grants Fund				❖					❖
284	Federal Grants Fund									❖
285	Private Grants Fund									❖
296	Pension Reserve Fund									❖
297	Hamilton Trust Fund	❖								❖
298	Insurance Reserve Fund	❖								❖
299	Emergency & Disaster Response Fund									❖
Capital Projects Funds										
301	Capital Projects Fund		❖	❖	❖	❖	❖		❖	❖
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	❖				❖	❖	❖		❖
Debt Service Funds										
501	General Obligations Bonds	❖						❖		
503	Pension Obligation Bonds							❖		
Proprietary Funds										
601	Equipment Maintenance								❖	
605	Equipment Replacement							❖	❖	❖
606	Technology Replacement	❖	❖	❖	❖	❖		❖	❖	❖
651	Marin Valley Mobile Country Club	❖							❖	❖



General Fund Expenditures by Department - FY 1975/76 - FY 2017/18

	1975/76	1976/77	1977/78	1978/79	1979/80	1980/81	1981/82
Central Administration	823,782	1,014,570	779,420	1,014,850	777,131	875,940	654,152
Police	897,662	916,381	1,303,430	1,412,840	1,533,699	1,893,586	2,024,423
Community Development	837,788	810,176	1,077,274	1,050,071	1,138,801	1,779,081	2,301,814
Parks & Recreation	438,656	523,404	688,490	646,296	721,333	617,054	581,167
Total	2,997,888	3,264,531	3,848,614	4,124,057	4,170,964	5,165,661	5,561,556
	1982/83	1983/84	1984/85	1985/86	1986/87	1987/88	1988/89
Central Administration	870,157	797,174	990,557	835,420	921,671	1,511,353	1,701,016
Police	2,244,675	2,515,613	2,869,413	3,206,149	3,487,613	3,786,569	4,184,061
Community Development	1,977,809	2,130,849	2,440,390	2,796,187	3,005,381	2,964,058	3,697,669
Parks & Recreation	487,714	494,166	610,022	674,771	769,606	829,526	925,281
Non-Departmental				326,379	861,812	208,901	316,028
Total	5,580,355	5,937,802	6,910,382	7,838,906	9,046,083	9,300,407	10,824,055
	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96
Central Administration	1,729,330	2,012,981	1,799,603	1,983,021	2,942,843	2,874,911	989,152
Administrative Services							1,770,532
Police	4,264,639	5,077,281	5,254,669	5,426,180	5,486,269	5,686,940	5,956,294
Community Development	3,560,456	3,808,787	5,986,306	5,409,021	5,740,389	5,254,657	6,487,778
Parks & Recreation	1,022,227	1,220,658	1,476,154	1,661,664	1,705,225	1,871,522	2,044,802
Non-Departmental	306,776	434,679	735,482	885,210			
Total	10,883,428	12,554,386	15,252,214	15,365,096	15,874,726	15,688,030	17,248,558
	1996/97	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03
Central Administration	1,301,901	1,546,670	1,079,906	1,160,818	1,017,964	1,077,661	1,236,925
Administrative Services	2,551,783	2,701,128	2,685,246	3,421,698	3,386,983	3,836,123	3,330,843
Police	6,560,035	6,791,054	7,062,275	7,516,538	8,093,612	8,778,409	8,851,720
Community Development	5,928,329	7,084,260	7,178,431	8,040,275	8,526,439	8,659,808	3,092,851
Public Works							5,717,430
Parks & Recreation	2,465,436	2,228,022	2,504,218	3,006,878	2,705,871	3,426,998	3,251,485
Total	18,807,484	20,351,134	20,510,076	23,146,207	23,730,869	25,778,999	25,481,254
	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Central Administration	1,310,387	1,348,771	1,464,760	1,449,097	1,524,787	1,104,157	1,273,474
Administrative Services	3,632,190	3,734,286	4,033,927	4,349,783	4,479,222	4,958,174	4,462,739
Police	9,938,760	11,056,634	11,313,464	12,154,720	12,252,083	11,757,388	11,443,359
Community Development	2,914,967	2,824,892	2,648,378	2,863,585	2,692,783	2,807,242	2,071,528
Public Works	6,113,510	5,673,962	5,503,657	7,184,724	6,883,014	6,602,869	5,992,003
Parks & Recreation	3,562,217	3,699,750	3,502,495	3,967,015	4,006,348	3,876,051	3,255,316
Total	27,472,031	28,338,295	28,466,681	31,968,924	31,838,237	31,105,881	28,498,419
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Central Administration	1,445,464	1,254,629	1,302,659	1,493,436	1,732,870	2,141,351	1,948,400
Administrative Services	4,616,113	4,819,749	4,907,240	4,726,408	5,013,066	4,966,476	5,346,790
Police	11,328,694	11,524,049	11,642,449	11,965,304	12,044,894	12,962,905	13,874,935
Community Development	1,725,811	1,777,266	2,144,040	2,036,531	2,021,159	2,077,215	2,362,975
Public Works	6,065,325	5,609,738	5,676,571	6,071,241	6,038,092	6,098,765	6,518,205
Parks & Recreation	2,873,810	2,885,213	2,908,662	3,028,992	3,242,984	3,376,356	3,382,850
Total	28,055,217	27,870,644	28,581,621	29,321,912	30,093,065	31,623,068	33,434,155
	2017/18						
Central Administration	2,408,608						
Administrative Services	5,882,252						
Police	14,317,788						
Community Development	2,616,002						
Public Works	6,897,809						
Parks & Recreation	3,516,716						
Total	35,639,175						



**General Fund Expenditures by Department - FY 1975/76 - FY 2017/18
(As a percentage)**

	1975/76	1976/77	1977/78	1978/79	1979/80	1980/81	1981/82
Central Administration	27.48%	31.08%	20.25%	24.61%	18.63%	16.96%	11.76%
Police	29.94%	28.07%	33.87%	34.26%	36.77%	36.66%	36.40%
Community Development	27.95%	24.82%	27.99%	25.46%	27.30%	34.44%	41.39%
Parks & Recreation	14.63%	16.03%	17.89%	15.67%	17.29%	11.95%	10.45%
	1982/83	1983/84	1984/85	1985/86	1986/87	1987/88	1988/89
Central Administration	15.59%	13.43%	14.33%	10.66%	10.19%	16.25%	15.72%
Police	40.22%	42.37%	41.52%	40.90%	38.55%	40.71%	38.66%
Community Development	35.44%	35.89%	35.31%	35.67%	33.22%	31.87%	34.16%
Parks & Recreation	8.74%	8.32%	8.83%	8.61%	8.51%	8.92%	8.55%
Non-Departmental				4.16%	9.53%	2.25%	2.92%
	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96
Central Administration	15.89%	16.03%	11.80%	12.91%	18.54%	18.33%	5.73%
Administrative Services							10.26%
Police	39.18%	40.44%	34.45%	35.31%	34.56%	36.25%	34.53%
Community Development	32.71%	30.34%	39.25%	35.20%	36.16%	33.49%	37.61%
Parks & Recreation	9.39%	9.72%	9.68%	10.81%	10.74%	11.93%	11.85%
Non-Departmental	2.82%	3.46%	4.82%	5.76%			
	1996/97	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03
Central Administration	6.92%	7.60%	5.27%	5.02%	4.29%	4.18%	4.85%
Administrative Services	13.57%	13.27%	13.09%	14.78%	14.27%	14.88%	13.07%
Police	34.88%	33.37%	34.43%	32.47%	34.11%	34.05%	34.74%
Community Development	31.52%	34.81%	35.00%	34.74%	35.93%	33.59%	12.14%
Public Works							22.44%
Parks & Recreation	13.11%	10.95%	12.21%	12.99%	11.40%	13.29%	12.76%
	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Central Administration	4.77%	4.76%	5.15%	4.53%	4.79%	3.55%	4.47%
Administrative Services	13.22%	13.18%	14.17%	13.61%	14.07%	15.94%	15.66%
Police	36.18%	39.02%	39.74%	38.02%	38.48%	37.80%	40.15%
Community Development	10.61%	9.97%	9.30%	8.96%	8.46%	9.02%	7.27%
Public Works	22.25%	20.02%	19.33%	22.47%	21.62%	21.23%	21.03%
Parks & Recreation	12.97%	13.06%	12.30%	12.41%	12.58%	12.46%	11.42%
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Central Administration	5.15%	4.50%	4.56%	5.09%	5.76%	6.77%	5.83%
Administrative Services	16.45%	17.29%	17.17%	16.12%	16.66%	15.71%	15.99%
Police	40.38%	41.35%	40.73%	40.81%	40.03%	40.99%	41.50%
Community Development	6.15%	6.38%	7.50%	6.95%	6.72%	6.57%	7.07%
Public Works	21.62%	20.13%	19.86%	20.71%	20.06%	19.29%	19.50%
Parks & Recreation	10.24%	10.35%	10.18%	10.33%	10.78%	10.68%	10.12%
	2017/18						
Central Administration	6.76%						
Administrative Services	16.51%						
Police	40.17%						
Community Development	7.34%						
Public Works	19.35%						
Parks & Recreation	9.87%						



Personnel Allocations

<u>DEPARTMENT</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>Adopted Budget 2017/18</u>
<u>CENTRAL ADMINISTRATION</u>							
City Manager							
City Manager	0.60	0.85	0.95	0.95	0.97	1.00	1.00
Economic Development Manager	--	--	--	1.00	1.00	1.00	--
Public Communications Coordinator	--	1.00	1.00	1.00	1.00	1.00	--
Sr. Management Analyst	1.00	--	--	--	--	--	--
Management Analyst I / II	0.10	0.10	0.15	0.15	0.10	0.10	0.10
Sr. Administrative Clerk	1.00	--	--	--	--	--	--
Executive Secretary	0.70	0.70	0.70	0.70	0.80	0.80	0.80
Subtotal	3.40	2.65	2.80	3.80	3.87	3.90	1.90
Public Engagement/ Economic Development							
Assistant City Manager	--	--	--	--	--	--	1.00
Sr. Management Analyst	--	--	--	--	--	--	1.00
Office Assistant II	--	--	--	--	--	--	1.00
Subtotal	0.00	0.00	0.00	0.00	0.00	0.00	3.00
Measure F							
Economic Development Manager	--	1.00	1.00	--	--	--	--
Hamilton Property Project Manager	--	0.50	0.50	1.00	1.00	1.00	1.00
Management Analyst I / II / Webmaster	--	--	--	--	--	1.00	1.00
Office Assistant II	--	1.00	1.00	--	--	--	--
Subtotal	0.00	2.50	2.50	1.00	1.00	2.00	2.00
City Clerk							
City Clerk	1.00	0.90	0.90	0.95	0.97	1.00	1.00
Executive Secretary	0.30	0.30	0.30	0.30	0.20	0.20	0.20
Assistant City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	2.30	2.20	2.20	2.25	2.17	2.20	2.20
TOTAL CENTRAL ADMINISTRATION	5.70	7.35	7.50	7.05	7.04	8.10	9.10
<u>ADMINISTRATIVE SERVICES</u>							
Administration							
Assistant City Manager	0.65	0.80	0.95	0.95	0.97	1.00	0.60
Management Analyst I / II	0.45	0.45	0.55	0.55	0.62	0.60	0.85
Subtotal	1.10	1.25	1.50	1.50	1.59	1.60	1.45
Human Resources							
Human Resources Manager	0.90	0.90	0.90	0.90	0.90	0.90	0.90
Human Resources Analyst	0.80	0.80	0.80	0.80	1.00	1.00	1.00
Principal HR Analyst	--	--	--	1.00	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	0.25	0.25	0.25	0.25	--	--	--
Subtotal	2.95	2.95	2.95	3.95	3.90	3.90	3.90



Personnel Allocations

<u>DEPARTMENT</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	Adopted Budget 2017/18
Finance							
Finance Manager	1.00	0.80	0.85	0.90	0.90	0.90	0.90
Accounting Supervisor	--	0.80	0.85	0.90	0.90	0.90	0.90
Accountant/Analyst	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	1.00	1.00	1.00	1.00
Accounting Assistant I / II	--	--	--	1.00	1.00	1.00	1.00
Subtotal	6.00	5.60	5.70	4.80	4.80	4.80	4.80
Capital Improvement Fund							
Accounting Supervisor	--	--	--	--	--	--	1.00
Subtotal	0.00	0.00	0.00	0.00	0.00	0.00	1.00
Information Technology Services							
Information Technology Manager	0.85	1.00	1.00	1.00	1.00	1.00	1.00
Senior IT Analyst	--	--	--	1.00	1.00	1.00	1.00
Network & Systems Administrator	--	1.00	1.00	1.00	1.00	1.00	1.00
GIS/Engineering Technician	--	--	--	1.00	1.00	1.00	1.00
Information Technology Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	1.85	3.00	3.00	5.00	5.00	5.00	5.00
Capital Improvement Fund							
Business Analyst	--	--	--	1.00	1.00	1.00	1.00
Subtotal	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Citywide Programs							
Human Resources Manager	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Information Technology Manager	0.15	--	--	--	--	--	--
Human Resources Analyst	0.20	0.20	0.20	0.20	--	--	--
Management Analyst I / II	--	--	--	--	0.25	0.25	0.25
Subtotal	0.45	0.30	0.30	0.30	0.35	0.35	0.35
TOTAL ADMINISTRATIVE SERVICES	12.35	13.10	13.45	16.55	16.64	16.65	17.50
<u>POLICE</u>							
Administration							
Police Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Captain	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Sr. Management Analyst	0.75	0.75	0.75	0.75	0.75	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	4.75	4.75	4.75	4.75	4.75	5.00	5.00



Personnel Allocations

<u>DEPARTMENT</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>Adopted Budget 2017/18</u>
POLICE							
Technical Services							
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	2.00	2.00	2.00	2.00	2.00	2.00	3.50
Subtotal	14.00	14.00	14.00	14.00	14.00	14.00	15.50
Professional Standards							
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Criminal Investigations							
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Officer	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Subtotal	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Patrol Administration & Operations							
Lieutenant	2.00	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	4.00
Officer	29.00	28.00	28.00	28.00	28.00	28.00	26.00
K-9 Officer	2.00	3.00	3.00	3.00	3.00	3.00	3.00
Subtotal	41.00	41.00	41.00	41.00	41.00	41.00	41.00
Traffic							
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Officer	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Subtotal	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Special Police Services							
Officer-Major Crimes Task Force	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Officer-NC3 Task Force	--	--	--	0.78	0.78	0.78	0.78
Officer-COPE Grant	0.67	1.00	1.00	1.00	1.00	1.00	1.00
Corporal-NRT	--	1.00	1.00	0.21	1.00	1.00	--
Sergeant-NRT	--	--	--	--	--	--	1.00
Officer-NRT	--	--	--	1.55	2.00	2.00	2.00
Management Analyst I (NRT)	--	--	--	--	1.00	1.00	1.00
Subtotal	1.67	3.00	3.00	4.54	6.78	6.78	6.78
Measure F							
Corporal-NRT	--	--	--	0.79	--	--	--
Officer-NRT	--	2.00	2.00	0.45	--	--	--
Officer-NC3 Task Force	--	--	--	0.22	0.22	0.22	0.22
Management Analyst I (NRT)	--	1.00	1.00	1.00	--	--	--
Dispatcher	--	--	--	--	--	1.00	1.00
Records Specialist	--	--	--	0.50	0.50	0.50	0.50
Office Assistant II	--	--	--	0.50	0.50	0.50	0.50
Subtotal	0.00	3.00	3.00	3.46	1.22	2.22	2.22
TOTAL POLICE	71.42	75.75	75.75	77.75	77.75	79.00	80.50



Personnel Allocations

<u>DEPARTMENT</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	Adopted Budget 2017/18
COMMUNITY DEVELOPMENT							
Administration							
Community Development Director	0.70	0.80	0.80	0.78	0.78	0.78	0.78
Sustainability Coordinator	--	--	--	--	--	--	1.00
Subtotal	0.70	0.80	0.80	0.78	0.78	0.78	1.78
Code Enforcement							
Supervising Code Compliance Officer	0.95	0.95	0.95	1.00	1.00	1.00	1.00
Code Compliance Officer	1.00	1.00	1.00	1.00	1.00	1.50	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	--	--	--	--
Senior Administrative Clerk	0.10	0.10	--	--	--	--	--
Subtotal	3.10	3.10	3.00	3.00	3.00	3.50	3.50
Planning							
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	1.00
Senior Planner	1.50	2.00	2.00	1.90	1.90	1.90	1.90
Planner I & II	1.00	2.00	1.00	1.00	1.00	2.00	2.00
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	4.70	6.20	6.20	6.10	6.10	7.10	7.10
Clerical Services							
Development Permit Supervisor	0.45	0.45	0.50	0.50	0.50	0.50	0.50
Senior Office Assistant	0.90	0.45	1.00	1.00	1.00	1.00	1.00
Office Assistant II	--	0.45	1.00	2.50	2.50	2.50	2.50
Word Processor	0.50	0.50	0.50	--	--	--	--
Subtotal	1.85	1.85	3.00	4.00	4.00	4.00	4.00
Building							
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	2.50	2.50
Supervising Code Compliance Officer	0.05	0.05	--	--	--	--	--
Development Permit Supervisor	0.50	0.50	--	--	--	--	--
Senior Office Assistant	0.50	0.25	--	--	--	--	--
Office Assistant II	--	0.25	--	--	--	--	--
Subtotal	5.05	5.05	4.00	4.00	4.00	4.50	4.50
Affordable Housing Programs							
Community Development Director	--	--	--	0.02	0.02	0.02	0.02
Sr. Planner	--	--	--	0.10	0.10	0.10	0.10
Subtotal	0.00	0.00	0.00	0.12	0.12	0.12	0.12



Personnel Allocations

<u>DEPARTMENT</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>Adopted Budget 2017/18</u>
<u>COMMUNITY DEVELOPMENT</u>							
General Plan Surcharge							
Senior Planner	1.00	--	--	--	--	--	--
Planner II	--	--	0.40	0.40	0.40	--	--
Subtotal	1.00	0.00	0.40	0.40	0.40	0.00	0.00
Automation Surcharge							
Planner II	--	--	0.40	0.40	0.40	--	--
Development Permit Supervisor	--	--	0.50	0.50	0.50	0.50	0.50
Senior Office Assistant	0.50	0.25	--	--	--	--	--
Office Assistant II	--	0.25	--	--	--	--	--
Subtotal	0.50	0.50	0.90	0.90	0.90	0.50	0.50
TOTAL COMMUNITY DEVELOPMENT	16.90	17.50	18.30	19.30	19.30	20.50	21.50
<u>PUBLIC WORKS</u>							
Engineering and Traffic Administration							
Public Works Director	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Engineering Project Coordinator	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Senior Civil Engineer	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Sr. Management Analyst	--	1.00	1.00	--	--	1.00	1.00
Management Analyst I	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	--	--	--	--
Subtotal	2.95	2.95	2.95	2.45	2.45	2.45	2.45
Project Development							
Public Works Director	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Deputy PW Director/ City Engineer	--	--	--	--	--	0.10	0.10
Engineering Manager	--	--	0.10	0.10	0.10	--	--
Principal Civil Engineer	0.10	0.10	--	--	--	--	--
Senior Civil Engineer	0.90	0.90	0.90	0.50	0.50	0.50	0.50
Assistant Engineer	0.50	0.50	0.50	1.00	1.00	1.00	1.00
GIS Coordinator	0.25	--	--	--	--	--	--
Subtotal	1.90	1.65	1.65	1.75	1.75	1.75	1.75
Construction Management							
Deputy PW Director/ City Engineer	--	--	--	--	--	0.90	0.90
Principal Civil Engineer	0.90	0.90	--	--	--	--	--
Engineering Manager	--	--	0.90	0.90	0.90	--	--
PW Admin Manager	--	--	--	1.00	0.75	0.75	0.75
Senior Civil Engineer	1.00	1.00	1.00	0.40	0.40	0.40	0.40
Assistant Engineer	2.50	2.50	2.50	3.00	3.00	3.00	3.00
GIS Coordinator	0.10	--	--	--	--	--	--
Engineering Project Coordinator	0.70	0.70	0.70	0.70	0.70	0.70	0.70
Senior Public Works Inspector	1.00	1.00	1.00	1.00	1.00	--	--
Public Works Inspector	1.00	1.00	1.00	1.00	1.00	2.00	2.00
Office Assistant II	0.80	0.80	0.80	0.80	0.80	0.80	0.80
Subtotal	8.00	7.90	7.90	8.80	8.55	8.55	8.55



Personnel Allocations

<u>DEPARTMENT</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>Adopted Budget 2017/18</u>
<u>PUBLIC WORKS</u>							
GIS Mapping							
GIS Coordinator	0.65	--	--	--	--	--	--
Engineering Technician I	0.75	1.00	1.00	--	--	--	--
Subtotal	1.40	1.00	1.00	0.00	0.00	0.00	0.00
Capital Improvement Fund							
PW Admin Manager	--	--	--	--	0.25	0.25	0.25
Subtotal	0.00	0.00	0.00	0.00	0.25	0.25	0.25
Maintenance Administration							
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
Subtotal	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Street Maintenance							
Maintenance Supervisor	0.68	0.68	0.68	0.68	0.68	0.68	0.68
Senior Maintenance Worker	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Maintenance Worker	2.00	2.00	3.00	3.00	3.00	3.00	3.00
Subtotal	6.68	6.68	7.68	7.68	7.68	7.68	7.68
Traffic Operations							
Maintenance Supervisor	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Senior Maintenance Worker	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Worker	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	2.25	2.25	2.25	2.25	2.25	2.25	2.25
Street Tree/Parkway Maintenance							
Maintenance Supervisor	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Senior Maintenance Worker	2.00	2.00	1.00	1.00	1.00	1.00	1.00
Maintenance Worker	0.62	0.62	0.62	0.62	0.62	0.62	0.62
Subtotal	2.92	2.92	1.92	1.92	1.92	1.92	1.92
Parks Maintenance							
Maintenance Supervisor	0.70	0.70	0.70	0.70	0.70	0.70	0.70
Senior Maintenance Worker	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Maintenance Worker	6.38	6.38	5.38	5.38	5.38	6.38	6.38
Subtotal	8.08	8.08	8.08	8.08	8.08	9.08	9.08
Building Maintenance							
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	6.50	6.50
Subtotal	7.00	7.00	7.00	7.00	7.00	8.50	8.50
Hamilton Community Facilities							
Maintenance Supervisor	0.07	0.07	0.07	0.07	0.07	0.07	0.07
Maintenance Worker	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Subtotal	3.07	3.07	3.07	3.07	3.07	3.07	3.07



Personnel Allocations

<u>DEPARTMENT</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>Adopted Budget 2017/18</u>
<u>PUBLIC WORKS</u>							
Pte Marin Community Facilities							
Maintenance Worker	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Subtotal	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Measure F							
Maintenance Worker	2.00	1.00	1.00	--	--	2.00	2.00
Subtotal	2.00	1.00	1.00	--	--	2.00	2.00
Parks Measure A							
Maintenance Worker	--	--	--	2.00	2.00	2.00	2.00
Subtotal	0.00	0.00	0.00	2.00	2.00	2.00	2.00
Equipment/Vehicle Maintenance							
Supervising Equipment Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Equipment Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Equipment Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	3.00	3.00	3.00	3.00	3.00	3.00	3.00
TOTAL PUBLIC WORKS	53.25	51.50	51.50	52.00	52.00	56.50	56.50
<u>PARKS, RECREATION & COMMUNITY SERVICES</u>							
Administration							
Assistant City Manager	--	--	--	--	--	--	0.40
Recreation Director	1.00	1.00	1.00	1.00	1.00	1.00	--
Recreation Services Manager	0.83	0.85	0.85	0.85	0.85	0.85	0.90
Sr. Management Analyst	--	--	--	1.00	1.00	1.00	--
Management Analyst	--	--	--	--	--	--	0.75
Recreation Supervisor	0.08	0.08	0.08	0.08	0.11	0.11	0.21
Recreation Coordinator	0.35	0.75	0.75	0.45	1.00	1.00	1.00
Administrative Technician	0.96	0.96	0.96	0.96	0.96	0.96	1.97
Senior Office Assistant	0.23	0.23	0.23	0.23	0.18	0.18	0.00
Office Assistant II	--	--	--	--	0.05	0.05	0.00
Subtotal	3.45	3.87	3.87	4.57	5.15	5.15	5.23
Child Care and Enrichment Programs							
Recreation Services Manager	0.06	0.04	0.04	0.04	0.04	0.04	0.20
Recreation Supervisor	0.82	1.00	1.00	1.00	1.00	1.00	0.90
Recreation Coordinator	1.02	1.17	1.17	1.57	1.17	1.92	1.75
Administrative Technician	0.02	0.03	0.03	0.03	0.03	0.03	0.03
Senior Office Assistant	0.07	0.09	0.09	0.09	0.09	0.09	0.10
Child Care Teacher	1.75	1.75	1.75	1.75	1.75	1.75	1.75
Subtotal	3.74	4.08	4.08	4.48	4.08	4.83	4.73
Cultural Programs/Museum Administration							
Recreation Services Manager	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Recreation Supervisor	0.18	--	--	--	--	--	--
Recreation Coordinator	0.15	0.10	0.10	--	--	--	--
Administrative Technician	0.01	--	--	--	--	--	--
Senior Office Assistant	0.02	--	--	--	--	--	--
Subtotal	0.41	0.15	0.15	0.05	0.05	0.05	0.05



Personnel Allocations

<u>DEPARTMENT</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	Adopted Budget 2017/18
<u>PARKS, RECREATION & COMMUNITY SERVICES</u>							
Senior Citizens							
Recreation Services Manager	0.06	0.06	0.06	0.06	0.06	0.06	0.25
Recreation Supervisor	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Recreation Coordinator	0.58	0.83	0.83	0.83	0.83	0.83	1.00
Administrative Technician	0.01	0.01	0.01	0.01	0.01	0.01	--
Senior Office Assistant	0.73	0.73	0.73	0.73	0.73	0.73	0.90
Subtotal	2.33	2.58	2.58	2.58	2.58	2.58	3.10
Athletics							
Recreation Services Manager	1.00	1.00	1.00	1.00	1.00	1.00	0.60
Recreation Supervisor	2.97	2.97	2.97	2.97	2.94	2.94	3.94
Recreation Coordinator	--	1.00	1.00	1.00	1.00	1.00	--
Gymnastics Instructor	2.25	2.25	2.25	2.75	2.75	2.75	3.50
Senior Office Assistant	1.95	1.95	1.95	1.45	--	--	--
Office Assistant II	--	--	--	--	1.45	1.45	1.50
Subtotal	8.17	9.17	9.17	9.17	9.14	9.14	9.54
Parks Measure A							
Recreation Coordinator	--	--	--	--	--	0.50	0.50
Subtotal	0.00	0.00	0.00	0.00	0.00	0.50	0.50
TOTAL PARKS, RECREATION & COMMUNITY SERVICES	18.10	19.85	19.85	20.85	21.00	22.25	23.15
RDA Successor Agency							
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	0.10
Accounting Supervisor	--	0.20	0.15	0.10	0.10	0.10	0.10
Management Analyst I / II	--	0.20	0.05	0.05	0.03	0.05	0.05
Subtotal	0.00	1.05	0.55	0.40	0.32	0.25	0.25
Redevelopment Agency							
City Manager	0.40	--	--	--	--	--	--
Assistant City Manager	0.35	--	--	--	--	--	--
Redevelopment Administrator	0.90	--	--	--	--	--	--
Housing Coordinator	1.00	--	--	--	--	--	--
Community Development Director	0.10	--	--	--	--	--	--
Senior Planner	0.50	--	--	--	--	--	--
Senior Management Analyst	0.90	--	--	--	--	--	--
Management Analyst I / II	0.20	--	--	--	--	--	--
Subtotal	4.35	0.00	0.00	0.00	0.00	0.00	0.00
Novato Public Financing Authority							
Redevelopment Administrator	0.10	--	--	--	--	--	--
Senior Management Analyst	0.10	--	--	--	--	--	--
Subtotal	0.20	0.00	0.00	0.00	0.00	0.00	0.00
GRAND TOTAL PERSONNEL	182.27	186.10	186.90	193.90	194.05	203.25	208.50



Personnel Allocation Summary by Department

<u>DEPARTMENT</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	ADOPTED BUDGET <u>2017/18</u>
Central Administration	5.70	7.35	7.50	7.05	7.04	8.10	9.10
Administrative Services	12.35	13.10	13.45	16.55	16.64	16.65	17.50
Police	71.42	75.75	75.75	77.75	77.75	79.00	80.50
Community Development	16.90	17.50	18.30	19.30	19.30	20.50	21.50
Public Works	53.25	51.50	51.50	52.00	52.00	56.50	56.50
Parks, Recreation & Community Services	18.10	19.85	19.85	20.85	21.00	22.25	23.15
Redevelopment Agency	4.35	-	-	-	-	-	-
RDA Successor Agency	-	1.05	0.55	0.40	0.32	0.25	0.25
Novato Public Financing Authority	0.20	-	-	-	-	-	-
	182.27	186.10	186.90	193.90	194.05	203.25	208.50



Personnel Changes from 2016/17 Budget

Beginning Authorized Personnel Total 203.25

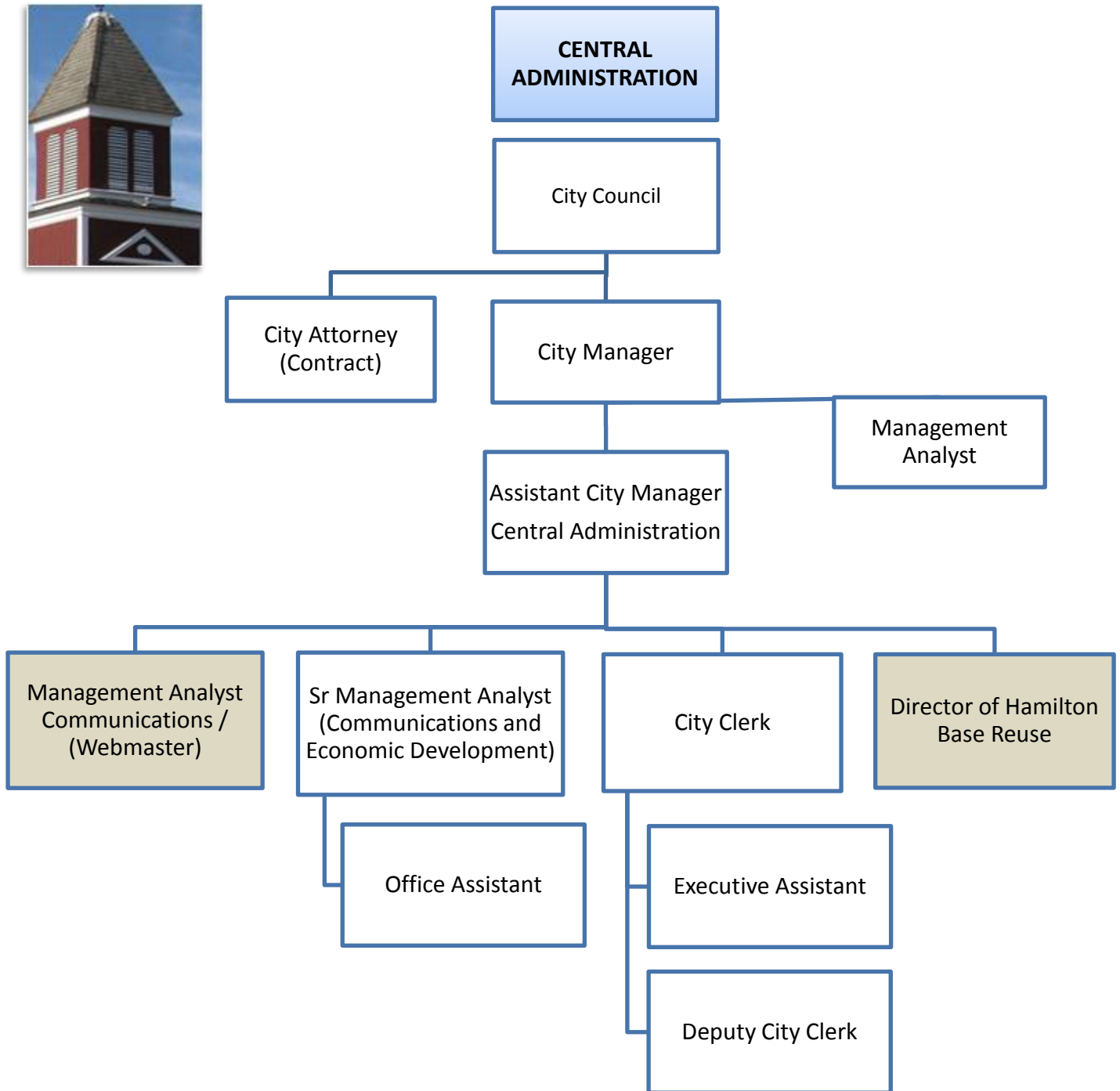
Position Eliminations/Reclassifications

Department	Position	FTE	
Central Administration	Economic Development Manager	(1.00)	Eliminated
Central Administration	Communications Manager	(1.00)	Eliminated
Parks, Recreation & Community Services	PRCS Director	(1.00)	Eliminated
Parks, Recreation & Community Services	Sr. Management Analyst	(1.00)	Eliminated
Parks, Recreation & Community Services	Recreation Division Manager	(1.00)	Reclassified
Parks, Recreation & Community Services	Recreation Coordinator	(1.00)	Reclassified
Police	Police Officer	(2.00)	Reclassified
Public Works	Engineering Manager	<u>(1.00)</u>	Reclassified
Total Position Reclassifications/Reductions			(9.00)

Position Additions/Reclassifications

Department	Position	FTE	
Administrative Services	Accounting Supervisor (LT)	1.00	New-Limited Term
Administrative Services	Management Analyst	1.00	New
Central Administration	Assistant City Manager	1.00	New
Central Administration	Sr. Management Analyst	1.00	New
Central Administration	Office Assistant	1.00	New
Community Development	Sustainability Coordinator	1.00	New
Parks, Recreation & Community Services	Recreation Services Manager	1.00	Reclassified
Parks, Recreation & Community Services	Recreation Supervisor	1.00	Reclassified
Parks, Recreation & Community Services	Gymnastics Instructor	0.75	New
Parks, Recreation & Community Services	Administrative Technician	1.00	New
Police	Corporal	1.00	Reclassified
Police	Sergeant	1.00	Reclassified
Police	Records Specialist	1.50	New
Public Works	Deputy Public Works Dir./City Engineer	<u>1.00</u>	Reclassified
Total Position Additions			14.25

Ending Authorized Personnel Total 208.50



Limited Term
Paid for via Measure F

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Department Budget Summary

	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Legal Fees Recovered	36,000	36,000	36,000	-	0.00%
Application Fees	400	400	400	-	0.00%
Department Total	36,400	36,400	36,400	-	0.00%

Appropriations by Division

City Council	81,360	81,096	79,693	(1,667)	(2.05)%
City Manager	991,142	981,142	513,537	(477,605)	(48.19)%
Public Engagement/Econ Development	-	-	697,556	697,556	-
City Clerk	373,699	370,953	556,822	183,123	49.00%
City Attorney	480,000	665,000	561,000	81,000	16.88%
Department Total	1,926,201	2,098,191	2,408,608	482,407	25.04%

Appropriations by Category

Salaries	759,678	759,414	819,075	59,397	7.82%
Benefits	257,063	257,063	337,649	80,586	31.35%
Contract Services	761,493	936,493	1,067,493	306,000	40.18%
Materials & Supplies	147,967	145,221	184,391	36,424	24.62%
Department Total	1,926,201	2,098,191	2,408,608	482,407	103.97%

Personnel Allocation History

	2013/14	2014/15	2015/16	2016/17	2017/18
City Council *	5.00	5.00	5.00	5.00	5.00
City Manager	2.80	3.80	3.87	3.90	1.90
Public Engagement/Econ Development					3.00
City Clerk	2.20	2.25	2.17	2.20	2.20
Measure F Funded	2.50	1.00	1.00	2.00	2.00
Department Total	12.50	12.05	12.04	13.10	14.10

* City Council elected members excluded from authorized totals in Personnel Allocation tables (pages 94-103)

Department Mission Statement

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

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

Department Responsibilities

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

City Manager: The City Manager's office oversees and manages all city departments by communicating policies from the City Council, providing administrative direction and priorities, establishing and maintaining the processes that lead to overall city planning, and implementing goals and objectives.

Public Engagement and Communications: The Communications and Public Engagement division manages citywide outreach and engagement efforts and works with City departments on specific communications initiatives. The department manages the city's website, social media, and other outreach and engagement efforts.

Economic Development: Build and 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.

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, administers document/records management, municipal code, 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 2016/17

- Completed labor negotiations for Council adoption at three-year terms for each bargaining unit;
- Implemented a funding strategy for Phase 1 of the Downtown SMART Station;

- Continued protection of city revenue from dissolution of redevelopment and legal actions by the State;
- Continued advancing improvements in the city's public engagement and outreach programs; and
- Updated the city's Smoking Ordinance and implemented a Tobacco Retail Licensing Ordinance resulting in an "A" grade for the city from the American Lung Association.

Department Goals FY 2017/18

- Continue focus on enhancing public engagement, accessibility and transparency;
- Complete additional goals from the Strategic Plan and initiate the process for development and adoption of the next three-year term of a strategic plan; and
- Continue to build out the management team, filling in key vacant positions and implementing a reorganization of functions to support an efficient and effective organization.

Department Notes

The City Manager and key staff continue to manage 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 managing robust Economic Development and Public Engagement programs.

The City Clerk continues to oversee all City records, is responsible for the administration of city committees, commissions, and boards as well as coordinates with the county on local elections. The Clerk coordinates the preparation of City Council agendas, notices all public hearings and official meetings, as well as manages numerous Public Records Act requests.

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

Department**Name:** Central Administration**Program:** City Council**Budget:** \$79,693**Personnel Allocation:** 5.00**Revenue:** 0

Program Description

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

Program Elements

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

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

Program: City Council

Division Number 0100

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Material		Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE			Services	& Supplies			
Program Elements:									
Policy Development	5.00		8,500	65,663		14,030		79,693	
TOTAL	5.00	0	8,500	65,663	0	14,030	0	79,693	0

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	62,338	57,671	67,330	67,066	65,663
Contract Services	7,255	516	0	0	0
Materials and Supplies	12,491	24,649	14,030	14,030	14,030
Capital Outlay					0
TOTAL	82,084	82,836	81,360	81,096	79,693

Department

Name: Central Administration

Program: City Manager

Budget: \$513,537

Personnel Allocation: 1.90

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.

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.

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 2016/17

- Developed public noticing guidelines for public and private projects and city initiatives (also including onsite project signage);
- Finalized the Hamilton Federal Lands to Parks Exchange, clearing the path for the redevelopment and revitalization of those properties and creating over 90 acres of new protected open space in Novato;
- Facilitated closing the sale of the Hamilton Cottages senior housing project, providing \$500,000 of revenue to the city; and
- Hosted two community workshops in Hamilton to gather community input on the three Lands-to-Parks sites.



Program Goals FY 2017/18

- Determine disposition strategies for the Hamilton Lands to Parks Exchange properties and proceed accordingly;
- Complete the entitlement processes for Hamilton Hospital and close on the sale for that property, providing \$2 million of revenue to the city; and
- Issue RFP for Public Records Requests Management System to improve tracking and prioritization of requests.



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Program: City Manager

Division Number 0200

Summary of 2017/18 Resources Used by Program Element:

	Employees			Personnel	Contract/		Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours		Consultant Services	Material & Supplies			
Program Elements:									
General Management	1.90		3,230	428,874	60,000	24,663		513,537	400
TOTAL	1.90	0	3,230	428,874	60,000	24,663	0	513,537	400

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	659,627	659,627	688,479	688,479	428,874
Contract Services	121,714	121,714	205,000	195,000	60,000
Materials and Supplies	55,432	55,432	97,663	97,663	24,663
Capital Outlay					0
TOTAL	836,773	836,773	991,142	981,142	513,537

Department Name: Central Administration

Program: Public Engagement/
Economic Development

Budget: \$697,556

Personnel Allocation: 3.00

Revenue: \$0

Program Description

The Public Engagement/ Economic Development program plans and coordinates efforts to engage and communicate with the public and foster economic development in the community of Novato.

Program Elements



Public Engagement and Communications: The Communications and Public Engagement division manages citywide outreach and engagement efforts and works with City departments on specific communications initiatives. The department manages the city’s website, social media, and other outreach and engagement efforts. The division is managed by the Assistant City Manager, who works directly with staff on key projects to ensure that the communication and engagement needs are woven into the project plan and process.

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

Program Accomplishments FY 2016/17

- Launched text message notifications, #NovatoProud, and City Hall in the Neighborhoods (first topic: budget workshops);
- Continued ShopLocal Program; developed webpages for Hispanic-owned businesses and consumers; sent out “biz counter” and ShopLocal information to all Novato businesses; partnered with the Hispanic Chamber of Commerce on business outreach;
- Successfully completed annual DBID assessment and continued supporting the Downtown Novato Business Association; and
- Partnered with the Small Business Development Center and Chamber of Commerce to offer three workshops for Novato businesses.



Program Goals FY 2017/18

- Develop a Communications and Engagement Plan;
- Pursue Open Data portal to increase transparency and accessibility;
- Create more opportunity for community engagement through City Hall in the Neighborhoods;
- Conduct public engagement trainings citywide;
- Develop a robust business retention and attraction program;
- Continue life science initiative; and
- Facilitate lease-ups of key commercial properties by working with property owners and brokerage community.



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Program: Public Engagement / Economic Development

Division Number 0300

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services & Material & Supplies		Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Public Engagement	1.05		1,785	135,390	115,000	51,000		301,390	
Economic Development	1.95		3,315	250,166	85,000	61,000		396,166	
TOTAL	3.00	0	5,100	385,556	200,000	112,000	0	697,556	0

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
Program Inputs:					
Personnel Services					385,556
Contract Services					200,000
Materials and Supplies					112,000
Capital Outlay					0
TOTAL	0	0	0	0	697,556

Department**Name:** Central Administration**Program:** City Clerk**Budget:** \$556,822**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 and Records Management: Provide information regarding city services to the public, assist and provide the public and city staff with city records. Manage information and records created or received in city offices.

Program Accomplishments FY 2016/17

- Initiated development of email retention policy; and
- Initiated SB 415 Election Year Compliance measures.

Program Goals FY 2017/18

- Issue RFP for Public Records Requests Management System to improve tracking and prioritization of requests;
- Audit Records Retention Schedule and Procedures, update procedures, and rollout to departments citywide;
- Serve as the Elections Official for 2017 City of Novato Elections including two Council seats and one ballot measure; and
- Initiate development of Brown Act Training for Councilmembers, Commissioners, Committee and Board members.



Program: City Clerk

Division Number 0400

Summary of 2017/18 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Administration	2.20		3,740	276,631	246,493	33,698		556,822	
TOTAL	2.20	0.00	3,740	276,631	246,493	33,698	0	556,822	0

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	241,489	269,191	260,932	260,932	276,631
Contract Services	61,626	12,994	76,493	76,493	246,493
Materials and Supplies	17,084	10,496	36,274	33,528	33,698
Capital Outlay					0
TOTAL	320,199	292,681	373,699	370,953	556,822

Department Name:

Central Administration

Program:

City Attorney

Budget: \$561,000

Personnel Allocation: 0.00

Revenue: \$36,000

Program Description

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

Program Elements

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

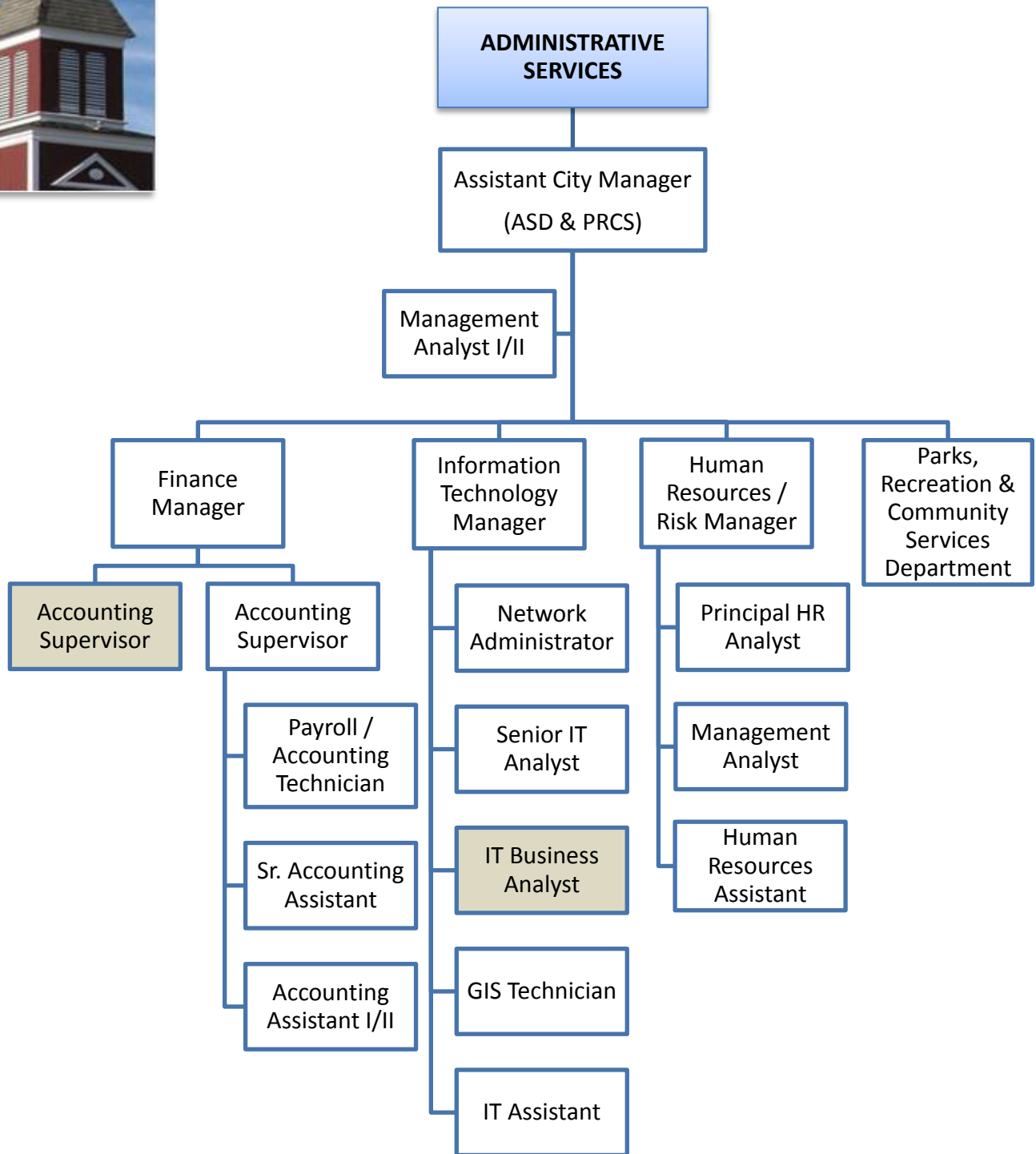
Division Number 0800

Summary of 2017/18 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
General Services					300,000			300,000	
Cost Recovery Services					36,000			36,000	36,000
Litigation					225,000			225,000	
TOTAL	0.00	0	0	0	561,000	0	0	561,000	36,000

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services					0
Contract Services	562,323	521,332	480,000	665,000	561,000
TOTAL	562,323	521,332	480,000	665,000	561,000

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Limited Term
CIP Funded

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Department Budget Summary

	Adopted	Adjusted	Adopted	Adopted to Adopted	
	Budget	Budget	Budget	Increase/(Decrease)	
	2016/17	2016/17	2017/18	Dollar	Percent
Revenues					
Administrative Fees	147,500	147,500	155,000	7,500	5.08%
Business License Tax - Audit	155,000	162,000	145,000	(10,000)	(6.45)%
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	50,000	25,000	100.00%
Miscellaneous Revenues	51,000	59,500	25,500	(25,500)	(50.00)%
Department Total	\$397,100	\$412,600	\$394,100	(\$3,000)	(0.76)%

Appropriations by Division

Administration	310,092	344,584	253,187	(56,905)	(18.35)%
Human Resources	768,126	769,738	791,109	22,983	2.99%
Finance	705,138	747,173	732,095	26,957	3.82%
Information Technology Services	1,152,254	1,196,419	1,204,473	52,219	4.53%
Citywide Programs	2,249,684	2,254,053	2,901,388	651,704	28.97%
Department Total	\$5,185,294	\$5,311,967	\$5,882,252	\$696,958	13.44%

Appropriations by Category

Salaries	1,489,430	1,527,922	1,499,973	10,543	0.71%
Benefits	474,391	552,572	523,061	48,670	10.26%
Contract Services	1,254,337	1,257,999	1,394,930	140,593	11.21%
Materials & Supplies	1,967,136	1,973,474	2,464,288	497,152	25.27%
Department Total	\$5,185,294	\$5,311,967	\$5,882,252	\$696,958	13.44%

Personnel Allocation History

	2013/14	2014/15	2015/16	2016/17	2017/18
Administration	1.50	1.50	1.59	1.60	1.45
Human Resources	2.95	3.95	3.90	3.90	3.90
Finance	5.70	4.80	4.80	4.80	4.80
Information Technology Services	3.00	6.00	5.00	5.00	5.00
Citywide Programs	0.30	0.30	0.35	0.35	0.35
Other Funds			1.00	1.00	2.00
Department Total	13.45	16.55	15.64	16.65	17.50

Department Mission Statement

The mission of the Administrative Services Department is to provide comprehensive and effective staff services to other city departments. As an internal and external 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 and the greater Novato community. The Administrative Services Department also assists the City Manager in the management, accountability, and recognition of the City organization's work and accomplishments.

Department Responsibilities

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

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, Risk Management Services divisions, and Parks, Recreation and Community Services department and provides staff assistance to city committees, such as the Police Advisory Review Board, the Recreation, Cultural and Community Services Commission and the Novato Citizens Finance Advisory/ Oversight Committee.

Finance: Finance provides for the various accounting and business service needs of the city. This includes general ledger maintenance, accounts receivable and payable, de-centralized purchasing (starting in 2017/18), payroll, and business license activities, and preparation and maintenance of the annual city budget and detail budgets. The Finance and IT divisions work together to implement and maintain the new Tyler Technologies financial software system. 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.

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 general liability claims.

Parks, Recreation & Community Services: Starting in April 2017, this function was newly added to the job responsibilities of the Assistant City Manager for Administrative Services. The ASD and PRCS budgets will be presented and documented separately despite this functional reporting change.

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

Department Accomplishments FY 2016/17

Human Resources / Risk Management

- Initiated 47 recruitments including key positions such as City Manager, Police Chief, Assistant City Manager and Police Captain;
- Processed approximately 800 applicants and hired 35 new employees;
- Continued to develop the Employee Wellness Program which features signature and seasonal events and programs. Our City was one of five to receive a grant from the League of California Cities for calendar year 2017;
- Training in 2016/17 focused on employee and supervisor training including hosting monthly brown bags and management training and workshops; and
- Hosted the annual employee holiday celebration and employee recognition events, including a reception to celebrate employee tenure in February 2017.

Finance

- Selected a vendor for a new Finance / HR/ Payroll enterprise software solution;
- Continued Successor Agency post redevelopment initiatives;
- Created a local debt policy in accordance with SB 1029;
- Completed internal financing for Lieb property acquisition;
- Filled two staff positions including Accounting Supervisor, and Payroll/Accounting Technician; and
- Began recruitment process for Assistant City Manager (AS & PRCS), and Accounting Assistant I/II.

Information Technology

- Worked with Finance and a citywide team to evaluate and select Tyler Technologies New World Systems as the City's new Finance / HR/ Payroll enterprise software solution;
- Assisted Parks, Recreation and Community Services selection and implement of BlueRec software for facility and activity registration;
- Upgraded the GIS system to ESRI ArcGIS and developed new applications for staff use across all city departments;
- Completed the digitizing of all remaining microfiche records with Community Development;
- Completed the installation of a new Fuel Management System with Public Works;
- Launched the Computerized Maintenance Management System project in partnership with Public Works;
- Implemented new Technology Acceptable Use Policy and procedures;
- Implemented OneDrive & SharePoint team and project collaboration sites for departments; and
- Completed 1,683 work orders (issues and service requests).



Department Goals FY 2017/18

Human Resources / Risk Management

- Develop a comprehensive employee recognition plan and proactively seek out employee engagement opportunities;
- Overhaul the City's performance evaluation system including the development of a new online evaluation process;
- Implement a Vision Plan for employees per the 2016-2019 MOUs; and
- Create a comprehensive employee orientation and onboarding process.

Finance

- Manage the implementation of the Finance / HR / Payroll enterprise software to improve efficiency, financial management, and access to information;
- Issue two RFP's for an external audit service provider and a development impact fee study;
- Re-finance four bond issues: 2005, 2005A, and 2011 redevelopment bonds and the Pointe Marin CFD bonds; and
- 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.

**Information Technology**

- In partnership with Finance, complete implementation of Tyler Technologies, New World Systems for Financial / HR / Payroll by January 2018;
- Develop RFP, select vendor and implement new:
 - Integrated Computer Aided Dispatch (CAD) system in conjunction with Police Department;
 - City Council Chambers Audio/Visual systems replacement by December 2017; and
 - Facility camera system for Police Department, expansion at Administrative Services Building, and Corporation Yard;
- In conjunction with Community Development, develop RFP, select vendor and begin implementation of new permitting system;
- Implement employee performance tracking system in conjunction with Human Resources;
- Implement Skype for Business web meeting and collaboration tool; and
- Develop and implement additional mobile Geographical Information System (GIS) tools for use by the public and City employees.

Department Notes

The Administrative Services Department (ASD) worked closely with the City Manager's office to implement the 2016/17 budget. ASD staffs the Novato Successor Agency, the Successor Agency Oversight Board, and the Novato Citizens Finance Advisory / Oversight Committee.

Administrative Services has undergone significant changes in staffing over the past year, both from vacancies as well as a more recent restructuring of the department. In the upcoming year, the department will focus on a return to full staffing.

The Finance Division received two Government Finance Officers Association (GFOA) awards for its FY 2015/16 Comprehensive Annual Financial Report and for the FY 2016/17 budget document, and received an Excellence in Budgeting Award from the California Society of Municipal Finance Officers for the FY 2016/17 budget.

Department Name: Administrative Services

Program: Administration

Budget: \$253,187

Personnel Allocation: 1.45

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 for Administrative Services & Parks, Recreation & Community 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.

Beginning in April 2017, functional oversight of the Parks, Recreation & Community Services (PRCS) Department was added to the job responsibilities of the Assistant City Manager for Administrative Services. The ASD and PRCS budgets will continue to be presented and documented separately despite this functional reporting change.

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 2016/17

- Provided analytical oversight to the Marin Valley Country Club; and
- Assisted with development and implementation of FY 2017/18 budget.

Program Goals FY 2017/18

- Take actions to improve organizational excellence.

Program: Administration

Division Number 1000

Summary of 2017/18 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Administration	1.45		2,465	236,787		16,400		253,187	
TOTAL	1.45		2,465	236,787	-	16,400	-	253,187	-

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	288,346	209,592	293,692	328,184	236,787
Contract Services		86,385			
Materials and Supplies	16,060	9,627	16,400	16,400	16,400
Capital Outlay					
TOTAL	304,406	305,604	310,092	344,584	253,187

Department Name: Administrative Services

Program: Human Resources

Budget: \$768,126

Personnel Allocation: 3.90

Revenue: \$0

Program Description

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

Program Elements

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

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

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

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

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

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

Program Accomplishments FY 2016/17

- Initiated 47 recruitments including key positions such as City Manager, Police Chief, Assistant City Manager and Police Captain;
- Processed approximately 800 applicants and hired 35 new employees;
- Continued to develop the Employee Wellness program which features signature and seasonal events and programs. Our city was one of five to receive a grant from the League of California Cities for calendar year 2017;
- Training in 2016/17 focused on employee and supervisor training including hosting monthly brown bags and management training and workshops; and
- Hosted the annual employee holiday celebration and employee recognition events, including a reception to celebrate employee tenure in February 2017.

Program Goals FY 2017/18

- Develop a comprehensive employee recognition plan and proactively seek out employee engagement opportunities;
- Overhaul the city's performance evaluation system including the development of a new online evaluation process;
- Implement a Vision Plan for employees per the 2016-2019 MOUs; and
- Create a comprehensive employee orientation and onboarding process.

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Program: Human Resources

Division Number 1100

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Benefits Administration	3.90		6,630	488,957	205,531	96,621		791,109	
TOTAL	3.90	-	6,630	488,957	205,531	96,621	-	791,109	-

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	429,264	460,714	506,974	508,586	488,957
Contract Services	253,431	291,871	164,531	164,531	205,531
Materials and Supplies	54,201	42,271	96,621	96,621	96,621
Capital Outlay					
TOTAL	736,896	794,856	768,126	769,738	791,109

Department Name: Administrative Services

Program: Finance

Budget: \$732,095

Personnel Allocation: 4.80

Revenue: \$327,100

Program Description

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

Program Elements

Accounting and Administration: Prepare monthly internal financial reports and all required state and federal reports for the city, Successor Agency of the dissolved Redevelopment Agency and special assessment districts; prepare financial and budget reports to City Council including revenue trend analysis and projections, as well as future financial and economic conditions; manage annual financial audits 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; work together with IT to implement and maintain the new Tyler Technologies 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 210 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.

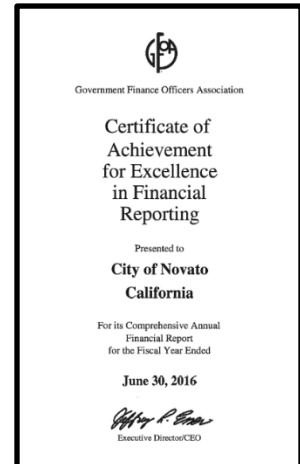
Business License/Cashiering/Accounts Receivable: Billing, collection and records maintenance for approximately 4,700 businesses with total license taxes of approximately \$1.1 million and business license application fees of \$20,000. Invoice and collect accounts receivable; process and deposit cash 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 2016/17

- Received a Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the 16th consecutive year;
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the city's FY 2015/16 Comprehensive Annual Financial Report (CAFR) for the third year;
- Began configuration of new Finance / HR / Payroll enterprise software solution;
- Continued Successor Agency post redevelopment initiatives; and
- Extended external auditor contract for one year with Mann, Urrutia, Nelson CPA's and Associates.

**Program Goals FY 2017/18**

- Manage the implementation of the enterprise financial/accounting system to improve efficiency, financial management, and access to information;
- Issue two RFP's for an external audit service provider and a development impact fee study;
- Re-finance four series of bonds: 2005, 2005A, and 2011 redevelopment bonds and the Pointe Marin CFD bonds; and
- 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.

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Program: Finance

Division Number 1200

Summary of 2017/18 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	578,945	76,100	107,050	(30,000)		732,095	327,100
TOTAL	4.80	0.27	8,722	578,945	76,100	107,050	(30,000)	-	732,095	327,100

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
<i>Program Inputs:</i>					
Personnel Services	510,571	523,490	551,988	594,023	578,945
Contract Services	95,758	86,537	76,100	76,100	76,100
Materials and Supplies	92,142	81,896	107,050	107,050	107,050
Internal Service Charges	(22,737)	(20,459)	(30,000)	(30,000)	(30,000)
Capital Outlay					
TOTAL	675,734	671,464	705,138	747,173	732,095

Department Name: Administrative Services

Program: Information Technology Services

Budget: \$1,204,473

Personnel Allocation: 5.00

Revenue: \$0

Program Description

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

Program Elements

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

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

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

Support: Installs and configures 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.

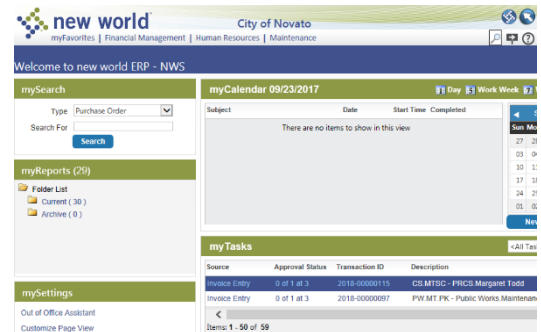
Training and Development: This element provides computer training to all departments either through online courseware, in-house training classes, or outside service providers.

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 2016/17

- Worked with Finance and a citywide team to evaluate and select Tyler Technologies, New World Systems as the City's new Financial / HR / Payroll enterprise resource planning system;
- Assisted Parks, Recreation and Community Services selection and implement of BlueRec software for facility and activity registration;
- Upgraded the GIS system to ESRI ArcGIS and developed new applications for staff use across all city departments;
- Completed the digitizing of all remaining microfiche records with Community Development;
- Completed the installation of a new Fuel Management System with Public Works;
- Launched the Computerized Maintenance Management System project in partnership with Public Works;
- Implemented new Technology Acceptable Use Policy and procedures;
- Implemented OneDrive & SharePoint team and project collaboration sites for departments; and
- Completed 1,683 work orders (issues and service requests).



Program Goals FY 2017/18

- In partnership with Finance, complete implementation of Tyler New World Systems for Financial / HR / Payroll by January 2018;
- Develop RFP, select vendor and implement new:
 - Integrated Computer Aided Dispatch system in conjunction with Police Department;
 - City Council Chambers Audio/Visual systems replacement by December 2017; and
 - Facility camera system for Police Department, expansion at Administrative Services Building, and Corporation Yard
- In conjunction with Community Development, develop RFP, select vendor and begin implementation of new permitting system;
- Implement employee performance tracking system in conjunction with Human Resources;
- Implement Skype for Business web meeting and collaboration tool; and
- Develop and implement additional mobile Geographical Information System (GIS) tools for use by the public and City employees.

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Program: Information Technology Services

Division Number 1300

Summary of 2017/18 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Information Technology Management	5.00		8,500	592,579	104,800	443,894		1,141,273	
GIS					37,000	26,200		63,200	
TOTAL	5.00	-	8,500	592,579	141,800	470,094	-	1,204,473	-

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	471,987	519,884	537,552	581,717	592,579
Contract Services	140,756	96,711	175,800	169,462	141,800
Materials and Supplies	412,648	293,527	438,902	438,902	470,094
Debt Service	71,496	87,472			
Capital Outlay	40,768	68,741		6,338	
TOTAL	1,137,655	1,066,335	1,152,254	1,196,419	1,204,473

Department Name: Administrative Services

Program: Citywide Programs

Budget: \$2,901,388

Personnel Allocation: 0.35

Revenue: \$67,000

Program Description

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

Program Elements

Risk Management: Various programs, such as the 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

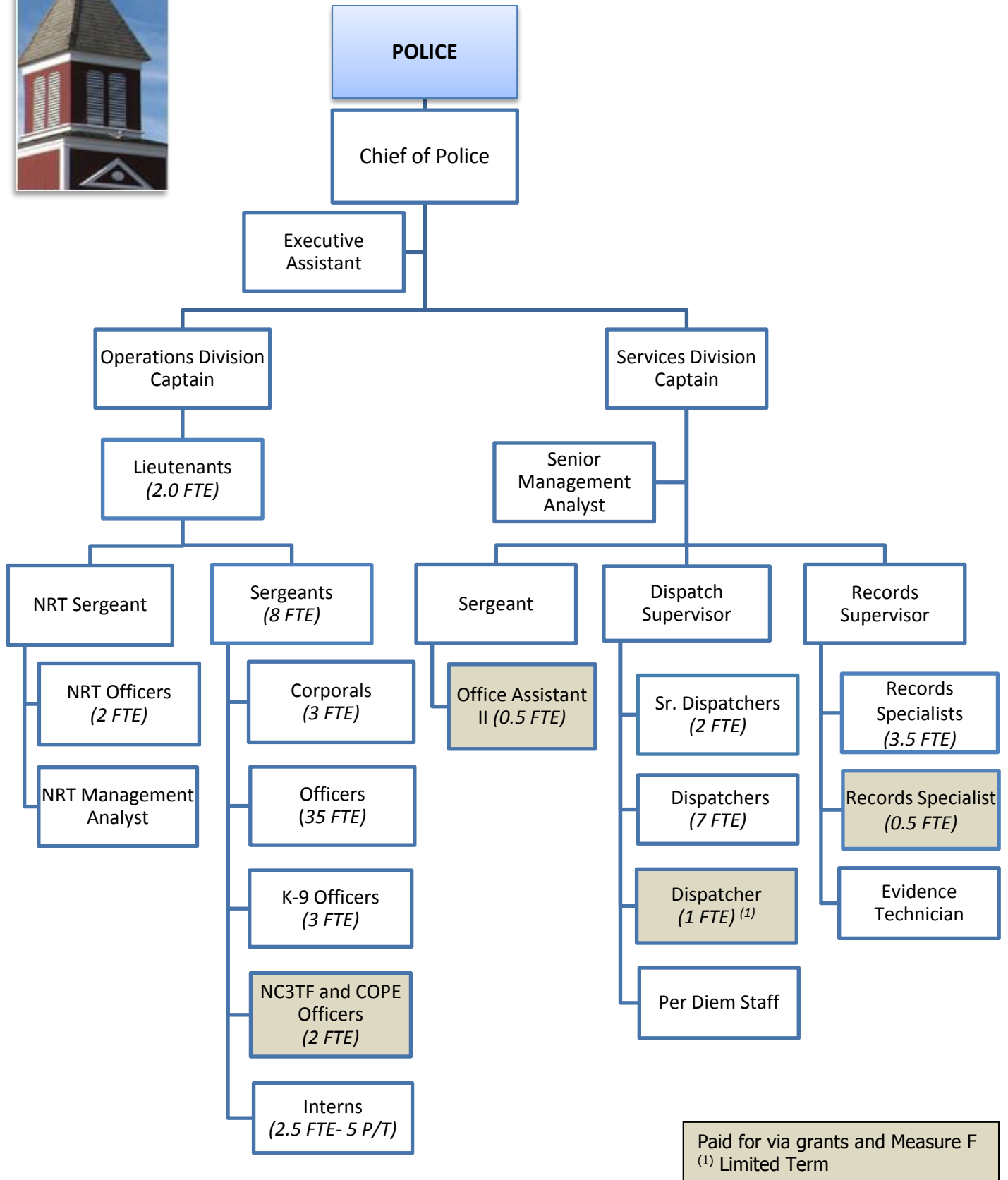
Division Number 1900

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Risk Management	0.35		595	48,766		1,050,000		1,098,766	17,000
Memberships						30,076		30,076	
Central Stores						5,000		5,000	
Special Programs		0.77	1,602	77,000	228,000	698,627		1,003,627	
Cable Television						44,126		44,126	
Marin GSA						50,640		50,640	
Animal Services						648,733		648,733	
City Owned Property						20,420		20,420	50,000
TOTAL	0.35	0.77	2,197	125,766	971,499	1,804,123		2,901,388	67,000

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
Program Inputs:					
Personnel Services	173,477	74,599	73,615	67,984	125,766
Contract Services	758,204	823,309	837,906	847,906	971,499
Materials and Supplies	1,226,860	1,218,432	1,338,163	1,338,163	1,804,123
Debt Service					
Capital Outlay					
TOTAL	2,158,541	2,116,340	2,249,684	2,254,053	2,901,388

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Paid for via grants and Measure F
⁽¹⁾ Limited Term

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Department Budget Summary

	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Sales Tax - Public Safety	455,260	455,260	460,000	4,740	1.04%
Other Agency Reimbursement	11,650	11,650	11,650	-	0.00%
State Mandated Cost Reimbursement	2,000	2,000	2,000	-	0.00%
COPE Grant Reimbursement	134,000	134,000	134,000	-	0.00%
NC3 Task Force Reimbursement	110,000	110,000	110,000	-	0.00%
Officer Standards & Training - POST	30,000	30,000	-	(30,000)	(100.00)%
Record Releases	16,000	16,000	16,000	-	0.00%
Alarm Permits	42,000	42,000	42,000	-	0.00%
Vehicle Code Fines	220,000	220,000	220,000	-	0.00%
Parking /Other Fines	80,000	80,000	90,000	10,000	12.50%
Traffic/Police Permits	14,000	14,000	18,000	4,000	28.57%
DUI/Accident	5,000	5,000	5,000	-	0.00%
Vehicle Impound Fees	25,000	25,000	28,000	3,000	12.00%
Special Police Services	10,000	10,000	8,000	(2,000)	(20.00)%
North Marin Water District	2,400	2,400	-	(2,400)	(100.00)%
Miscellaneous Revenues	6,000	6,000	2,000	(4,000)	(66.67)%
Department Total	\$1,163,310	\$1,163,310	\$1,146,650	(\$16,660)	(1.43)%

Appropriations					
Administration	1,210,045	1,233,314	1,291,260	81,215	6.71%
Technical Services	1,790,911	1,851,369	2,003,254	212,343	11.86%
Professional Standards	423,325	452,698	479,147	55,822	13.19%
Investigations	888,886	922,459	924,768	35,882	4.04%
Patrol	7,364,653	7,696,224	7,751,159	386,506	5.25%
Traffic	704,772	742,397	718,947	14,175	2.01%
Special Police Services	1,070,467	1,115,973	1,149,253	78,786	7.36%
Department Total	\$13,453,059	\$14,014,434	\$14,317,788	\$864,729	6.43%

Appropriations by Category					
Salaries	8,173,105	8,697,205	8,522,230	349,125	4.27%
Benefits	3,773,150	3,740,229	4,220,336	447,186	11.85%
Contract Services	256,358	262,008	297,358	41,000	15.99%
Materials & Supplies	1,250,446	1,314,992	1,277,864	27,418	2.19%
Department Total	\$13,453,059	\$14,014,434	\$14,317,788	\$864,729	6.43%

Personnel Allocation History					
	2013/14	2014/15	2015/16	2016/17	2017/18
Administration	4.75	4.75	4.75	5.00	5.00
Technical Services	14.00	14.00	14.00	14.00	15.50
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	4.54	6.78	6.78	6.78
Measure F Funded	3.00	3.46	1.22	2.22	2.22
Department Total	75.75	77.75	77.75	79.00	80.50

Department Mission Statement

In partnership with our community, we are committed to protect, serve, and create a safer Novato.

Department Responsibilities

Our department is committed to delivering the highest level of service for all those that live, work or visit Novato. This means that our goal is to go beyond just responding to calls for service. We want to ensure the best possible service, protect the rights and safety of everyone, and engage with the community to co-produce efforts that prevent and reduce crime. We intend to be good listeners, provide relentless follow-up as needed, and demonstrate both empathy and compassion whenever possible.

Novato is also a community of neighborhoods with residents active in local government represented by a talented team of public safety professionals who strive every day to serve. Our strategy for policing is to assign officers geographically throughout the city with the expectation they build solid relationships with the residents, business owners, schools, faith communities and non-profits in their sectors. We believe that when residents and police officers get to know each other, trust is developed, and there is no limit to what we can accomplish together. We recognize this trust is perishable and we must do all that we can to protect and grow it.

Administration: Administration handles scheduling, crime analysis; grant writing, budget development, confidential files, training, staff reports, policy revisions, and many other functions. The Chief of Police has ultimate responsibility for the vision, direction, policing philosophy of the Department.

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, Police Permitting, Records and Property, Volunteers in Policing, Emergency Services, General Order review and update, budget oversight, grant management, Facilities, Fleet and purchasing.

Department Accomplishments FY 2016/17

- Hired high quality people: strong character, well educated/trained, motivated and talented;
- Fostered strong culture of high quality service;
- Received very strong community support, trust, engagement and partnerships;
- Use of force in less than half of one percent in all public interactions;
- Improved morale;
- Overall crime down one percent; and
- Violent crime down seven percent.

Department Goals FY 2017/18

- Increase Sworn Officer Availability
 - Increase in non-sworn professional support staff;
 - Study work flow, event and deployment patterns;
 - Technology enhancements and efficiencies
 - Body worn camera storage and replication processes; and
 - Records Management System/Computer Aided Dispatch Replacement.

- Further Enhance Public Engagement/Partnerships
 - Website, Social Media, neighborhood meetings, transparency with news media & public; and
 - Emphasis on Youth, Community Events, and Hispanic/Latino Communities.

- Quality of Life – Prevention Efforts
 - Enhance outreach for:
 - Homeless and mentally ill;
 - School Safety by improving relationship with Novato Unified School District (NUSD) and explore re-implementing School Resource Officers; and
 - Crime Prevention Coordination.

- Focus on Employee Recruitment, Hiring, and Retention, and Mandated Training
 - Focus on employee morale, wellness, quality training, and other incentives
 - Hire for character first;
 - Proactively recruit the highest qualified candidates;
 - Strengthen our relationship with regional academies; and
 - Provide ongoing leadership teambuilding, coaching, and mentoring.

- Technology Expansion/Upgrades
 - Implement a new fully integrated Computer Aided Dispatch (CAD), Records Management (RMS), Automated Reporting (ARS), Mobile Data Computer (MDC), and Property and Evidence Management systems;
 - Implementing Text Messaging to 911 as part of a countywide initiative;
 - Card Key Entrance Access Upgrade;
 - Replace Police Department security camera surveillance system; and
 - Integrate the new transit authority security cameras at the Redwood Blvd transit hub.

- Facility Improvements
 - American Disabilities Act Access improvements for the public and waterproof roof;
 - Renovate Report Writing Room to improve efficiency and employee environment;
 - HVAC System Replacement Engineering Analysis; and
 - Records and Dispatch Expansion Planning phase.

Department Performance Measures

Performance measures are used to 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 2016/17:

- Four Crime Free Multi-Housing classes held;
- Five Crime Free Multi-Housing Properties Certified;
- Overall crime down one percent;
- Violent crime down seven percent; and
- Held anti-drinking operations, and districted driving campaigns.

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

Completed FY 2016/17:

- Three EOC activations with new EOC Action Plan process;
- Completed Elected Officials Emergency Guide;
- Completed second test of the Joint Earthquake Response protocol;
- Updated Multi-Year Training and Exercise Plan;
- Conducted a joint Emergency Operations Center and Field disaster exercise; and
- Held Get Ready classes.

Strategic Objective: Expand city support, partnership, and sponsorship of events to build community cohesiveness.

Completed FY 2016/17:

- Held Open House, Youth Police Camps, Community Police Academy, Girls Forum workshops;
- Improved Department Website, and social media communications;
- Support the Police Advisory and Review Board and the Multicultural Commission;
- Speakers Bureau where Police personnel deliver messages to community organizations and neighborhood meetings;
- Homeless and mentally ill outreach; and
- Immigration related outreach with Hispanic/Latino and Islamic communities

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 2016/17:

- Expanded use of personnel and training software program to track assigned safety equipment, training certificates, and updated personnel emergency contacts;
- Initiated the process to move Body Worn Cameras technology to Cloud Service, increase speed and quality, goal to minimize officers field down time;
- Outfitted patrol vehicle with less lethal shotguns, enhancing force de-escalation options;
- Purchased FARO 3D laser scanner technology to reduce evidence collecting of a crime scene or traffic collision; and
- Implemented personnel management software to monitor and track use of force, pursuits, and other threshold events, including personnel early warning tools.

Department Name: Police

Program: Administration

Budget: \$1,291,260

Personnel Allocation: 5.00

Revenue: \$46,650

Program Description

Administration: Administration handles scheduling, crime analysis; grant writing, budget development, confidential files, training, staff reports, policy revisions, and many other functions. The Chief of Police has ultimate responsibility for the vision, direction, policing philosophy of the Department.

Program Elements

Office of the Chief: The Chief of Police is responsible for the overall management and direction of the Department.



Operations Division: This Division provides management and direction to: Patrol, Investigations, Traffic, special teams, and manages the department’s vehicle fleet.

Services Division: This Division provides management and direction to: Professional Standards, Dispatch, and Records, budget and grant management, Property and Evidence, Volunteers in Policing (VIP), Emergency Services, technology support, facility and fleet management.

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

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

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

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

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

Program Accomplishments FY 2016/17

Emergency Services

- Held "Get Ready" classes, and community disaster preparedness courses;
- Three EOC activations with new EOC Action Plan process;
- Completed Elected Officials Emergency Guide;
- Completed second test of the Joint Earthquake Response protocol;
- Updated Multi-Year Training and Exercise Plan; and
- Conducted a joint Emergency Operations Center and Field disaster exercise.

Community Partnership and Outreach

- Offered community outreach programs:
 - Coffee with the Cops, National Night Out, Open House, Community Academy, Law Enforcement Special Olympics, Open House, Community Police Academy, Heroes and Helpers, immigration forums;
 - Youth-oriented outreach: Youth Police Camps, School Safety programs, Top the Cops, Gang Resistance Education and Training (GREAT), Shop with a Cop, Girls Forum workshops;
- Improved Department Website, and social media communications; and
- Facebook, Nixle, Twitter, Nextdoor Online Reporting System available in English and Spanish.

Facility Improvements

- Completed improvements to the men's locker room;
- Upgraded electronic card key access;
- Improved Records area and Evidence cleaning;
- Carpet replacement, wall paint touchups, wall photography; and
- Surplus furniture purge.

Administration

- Awarded \$349,327 in new grants;
- Issued 1,400 false alarms notices;
- Completed grant closing process for the \$1 million Community Oriented Policing Services (COPS) Hiring grant and Justice Assistance Youth Crime grant; and
- Implemented "Speakers Bureau" where Police personnel held town hall meetings, and delivered messages to community organizations and neighborhood meetings.

Program Goals FY 2017/18

Maintain Novato's historically low crime levelFocus on Employee Recruitment, Hiring, and Retention

- Maintain Staffing Levels;
- Enhance employee and organizational development efforts;
 - Focus on employee morale, wellness, quality training, and other incentives;
 - Hire for character first and proactively recruit the highest qualified candidates;
 - Strengthen our relationship with regional academies; and
 - Provide ongoing leadership, teambuilding, coaching, and mentoring.

Technology Expansion/Upgrades: Complete Electronic Card Key access

Emergency Services

- Continue proactive emergency preparedness in all areas of the community;
- Offer community "Get Ready" courses;
- Complete EOC Activation Guide;
- Complete Marin Multi-Agency Hazard Mitigation Plan;
- Conduct EOC/Field Exercise; and
- Update EOC staffing and provide training.

Community Partnership and Outreach

- Leverage local and regional partnerships, including Blue Ribbon Coalition for Youth and Minors Access to Alcohol program;
- Emphasis on youth including programs for Youth Explorers, Youth Camps, RadKids, Top the Cops, Shop with a Cop;
- Community Events including programs for Coffee with Cops, Community Academies (Spanish & English), Special Olympics, Open House, National Night Out, Heroes and Helpers, Police vs Fire Ringing Bell competition; and
- Emphasis on outreach and language accommodation to Hispanic/Latino communities.

Program: Administration

Division Number 2000

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Office of the Chief	2.00		3,400	424,171		55,587		479,758	
Operations Admin.	1.00		1,700	320,550		2,752		323,302	
Services Administration	2.00		3,400	418,414	2,123	39,513		460,050	43,000
Multicultural Commission						6,000		6,000	
Emergency Services					16,250	5,900		22,150	3,650
TOTAL	5.00	-	8,500	1,163,135	18,373	109,752	-	1,291,260	46,650

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	1,040,302	994,965	1,063,205	1,084,573	1,163,135
Contract Services	24,755	13,678	18,373	18,373	18,373
Materials and Supplies	110,201	99,707	128,467	130,368	109,752
Capital Outlay					-
TOTAL	1,175,258	1,108,350	1,210,045	1,233,314	1,291,260

PD

Department Name: Police

Program: Technical Services

Budget: \$2,003,254

Personnel Allocation: 15.50

Revenue: \$21,500

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, purchasing support and Police Permit issuance.

Program Elements

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

Records Management: Records Management staff processes police reports and citizen requests for service, answers calls from the public, retrieves and archives police reports, compiles statistics, processes subpoenas and requests for records, and manages documents to and from the District Attorney’s office.

Communications/Dispatch: Communications staff answer 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 data into the Computer Aided Dispatch (CAD) system as well as updating state and national automated systems.

Program Accomplishments FY 2016/17

Workload

- 83,000 calls received by the Communications Center, including 14,000 911 calls;
- 3,740 items entered into evidence; and
- 1,700 work hours provided by volunteers.



Facility Improvements

- Reconfigured Records area for improved workflow, removed manual power file; and
- Enhanced evidence storage and booking area.

Program Goals FY 2017/18

Technology Enhancements

- Implementing text messaging to 911 as part of a countywide initiative;
- Implement a new fully integrated Computer Aided Dispatch (CAD), Records Management (RMS), Automated Reporting (ARS), Mobile Data Computer (MDC), and Property and Evidence Management systems;
- Implement a modern replacement for the police station security camera surveillance system; and
- Integrate with the transit authority security cameras at the new Redwood Boulevard transit.

Facility Improvements: Records and Dispatch Expansion Planning phase

Program: Technical Services

Division Number 2100

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Records Management	5.50	0.11	9,579	560,999	133,766	110,163		804,928	18,500
Communications/ Dispatch	10.00	0.26	17,541	1,129,638	39,985	28,703		1,198,326	3,000
TOTAL	15.50	0.37	27,120	1,690,637	173,751	138,866	-	2,003,254	21,500

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	1,585,512	1,487,400	1,512,630	1,576,188	1,690,637
Contract Services	131,554	121,328	137,001	142,651	173,751
Materials and Supplies	123,972	116,576	141,280	132,530	138,866
Capital Outlay					-
TOTAL	1,841,038	1,725,304	1,790,911	1,851,369	2,003,254

PD

Department Name: Police

Program: Professional Standards

Budget: \$479,147

Personnel Allocation 1.00

Revenue: 0

Program Description

Professional Standards staff is responsible for all recruitment and training activities for the Police Department, including Peace Officer Standards and Training (POST), recruitment, and coordinating the selection of new Police employees.

Program Elements

Training and Development: Professional Standards staff manage all training for Police Department personnel following POST regulations, federal, and state, mandates and tracks all training attended by each staff member. All safety equipment issued to sworn officers and Interns is managed by this unit.

Recruitment and Selection: Professional Standards staff is responsible for department recruitment and selection activities of new employees, including testing of applicants, performing background investigations, scheduling polygraph, psychological and medical testing for new Police candidates.

Program Accomplishments FY 2016/17

Workload

- Processed 17 new employees, facilitated 8 promotions, and 15 specialty positions;
- Hired high quality motivated and talented people;
- Trained Police Officers in accordance with mandated POST guidelines;
- Track POST-related training hours and maintain training records; and
- Managed testing process for the daily training bulletins.

Technology Enhancements

- Expanded use of the personnel and training software program to:
 - track assigned safety equipment;
 - training certificates;
 - personnel emergency contacts; and
- Implemented personnel management software to monitor and track use of force, pursuits, and other threshold events, including personnel early warning tools.



Program Goals FY 2017/18

Recruitment and Training

- Increase recruitment efforts to reach more diverse group of applicants;
- Focus on employee retention;
- Enhance partnership and availability with regional academies;
- Develop professional recruitment brochure and recruitment material; and
- Provide officers with the most current training in patrol techniques and tactics.

Program: Professional Standards

Division Number 2200

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Training & Development	1.00		1,700	298,515	2,500	178,132		479,147	
TOTAL	1.00	0.00	1,700	298,515	2,500	178,132	-	479,147	-

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	314,017	389,204	299,942	329,315	298,515
Contract Services			15,500	15,500	2,500
Materials and Supplies	66,049	94,516	107,883	107,883	178,132
Capital Outlay					-
TOTAL	380,066	483,720	423,325	452,698	479,147

PD

Department

Name: Police

Program: Investigations

Budget: \$924,768

Personnel Allocation: 5.00

Revenue: \$13,000

Program Description

The Investigation section investigates felony and misdemeanor crimes including but not limited to crimes of violence, property crimes, narcotics, and child and elder abuse cases, identifies and apprehends offenders, recovers contraband and stolen property, and prepares cases for criminal prosecution.

Program Accomplishments FY 2016/17

Workload

- Investigated and closed homicide/suicide cases in partnership with San Francisco Police Department and one with Placer County;
- 990 new cases reviewed;
- 1,006 cases closed or suspended;
- 69 investigations arrest reports;
- Supervision of:
 - Major Crimes Task Force assigned Officer;
 - Coordination of Probation Enforcement team (COPE) Officer; and
 - Northern California Computer Crimes Task force (NC3TF) Officer.



Regional and Community Partnerships

- Annual financial contribution and ongoing communication with the Jeannette Prandi Children’s Center;
- Attend monthly meetings and ongoing involvement with Community Violence Solutions, Marin Abused Women’s Services, and North Bay Criminal Investigators; and
- Staff member assigned to Novato Blue Ribbon Coalition for Youth and Novato Multicultural Advisory Commission.

Program Goals FY 2017/18

Training

- Continue Peace Officer Standards Training (POST) Institute of Criminal Investigation (ICI) certification for detectives.

Technology Enhancements

- Train and implement the newly purchased FARO 3D laser scanner technology;
- Identify modern technologies to increase unit efficiencies; and
- Fully utilize Records Management System (RMS) to prioritize, track, and monitor case assignments and clearance rates.

Program: Investigations

Division Number 2600

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Criminal Investigations	5.00		8,500	813,364	36,058	75,346		924,768	13,000
TOTAL	5.00	0.00	8,500	813,364	36,058	75,346	-	924,768	13,000

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	623,579	547,913	791,538	825,111	813,364
Contract Services	29,181	31,899	28,808	28,808	36,058
Materials and Supplies	41,800	42,219	68,540	68,540	75,346
Capital Outlay		5,995			-
TOTAL	694,560	628,026	888,886	922,459	924,768

Department Name: Police

Program: Patrol

Budget: \$7,751,159

Personnel Allocation: 41.00

Revenue: \$685,500

Program Description

Patrol is the most visible operation of the department and responds to all calls for service, and initiates 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, motorcycles, mountain bikes, 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, and ensuring minimum staffing levels.

Patrol Operations: Patrol is accomplished through marked police vehicles, police bicycles, off-road motorcycles and mountain bikes, 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.

Program Accomplishments FY 2016/17

Workload

- Overall crime down one percent;
- Violent crime down seven percent;
- 5,621 reports written;
- 1,567 felony and misdemeanor arrests; and
- Received grants from Homeland Security and Bay Area Urban Areas Security.

Canine Program

- Three teams cross trained in handler protection and drug detection; and
- Integrated training with the Special Response Team (SRT) team for high risk situations.

Technology and Vehicle Enhancements

- Outfitted patrol vehicle with less lethal shotguns, enhancing force de-escalation options; and
- Completed fleet vehicles transition of emergency equipment replacement.

Community Partnership Outreach

- Top the Cops drag racing program at Sonoma Raceway;
- Homeless outreach, Safe Routes to School;
- Conducted community outreach programs including Coffee with the Cops, Shop with a Cop, National Night Out, Open House, Community Academy, Law Enforcement Special Olympics, Safe Summer and Safe Holiday presentations;

PD

- Submitted grant applications to Department of Justice for Bullet Proof Vests and California Alcohol Beverage Control to address alcohol-related problems;

Continued Local and Regional Partnerships

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

Program Goals FY 2017/18

Focus on Employee Recruitment, Hiring, and Retention

- Maintain Staffing Levels;
- Enhance employee and organizational development efforts;
- Study work flow, event and deployment patterns;
- Body worn camera storage and replication processes; and
- Train and certify all Patrol Staff in Crisis Intervention techniques.

Technology and Vehicle Enhancements

- Continue technology expansion:
 - Integrate Mobile Data Computers with new Computer Aided Dispatch (CAD), Records Management (RMS) management system;
 - Marin Emergency Radio Authority (MERA); and
- Complete the process to move Body Worn Cameras technology to Cloud Service, increase speed and quality, goal to minimize officers' field down time.



Community and Regional Partnership Outreach

- Continue community outreach to the Hispanic/Latino community;
- Continue fraud prevention presentations to the elderly community; and
- Develop Minor Access to Alcohol Prevention programs.

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Program: Patrol
Division Number 2700

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Patrol Administration	2.00		3,400	541,827		14,241		556,068	
Patrol Operations	36.00	2.5	66,400	6,129,037	49,091	521,861		6,699,989	680,500
Range Activities						19,853		19,853	
Canine Program	3.00		5,100	412,716	10,315	52,218		475,249	5,000
TOTAL	41.00	2.50	74,900	7,083,580	59,406	608,173	-	7,751,159	685,500

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	5,857,448	6,000,593	6,700,453	6,965,720	7,083,580
Contract Services	39,520	39,563	49,406	49,406	59,406
Materials and Supplies	643,928	571,613	614,794	681,098	608,173
Capital Outlay	10,907				-
TOTAL	6,551,803	6,611,769	7,364,653	7,696,224	7,751,159

PD

Department Name: Police

Program: Traffic

Budget: \$718,947

Personnel Allocation: 4.00

Revenue: \$128,000

Program Description

This program investigates collisions occurring in the City; 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; and tows abandoned vehicles.

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, conduct specialized DUI enforcement, and coordinate community special events citywide.

Program Accomplishments FY 2016/17



Workload

- Investigated 495 collisions;
- Issued 4,878 citations; and
- 5,297 traffic stops.

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 Driving Under Influence (DUI) patrols;
- Participated in the Safe Routes to School program;
- Partnered with local businesses and organizations on special events; and
- Submitted grant applications to California Selective Traffic Enforcement Program (STEP) and Target Corporation.

Program Goals FY 2017/18

Workload

- Reduce the number of injury collisions with education and enforcement; and
- Maintain traffic enforcement levels within the traffic index guidelines;

Community and Regional Partnership Outreach Technology Enhancements: Train and implement the newly purchased FARO 3D laser scanner technology.

Program: Traffic

Division Number 2800

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Traffic Operations	4.00		6,800	633,126	5,753	80,068		718,947	90,000
Special Traffic Services									38,000
TOTAL	4.00	-	6,800	633,126	5,753	80,068	-	718,947	128,000

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	626,427	693,439	617,115	649,637	633,126
Contract Services	151	165	5,753	5,753	5,753
Materials and Supplies	58,424	67,073	81,904	87,007	80,068
Capital Outlay					-
TOTAL	685,002	760,677	704,772	742,397	718,947

Department Name: Police

Program: Special Police Services

Budget: \$1,149,253

Personnel Allocation: 6.78

Revenue: \$252,000

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 sergeant, 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 Novato officer is assigned to the Marin County Major Crimes Task Force. The Major Crimes Task Force is a joint county and Marin cities investigative unit which targets mid to upper level drug dealers and organizations within the county. The unit is funded by financial contributions by each member of the Joint Powers Agreement.

Coordination of Probation Enforcement (COPE): One Novato police officer is assigned to the county's COPE unit, which monitors high-risk narcotic violators who have been placed on probation rather than serving time in custody. The program is supported by state revenues.

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. This task force receives its funding from the Governor's Office of Emergency Services.

Special Response Team / Crisis Negotiation Team: The Special Response Team (SRT) provides highly trained personnel to handle critical incidents involving a barricaded subject, hostage or high-risk search warrant situations. 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: Trained personnel participate with other countywide officers, chaplains and dispatchers 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.

Chaplain Program: The chaplain program provides a non-denominational faith based presence at any incident or function where a citizen or officer could benefit from spiritual assistance.

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 2016/17

Workload

- Novato Response Team:
 - Continued to provide targeted prevention, education and enforcement efforts citywide;
 - Certified five properties as Crime-Free and offered four Crime-Free Multi-Housing programs;
 - Taught ten GREAT (Gang Resistance Education and Training) classes in Novato schools and Novato Youth Center; and
 - Made available Surveillance Camera Registry and Monitoring (SCRAM) for residents and business owners.

Community Partnership Outreach

- Mentally ill outreach:
 - 166 homeless encampment cases;
 - 303 calls related to mental illness;
- 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); and
- Special Response Team (SRT) and Crisis Negotiation Team (CNT) participated in training for tactical situations.

Program Goals FY 2017/18

Continuation of Regional Partnerships

- Marin County Major Crimes Task Force;
- COPE Team (Coordination of Probation Enforcement);
- NC3TF (Northern California Computer Crimes Task Force); and
- Continue liaison efforts with 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 to facilitate services for recovery;
- Investigate opportunities for enhancing interoperability efficiencies of SRT and CNT;

PD

- Novato Response Team focus on:
 - Crime Free Multi-Housing Program;
 - Homeless;
 - Gang suppression; and
 - Gang Resistance Education and Training (GREAT).

Program: Special Police Services

Division Number 2900

Summary of 2017/18 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Major Crimes Task Force	1.00		1,700	143,564	1,517			145,081	
NC3 Task Force	0.78		1,326	150,689		9,615		160,304	110,000
COPE Grant	1.00		1,700	146,072				146,072	134,000
Novato Response Team (NRT)	4.00		6,800	587,498		52,329		639,827	
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	8,000
TOTAL	6.78	-	11,526	1,060,209	1,517	87,527	-	1,149,253	252,000

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
Program Inputs:					
Personnel Services	770,297	628,953	961,372	1,006,890	1,060,209
Contract Services			1,517	1,517	1,517
Materials and Supplies	10,285	28,248	107,578	107,566	87,527
Capital Outlay					-
TOTAL	780,582	657,201	1,070,467	1,115,973	1,149,253

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Department Budget Summary

	Adopted	Adjusted	Adopted	Adopted to Adopted	
	Budget	Budget	Budget	Increase/(Decrease)	
	2016/17	2015/16	2016/17	Dollar	Percent
Revenues					
Abandoned Vehicle Program	35,000	35,000	36,000	1,000	2.86%
Building Permit Investigative Fees	193,500	193,500	198,500	5,000	2.58%
Residential Inspection Fees	277,800	277,800	259,500	(18,300)	(6.59)%
Plan Storage Fees	20,000	20,000	20,000	-	0.00%
Administrative Fees	19,000	19,000	20,500	1,500	7.89%
Cost Recovery Fees - Clerical Fees	6,000	6,000	6,000	-	0.00%
Home Occupation Permit	8,500	8,500	9,000	500	5.88%
Tree Removal Permit	7,000	7,000	6,500	(500)	(7.14)%
Planning Flat Fees	12,000	12,000	13,000	1,000	8.33%
Cost Recovery - Private Projects	177,000	177,000	177,000	-	0.00%
Planning Final Site Inspection	1,500	1,500	1,000	(500)	(33.33)%
Building Plan Check/Planning	16,535	16,535	15,000	(1,535)	(9.28)%
Appeals	4,500	4,500	4,500	-	0.00%
Cost Recovery Penalties	6,000	6,000	6,000	-	0.00%
Building Plan Check Fees	152,220	152,220	152,500	280	0.18%
Energy Plan Check Fees	18,300	18,300	18,300	-	0.00%
Crime Prevention Plan Check	500	500	500	-	0.00%
Building Permits	548,500	548,500	560,000	11,500	2.10%
Electrical, Plumbing, & Mechanical Permits	227,800	227,800	235,000	7,200	3.16%
Miscellaneous Revenue	2,300	2,300	800	(1,500)	(65.22)%
Department Total	\$1,733,955	\$1,733,955	\$1,739,600	\$5,645	0.33%
Appropriations					
Administration	208,705	211,937	334,002	125,297	60.04%
Code Enforcement	361,327	359,736	392,625	31,298	8.66%
Planning	854,090	893,047	899,883	45,793	5.36%
Clerical Support Services	334,165	352,363	348,163	13,998	4.19%
Building	605,525	676,097	641,329	35,804	5.91%
Department Total	\$2,363,812	\$2,493,180	\$2,616,002	\$252,190	10.67%
Appropriations by Category					
Salaries	1,653,925	1,608,994	1,799,661	145,736	8.81%
Benefits	559,943	613,760	633,535	73,592	13.14%
Contract Services	15,309	130,809	25,309	10,000	65.32%
Materials & Supplies	134,635	139,617	157,497	22,862	16.98%
Department Total	\$2,363,812	\$2,493,180	\$2,616,002	\$252,190	10.67%
Personnel Allocation History					
	2013/14	2014/15	2015/16	2016/17	2017/18
Administration	0.80	0.78	0.78	0.78	1.78
Code Enforcement	3.00	3.00	3.00	3.50	3.50
Planning	6.20	6.10	6.10	7.10	7.10
Clerical Support Services	3.00	4.00	4.00	4.00	4.00
Building	4.00	4.00	4.00	4.50	4.50
Other Funds	1.30	1.42	1.42	0.62	0.62
Department Total	18.30	19.30	19.30	20.50	21.50

Department Mission Statement

The mission of the Community Development Department is to actively engage the community in defining its goals, ensure that Novato's values are reflected in the physical environment of the city, and assist in providing safe and well maintained buildings.

Department Responsibilities

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

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

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

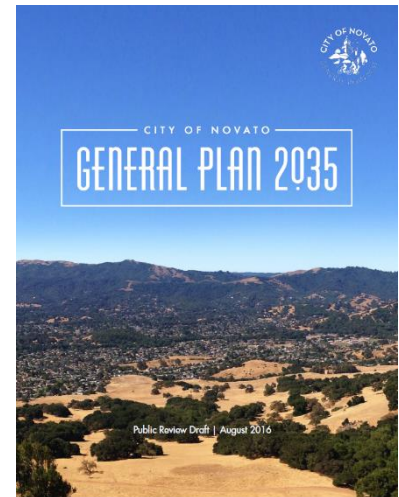
The Code Enforcement Division investigates and directs the remediation of unsafe and blighted properties. This division also manages the city's residential resale program and the multi-family inspection program, which was transferred from the County of Marin to the City of Novato in 2007. The multi-family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

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

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

Department Accomplishments FY 2016/17

- Published a Draft General Plan 2035 and shared for public feedback over a four-month period, including presentations at nearly 50 venues;
- Initiated the preparation of an environmental impact report (EIR) to analyze the impacts of the proposed Draft General Plan;
- Prepared a form-based zoning code for the Northwest Quadrant Neighborhood to allow moderate density multi-family housing development adjacent to downtown with design criteria to promote compatibility of new development with existing lower density homes;
- Prepared options for analysis to amend the Bel Marin Keys Industrial Parks Master Plan allowing for designation and expanded development of biotech campuses for consideration in the General Plan EIR;
- Permitted and inspected over \$80 million in new construction valuation, resulting in \$1.6 million in fee revenue to the city;
- Performed approximately 7,700 building inspections for new construction;
- Granted planning approvals for the Hamilton Cottages, a 16-unit senior pocket neighborhood on Hamilton Parkway;
- Completed over \$12 million in tenant improvements for Bio Marin in the Bel Marin Keys Industrial Park;
- Completed Oma Village, an extremely low-income transitional housing development for 14 families, by Homeward Bound at 5394 Nave Drive;
- Adopted the new 2016 California Building Codes, including requiring Tier 1 of the CalGreen Code for new residential construction, which mandates additional green building features and an additional 15% reduction in energy demand;
- The department played a key role in efforts to increase community engagement in the development review process, including increasing the extent of mailed public notices, improving the format of mailed notices for greater clarity, requiring posting of on-site signage to notify neighbors of pending planning applications and creating individual web pages for major development applications in process to allow full-time public access to application information;
- Updated a massage establishment ordinance to update permit processes;
- Implemented new online software, Business Counter, allowing 24-hour assistance to new businesses to determine appropriately zoned locations and permit requirements and costs;
- Responded to over 2,000 code enforcement complaints, resolving 80% of cases within 12 months; and
- Successfully recruited for two planners and one building inspector position.

**Department Goals FY 2017/18**

- Adopt the new General Plan 2035, certification of the Final EIR and adoption of numerous supporting ordinances, including new form-based zoning regulations for the Northwest Quadrant neighborhood and revisions to the Bel Marin Keys Industrial Parks Master Plan to incentivize the designation and development of biotech campuses;

- Institute new Sustainability Program and hire a Sustainability Coordinator;
- Adopt ordinance changes to implement the enhanced public engagement and noticing procedures;
- Complete the Downtown Parking Study and obtain City Council direction;
- Complete the entitlement processes for the Hamilton Square, Atherton Place, North Bay Children's Center, Wood Hollow hotel, Bahia Heights and Hanna Ranch projects. Assist property owners in preparing development proposals for the North Redwood corridor and the former Pini Hardware building on Grant Avenue;
- Support efforts to reuse city owned properties at Hamilton;
- Expand the availability of on-line building permit issuance;
- Expand availability of counter assistance from the Building Division;
- Implement outbound call notification for building inspection times;
- Implement Code Enforcement citation authority;
- Perform fee study for the Resale Inspection and Multi-Family Housing Inspection programs; and
- Obtain Green Business Certification for city operations.

Department Notes

Planning

The Planning Division works on current (development review) and long-range planning activities, as well as providing environmental review compliance and policy development support to other city departments.

For FY 2016/17 the Planning Division received a steady flow of development applications for new residential additions, single family homes, and multi-family housing. Notable residential projects in process include: Bahia Heights (9-single family residences), Bahia River View (7 single-family residences), Hamilton Square (31 condominiums), Hamilton Cottages (16 single family residences); and Atherton Place (54 townhomes). Commercial projects under review include the Novato Hotel (Wood Hollow at Redwood Boulevard), Oakmont Senior Living (78-room senior assisted living facility), Hanna Ranch Amendments (Costco Fuel Center and 50 unit residential/office mixed-use building), and McPhail's office amendments (land use change to allow light industrial office uses).

The Hamilton area continues to be the subject of development activity, including Hamilton Square, expansion of the North Bay Children's Center, the pending construction of the 801 State Access Senior Apartments, and the recent approval of Hamilton Cottages. Development interest has also increased along the North Redwood and North Redwood Corridor areas reflected by the proposed Novato Hotel currently under review, a pending application for a hotel/retail project at the former Dairyman's Feed Mill, and numerous inquiries about the Shamrock properties, San Marin Business Park area, and Birkenstock property.

Long-range planning activity continues to be a major focus for the Planning Division with the continuing update of the General Plan and preparation of its associated environmental impact report (EIR). The public review phase of the draft General Plan will be completed in FY 16/17 and FY 17/18 will be focused on completing the EIR, obtaining additional community input, and adopting the new General Plan. Once the General Plan is adopted, the Planning Division will begin working on the implementation phase.

Building

New residential and commercial development continues to increase each year as a result of an active real estate market resulting in more residential remodeling and commercial tenant improvements. The trend is expected to continue into the next fiscal year.



The One-Stop-Shop Permit Center continues to issue most of the permits for residential remodels, additions and other minor construction work. Approximately 66% or 1,800 permits annually are issued over-the-counter. Staff is exploring procedures to expand online permit offerings available through our ePermits service to the general public. In addition to providing alternative methods to issue permits in the most customer-friendly manner, online permitting is environmentally friendly by reducing trips to city offices and minimizing paper-based processes.

Inspection requests have been increased by over 6% this past fiscal year. A new service offering online access to check inspection results was instituted and is very popular with contractors. Inspectors have also begun using portable printers to be able to provide correction notices to contractors at the job site.

Major projects completed or in process include occupancy of the 14-unit Oma Village transitional housing development on Nave Drive, the 10-home Habitat for Humanity development Mount Burdell Place on Fourth Street, and over \$12 million in improved office and laboratory spaces for Bio Marin in the Bel Marin Keys Industrial Parks.

Code Enforcement

The Code Enforcement Division continues to enhance the quality of life in Novato by assuring safe living conditions, legal uses of property and reasonable property maintenance. Code Enforcement staff work with property owners, manager and tenants through our Resale and Multi-family inspection programs and through our partnership with the Police Department in the Crime-Free Multi-Family inspection and certification program to assure high living standards and property maintenance in larger apartment complexes.

Bilingual communication skills have enabled Code Enforcement to reach out and assist a wider range of citizens.

Due to an increase in citizen complaints over land uses and property maintenance, Code Enforcement policies and procedures have been updated to gain compliance in a more expedient manner. Voluntary compliance has always been our goal, but resolution of neighborhood concerns must occur in a timely and defined manner. Where voluntary compliance cannot be obtain, cases are referred to the city's Zoning, Housing and Building Codes Appeal Board for a hearing and determination. The Board is able to apply financial penalties as a deterrent where public nuisances are found to exist.

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 December 2011, the City assumed administration of the city's affordable housing program. In December 2012, the City hired Hello Housing, a 501(c)3 nonprofit organization that focuses on creating innovative housing programs with government partners and their constituencies. Over the course of 2016/17, Hello Housing and staff have worked with owners of affordable homes at Meadow Park, publicizing information on resale and refinancing, conducting periodic lottery and income qualification procedures when affordable units become available, and confirming owner occupancy. Hello Housing is also assisting staff with the development of a formal monitoring program to confirm correct rents are being charged by affordable housing facilities in Novato.

Fiscal Year 2016/17 saw the completion and occupancy of Oma Village, an affordable apartment project developed and managed by Homeward Bound of Marin. In addition, the City's new Junior Accessory Unit Ordinance and the state's revised standards for accessory dwelling units have generated a notable increase in interest for these types of housing opportunities. Staff continues to monitor proposed housing legislation and the progress of Plan Bay Area 2040.

Department Performance Measures

Building Inspection Performance Measures:	Actual FY 2015/16	Actual (est.) FY 2016/17	Projected FY 2017/18
Number of annual inspections	7,785	7,696	7,600
Percentage of inspections completed on scheduled day	99%	99%	99%
Average inspections completed per inspector per year	2,781	2,700	2,700
Average minutes spent completing an inspection	10	10	10
Annual valuation of new construction	\$61.9M	\$80M	\$80M
Total number of permits processed/issued	3,524	3,500	3,500
Total number of Single Family Dwelling permits processed/issued	8	9	9
Total number of Tenant Improvement permits process/issued	46	39	40
Percentage of all permits issued under One-Stop Shop program	64%	66%	66%
Average time to process approved One-Stop Shop Permits	7 minutes	7 minutes	7 minutes
Code Enforcement Performance Measures:			
Number of annual complaints	1,900	2,000	2,000
Percentage of complaints by category			
Building	27%	28%	30%
Abatement/Nuisance	35%	31%	32%
Zoning	33%	32	32%
Engineering/Other	5%	9%	6%
Percent of complaints resolved within 12 months	80%	80%	80%
Number of resale inspections performed	741	667	700
Planning Performance Measures:			
Number of private projects (discretionary permits) received	44	50	50
Number of private projects (discretionary permits) approved	33	20	30
Number of minor private projects (ministerial permits) received	96	75	100
Number of minor private projects (ministerial permits) completed	68	85	90
Number of residential units entitled	54	21	200
Amount of commercial floor area entitled	24,400	0	80,000

Department**Name:** Community Development**Program:** Administration**Budget:** \$334,002**Personnel Allocation:** 1.78**Revenue:** \$500**Program Description**

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

Program Elements

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

Program Accomplishments FY 2016/17

- Directed preparation of the Draft General Plan and public outreach program;
- Directed the preparation and public review of a draft form-based zoning code for the Northwest Quadrant Neighborhood;
- Prepared zoning options for analysis in the General Plan EIR to amend the Bel Marin Keys Industrial Parks Master Plan development parameters to incentivize the designation and creation of biotech campuses;
- Played a prominent role in defining options to enhance community engagement in the development review process, including increased mailed notice, revised format of mailed notices, and preparation of individual project webpages and requirements for on-site signage for larger projects; and
- Prepared an updated massage establishment ordinance.

Program Goals FY 2017/18

- Adopt the new General Plan 2040, certification of the Final EIR and adoption of numerous supporting ordinances, including new form-based zoning regulations for the Northwest Quadrant Neighborhood and revisions to the Bel Marin Keys Industrial Parks Master Plan to incentivize the designation and development of biotech campuses;
- Institute new Sustainability Program and hire a Sustainability Coordinator;
- Adopt ordinance changes to implement the enhanced public engagement and noticing procedures; and
- Obtain Green Business Certification for city operations.

Program: Administration

Division Number 4000

Summary of 2017/18 Resources Used by Program Element:

	Employees			Total Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Administration	0.78		1,326	169,935		39,350		209,285	500
Sustainability	1.00		1,700	100,000	2,101	22,616		124,717	
TOTAL	1.78	-	3,026	269,935	2,101	61,966	-	334,002	500

	Previous Actual	Previous Actual	Adopted Budget	Adjusted Budget	Adopted Budget
	2014/15	2015/16	2016/17	2016/17	2017/18
Program Inputs:					
Personnel Services	173,094	163,463	164,638	167,870	269,935
Contract Services	2,207	2,127	2,101	2,101	2,101
Materials and Supplies	39,178	23,971	41,966	41,966	61,966
Capital Outlay					-
TOTAL	214,479	189,561	208,705	211,937	334,002

Department**Name:** Community Development**Program:** Code Enforcement**Budget:** \$392,625**Personnel Allocation:** 3.50**Revenue:** \$510,800**Program Description**

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

Program Elements

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

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

Resale Inspection: Manages inspection program before single family and condominium residences are sold to inform potential owners of code violations and to rectify unpermitted or hazardous construction.

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

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

Program Accomplishments FY 2016/17

- Continued partnership with the Novato Response Team on the Crime-Free Multi-Family Housing Program, resulting in certification of 21 apartment properties;
- Responded to 2,000 public complaints, with 80% compliance achieved after first notification;
- Implemented recommendations of the state auditor's office to improve tracking and resolution of violations identified during the resale inspection program; and
- Initiated online scheduling of resale inspections.

Program Goals FY 2017/18

- Implement Code Enforcement citation authority;
- Perform a fee study for the Resale Inspection and Multi-Family Housing Inspection programs; and
- Initiate proactive, neighborhood-based code enforcement in the Northwest Quadrant neighborhood when fully staffed.

Program: Code Enforcement

Division Number 4100

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Code Enforcement	2.50		4,250	263,321	600	21,842		285,763	313,800
Resale Inspection	1.00		1,700	106,862				106,862	197,000
TOTAL	3.50	-	5,950	370,183	600	21,842	-	392,625	510,800

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
Program Inputs:					
Personnel Services	272,212	296,546	338,885	337,294	370,183
Contract Services			600	600	600
Materials and Supplies	9,689	14,584	21,842	21,842	21,842
Capital Outlay					-
TOTAL	281,901	311,130	361,327	359,736	392,625

Department**Name:** Community Development**Program:** Planning**Budget:** \$899,883**Personnel Allocation:** 7.10**Revenue:** \$237,000**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 2016/17

- Initiated preparation of an environmental impact report for the Draft General Plan;
- Presented amendments to the Draft Downtown Novato Design Guidelines;
- Completed planning approvals for the 16-unit Hamilton Cottages project; and
- Filled Planner II and Senior Planner positions.

Program Goals FY 2017/18

- Complete the Downtown Parking Study and obtain City Council direction;
- Complete the entitlement processes for the Hamilton Square, Atherton Place, North Bay Children's Center, Wood Hollow hotel, Bahia Heights and Hanna Ranch projects;
- Assist property owners in preparing development proposals for the North Redwood corridor and the former Pini Hardware building on Grant Avenue;
- Support efforts to reuse City owned properties at Hamilton; and
- Update informational handouts, prepare a list of standard conditions of approvals and prepare templates for common legal documents (Master Plan/Precise Development Plan, Apartment Management Plan, and Affordable Housing Agreement).

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Program: Planning

Division Number 4200

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Administration	1.10		1,870	153,700		29,041		182,741	15,500
General Plan/ Long-Range Planning	2.00		3,400	257,972				257,972	
Private Project Processing	4.00		6,800	459,170				459,170	221,500
TOTAL	7.10	-	12,070	870,842	-	29,041	-	899,883	237,000

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	759,532	638,366	825,049	864,006	870,842
Contract Services					-
Materials and Supplies	17,630	21,358	29,041	29,041	29,041
Capital Outlay					-
TOTAL	777,162	659,724	854,090	893,047	899,883

Department Name: Community Development

Program: Clerical Support Services

Budget: \$348,163

Personnel Allocation: 4.00

Revenue: \$24,500

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.

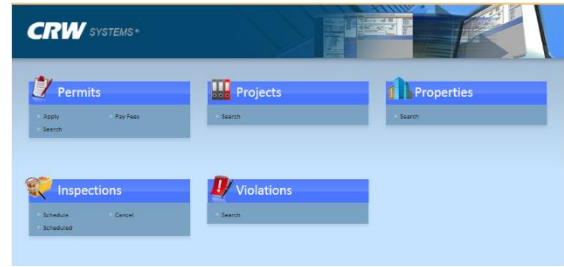
This element is the initial point of contact for the public, including individuals, community groups, contractors, developers, and realtors. Staff provides a wide variety of information related to the department and the city. This element provides full-time reception duties for the department, citywide 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 2016/17

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

Program Goals FY 2017/18

- Expand the availability of on-line building permit issuance;
- Expand availability of counter assistance from the Building Division; and
- Implement outbound call notification for building inspection times.



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Program: Clerical Support Services

Division Number 4300

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Dept. Support Services	2.00		3,400	180,888				180,888	24,500
One-Stop Shop	2.00		3,400	167,275				167,275	
TOTAL	4.00	-	6,800	348,163	-	-	-	348,163	24,500

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
Program Inputs:					
Personnel Services	301,191	317,090	334,165	352,363	348,163
Contract Services					-
Materials and Supplies					-
Capital Outlay					-
TOTAL	301,191	317,090	334,165	352,363	348,163

Department**Name:** Community Development**Program:** Building**Budget:** \$641,329**Personnel Allocation:** 4.50**Revenue:** \$979,100**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 2016/17

- Permitted and inspected over \$76 million in building permits;
- Issued over 3,500 permits; over 1,800 were issued at the One-Stop-Shop;
- Performed over 6,352 building inspections;
- Performed 1,125 plan checks; and
- Inspection requests increased over 6% from FY 2015/16.

- Construction completed on 39 tenant improvement permits for various industries including restaurants, doctor offices, retail sales, laboratories, and business offices and \$7.8 million laboratory improvement construction for BioMarin continues;
- Issued 165 photovoltaic (solar) permits;
- Final occupancy approved for Oma Village, transitional housing for families;
- Issued nine permits for new single family dwellings; and
- Completed planned check for 48-unit Novato Village senior housing at 801 State Access Road.

***Program Goals FY 2017/18***

- Expand the availability of on-line building permit issuance;
- Expand availability of counter assistance from the Building Division; and
- Implement outbound call notification for building inspection times.

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Program: Building

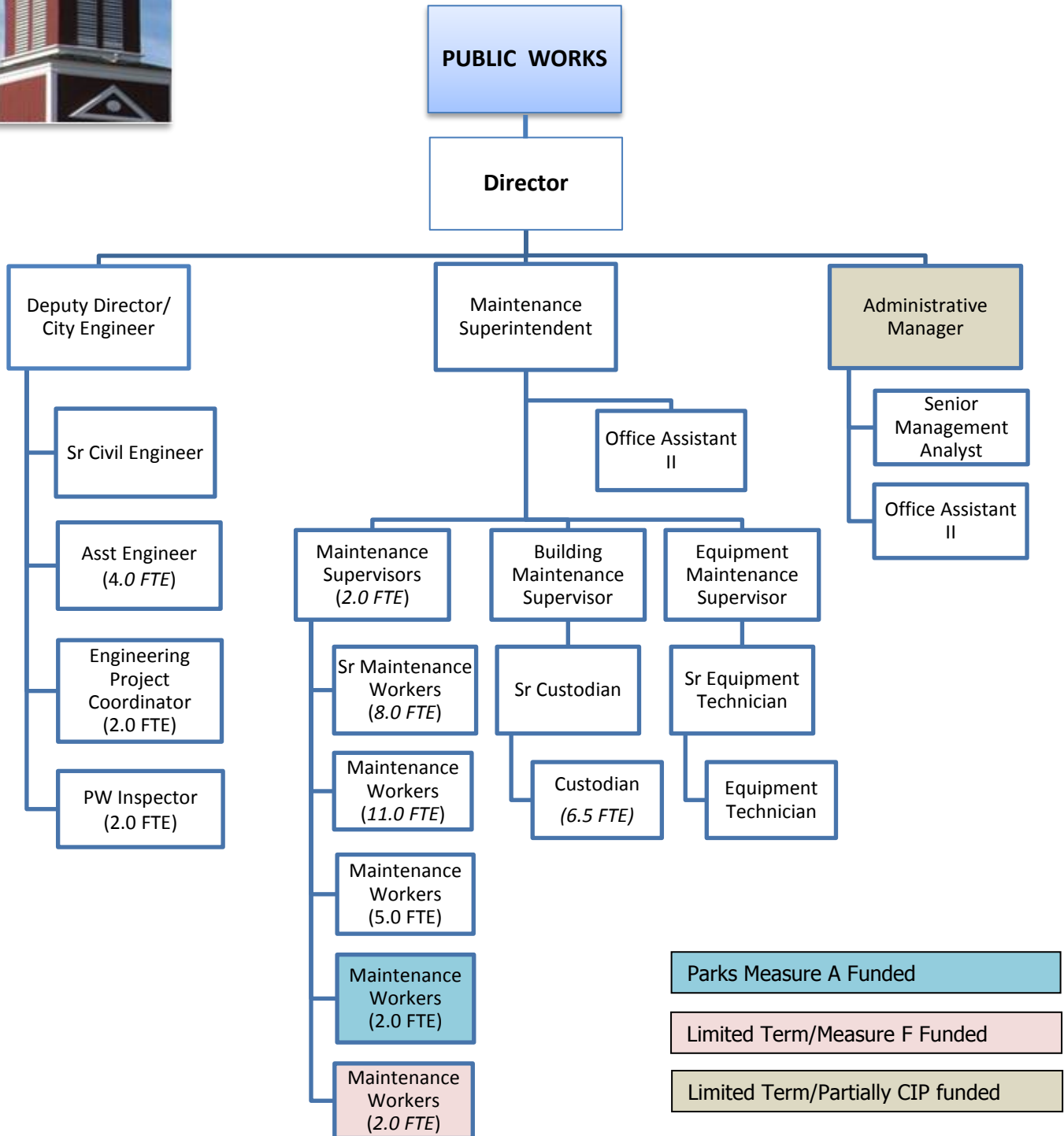
Division Number 4400

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Administration & Plan Review	4.50		7,650	574,073	22,608	44,648		641,329	184,100
Building Inspection								-	795,000
TOTAL	4.50	-	7,650	574,073	22,608	44,648	-	641,329	979,100

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	405,210	465,832	551,131	501,221	574,073
Contract Services	18,167	107,413	12,608	128,108	22,608
Materials and Supplies	23,049	26,465	41,786	46,768	44,648
Capital Outlay					-
TOTAL	446,426	599,710	605,525	676,097	641,329

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Department Budget Summary

	Adopted	Adjusted	Adopted	Adopted to Adopted	
	Budget	Budget	Budget	Increase/(Decrease)	Percent
	2016/17	2016/17	2017/18	Dollar	Percent
Revenues					
Intergovernmental Revenue	10,000	10,000	10,000	-	0.00%
Encroachment and Grading Permits	36,000	36,000	61,200	25,200	70.00%
Engineering Flat Fees	33,000	33,000	36,000	3,000	9.09%
Engineering Cost Recovery	3,000	3,000	1,000	(2,000)	(66.67)%
Engineering Final Site Inspection	44,000	44,000	60,000	16,000	36.36%
Park & Facilities Rentals	23,600	23,600	23,600	-	0.00%
Miscellaneous Fees	19,500	19,500	19,500	-	0.00%
Department Total	\$169,100	\$169,100	\$211,300	42,200	24.96%

Appropriations					
Traffic and Engineering Administration	721,760	734,624	772,513	50,753	7.03%
Project Development	330,951	335,674	346,413	15,462	4.67%
Construction Management	1,081,165	1,106,956	1,128,153	46,988	4.35%
<i>Less Capital Projects Reimbursement</i>	<i>(737,500)</i>	<i>(737,500)</i>	<i>(737,500)</i>	-	0.00%
Maintenance Administration	326,362	337,109	320,490	(5,872)	(1.80)%
Street Maintenance	1,294,660	1,315,433	1,324,544	29,884	2.31%
Traffic Operations	438,991	478,906	450,750	11,759	2.68%
Street Trees & Parkway Maintenance	352,714	363,483	365,978	13,264	3.76%
Parks Maintenance	1,512,183	1,549,591	1,567,238	55,055	3.64%
Building Maintenance	1,306,368	1,328,057	1,359,230	52,862	4.05%
Department Total	\$6,627,654	\$6,812,333	\$6,897,809	270,155	4.08%

Appropriations by Category					
Salaries	3,195,311	3,268,994	3,371,439	176,128	5.51%
Benefits	1,424,294	1,570,448	1,475,347	51,053	3.58%
Contract Services	298,803	271,403	311,303	12,500	4.18%
Materials & Supplies	1,709,246	1,667,088	1,739,720	30,474	1.78%
Capital Outlay	-	34,400	-	-	0.00%
Department Total	\$6,627,654	\$6,812,333	\$6,897,809	\$270,155	4.08%

Personnel Allocation History	2013/14	2014/15	2015/16	2016/17	2017/18
Engineering & Traffic Administration	2.95	2.45	2.45	2.45	2.45
Project Development	1.65	1.75	1.75	1.75	1.75
Construction Management	7.90	8.80	8.80	8.55	8.55
Mapping	1.00	-	-	-	-
Maintenance Administration	2.00	2.00	2.00	2.00	2.00
Street Maintenance	7.68	7.68	7.68	7.68	7.68
Traffic Operations	2.25	2.25	2.25	2.25	2.25
Street Trees & Parkway Maintenance	1.92	1.92	1.92	1.92	1.92
Parks Maintenance	8.08	8.08	8.08	9.08	9.08
Building Maintenance	7.00	7.00	7.00	8.50	8.50
Other Funds	9.07	10.07	10.07	12.07	12.32
Department Total	51.50	52.00	52.00	56.25	56.50

Department Mission Statement

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

Department Responsibilities

The Public Works Director manages the Department, which is comprised of 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, managing several partnership agreements, department purchases and expenditure management, public outreach, training and mentoring, project prioritization and department workload management.

The Administration Division manages several of the city's special programs such as the beverage container recycling/litter reduction grant program, used oil block grant program, solid waste management plan and transit shelter advertising program. This division provides management and administration of several assessment districts, including four landscape maintenance districts and two community facilities districts. The Administrative Division also 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 updates and maintains the Public Works webpages, provides technical information to the City Council and 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, 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, 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), Marin County Stormwater Pollution Prevention Program (MCSTOPPP) and Safe Routes to Schools. The Engineering Division consists of three sections: Traffic and Engineering, Project Development/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, Pavement Management Program, contract management and inspection for construction activities for both public and private projects.

Maintenance Division

The Maintenance Division is responsible for the long-term care of all city-owned land and public facilities, 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 Downtown Novato and facilities set-up for public and private events. The Maintenance Division provides additional behind the scenes services such as winter storm preparedness, hazardous materials cleanup and disposal and traffic management services. Emergency/disaster response, operations and cleanup is another key role for the division.

In addition to citywide maintenance, the Maintenance 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.

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 inspects and repairs streets, city-owned sidewalks and drains, and they also perform 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 Traffic Operations prioritizes removing graffiti 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 office spaces, set-up and breakdown of meeting rooms, maintaining recreational buildings, preparing for special events, coordinating staff requests for meeting space and overseeing public use of program-specific buildings. This section coordinates contract maintenance services at all city-owned buildings including HVAC, electrical, plumbing, roofing, custodial and other maintenance work. This section also maintains a variety of currently unoccupied and un-programmed city-owned facilities.

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 2016/17

- Completed DeLong Avenue and Ignacio Boulevard Highway Interchanges Resurfacing project;
- Completed construction of the Olive Avenue Class II bike lanes from Samrose Avenue to the city limits;
- Worked collaboratively with Marin Transit in managing pre-construction and construction oversight of the Redwood and Grant Transit Improvement Project (Downtown Bus Facility), currently in progress;
- Implemented city's first contract with the Downtown Streets Team to help end homelessness through work experience while assisting city staff with city-wide clean-up efforts, particularly in Downtown Novato;
- Completed first phase of downtown SMART station and secured funding for project completion;
- Implemented combined quiet zone with San Rafael for all Marin County SMART crossings within the initial operating segment;
- Completed the concrete work, including installation of over 40 ADA compliant curb ramps and replacement of 4,000 SF of sidewalk to eliminate approximately 200 tripping hazards, as part of phase 1 of the Measure A Group 8 & 9 Pavement Rehabilitation project;
- Completed the Hamilton Solar Carport CIP project;

- Conducted analysis and made Council recommendation for city to become a member of the Marin Clean Energy Deep Green Program, as of July 1, 2017 all of the City's electricity will come from 100% renewable energy;
- Completed park improvement projects at Pioneer Park, Joseph Hoog Park, and Hamilton Amphitheater Park, including new landscaping, split-rail fencing, chips and garbage enclosures;
- Completed replacement of all three roofs at the Novato Downtown Recreation Center/Novato Gymnastics Center;
- Continued evaluating and implementing recommendations from the Facility Conditions Assessments for buildings and parks;
- Continued to provide staff support to Council-appointed committees:
 - Bicycle/Pedestrian Advisory Committee;
 - Novato Streetscape Committee;
 - Street Improvement Oversight Advisory Committee;
- Made significant progress on document imaging and permanent records retention work;
- Continued to provide engineering services for current needs projects and long range utility replacement planning at Marin Valley Mobile Country Club; and
- Completed the renovation of the Bahia Mini Parks CIP project, including new playground equipment, landscaping, picnic benches and lawn.

Department Goals FY 2017/18

- Close sidewalk gaps on Arthur Street and Plum Street, as part of a Safe Pathways to Schools grant award;
- Install of the remainder of Hamilton Levee toe drain;
- Continue to work collaboratively with Marin Transit to complete the construction of the Redwood and Grant Transit Improvement Project;
- Complete Phase 2 of the Downtown SMART Station construction ;
- Identify new Computerized Maintenance Management System (CMMS);
- Repave Vineyard Road from Wilson Avenue to Sutro Avenue;
- Improve pedestrian crossings on DeLong Avenue, Diablo Avenue, Alameda del Prado, Novato Boulevard and Redwood Boulevard with Lifeline Program grant funds;
- Complete and certify environmental review documents and begin creating design documents for the Novato Boulevard widening project;
- Initiate repairs at three priority retaining wall locations (two at Simmons Lane and one at Sunset Parkway);
- Implement first phase of repairs to storm drainage system based on recommendations of the Storm Drain Master Plan;
- Identify and commence design work for the priority projects identified in the Storm Drain Master Plan;
- Perform public outreach and preliminary planning for the North Redwood Corridor as a first phase in developing a Project Study Report;
- Commence preliminary evaluation of a Class I Multi-Use path adjacent to Novato Boulevard from Sutro Avenue to Stafford Lake Park;
- Complete yearly pavement rehabilitation project on five miles of streets as part of phase 2 of the Measure A Group 8 & 9 Pavement Rehabilitation project;
- Complete environmental review and progress on design of improvements for the Grant Avenue Bridge Rehabilitation project;
- Complete the ADA Self-Evaluation and Transition Plan Update for the public rights-of-way;
- Continue evaluating and implementing recommendations from the Facility Conditions

- Assessments for buildings and parks;
- Complete the document imaging and permanent records retention work; and
- Continue to provide engineering services for current needs projects and long range utility replacement planning at Marin Valley Mobile Country Club.

Department Notes

Engineering DivisionTraffic 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 Dogbone Meadow Park Renovations. 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.

The Maintenance Division provides operational support in the following areas:

- Staff support for the Streetscape Maintenance Committee, a citizen advisory committee formed by Council and actively involved in the Adopt-an-Island program, landscaping seed money grants and Novato Clean and Green Day;

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

Maintenance Administration

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



Street Maintenance

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

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

Traffic Operations

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

Street Trees and Parkway Maintenance

The Street Trees and Parkway Maintenance section provides maintenance to the city's median islands, roadside landscapes, open space areas, city trees and landscapes around city buildings. This section provides many other services such as installation of banners and holiday lights in the city, and light maintenance on the Grant Avenue trees. Staff continues to work with citizen volunteers on

landscape projects throughout the city. The Novato Streetscape Committee continues to be highly successful in advocating for and maintaining quality streetscapes within the city while assisting and providing support to the Islands Maintenance section. The section helps to coordinate planned activities such as the Adopt-an-Island program, and work performed by volunteer groups. The section assists with storm remediation, hazardous materials response, the Integrated Pest Management program, garden club events and emergency tree work.

Parks and Field Maintenance



The Parks and Field Maintenance Section provides overall park maintenance services for the city's open spaces 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 nine, including one .5 FTE position (supervisor, lead and seven custodians). Services provided by Building Maintenance include the following:

- Provides meeting and event set up and tear down at 901 Sherman Avenue, the Hamilton Community Center at 503 Palm Drive, and the Admin Building at 922 Machin Avenue, as needed;
- Provides cleaning and general custodial services for various facilities and for recreational programs at the Downtown Recreation Center, Margaret Todd Senior Center, the Hamilton Community Center and the Hamilton Pool;
- Inspects, cleans and monitors solar panels installed on various city buildings;
- Provides graffiti removal on city-owned buildings and facilities;
- Manages 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;
- Coordinates and assists 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 Novato Gymnastics Center;

- Implements other long-term maintenance projects identified throughout the year;
- Provides 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
- Responds to activated alarms and other emergency calls as needed.

Equipment/Vehicle Maintenance

The Equipment/Vehicle Maintenance section is responsible for maintaining all fleet vehicles, heavy equipment, small equipment, four emergency generators, solar-powered site equipment and two pump stations. This 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.

PW

Department Name: Public Works

Program: Traffic and Engineering Administration

Budget: \$772,513

Personnel Allocation: 2.45

Revenue: \$10,000

Program Description

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

Program Elements

Administration: This program includes the administrative functions of the department such as workflow, budget preparation, policy and procedure 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. A Management Analyst is responsible for coordinating the department's operating budget, overseeing property leases and agreements, assisting with the oversight of administrative functions for the department as well as scheduling and coordinating 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 maintenance 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 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 2016/17

- Hired new Deputy Public Works Director/City Engineer;
- Assisted with traffic control plan development and monitoring of Capital Improvement Program (CIP) projects, encroachment permit projects and responses 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;
- 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; and
- Contracted for new landscape maintenance service provider for Lighting and Landscape Districts.



Program Goals FY 2017/18

- Increase focus on traffic, bicyclist and pedestrian improvements throughout town, including increased efforts on neighborhood traffic calming;
- Continue to coordinate with SMART in efforts to plan and implement SMART multi-use pathways;
- 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; and
- Complete the ADA Self-Evaluation and Transition Plan update for the Public Right-of-Way.

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PW

Program: Traffic and Engineering Administration

Division Number 4500

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Debt Service	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Administration	2.35	0.64	5,326	401,553	48,776	46,013		496,342	
Traffic Engineering & Streetlighting						260,225		260,225	
Storm Water Pollution Prevention	0.10		170	15,946				15,946	10,000
TOTAL	2.45	0.64	5,496	417,499	48,776	306,238	-	772,513	10,000

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	331,004	311,007	366,746	414,010	417,499
Contract Services	6,449	4,098	48,776	14,376	48,776
Materials and Supplies	335,152	299,530	306,238	306,238	306,238
Debt Service	65,217	57,112			-
TOTAL	737,822	671,747	721,760	734,624	772,513

PW

Department Name: Public Works

Program: Project Development

Budget: \$346,413

Personnel Allocation: 1.75

Revenue: \$170,200

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 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 2016/17

- Staff processed, organized, and developed conditions of approval for several projects requiring design review and right-of-way impact evaluations;
- 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 2017/18

- 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

- Work with Caltrans, Zone 1 Flood Control Advisory Committee and Marin County Flood Control to improve channel vegetation management planning and overall flood control effectiveness particularly in the Novato Creek and Rush Creek watersheds;
- 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 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Private Projects Engineering	1.75		2,975	259,580	60,000	26,833		346,413	170,200
TOTAL	1.75	-	2,975	259,580	60,000	26,833	-	346,413	170,200

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	233,553	233,553	248,880	255,413	259,580
Contract Services	68,761	68,761	60,000	60,000	60,000
Materials and Supplies	16,763	16,763	22,071	20,261	26,833
Capital Outlay					
TOTAL	319,077	319,077	330,951	335,674	346,413

PW

Department Name:	Public Works	Program:	Project Design and Construction Management
Budget:	\$390,653	Personnel Allocation:	8.55
Revenue:	\$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 2016/17

- Completed DeLong Avenue and Ignacio Boulevard Highway Interchanges Resurfacing project;
- Completed construction of the Olive Avenue Class II bike lanes from Samrose Avenue to the city limits;
- Worked with Marin Transit in managing the construction oversight of the Redwood and Grant Transportation Improvement Project;
- Continued evaluating and implementing recommendations from the Facility Conditions Assessments for buildings and parks;
- Completed the concrete work, including installation of over 40 ADA compliant curb ramps and replacement of 4,000 SF of sidewalk to eliminate approximately 200 tripping hazards, as part of Phase 1 of the Measure A Group 8 & 9 Pavement Rehabilitation project;

PW

- Completed replacement of all three roofs at the Novato Downtown Recreation Center/Novato Gymnastics Center; and
- Completed first phase of downtown SMART station and secured funding for project completion.

Program Goals FY 2017/18

- Complete and certify environmental review documents and begin creating 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;
- Implement first phase of repairs to storm drainage system based on recommendations of the Storm Drain Master Plan;
- 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;
- Initiate repairs at three priority retaining wall locations (two at Simmons Lane and one at Sunset Parkway);
- Complete environmental review and progress on design of improvements for the Grant Avenue Bridge Rehabilitation project;
- Repave Vineyard Road from Wilson Avenue to Sutro Avenue, including improved bicycle and pedestrian facilities in accordance with the City's Bicycle & Pedestrian Master Plan;
- Perform public outreach and preliminary planning for the North Redwood Corridor as a first phase in developing a Project Study Report;
- Complete the installation of the remainder of Hamilton Levee toe drain; and
- Complete review of Hamilton CFD perimeter wall maintenance responsibility, conduct outreach, and develop engineering and overall phasing that result in implementation of initial repairs.

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Program: Project Design & Construction Management

Division Number 4800

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	CIP Reimburse	Total Budget	Program Revenues
	Perm	Temp							
Program Elements:									
Capital Projects Engineering	8.55		14,535	1,115,727		12,426		1,128,153	1,500
Less: Applied Costs							(737,500)	(737,500)	
TOTAL	8.55	-	14,535	1,115,727	-	12,426	(737,500)	390,653	1,500

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	1,023,342	1,057,062	1,068,739	1,094,530	1,115,727
Contract Services			-	-	-
Materials and Supplies	8,507	13,284	12,426	12,426	12,426
CIP Reimburse	(805,765)	(850,016)	(737,500)	(737,500)	(737,500)
Capital Outlay					
TOTAL	226,084	220,330	343,665	369,456	390,653

PW

Department Name: Public Works

Program: Maintenance Administration

Budget: \$320,490

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 personnel. The Office Assistant manages the dispatch of personnel and equipment by radio, keeps a log of all service requests and their status, 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 2016/17

- Installed fuel management systems for the Corporation Yard and Police Department fuel stations to improve system functionality and fuel usage reporting;
- Hired a new Maintenance Superintendent to oversee all city-wide maintenance programs and operations;
- Hired several new maintenance staff, which brought the Maintenance Division to full staffing levels;
- Developed internal turf improvement and on-going maintenance plan; and
- Initiated discussions with CFD and HOA landscape committees on development of landscaping improvement and management plan.

Program Goals FY 2017/18

- 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;
- Improve Lead Maintenance Worker structure at Corp Yard by creating promotional opportunities;
- 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.

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Program: Maintenance Administration

Division Number 5000

Summary of 2017/18 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Administration	2.00		3,400	236,711		110,063		346,774	3,600
Less Costs Applied						(26,284)		(26,284)	
Records Management								-	
TOTAL	2.00	-	3,400	236,711	-	83,779	-	320,490	3,600

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	232,707	236,674	239,243	247,758	236,711
Contract Services		12,844	-	7,000	-
Materials and Supplies	148,821	146,516	113,403	108,635	110,063
Less Costs Applied	(26,284)	(26,284)	(26,284)	(26,284)	(26,284)
Capital Outlay					
TOTAL	355,244	369,750	326,362	337,109	320,490

PW

Department Name:	Public Works	Program:	Street Maintenance
Budget:	\$1,324,544	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: 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: Drainage Maintenance staff maintains all surface and underground drainage systems and provides semi-annual inspections and cleaning of open space inlets, ditches and creeks.

Street Sweeping: 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 and respond to emergency material spills. Staff are assigned to work in the event of an emergency as needed, and provide emergency services in conjunction with the Novato Police Department.

PW

Program Accomplishments FY 2016/17

- Accomplished department goal of crack filling 15 lane miles of local streets and roads throughout town through the use of one-time Measure F funding;
- Continued street repairs with skin patching and dig outs that support Capital Improvement Program (CIP) street improvements;
- Continued to inspect and clear all creeks and open space inlets to prevent flooding with the ongoing assistance of Conservation Corps North Bay;
- Worked with Engineering staff and MCSTOPPP to comply with Phase II storm water permit;
- Cross-train new maintenance worker personnel in various aspects of the responsibilities of Maintenance Division; and
- Purchased new skid steer and attachments for more efficient and effective maintenance work.

Program Goals FY 2017/18

- 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; and
- Cross-train new maintenance worker personnel in various aspects of the responsibilities of Maintenance Division.

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Program: Street Maintenance

Division Number 5200

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Street Maintenance	5.68		9,656	574,062	10,254	459,103		1,043,419	
Drainage Maintenance									-
NPDES Program	2.00		3,400	191,960	41,483	47,682		281,125	
TOTAL	7.68	-	13,056	766,022	51,737	506,785	-	1,324,544	-

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	645,330	625,265	724,778	768,938	766,022
Contract Services	45,363	63,140	51,737	51,737	51,737
Materials and Supplies	431,436	420,504	518,145	494,758	506,785
Capital Outlay					-
TOTAL	1,122,129	1,108,909	1,294,660	1,315,433	1,324,544

PW

Department Name: Public Works

Program: Traffic Operations

Budget: \$450,750

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.

Program Accomplishments FY 2016/17

- 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 2017/18

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

PW

Program: Traffic Operations

Division Number 5300

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Crosswalks & Street Messages	2.25		3,825	223,952	22,073	204,725		450,750	2,400
TOTAL	2.25	-	3,825	223,952	22,073	204,725	-	450,750	2,400

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
Program Inputs:					
Personnel Services	206,794	218,912	211,935	224,506	223,952
Contract Services		9,315	22,073	22,073	22,073
Materials and Supplies	174,320	168,335	204,983	197,927	204,725
Capital Outlay				34,400	-
TOTAL	381,114	396,562	438,991	478,906	450,750

PW**Department****Name:** Public Works**Program:** Street Trees and Parkway Maintenance**Budget:** \$365,978**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 2016/17

- Increased maintenance hours on landscape and median maintenance citywide;
- Finished installing the bricks at 901 Sherman Avenue;
- Completed citywide inspection and rehabilitation of irrigation backflow prevention devices;
- Oversaw the reclaimed water projects along the Redwood Blvd to the Ignacio Blvd corridor; and
- Enhanced landscaping on DeLong Avenue, Rowland Blvd, both gateway medians.

Program Goals FY 2017/18

- Continue enhancing landscaping at gateway medians throughout town.

Program: Street Trees and Parkway Maintenance

Division Number 5400

Summary of 2017/18 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Median Island Landscape Maintenance	1.92		3,264	196,599	23,510	145,869		365,978	
TOTAL	1.92	-	3,264	196,599	23,510	145,869	-	365,978	-

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
Program Inputs:					
Personnel Services	189,333	187,102	185,887	197,527	196,599
Contract Services	19,665	21,738	23,510	23,510	23,510
Materials and Supplies	143,743	125,433	143,317	142,446	145,869
Capital Outlay					-
TOTAL	352,741	334,273	352,714	363,483	365,978

PW

Department Name: Public Works

Program: Parks Maintenance

Budget: \$1,567,728

Personnel Allocation: 9.08

Revenue: \$4,600

Program Description

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

Program Elements

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

Park Maintenance: This section'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 2016/17

- Made significant improvements to Pioneer Park, including installing new landscaping, wood chips, bollards and garbage enclosures;
- Made significant improvements to Hamilton Amphitheater Park, including new landscaping, wood chips and split-rail fence;
- Completed the installation of new fence at Josef Hoog Park which utilized new concrete technology to provide more durability, save money on maintenance and replacement and prevent decay and splintering;
- Paved the Hoog basketball courts and installed a new hoop and backboard;

PW

- Replaced the Thigpen tennis court screens and updated the lighting on the tennis courts;
- Updated park regulations sign to bilingual signs in various park locations;
- Renovated two Hill athletic fields;
- Repaired, replaced and anchored picnic benches throughout the city parks;
- Re-landscaped the Scottsdale visitor center and installed new informational signs;
- Re-landscaped the Margaret Todd Senior Center with new plants; and
- Repaired decomposed granite pathways within the parks and Scottsdale Pond area.

Program Goals FY 2017/18

- Assist in the renovation of the Dogbone Meadow Dog Park and assist in creating long-term maintenance plans;
- Continue renovating the Margaret Todd Senior Center landscaping areas and parking strips;
- Repair or replace the Hamilton Amphitheatre Park Gazebo;
- Complete updating park regulation signs with bi-lingual signage;
- Replace viewing scopes at the Bay Trail;
- Install bollards at Miwok Park entryway;
- Redesign and re-install the Thigpen Sports Courts landscaping; and
- Reinstall the Scottsdale pump motors.

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PW

Program: Parks Maintenance

Division Number 5500

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Park Maintenance	8.33		14,161	797,466	91,720	503,510		1,392,696	4,600
Hamilton Pool	0.75		1,275	66,701	425	107,416		174,542	
TOTAL	9.08	-	15,436	864,167	92,145	610,926	-	1,567,238	4,600

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	692,194	699,276	819,747	861,437	864,167
Contract Services	58,863	83,115	79,645	79,645	92,145
Materials and Supplies	588,844	645,811	612,791	608,509	610,926
Capital Outlay					-
TOTAL	1,339,901	1,428,202	1,512,183	1,549,591	1,567,238

PW

Department Name:	Public Works	Program:	Building Maintenance
Budget:	\$1,359,230	Personnel Allocation:	8.50
Revenue:	\$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. The Supervisor is also responsible for scheduling Title 19 and Title 8 preliminary state testing. The Supervisor is responsible for managing ADA improvements and working closely with the Engineering Division to coordinate ADA related projects for the fiscal year. The Supervisor is responsible for meeting all energy conservation initiatives concerning facility lighting and cleaning supplies. The supervisor is responsible for meeting IPM standards for all city wide facilities as well as management of pest control contracts.

Civic Center Maintenance: This section provides daily custodial and maintenance services to the Police Department, 901 Sherman Avenue (City Hall/Council Chambers) and 922 Machin Avenue. Section staff provides daily custodial services to the Novato History Museum and responds to special building maintenance set-up requirements for meetings at 901 Sherman and the Police Department training room. Building Maintenance responds to all service requests while being as flexible as time permits. Maintenance staff is always monitoring intrusions and vandalism that has affected the Sherman Avenue vacant city-owned facilities as well as weatherization issues. The Civic Center Maintenance section also installs the Community House banner on an as-needed basis.

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

Downtown Recreation Center/Gymnastic Center Maintenance: Staff provides custodial/maintenance services and general cleaning to the facility five times each week, and works closely with community services staff to facilitate programmed use of the buildings. Staff cleans restrooms, offices, main auditorium sports floors, mezzanine, Gymnastics Center store, Downtown Community Center (DRC)

floors and eating areas daily. Staff also removes trash from all 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. Staff also provides Day Porter custodial services for the Special Gymnastics Tournaments that are scheduled several times each the year.

Lu Sutton: Staff provides custodial/maintenance services and general cleaning to both child care portables five times per week. Staff cleans restrooms, an office space, kitchen, and child care areas. Building Maintenance responds to all service request and repairs as needed. We assist with all equipment relocation for summer camp programs.

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 in the event of an emergency if the Margaret Todd Senior 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. The Hamilton Community 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 Field History Museum includes management of a fire equipment maintenance contract and regular building supply check.

Hamilton Facilities: Staff manages security equipment and graffiti removal at several city-owned vacant and closed facilities: 201 Bachelor Officers Club, Hamilton Hospital, Officers Club, Hamilton Theatre and Building 816 (Police Department storage facility). Staff performs weekly security monitoring of facilities.

Novato History Museum: Staff provides custodial/maintenance services to the Novato History 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 Administration Offices are serviced five times weekly. Staff also manages and completes internal service requests such as minor electrical and plumbing repairs, window cleaning, carpet cleaning, floor refinishing and office furniture repair/replacement, removal and rearrangement. Other staff responsibilities include weekly meeting set-up, monitoring various contractors and working with Engineering Division staff to identify warranty repairs.

Program Accomplishments FY 2016/17

- 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;
- Installed new kitchen equipment in the Margaret Todd Center;
- Provided 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 Novato Gymnastics Center;
- Repaired ongoing roof leaks at the Novato Gymnastics Center/Downtown Recreation Center;
- Implemented new internal service request (ISR) system for improved tracking and reporting of maintenance requests;
- Continued facility ADA repairs including handrails at Novato's child care center;
- Coordinated emergency repair efforts at the Margaret Todd Senior Center following significant building damage caused when a vehicle hit the building;
- Coordinated contractor inspections for 922 Machin preliminary defect statement;
- Continued to work closely with our custodial service provider that serves 922 Machin Ave and Hamilton Community Gymnasium to provide high quality cleaning;
- Continued to provide staff coverage for Hamilton intrusions; and
- Decreased paper usage with new paper dispensers in restrooms.

Program Goals FY 2017/18

- Continue to meet the public demand for city facility rental use;
- Continue to work closely with Parks, Recreation, and Community Services (PRCS) staff;
- 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;
- Increase safety training for Custodial staff;
- Continue to meet staff and maintenance demands for the Administration Building;
- Continue to provide support to the Engineering Division for long-term Capital Improvements Projects including MTSC acoustic panels, Corporation Yard carpet replacement, Building 503 blind/shade replacement, and retrofit exterior lighting to efficient LED fixtures at Hamilton Gymnasium, Margaret Todd Senior Center/Hill Gymnasium, Corp Yard, Novato Gymnastics Center, Lu Sutton and 901 Sherman Ave;
- Schedule and provide general cleaning five days a week to the Administration Building, Lu Sutton and Hamilton Community Gymnasium;
- Prepare preliminary cost estimates to replace the roof for the old Hamilton Gymnasium;
- Seal subfloor/foundation to Corporation Yard administrative area;
- Continue to monitor and provide support to Engineering for 922 preliminary defects;
- Work with contractor on Police building front terrace exterior water intrusion project as well as replacing/updating all air handlers;
- Reduce the frequency of intrusions in our Hamilton facilities; and
- Work with contractor on installation of a new sports floor at the DRC.

PW

Program: Building Maintenance

Division Number 5800

Summary of 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Civic Center	4.85		8,245	465,400	9,200	374,449		849,049	3,000
Novato Museum						2,500		2,500	
DRC/Gym Center	0.74		1,258	60,381	1,859	59,969		122,209	
Lu Sutton Childcare	0.15		255	10,458		3,200		13,658	
Todd Senior Center	2.00		3,400	173,708	1,103	76,773		251,584	16,000
Hamilton Pool						11,945		11,945	
Hamilton Rec Facilities	0.76		1,292	56,582	900	50,803		108,285	
TOTAL	8.50	-	14,450	766,529	13,062	579,639	-	1,359,230	19,000

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
Program Inputs:					
Personnel Services	607,397	633,360	753,650	775,323	766,529
Contract Services	79,159	87,271	13,062	13,062	13,062
Materials and Supplies	517,424	537,647	539,656	539,672	579,639
Capital Outlay					-
TOTAL	1,203,980	1,258,278	1,306,368	1,328,057	1,359,230

Department Name: Public Works

Program: Equipment/Vehicle Maintenance

Budget: \$872,053

Personnel Allocation: 3.00

Revenue: \$872,053

Program Description

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

Program Elements

Supervision: The Supervising Equipment Technician directs and schedules maintenance of all fleet vehicles and equipment owned by the city. The Supervising Equipment Technician solicits quotations for accident repairs of vehicles and equipment, and where necessary, provides comparison repair estimates. The Supervising Equipment Technician ensures that proper testing methods are followed in the underground fuel tank testing program, the aboveground fuel tank testing program and the vehicle emissions programs (diesel and gasoline). The Supervising Equipment Technician maintains accurate records of vehicles and equipment. Additionally, the position maintains operating permits and environmental compliance for facilities, emissions, hazardous materials, hazardous waste and tax obligations for gasoline, diesel and propane.

Vehicle/Equipment Maintenance: This section provides scheduled maintenance on all patrol vehicles, canine vehicles and unmarked police vehicles every 3,000 miles, on 199 fleet vehicles every four months, and inspections on all DOT-regulated trucks every 90 days. Staff performs maintenance on 245 pieces of small equipment and four emergency generators. 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 2016/17

- Installed and implemented a new fuel management system at the Corporation Yard and Police Department;
- 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 2017/18

- Implementation of a Computerized Maintenance Management System (CMMS).

PW

Program: Equipment/Vehicle Maintenance

Division Number 7100

Summary of 2017/18 Resources Used by Program Element:

	Employees			Personnel	Contract/		Capital Outlay	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours		Consultant Services	Material & Supplies				
Program Elements:										
Supervision	0.80		1,360	112,394				13,824	126,218	
Equipment/Vehicle Maintenance	2.20		3,740	253,546	10,928	481,361			745,835	872,053
TOTAL	3.00	-	5,100	365,940	10,928	481,361	-	13,824	872,053	872,053

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
Program Inputs:					
Personnel Services	328,868	348,852	349,330	368,350	365,940
Contract Services	9,340	12,698	10,928	10,928	10,928
Materials and Supplies	431,559	328,690	481,391	481,361	481,361
Capital Outlay			-	-	-
Operating Transfers	12,517	13,117	13,824	13,824	13,824
TOTAL	782,284	703,357	855,473	874,463	872,053

PW

Department Name: Public Works

Program: Equipment/Vehicle Replacement

Budget: \$1,634,824

Personnel Allocation: 0.00

Revenue: \$1,182,876

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 2017/18 is listed below. These vehicles are at the end of their useful life expectancy and there are sufficient funds to set aside to replace them.

Unit #	Description	Budget Replacement Amount
137	2007 Chevrolet Colorado	\$24,650
150	2003 Elgin Street Sweeper	\$330,645
162	2005 Ford F450 lift truck	\$73,725
164	2007 Dodge Ram 2500	\$24,500
171	2005 Ford F450 Cab/Chassis	\$46,495
175	2004 Asphalt roller	\$55,450
324	2008 Chevrolet Express	\$26,455
359	2007 Chevrolet Colorado	\$21,475
Subtotal		\$603,395

The following Police vehicles are scheduled to be replaced in FY 2017/18. These vehicles are at the end of their useful life expectancy and there are sufficient funds set aside to replace them.

Unit #	Description	Budget Replacement Amount
201	2015 Ford Explorer	\$34,000
202	2014 Ford Explorer	\$34,000
204	2015 Ford Explorer	\$34,000
205	2015 Ford Explorer	\$34,000
208	2015 Ford Explorer	\$34,000
211	2015 Ford Explorer	\$34,000
212	2015 Ford Explorer	\$34,000
215	2015 Ford Explorer	\$34,000
218	2015 Ford Explorer	\$34,000
227	2015 Ford Explorer	\$34,000
242	2011 Toyota Venza	\$29,250
243	2012 Ford Focus	\$25,330
247	2008 Ford Explorer	\$34,000
252	2012 Chevrolet Cruze	\$26,615
264	2012 Ford Escape	\$28,420
272	2014 Ford Explorer	\$34,000
292	2015 Ford Explorer	\$34,000
Subtotal		\$551,615
Grand Total		\$1,155,010

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Program: Equipment/Vehicle Replacement

Division Number 7200

Summary of 2017/18 Resources Used by Program Element:

	Contract Services	Materials & Supplies	Debt Service	Capital Outlay	Operating Transfers	Total Budget	Program Revenues
Program Elements:							
Administration						-	44,000
Sale of Equip - Auction						-	10,000
Equipment Acquisition				1,155,010		1,155,010	666,876
NERA	222,910		246,904			469,814	462,000
TOTAL	222,910	-	246,904	1,155,010	-	1,624,824	1,182,876

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
Program Inputs:					
Contract Services	192,862	204,564	204,564	204,564	222,910
Materials & Supplies	486,611	601,650	-	8,175	-
Debt Service	246,761	246,782	247,053	247,053	246,904
Capital Outlay	26,102		1,129,025	1,129,025	1,155,010
Operating Transfers			388,609	388,609	-
TOTAL	952,336	1,052,996	1,969,251	1,977,426	1,624,824

PW

Department Name: Public Works

Program: Hamilton CFD

Budget: \$896,811

Personnel Allocation: 3.07

Revenue: \$809,752

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 2016/17

- Pruned all Palm trees on Hamilton Parkway and Hangar Avenue;
- Installed wall brackets at the Southgate subdivision;
- Trimmed and pruned pear trees in the Hamilton area; and
- Trimmed all Sycamore trees along North Hamilton Parkway.

Program Goals FY 2017/18

- Replant bridge abutments with new landscaping;
- Remove all Boston Ivy from wall planters and replace with less invasive dwarf shrub;
- Replace and replant the landscaping along Hangar Avenue; and
- Trim and prune the Hamilton area pear trees and all palm trees in the Hamilton area.

Program: Hamilton Community Facilities

Division Number 5600

Summary of 2017/18 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Administration						30,500		30,500	571,069
Landscape Maintenance	2.00		3,400	177,868	36,500	120,139	9,828	344,335	8,683
Pump Station #1	0.58		986	53,258		28,000		81,258	
Levee	0.17		289	15,119	25,000	25,250	317,133	382,502	230,000
Pump Station #2	0.32		544	29,716	3,500	25,000		58,216	
TOTAL	3.07	-	5,219	275,961	65,000	228,889	326,961	896,811	809,752

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	268,399	275,796	268,366	273,292	275,961
Contract Services	2,991	35,485	90,000	65,000	65,000
Materials & Supplies	151,822	230,145	216,050	243,739	214,389
Debt Service/Settlements	2,862	2,703	14,500	14,500	14,500
Operating Transfers	39,240	90,077	634,145	644,588	326,961
TOTAL	465,314	634,206	1,223,061	1,241,119	896,811

PW

Department Name: Public Works

Program: Pointe Marin CFD

Budget: \$191,835

Personnel Allocation: 2.00

Revenue: \$215,988

Program Description

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

Program Elements

Landscape Maintenance: This section provides landscape maintenance services to all roadside landscapes, linear parks, and sound wall landscapes within the boundaries of the Pointe Marin CFD. Services include pruning, tree trimming, irrigation adjustment, weed control, planting, and maintenance of pedestrian lighted sidewalks. Also provided are roadside and sidewalk weed control to ensure vehicle and pedestrian safety.

Program Accomplishments FY 2016/17

- Re-landscaped the median islands from Ash to Turner;
- Weed abatement and routine maintenance;
- Cleaned and mowed the retention ponds; and
- Replanted bare areas with drought tolerant and deer resistant shrubs in Pointe Marin I.

Program Goals FY 2017/18

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

Program: Pointe Marin Community Facilities

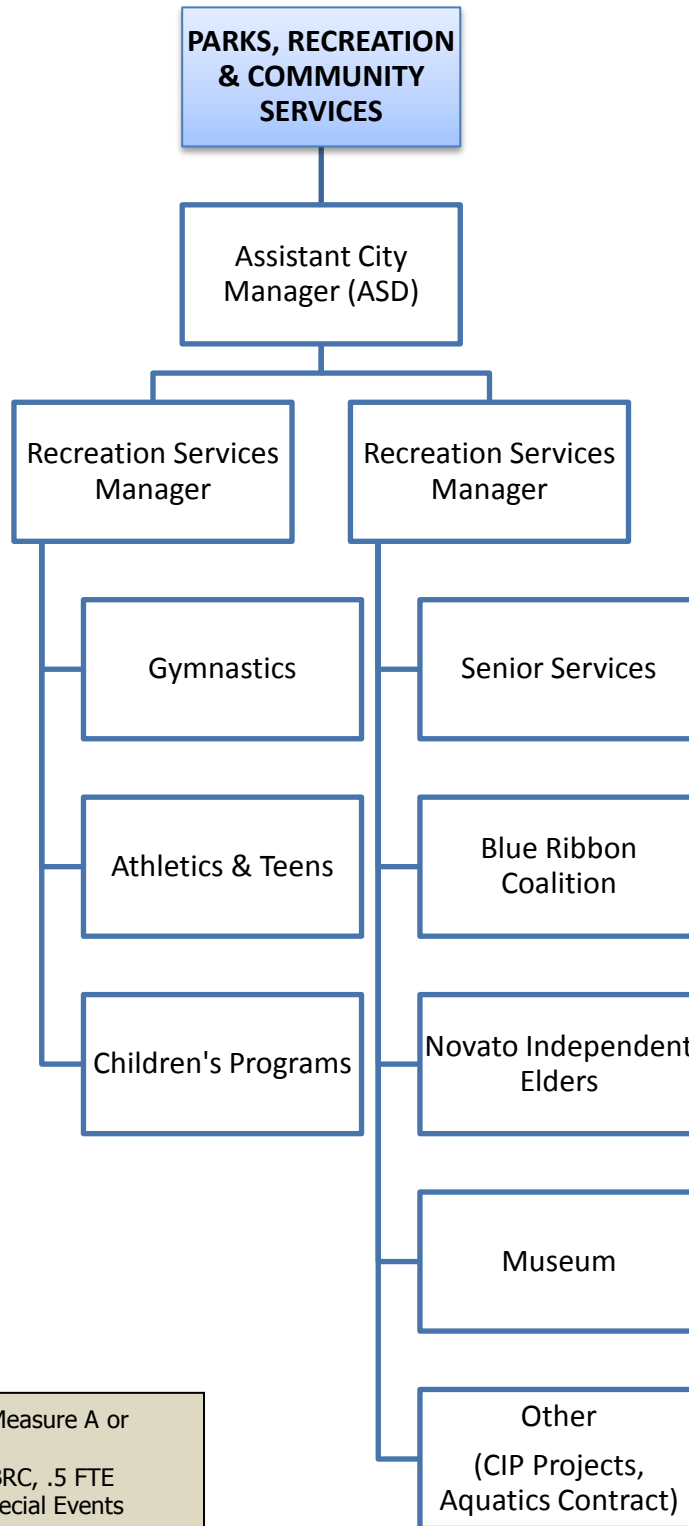
Division Number 5600

Summary of 2017/18 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Landscape Maintenance	2.00		3,400	177,868	300	31,500	6,320	215,988	191,835
TOTAL	2.00	-	3,400	177,868	300	31,500	6,320	215,988	191,835

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
Program Inputs:					
Personnel Services	124,543	142,352	173,178	173,178	177,868
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	6,320
TOTAL	184,499	187,177	209,066	208,531	215,988

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Funded partially by Parks Measure A or Grant Funded:
Recreation Coordinator, NBRC, .5 FTE
Recreation Coordinator, Special Events

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Department Budget Summary

	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Program Fees:					
Administration	152,500	152,500	52,500	(100,000)	(65.57)%
Childcare & Enrichment	650,150	650,150	680,000	29,850	4.59%
Senior Citizens Programs	161,500	161,500	178,500	17,000	10.53%
Athletics Programs	1,019,100	1,019,100	1,112,600	93,500	9.17%
Donations & Grants	63,000	63,000	38,000	(25,000)	(39.68)%
Facilities Rentals	238,640	238,640	240,500	1,860	0.78%
Miscellaneous	9,300	9,300	9,300	-	0.00%
Department Total	\$2,294,190	\$2,294,190	\$2,311,400	17,210	0.75%

Appropriations					
Administration	915,716	928,009	787,185	(128,531)	(14.04)%
Childcare & Enrichment	781,132	799,707	806,620	25,488	3.26%
Museum Administration	9,306	9,588	7,477	(1,829)	(19.65)%
Senior Citizens Programs	347,123	362,661	433,681	86,558	24.94%
Athletics Programs	1,417,349	1,467,129	1,481,753	64,404	4.54%
Department Total	\$3,470,626	\$3,567,094	\$3,516,716	46,090	1.33%

Appropriations by Category					
Salaries	2,176,796	2,266,796	2,202,471	25,675	1.18%
Benefits	575,929	575,929	663,271	87,342	15.17%
Contract Services	221,262	251,262	261,870	40,608	18.35%
Materials & Supplies	393,748	388,693	389,104	(4,644)	(1.18)%
Department Total	\$3,367,735	\$3,482,680	\$3,516,716	\$148,981	4.42%

Personnel Allocation History	2014/15	2015/16	2016/17	2016/17	2017/18
Administration	3.87	4.57	5.15	5.15	5.23
Childcare & Enrichment	4.08	4.48	4.08	4.83	4.73
Museum Administration	0.15	0.05	0.05	0.05	0.05
Senior Citizens Programs	2.58	2.58	2.58	2.58	3.10
Athletics Programs	9.17	9.17	9.14	9.14	9.54
Other Funds	-	-	-	0.50	0.50
Department Total	19.85	20.85	21.00	22.25	23.15

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 parks 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 people of all ages. PRCS provides thousands of program hours each year.

One of the biggest responsibilities that PRCS has is to foster a sense of community in Novato and provide opportunities for all ages to be healthy and active. Parks and recreation programs contribute significantly to the health, safety and stability of our 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 and older adults can stay connected and independent longer as a result.

Community Facility Management: PRCS manages a total of 34 community recreation facilities, which provide 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 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 athletic fields, several multi-use athletic fields throughout town, Miwok Park, Josef Hoog Park, Pioneer Park, Pioneer Park tennis courts, Hamilton Community Center, Hamilton Field History Museum, Hamilton Gymnasium, 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 9th year of operation. PRCS also has partnerships with the Novato Senior Citizens Club, Novato 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 200 volunteers annually.

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. 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 of 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 older adults, especially through the Margaret Todd Senior Center. Community Services manages the Margaret Todd Senior Center and all of the City's senior programs, Hill Community Room, Novato History Museum, Hamilton Field History Museum, 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. Recreation Division also manages all childcare and enrichment programs, offering summer camps, such as Camp Ton of Fun, specialty camps in robotics, and dance programs. Hamilton Community Center is managed by the Recreation Division, with city programs and community group rentals taking place there.

Department Accomplishments FY 2016/17

- The Gymnastics Boosters donated \$25,000 to support operational costs of the gymnastics program;
- Amazing Athletes sports program launched serving preschoolers – introducing them to sports, health and nutrition;
- Started highly successful partnership with North Bay Basketball Academy;
- Started Middle School Summer Drop-in Program at the Downtown Recreation Center;
- Processed 13,445 program registrations;
- Produced comprehensive activity guide twice annually, with all PRCS programs, classes, special events and rental information;
- NBRC4Y reached 10,815 people through our Marijuana Education Campaign!;
- NBRC4Y’s Bully Prevention Committee held a community event called the Craft Fair Day which gave community members the opportunity to come together to talk about bullying and create art;
- NBRC4Y distributed *Safe Party Tips* to the community with the support of two local pizzerias;
- Total pool attendance was 36,284;
- 737 participants took swim lessons;
- 883 children from City of Novato summer camps enjoyed recreation swim;
- KaBOOM! Playful City USA designation; and
- Hamilton School’s “Legacy of Art” Mosaic tile project -- collaboration with Chamber of Commerce, Leadership Novato, NUSD, Sausalito Art Festival Foundation, and Artists Teaching Art program.

Department Goals FY 2017/18

- Complete Hill Recreation Area/MTSC Master Plan;
- Expand special event opportunities city wide, with an emphasis in the downtown area, with the addition of Movies Nights, Family Fun Performance Nights, and Sundays on Sherman;
- Improve the online experience and ease of registration through the use of a new recreation management program for customers and staff. We anticipate an increase in online registrations;



- Work with citizen volunteer group to pursue Age Friendly City designation from World Health Organization;
- Expand our health focus in City facilities, programs & events in support of HEAL Cities Campaign
- Complete reorganization of PRCS Department to better meet needs;
- The NBRC4Y is ramping up for the Prom Ad Campaign around keeping youth safe during prom and graduation season; and
- In partnership with the Novato Police Department, NBRC4Y is working on updating the language of the Novato Social Host Ordinance.

Department Performance Measures

The department performance measures provide metrics that track the success of the Parks, Recreation, & Community Services Department. The performance measures also guide the focus of PRCS’s program offerings with the intention of aligning with the City’s overall mission “to provide excellent services and enrich the quality of life within the community in a fiscally-responsible manner.” With the use of these performance measures as one of many tools to ensure effective resource allocation, PRCS has identified the following goals for the 2017/18 fiscal year:

Strategic Plan Goal: Great Places – Natural and built spaces work together.

PRCS Goal: Improve accessibility of the City’s parks and facility rental program by continuing to provide excellent customer service and by implementing technology improvements that will streamline the reservation process.

	Actual FY 2015/16	Actual FY 2016/17	Change from previous FY
Hours of parks and facilities reservation use	10,012	13,445	+3,433
Hours of athletic field use	7,198	9,750	+2,552

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: Engage the community through a variety of recreation programs. In addition, PRCS is committed to promoting accessibility to our programs to all community members through financial assistance.

	Actual FY 2015/16	Actual FY 2016/17	Change from previous FY
Number of PRCS program registrations processed	15,758	13,445	-2,313
Number of families served by financial aid and at-risk youth funds	220	260	+40

Department Notes

The Parks, Recreation, and Community Services Department builds happy, healthy, and stronger communities. We provide a wide range of essential programs, services, and opportunities that enhance the quality of life for all residents. In order to “enrich individual and community life,” PRCS implements a wide array of programs, services, special events, and opportunities through community partnerships.

In delivering its mission to enrich individual and community life while striving to be recognized for leadership and accomplishments as the premier provider of parks, recreation, and community services, PRCS is committed to:

- Instilling a strong sense of community in all of our community members;
- Providing safe places for families to recreate;

- Promoting opportunities for healthy living for all Novato's residents and visitors;
- Providing opportunities for community members of all ages to move, explore, and connect with each other in a welcoming and safe environment;
- Compassionate delivery of information and resources for adults and older adults;
- Providing an environment for adults to create friendships;
- Providing opportunities for youth to be active through affordable recreation programs; and
- Making living in Novato fun through its parks, engaging programs, and special events.

PRCS believes:

- Active and engaged adults live healthier and happier lives;
- Recreation programs promote social and cognitive development, self-confidence, and responsibility; and
- Investing in staff through the support and encouragement for professional growth ensures that the Department is delivering the best quality of programs, facilities, and services.

Department Name: Parks, Recreation and Community Services

Program: Administration

Budget: \$787,185

Personnel Allocation: 5.23

Revenue: \$142,000

Program Description

Under the direction of the Assistant City Manager, 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

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. 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 12th 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 16/17 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. NBRC4Y 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 2016/17

- Processed nearly 13,455 registrations for participation in programs, classes, memberships and activities;
- The PRCS Department's social media efforts increased significantly and yielded overwhelmingly positive results. The Department's Facebook followers increased from 616 to 1025 last year. The PRCS Department currently has 815 followers on Twitter, and 264 on the department's Instagram account. The department's ongoing goal and commitment to increase public outreach and communication efforts will continue this fiscal year;
- Revenue received from the Hamilton Pool for the Summer 2016 season exceeded projections with nearly \$45,000 in net revenue received by PRCS;
- In June 2017 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 two-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

PRCS

their creativity in innovative ways through collaboration, cooperation and communication. The program was completed in the spring of 2017; and

- The County of Marin provided \$10,000 in funding to help provide financial scholarships for low income youth to participate in PRCS programs.

Program Goals FY 2017/18

- Implement new recreation registration software system; improve efficiencies, responsiveness and online customer experience; and
- 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.

Program: Administration

Division Number 6000

Summary of 2017/18 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Administration	3.96	0.15	7,044	488,830	39,820	113,934		642,584	64,000
Less Administration Applied						(20,000)		(20,000)	
Activities Guide	0.17		289	21,008	8,000	34,239		63,247	8,000
Health & Human Svcs Grant	0.50		850	37,212	1,790	8,924		47,926	25,000
Hamilton Pool						6,000		6,000	45,000
Special Events	0.60	0.31	1,665	47,428				47,428	
TOTAL	5.23	0.15	8,183	594,478	49,610	143,097	0	787,185	142,000

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	623,735	654,629	723,791	727,688	594,478
Contract Services	52,143	60,947	49,610	53,620	49,610
Materials and Supplies	127,240	109,919	162,315	166,701	163,097
Administration Applied	(31,138)	(19,919)	(20,000)	(20,000)	(20,000)
Capital Outlay					0
TOTAL	771,980	805,576	915,716	928,009	787,185

Department Name: Parks, Recreation and Community Services**Program:** Child Care & Enrichment**Budget:** \$806,620**Personnel Allocation:** 4.73**Revenue:** \$701,300**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 1st – 6th 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 2016/17

- 3,139 children's class registrations were processed, over 400 more than the prior year;
- Camp Ton-of-Fun attendance increased by 9% in 2016 and had an average of 97 participants each week; The program has seen an overall increase of 25% since 2014;
- Enrollment in preschool programs has increased by 5% in 2016;
- Lu Sutton Child Care served a total of 680 students;
- Several significant facility improvements were made at the Lu Sutton Child Care Center including installation of new windows and carpet; and
- Significant improvements have been made to the Hamilton Community Center to enhance programming and rental usage, improvements include installation of new carpet, fresh paint, ADA handrail and awning at the preschool entrance, and an upgraded audio visual system in the Hamilton West Wing.



Program Goals FY 2017/18

- 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 during the summer;
- Continue to improve class registration procedures for parents and staff through use of new online registration system;
- Improve communication with Public Works maintenance personnel and custodial staff;
- Expand teen program offerings; and
- Retain high quality staff, credentialed teachers and contract instructors.

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Program: Childcare & Enrichment

Division Number 6100

Summary of 2017/18 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Child Care	4.73	3.15	14,593	596,237	130,998	79,385		806,620	701,300
TOTAL	4.73	3.15	14,593	596,237	130,998	79,385	0	806,620	701,300

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	573,741	589,729	573,879	592,454	596,237
Contract Services	69,568	103,539	130,998	130,998	130,998
Materials and Supplies	76,324	78,161	76,255	76,255	79,385
Capital Outlay					0
TOTAL	719,633	771,429	781,132	799,707	806,620

Department Name: Parks, Recreation and Community Services

Program: Museum Administration

Budget: \$7,477

Personnel Allocation: 0.05

Revenue: \$0

Program Description

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

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 2016/17

- The Hamilton Field History Museum and Novato History Museum hosted a total of 3,788 visitors in 2016 with 2,581 visiting the Hamilton Field History Museum and 1,207 visiting the Novato History Museum;
- 94 volunteers provided 6,292 volunteer hours in operation of the museums; and
- The Novato History Museum has initiated an online museum collection project to provide access to the museums' oral histories and photographs.

Program Goals FY 2017/18

- Continue efforts to increase awareness and attendance of the museums through public outreach;
- Increase public access to the museums with the aid of technology by putting the collections online using Past Perfect software; and
- Revise the Collections Policy to include historical artifacts into the 21st century.

Program: Museum Administration

Division Number 6200

Summary of 2017/18 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Museum Administration	0.05		85	7,217		260		7,477	
TOTAL	0.05	0.00	85	7,217	0	260	0	7,477	0

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	8,327	8,806	9,046	9,328	7,217
Contract Services			0	0	0
Materials and Supplies			260	260	260
Capital Outlay					0
TOTAL	8,327	8,806	9,306	9,588	7,477

Department Name: Parks, Recreation and Community Services

Program: Senior Citizens

Budget: \$433,681

Personnel Allocation: 3.10

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, mahjong, 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 2016/17

- Served more than 80,000 visitors to the Center through various programs, classes and events;
- Adults and seniors attended drop-in classes a total of nearly 16,000 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:
 - More than 2,800 adults attended NSCC meetings;
 - 2,300 adults participated in Sunday Bingo;
 - 1,152 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:
 - More than 2,000 people participated in NIEP's drop-in services, including blood pressure clinics, caregiver support groups and victim witness protection;
 - 740 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;
- The Fall Bridge Tournament raised \$1,095 to help support MTSC;
- Staff pursued professional development through attendance at events such as an Aging Action Initiative workshop, two CPRS Aging section roundtables, and CPRS statewide conference in March of 2017;
- Recreation Supervisor represented Novato PRCS at Leadership Novato, hosted by the Novato Chamber of Commerce;
- MTSC hosted a booth at the Marin County Senior Information Fair, which had 4,000 attendees in 2016;
- In 2017, MTSC continued their tradition of hosting "Share the Love," that took place during the month of February. Seniors were invited to bring photos and life stories to share in a special lobby display;
- Approximately 1,500 people attended the annual Holiday Crafts Faire;
- The Novato Senior Citizens Club celebrated 50 years of incorporation as a non-profit by hosting monthly events and activities, including a 50th birthday party in April and a 90+ birthday party in September;
- In honor of their efforts and in recognition of their 50 years of providing social and recreational activities for Novato seniors, the Senior Club was recognized with a California Parks and Recreation Society (CPRS) District 1 Community Service Award;
- Replaced all kitchen equipment in October 2016 and added an ice machine;
- Hosted Breakfast with Santa with 180 people attending in December of 2016; and
- Installed all new paint, carpet, and sound panels in the Auditorium during a three week closure during the holidays.

***Program Goals FY 2017/18***

- 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;
- 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 2017/18 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Program Management	2.20	0.33	4,426	247,243	1,826	17,055		266,124	57,500
Senior Classes	0.90	0.96	3,527	119,872	47,685			167,557	133,000
TOTAL	3.10	1.29	7,953	367,115	49,511	17,055	0	433,681	190,500

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	247,280	256,408	280,557	296,095	367,115
Contract Services	46,676	47,263	49,511	49,511	49,511
Materials and Supplies	16,830	15,214	17,055	17,055	17,055
Capital Outlay					0
TOTAL	310,786	318,885	347,123	362,661	433,681

Department Name: Parks, Recreation and Community Services

Program: Athletics

Budget: \$1,481,753

Personnel Allocation: 9.54

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 three 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 6th grade Recreation Nights, pre-teen 4th and 5th 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 girl's 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 throughout the school year and during the summer, several special events, gymnastics meets, and a recreational and preschool show.

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 2016/17

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;
- The 2017 Novato Spring Classic Gymnastics Meet had 575 participants from Northern California, this multi-day event was the largest meet in Novato Gymnastics' history;
- The Novato Gymnastics Team qualified 30 gymnasts to State Championships, and Novato gymnasts earned first place on vault, uneven bars, balance beam, floor exercise and all-around ;
- The Novato Gymnastics Team qualified 7 optional level gymnasts to Regional Championships, and Novato gymnasts earned first place on vault, balance beam, floor exercise and all-around; and
- Six gymnastics staff members attended the 2016 USA Gymnastics National Congress in San Jose, where they attended informational sessions instructed by the nation's top gymnastics experts.

**Athletics Accomplishments:**

- 3,000 adults participated in our basketball, softball and volleyball leagues;
- 3,900 hours of indoor recreation space was rented to CYO Volleyball & Basketball, Club Basketball, Club Volleyball, NUSD, and others;
- 4,021 hours of outdoor recreation space was rented to Little League, Novato Girls Softball, NUSD, NYSA, and others;
- Over 2,000 games were played in recreation athletic leagues;
- Over 1,400 youth participated in athletic camps and classes; and
- Offered 20 hours per week of indoor/outdoor Pickle Ball drop-ins with an annual attendance of 2,000.

Program Goals FY 2017/18

- Hire and train additional staff to adequately maintain current program offerings;
- Provide additional staff training and development opportunities; and
- Utilize creative marketing strategies to engage and educate the Novato community on the benefits of movement education, participation in athletics and physical activity.

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Program: Athletics

Division Number 6800

Summary of 2017/18 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Athletics	3.09	7.81	21,498	587,905	30,000	103,144		721,049	526,140
Gymnastics	6.45	3.72	18,703	712,790	1,751	46,163		760,704	639,100
TOTAL	9.54	11.90	40,970	1,300,695	31,751	149,307	0	1,481,753	1,165,240

	Previous Actual 2014/15	Previous Actual 2015/16	Adopted Budget 2016/17	Adjusted Budget 2016/17	Adopted Budget 2017/18
	Program Inputs:				
Personnel Services	1,165,755	1,196,413	1,213,640	1,263,640	1,300,695
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
TOTAL	1,380,377	1,432,258	1,417,349	1,467,129	1,481,753

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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.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	(383,268)	(391,039)	(397,448)	(387,685)
Revenues				
Other	52,039	2,400	9,763	34,176
Subtotal Revenues	<u>52,039</u>	<u>2,400</u>	<u>9,763</u>	<u>34,176</u>
Transfers In:				
General Fund	238,622	271,939	79,385	448,758
Other Funds	3,657,173	4,735,778	7,800,808	20,432,543
TOTAL FINANCING AVAILABLE	<u>3,564,566</u>	<u>4,619,078</u>	<u>7,492,508</u>	<u>20,527,792</u>
Expenditures	3,955,605	5,016,526	7,880,193	9,840,417
Carryovers from Prior Year				11,075,060
Transfers Out				
Other				
Total Expenditures & Transfers Out	<u>3,955,605</u>	<u>5,016,526</u>	<u>7,880,193</u>	<u>20,915,477</u>
Fund Balance - End Fiscal Year	<u>(391,039)</u>	<u>(397,448)</u>	<u>(387,685)</u>	<u>(387,685)</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.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	405,527	407,520	213,705	671,011
Revenues				
Investment Earnings	1,993	452	1,100	1,150
Intergovernmental Revenue			456,206	
Subtotal Revenues	<u>1,993</u>	<u>452</u>	<u>457,306</u>	<u>1,150</u>
TOTAL FINANCING AVAILABLE	<u>407,520</u>	<u>407,972</u>	<u>671,011</u>	<u>672,161</u>
Expenditures				
Transfers Out:				
Capital Projects Fund		194,267		456,206
Total Expenditures & Transfers Out	<u>0</u>	<u>194,267</u>	<u>0</u>	<u>456,206</u>
Fund Balance - End Fiscal Year	<u>407,520</u>	<u>213,705</u>	<u>671,011</u>	<u>215,955</u>

Fund 309 - Measure A Street Projects

This fund accounts for proceeds received from Measure A for local streets and roads. The funds are received through the Transportation Agency of Marin and are for a 20-year period.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	1,060,333	1,457,352	868,661	851,335
Revenues				
Investment Earnings	5,605	11,287	8,500	8,600
Intergovernmental Revenue	657,209	552,175	588,510	2,481,898
Other				
Subtotal Revenues	<u>662,814</u>	<u>563,462</u>	<u>597,010</u>	<u>2,490,498</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>1,723,147</u>	<u>2,020,814</u>	<u>1,465,671</u>	<u>3,341,833</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	265,795	530,371	614,336	3,341,833
Equity Transfers		621,782		
Total Expenditures & Transfers Out	<u>265,795</u>	<u>1,152,153</u>	<u>614,336</u>	<u>3,341,833</u>
Fund Balance - End Fiscal Year	<u>1,457,352</u>	<u>868,661</u>	<u>851,335</u>	<u>0</u>

Fund 310 - Parks Measure A

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

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	203,235	439,662	485,175	(466,928)
Revenues				
Investment Earnings	1,802	2,837	4,500	4,550
Intergovernmental Revenue	376,080	384,922	390,710	421,128
Other				
Subtotal Revenues	<u>377,882</u>	<u>387,759</u>	<u>395,210</u>	<u>425,678</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>581,117</u>	<u>827,421</u>	<u>880,385</u>	<u>(41,250)</u>
Expenditures	100,571	195,516	237,000	267,348
Transfers Out:				
General Fund	25,000	22,176		
Capital Projects Fund	9,841	118,332	328,913	92,914
Pension Obligation Bonds	6,043	6,222	6,400	7,693
Equity Transfer			775,000	
Total Expenditures & Transfers Out	<u>141,455</u>	<u>342,246</u>	<u>1,347,313</u>	<u>367,955</u>
Fund Balance - End Fiscal Year	<u>439,662</u>	<u>485,175</u>	<u>(466,928)</u>	<u>(409,205)</u>
Reserved for Long-Term Obligations			775,000	620,000
Available Funds - End Fiscal Year	<u>439,662</u>	<u>485,175</u>	<u>308,072</u>	<u>210,795</u>

Summary of 2017/18 Resources Used by Program Element:

	Employees Perm FTE	Total Hours	Personnel	Contract/ Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
Program Elements:								
Administration	2.50	5,200	215,848	29,000	22,500	100,607	367,955	425,678
TOTAL	<u>2.50</u>	<u>5,200</u>	<u>215,848</u>	<u>29,000</u>	<u>22,500</u>	<u>100,607</u>	<u>367,955</u>	<u>425,678</u>



Fund 319 - Civic Center

This fund was created in 1971 by Ordinance No. 645 to accrue sufficient monies to construct a new Civic Center.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	136,838	132,634	133,541	126,595
Revenues				
Investment Earnings	676	907	1,100	1,150
Other				
Subtotal Revenues	<u>676</u>	<u>907</u>	<u>1,100</u>	<u>1,150</u>
Transfers In				
Capital Projects				
TOTAL FINANCING AVAILABLE	<u>137,514</u>	<u>133,541</u>	<u>134,641</u>	<u>127,745</u>
Expenditures				
Transfers Out				
General Fund				
Capital Projects	4,880		8,046	24,874
Interfund Loan-General Fund				
Total Expenditures & Transfers Out	<u>4,880</u>	<u>0</u>	<u>8,046</u>	<u>24,874</u>
Fund Balance - End Fiscal Year	<u>132,634</u>	<u>133,541</u>	<u>126,595</u>	<u>102,871</u>

Fund 321 - Clean Storm Water Capital Improvement Projects

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

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	341,948	250,594	176,656	204,958
Revenues				
Investment Earnings	1,678	1,659	1,500	1,550
Developer in Lieu Fees				
Other				
Subtotal Revenues	<u>1,678</u>	<u>1,659</u>	<u>1,500</u>	<u>1,550</u>
Transfers In:				
Clean Storm Water Fund	45,000	45,000	45,000	45,000
TOTAL FINANCING AVAILABLE	<u>388,626</u>	<u>297,253</u>	<u>223,156</u>	<u>251,508</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	138,032	120,597	18,198	58,805
Total Expenditures & Transfers Out	<u>138,032</u>	<u>120,597</u>	<u>18,198</u>	<u>58,805</u>
Fund Balance - End Fiscal Year	<u>250,594</u>	<u>176,656</u>	<u>204,958</u>	<u>192,703</u>

Fund 322 - Street & Storm Drain Maintenance

This fund was established in FY 96-97 using year-end general fund balance with the intent that the interest earned by the fund be available for ongoing maintenance and emergency needs for street and storm drains. Periodic additions to principal will be made from general fund balance and other sources when available, subject to approval during the annual budget process.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	261,031	260,969	262,756	264,756
Revenues				
Investment Earnings	1,318	1,787	2,000	2,075
Subtotal Revenues	<u>1,318</u>	<u>1,787</u>	<u>2,000</u>	<u>2,075</u>
TOTAL FINANCING AVAILABLE	<u>262,349</u>	<u>262,756</u>	<u>264,756</u>	<u>266,831</u>
Transfers Out				
Capital Projects	1,380			
Total Expenditures & Transfers Out	<u>1,380</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>260,969</u>	<u>262,756</u>	<u>264,756</u>	<u>266,831</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.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	509,725	748,645	1,024,366	875,880
Revenues				
Investment Earnings	3,190	6,607	9,000	9,200
Other	26,204	2,549		
Subtotal Revenues	<u>29,394</u>	<u>9,156</u>	<u>9,000</u>	<u>9,200</u>
Transfers In				
General Fund	545,000	558,625	572,600	586,915
TOTAL FINANCING AVAILABLE	<u>1,084,119</u>	<u>1,316,426</u>	<u>1,605,966</u>	<u>1,471,995</u>
Expenditures				
Transfers Out				
Capital Projects	335,474	292,060	730,086	1,419,860
Total Expenditures & Transfers Out	<u>335,474</u>	<u>292,060</u>	<u>730,086</u>	<u>1,419,860</u>
Fund Balance - End Fiscal Year	<u>748,645</u>	<u>1,024,366</u>	<u>875,880</u>	<u>52,135</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.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	0	453,018	722,849	940,221
Revenues				
Investment Earnings	1,269	3,897	6,500	6,600
Subtotal Revenues	<u>1,269</u>	<u>3,897</u>	<u>6,500</u>	<u>6,600</u>
Transfers In				
General Fund	545,000	558,625	572,100	400,000
TOTAL FINANCING AVAILABLE	<u>546,269</u>	<u>1,015,540</u>	<u>1,301,449</u>	<u>1,346,821</u>
Expenditures				
Transfers Out				
Capital Projects	93,251	292,691	361,228	1,266,788
Total Expenditures & Transfers Out	<u>93,251</u>	<u>292,691</u>	<u>361,228</u>	<u>1,266,788</u>
Fund Balance - End Fiscal Year	<u>453,018</u>	<u>722,849</u>	<u>940,221</u>	<u>80,033</u>

Fund 327 - Development Impact Fees

This fund was established by resolution in 1997 and is used to account for impact fees paid by developers. The resources are used in conjunction with other City funds to complete public facilities as identified in the initial Development Impact Fee Report, and the 1999 and 2002 updates.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	11,709,460	11,870,352	12,154,112	11,477,005
Revenues				
Investment Earnings	59,485	81,067	95,000	97,000
Developer in Lieu Fees				
- Streets & Intersections	216,441	269,370	40,000	780,235
- Recreational & Cultural Facilities	118,565	91,993	25,000	458,225
- Civic Facilities	22,976	24,199	5,000	93,560
- Transit/Bicycle Facilities	7,393	11,371	1,500	26,690
- Corporation Yard	4,649	5,836	1,000	16,555
- General Governmental Systems	9,996	10,127	2,250	40,500
- Open Space	27,572	24,731	5,400	113,530
- Drainage	51,925	39,956	9,000	109,990
Subtotal Revenues	519,002	558,650	184,150	1,736,285
TOTAL FINANCING AVAILABLE	12,228,462	12,429,002	12,338,262	13,213,290
Transfers Out:				
General Fund	80,551	78,919	48,000	79,435
Capital Projects Fund	277,559	195,971	133,257	1,896,415
Equity Transfer			680,000	
Total Expenditures & Transfers Out	358,110	274,890	861,257	1,975,850
Fund Balance - End Fiscal Year	11,870,352	12,154,112	11,477,005	11,237,440
Reserved for Long-Term Obligations	(116,463)	(524,050)	(931,637)	(931,637)
Available Funds - End Fiscal Year	11,753,889	11,630,062	10,545,368	10,305,803

Long-Term Obligations:

Loan to 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.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	711,581	425,315	426,617	265,965
Revenues				
Investment Earnings	2,639	2,447	900	75
Subtotal Revenues	<u>2,639</u>	<u>2,447</u>	<u>900</u>	<u>75</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>714,220</u>	<u>427,762</u>	<u>427,517</u>	<u>266,040</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	288,905	1,145	161,552	
Total Expenditures & Transfers Out	<u>288,905</u>	<u>1,145</u>	<u>161,552</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>425,315</u>	<u>426,617</u>	<u>265,965</u>	<u>266,040</u>
Reserved for Long-Term Obligations		(170,211)	(340,422)	(340,422)
Available Funds - End Fiscal Year	<u>425,315</u>	<u>256,406</u>	<u>(74,457)</u>	<u>(74,382)</u>
Long-Term Obligations:				
Loan to Redevelopment Obligation Retirement Fund				

Fund 450 - Novato Public Financing Authority Capital Projects

The Novato Public Financing Authority Capital Projects Fund was created to account for the purchase and lease of various properties including the Gymnastics/Teen Center building and the Navy property at Hamilton Field.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	(384,507)	765,885	472,569	(1,607,807)
Revenues				
Investment Earnings	5,102	6,175	6,750	6,850
Rental Income	37,363	38,375	38,250	38,870
Equity Transfer/Measure F	1,141,581			
Loan Proceeds				
Subtotal Revenues	<u>1,184,046</u>	<u>44,550</u>	<u>45,000</u>	<u>45,720</u>
Transfers In				
Hamilton Art Center				
TOTAL FINANCING AVAILABLE	<u>799,539</u>	<u>810,435</u>	<u>517,569</u>	<u>(1,562,087)</u>
Expenditures	20,654	19,842	17,400	57,100
Transfers Out:				
General Fund	13,000	13,000	13,000	13,000
Capital Projects Fund		305,024	2,094,976	
Total Expenditures & Transfers Out	<u>33,654</u>	<u>337,866</u>	<u>2,125,376</u>	<u>70,100</u>
Fund Balance - End Fiscal Year	<u>765,885</u>	<u>472,569</u>	<u>(1,607,807)</u>	<u>(1,632,187)</u>
Reserved for Long-Term Obligations	270,000	(53,680)	2,146,320	2,069,980
Available Funds - End Fiscal Year	<u>1,035,885</u>	<u>418,889</u>	<u>538,513</u>	<u>437,793</u>

Long-Term Obligations:

- Loan from Equipment Replacement (repaid FY 16/17)
- Loan to Redevelopment Obligation Retirement Fund
- Loan from Hamilton Trust



Capital Projects Funds

Five-Year Capital Improvement Program Fiscal Years 2017/18-21/22

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 2017/18 (including carryover)	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	
101	General Fund	448,758					448,758
	11-005 City Administrative Offices						
	11-013 Streamlining & Service Improvements						
	Special Revenue Funds:						
201	Measure F	5,428,321	1,500,000				6,928,321
	01-005 Hill Recreation Area Site Planning						
	11-012 Technology Planning & Efficiency						
	15-010 Streetlight Project Phase 3						
	15-015 Traffic Signal Improvements Scoping & Preliminary Design						
	18-011 Security Cameras & Council Chambers A/V						
221	Clean Stormwater	-					-
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 SMART Station Phase 3						
231	Subdivision Park Trust (Quimby Fees)	633,933					633,933
	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	317,133					317,133
	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	1,213,673	975,696	160,000	190,000	30,000	2,569,369
	97-001 Olive Avenue Improvements Phase 3						
	00-015 Railroad Avenue Ditch Drainage						
	09-003 Grant Ave Bridge						
	14-007 Retaining Wall Assessment & Group 1 Repairs						
	15-013 SMART Access Improvements						
	15-017 Vineyard Road Improvements						
	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						
	18-002 Pedestrian Access to Transit & Crosswalk Improve.						
	18-003 MTC Pavement Management System Phase IV						
	19-001 Measure A Group 11 Pavement Rehabilitation						
	20-001 Measure A Group 12 Pavement Rehabilitation						
283	State Grants	581,376					581,376
	01-005 Hill Recreation Area Site Planning						
	16-013 Lamont Avenue Bike Lanes						
284	Federal Grants Fund	787,307	3,838,310				4,625,617
	09-003 Grant Ave Bridge						
	16-013 Lamont Avenue Bike Lanes						
	18-001 Measure A Group 10 Pavement Rehabilitation						
297	Hamilton Trust	1,305,284					1,305,284
	18-006 Downtown SMART Station Phase II						
298	Self-Insurance	58,204					58,204
	11-012 Technology Planning & Efficiency						
	11-013 Streamlining & Service Improvements						
299	Emergency and Disaster Response Reserve	335,746					335,746
	11-012 Technology Planning & Efficiency						
	18-011 Security Cameras & Council Chambers A/V						
	Total Special Revenue Funds	11,054,418	6,314,006	323,350	190,000	356,700	18,238,474



Five-Year Capital Improvement Program Fiscal Years 2017/18-21/22

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 2017/18 <small>(including carryover)</small>	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	
Capital Project Funds:							
308	Marin County Street Improvements 15-013 SMART Access Improvements 15-017 Vineyard Road Improvements 18-006 Downtown SMART Station Phase II 16-009 SP2S Radar Speed Feedback Signs 20-001 Measure A Group 12 Pavement Rehabilitation	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 16-002 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 18-002 Pedestrian Access to Transit & Crosswalk Improve. 18-006 Downtown SMART Station Phase II 19-001 Measure A Group 11 Pavement Rehabilitation 20-001 Measure A Group 12 Pavement Rehabilitation	3,341,833	89,570	1,630,000	7,530,847		12,592,250
310	Parks Measure A 15-005 Dogbone Meadow Renovations	92,914					92,914
319	Civic Center 11-006 Civic Center Planning	24,874					24,874
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	58,805	45,000				103,805
323	Facilities Long-Term Maintenance 15-002 Civic Facilities Deferred Maintenance Group 2 15-005 Dogbone Meadow Renovations 16-003 Police Department Deferred Maintenance 16-004 Hamilton Community Center / MTSC Improvements 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 18-007 Parks Deferred Maintenance Group 3 18-008 Civic Facilities Deferred Maintenance Group 3 18-009 Police Department ADA Access, Paint & Waterproofing 18-010 Police Department HVAC Replacement Analysis	1,419,860	440,000	40,000	40,000		1,939,860
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 17-001 Measure A Group 9 Pavement Rehabilitation 18-001 Measure A Group 10 Pavement Rehabilitation 18-004 Hamilton Wall Repair Initiation 18-005 Miwok Park Landslide Repairs 18-006 Downtown SMART Station Phase II 19-001 Measure A Group 11 Pavement Rehabilitation 20-001 Measure A Group 12 Pavement Rehabilitation	1,266,788	320,000	300,000	300,000		2,186,788



Capital Improvement Program

Five-Year Capital Improvement Program Fiscal Years 2017/18-21/22

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 2017/18 <small>(including carryover)</small>	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	
Capital Project Funds:							
325	Restricted Revenue	820,430					820,430
	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						
	15-013 SMART Access Improvements						
	15-017 Vineyard Road Improvements						
	17-001 Measure A Group 9 Pavement Rehabilitation						
327	Development Impact Fees:						
	Streets & Intersections	779,004	1,363,145	4,566,246	1,534,845		8,243,240
	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	942,370	387,926				1,330,296
	01-005 Hill Recreation Area Site Planning						
	Civic Facilities	26,439					26,439
	11-006 Civic Center Planning						
	14-002 Downtown SMART Station Phase 3						
	Drainage	148,602					148,602
	97-001 Olive Ave Improvements						
	98-008 Storm Drain Master Plan						
	00-015 Railroad Avenue Ditch Drainage						
	15-014 Storm Drain Improvement Annual Project						
	Total Capital Projects Funds	9,378,125	2,645,641	6,536,246	9,855,692	-	28,415,704
Other Funding:							
	Utility Reimbursements	34,176	325,225	491,650	105,300	663,300	1,619,651
	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						
	Total Other Funding	34,176	325,225	491,650	105,300	663,300	1,619,651
TOTALS		20,915,477	9,284,872	7,351,246	10,150,992	1,020,000	48,722,587



Capital Improvement Program

Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses - FY 2017/18	Prior Years Budgets	New Funding FY 2017/18	Proposed Future Funding				Total
					FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	
MUNICIPAL FACILITIES (MUNI)									
11-005	City Offices		15,087,500						15,087,500
	Under construction; scheduled for completion September 2013, General Fund								
11-006	Civic Center Master Planning		50,000						50,000
	Determine use of Civic Center campus. Civic Center; DIF Civic								
14-003	Corporation Yard Phase II Planning		70,000		45,000				115,000
	Plan and implement stormwater improvements at Corporation Yard Clean Stormwater								
17-002	Accessibility Enhancements - Municipal Facilities (FY 16/17-20/21)		100,000	20,000	20,000	20,000	20,000		180,000
	Continue ADA improvements on municipal facilities as needed Facilities Long-Term Maintenance								
18-008	Civic Facilities Deferred Maintenance Group 3			100,000					100,000
	Repairs in various buildings identified in Facilities Condition Study Facilities Long-Term Maintenance								
18-009	Police Department ADA Access, Paint & Waterproofing			240,000					240,000
	Upgrade accessibility to the Police building and eliminate water intrusion in the lower level of the building Facilities Long-Term Maintenance								
18-010	Police Department HVAC Replacement Analysis			30,000					30,000
	Develop preliminary plans and cost estimates to replace HVAC system for the Police building Facilities Long-Term Maintenance								
PARKS, RECREATION & COMMUNITY FACILITIES (PRCF)									
01-005	Hill Recreation Area Site Planning		2,326,905	2,623,025	2,278,951				7,228,881
	Implement recreation and parking improvements for site. Quimby; Measure F; DIF Parks; PCA Grant; Gas Tax (RMRA)								
11-019	Public Arts Project Funding		64,616						64,616
	Identify additional sites for public art. Art in Public Places								
14-008	Old Hamilton Gym Determination and Scoping		65,000						65,000
	Evaluate and potentially implement repairs needed at old Hamilton Gym Quimby								
15-005	Dogbone Meadow Renovations		300,000	500,000					800,000
	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								
16-004	Hamilton Community Center / MTSC		180,000						180,000
	Interior improvements, deferred maintenance, interior design scoping Facilities Long-Term Maintenance								
16-006	Downtown Recreation / Gymnastics Center Deferred Maintenance		30,000						30,000
	Repaint interior, regrout tiles, replace carpet Community Facilities								
16-007	Reservoir Hill Vista Trail & Scottsdale Marsh		76,000						76,000
	Add decomposed granites to existing path and add interpretive signage Facilities Long-Term Maintenance								
17-003	Accessibility Enhancements - Community Facilities FY 16/17-20/21		20,000	20,000	20,000	20,000	20,000		100,000
	Improve ADA accessibility at community facilities and parks Facilities Long-Term Maintenance								
17-004	Hoog Park ADA and Playground Improvements		400,000	(400,000)	400,000				400,000
	Replace playground equipment and implement access improvements Facilities Long Term Maintenance								
18-005	Miwok Park Landslide Repairs			100,000					100,000
	Stabilize large landslide for safety of park users and re-establish trail Infrastructure Long Term Maintenance								
18-007	Parks Deferred Maintenance Group 3			100,000					100,000
	Perform parks repairs and address deferred maintenance in various city parks Facilities Long-Term Maintenance								
TECHNOLOGY AND ORGANIZATIONAL INVESTMENTS (TOI)									
11-012	Technology Planning & Efficiencies		3,444,100						3,444,100
	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		265,000						265,000
	Invest in training to streamline City processes and enhance staff skills. General Fund; Insurance Reserve								
18-011	Security Cameras and Council Chambers A/V Equipment			300,000					300,000
	Replace Council chambers A/V equipment; add wireless security cameras to city buildings and bus facility on Redwood Blvd. Emergency Reserves/ERAF funds								
18-012	Police Department CAD & Records Management			1,000,000					1,000,000
	Acquire fully-integrated public safety software system for CAD, RMS, MDT and other related modules Measure F								



Capital Improvement Program

Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses - FY 2017/18	Prior Years Budgets	New Funding FY 2017/18	Proposed Future Funding				Total
					FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	
TRANSPORTATION, DRAINAGE & UTILITIES (TDU)									
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	10,000					344,000
	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		358,534						358,534
	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		955,386	2,100,000	8,395,692		13,915,842
	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		736,918	922,373	2,700,000				4,359,291
	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								
14-002	Downtown SMART Station Phase 3		110,000						110,000
	Plan and construct basic improvements to former SMART depot site DIF Civic; Parking Improvement								
14-007	Retaining Wall Assessment & Repair / Replacement - Group 1		485,000						485,000
	Assess retaining walls throughout the city. Repair top three priority walls Gas Tax; Infrastructure Long Term Maint.								
15-010	Streetlight Project Phase 3		1,200,000						1,200,000
	Retrofit all remaining streetlights in the City with energy efficient LED fixtures Measure F								
15-013	SMART Access Improvements		100,000	100,000					200,000
	Construct access improvements to/from two new SMART stations Marin VRF								
15-014	Storm Drain Improvements FY 14/15		282,090						282,090
	Implement improvements/repairs identified in storm drain master plan Infrastructure Long Term Maint.; DIF Drainage								
15-015	Traffic Signal Improvements Scoping & Preliminary Design		25,000	50,000	30,000	30,000	30,000	30,000	195,000
	Design, plan and specifications, and grant funding research Measure F; Infrastructure Long-Term Maint.; Gas Tax								
15-016	Traffic, Bicycle, Pedestrian Enhancements FY 14/15-21/22		60,000	20,000	20,000				100,000
	Provide safety enhancements and ADA compliance. Measure F; Infrastructure Long-Term Maint.								
15-017	Vineyard Road Improvements		1,055,757						1,055,757
	Pavement rehabilitation. Project development scheduled for FY 14/15. Gas Tax; Measure A; Marin VRF; Infrastructure Long-Term Maint.; Restricted Rev.								



Capital Improvement Program

Comprehensive Capital Project List

Project		Funding Sources & Uses - FY 2017/18	Prior Years Budgets	New Funding FY 2017/18	Proposed Future Funding				Total
No.	Name				FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	
TRANSPORTATION, DRAINAGE & UTILITIES (TDU)									
16-002	So. Novato Blvd-Diablo to US 101 Preventative Maintenance Project scheduled for funding FY 19/20. Measure A; Gas Tax					150,000			150,000
16-010	SR25 Sidewalk Gap Closures - Arthur and Plum Streets Gap closure installation of sidewalk Measure F; Measure A		462,606						462,606
16-011	North Redwood Corridor Study Project study report DIF Streets & Intersections		90,000	110,000					200,000
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
17-001	Measure A Group 9 Pavement Rehabilitation Project scheduled for funding FY 17/18. Measure A; Gas Tax			700,000					700,000
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				1,638,000				1,638,000
18-002	Pedestrian Access to Transit & Crosswalk Improvements Remove barriers to transportation options for residents Measure A; Gas Tax			435,000					435,000
18-003	MTC Pavement Management System Phase IV Maintain city's pavement management system based on MTC StreetSaver program Gas Tax			30,019	54,981	30,000	30,000		145,000
18-004	Hamilton Wall Repair Initiation Develop project to repair cracked, uplifted and deteriorating walls within Hamilton Infrastructure Long-Term Maint			30,000					30,000
18-006	Downtown SMART Station Phase II Complete construction of downtown transit station at Grant & Railroad Avenues Measure A; Marin VRF; Infrastructure Long-Term Maint; Hamilton Trust (loan)			2,800,000	300,000				3,100,000
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
TOTAL FUNDING ALL PROJECTS			33,319,984	9,840,417	9,284,872	7,351,246	10,150,992	1,020,000	70,967,511

**Capital Improvement Program
Definition of Sub-objects Used in Project Budgets**

Sub-Object Number	Sub-Object Name	Definition
410	Project	Project Development includes all costs (except acquisition and equipment/furnishings) up to and including contract award. Community input, environmental review, and design are typical costs. Staff work, up to the month of contract award, is charged to the 410 sub-object.
420	Acquisition	Acquisition includes direct costs for acquiring real property needed for the project. Appraisals, negotiating costs, title reports, and escrow fees are also charged to the 420 sub-object.
430	Construction	Construction includes direct costs for contracts which result in a completed project. Utility hookups and utility relocation costs are also charged to the 430 sub-object.
440	Construction Management	Construction Management includes all costs (except construction and equipment/furnishings) after the construction contract has been awarded. Construction staking, testing, and inspection are typical costs. Staff work after and including the month of contract award is charged to the 440 sub-object.
450	Equipment/ Furnishings	Equipment/Furnishings include the direct costs for purchasing materials or manufactured products for the capital improvement project.



**Municipal Facilities
Alphabetical Project Summary Index**

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Accessibility Enhancements Municipal Facilities FY 16/17-20/21

Project No.: 17-002

Base Code: 448

Funded

Project Objective: To improve accessibility at city owned buildings.

Project Description and Background: This project will 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 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 a component of larger CIP projects; those ADA improvements are incorporated into the larger project budget. \$80,000 of remaining LTM Facilities funds are proposed to be transferred in from another completed project during FY 16/17. This will allow for concrete curb ramp construction at multiple buildings to be performed under one contract at one time as a more cost-effective way to transition city-owned buildings into compliance with current standards.

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. A one-time concrete curb ramp construction contract is planned to be awarded in FY 18/19.

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

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	0	5,000	15,000	5,000	5,000		30,000
Construction	430	0	12,500	75,000	12,500	12,500		112,500
Construction Mgt	440	0	2,500	10,000	2,500	2,500		17,500
TOTAL		0	20,000	100,000	20,000	20,000	0	160,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
LTM Facilities (323)	410	15,000	5,000	5,000	5,000	5,000		35,000
LTM Facilities (323)	430	75,000	12,500	12,500	12,500	12,500		125,000
LTM Facilities (323)	440	10,000	2,500	2,500	2,500	2,500		20,000
TOTAL		100,000	20,000	20,000	20,000	20,000	0	180,000
CARRYOVER		100,000						



City Administrative Offices

Project No.: 11-005

Base Code: 448

Funded

Project Objective: This project will construct an office building on city-owned property to house city staff from Central Administration, Community Development, Parks, Recreation & Community Services, and Public Works (Engineering Division).

Project Description and Background: City offices, with the exception of the Police Department and the Maintenance Division of Public Works, were located in several small buildings at the Civic Center Complex. In 2004, the Civic Center structures were deemed unfit for occupation and City offices were temporarily relocated to leased office space at 75 Rowland Way. This project is constructing a new office building in the downtown area and eliminate ongoing lease costs.

Basis for Cost Estimate: Costs are based on the awarded construction contract, and estimates of remaining costs.

Basis for Schedule: This project was substantially complete in fall of 2013. Failure 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 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	1,615,371						1,615,371
Construction	430	11,022,611	404,420					11,415,061
Construction Mgt	440	1,582,667	15,000					1,597,667
Equip/Furnish	450	459,401						459,401
TOTAL		14,680,050	419,420	0	0	0	0	15,087,500

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
General Fund (101)	410	1,612,903	2,468					1,615,371
General Fund (101)	430	11,496,271	(181,210)					11,315,061
General Fund (101)	440	1,440,000	157,667					1,597,667
General Fund (101)	450	438,326	21,075					459,401
Civic Center Fund (319)	430	100,000						100,000
TOTAL		15,087,500	0	0	0	0	0	15,087,500
CARRYOVER		407,450						



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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	14,146	35,854					50,000
TOTAL		14,146	35,854	0	0	0	0	50,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Civic Center (319)	410	37,800						37,800
DIF Civic (327)	410	12,200						12,200
TOTAL		50,000	0	0	0	0	0	50,000
CARRYOVER		35,854						



Civic Facilities Deferred Maintenance Group 3

Project No.: 18-008

Base Code: 448

Funded

Project Objective: To perform municipal building repairs and equipment replacements to address deferred maintenance items identified in the 2013 Novato Facilities Condition Assessment and Maintenance Analysis.

Project Description and Background: The Facility Conditions Assessment Report identified and prioritized deferred building maintenance items for repair and replacement at the 21 active-use city-owned buildings. Two previous Civic Facilities Deferred Maintenance CIP projects have addressed high priority items such as replacement of heating and air conditioning systems, fire suppression systems, roofing, siding, and flooring. Civic Facilities Deferred Maintenance Group 3 will address the items identified for repair/replacement in FY 17/18 and fund other items from previous years that have not been addressed to date.

Basis for Cost Estimate: Costs are based on estimates included in the Facility Conditions Assessment Report.

Basis for Schedule: This project is anticipated to be developed and implemented during the 17/18 Fiscal Year.

Revenue Considerations: Facilities Long Term Maintenance Fund 323 is the identified funding source.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410		5,000					5,000
Construction	430		90,000					90,000
Construction Mgt	440		5,000					5,000
TOTAL		0	100,000	0	0	0	0	100,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Facilities Long-Term Maint. (323)	410		5,000					5,000
Facilities Long-Term Maint. (323)	430		90,000					90,000
Facilities Long-Term Maint. (323)	440		5,000					5,000
TOTAL		0	100,000	0	0	0	0	100,000
CARRYOVER		0						



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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	41,647	8,353					50,000
Construction	430		20,000	40,000				60,000
Construction Mgt	440			5,000				5,000
TOTAL		41,647	28,353	45,000	0	0	0	115,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Clean Storm Water (321)	410	38,537		11,463				50,000
Clean Storm Water (321)	430	26,463		33,537				60,000
Clean Storm Water (321)	440	5,000		0				5,000
TOTAL		70,000	0	45,000	0	0	0	115,000
CARRYOVER		28,353						



Police Department Equal Access, Paint and Waterproofing

Project No.: 18-009

Base Code: 429

Funded

Project Objective: To upgrade accessibility features of the Novato Police Station from street to lobby and eliminate water intrusion from the front entry to the lower level of the building.

Project Description and Background: The front entry way of the police station is comprised of tile surfacing over a grout pad on top of a reinforced concrete slab. Due to the relatively flat nature of the entry way, rainwater appears to pond on the tile surface and seep into small cracks in the grout pad and concrete slab below. Leaking water is beginning to cause damage in a lower level storage room and has the potential to corrode the reinforcing steel and create spalls in the structure. In addition, the front entry doors and ramp do not meet current accessibility standards. The 2013 Novato Facility Conditions Assessment Report recommended new interior paint in 2018. This project will replace the entry way surface, waterproof the concrete slab, repaint interior surfaces, upgrade the doors and ramp, and construct accessible public parking spaces with an accessible path of travel to the building.

Basis for Cost Estimate: Cost estimates include \$10,000 for door replacement/retrofit, \$80,000 for waterproofing, \$40,000 for interior paint, and \$100,000 for exterior concrete work, signing, and striping.

Basis for Schedule: This project is anticipated to be developed and implemented during the 17/18 Fiscal Year. Construction will be coordinated with NPD staff to maintain public access and minimize impacts to facility operations.

Revenue Considerations: Facilities Long Term Maintenance Fund 323 is the identified funding source.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410		10,000					10,000
Construction	430		220,000					220,000
Construction Mgt	440		10,000					10,000
TOTAL		0	240,000	0	0	0	0	240,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Facilities Long-Term Maint. (323)	410		10,000					10,000
Facilities Long-Term Maint. (323)	430		220,000					220,000
Facilities Long-Term Maint. (323)	440		10,000					10,000
TOTAL		0	240,000	0	0	0	0	240,000
CARRYOVER		0						

Police Department HVAC Replacement Analysis

Project No.: 18-010

Base Code: 429

Funded

Project Objective: To develop preliminary plans and cost estimates to replace the heating, ventilation, and air conditioning (HVAC) system at the Novato Police Station.

Project Description and Background: The 2013 Novato Facility Conditions Assessment Report identified the current air handler units (AHUs) at the police station would reach the end of useful service life and require replacement in 2017 for an estimated cost of nearly \$180,000. The current HVAC system consists of rooftop-mounted AHUs supplied by a four-pipe hot/cold water supply provided by a natural-gas boiler and exterior air chiller. Several rooms within the station also have their own dedicated heating and air conditioning systems. While the boiler and air chiller are newer, the AHUs, ductwork, and system plumbing are mostly original to the building (1979.) Due to the complex nature of the HVAC system, inconsistent temperature zones, and high annual maintenance and operating costs, a study is warranted to examine replacement of the entire HVAC system with a modern high-efficiency multi-zone system. A mechanical engineering contractor will be enlisted to prepare preliminary plans and cost estimates with staged-construction consideration for the continuous operation of the facility.

Basis for Cost Estimate: \$30,000 is allocated toward the preparation of preliminary plans and estimates for full HVAC system replacement. If deemed feasible, a separate CIP project will be programmed for future replacement costs.

Basis for Schedule: This project is anticipated to be developed and implemented during the 17/18 Fiscal Year. Building reviews and analyses during project development will be coordinated with NPD staff to maintain public access and minimize impacts to facility operations.

Revenue Considerations: Facilities Long Term Maintenance Fund 323 is the identified funding source.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410		30,000					30,000
TOTAL		0	30,000	0	0	0	0	30,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Facilities Long-Term Maint. (32	410		30,000					30,000
TOTAL		0	30,000	0	0	0	0	30,000
CARRYOVER		0						



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

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Accessibility Enhancements Parks FY 16/17-20/21

Project No.: 17-003

Base Code: 456

Funded

Project Objective: To improve accessibility at community 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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	0	7,500	5,000	5,000	5,000		22,500
Construction	430	0	27,500	12,500	12,500	12,500		65,000
Construction Mgt	440	0	5,000	2,500	2,500	2,500		12,500
TOTAL		0	40,000	20,000	20,000	20,000	0	100,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
LTM Facilities (323)	410	5,000	5,000	5,000	5,000	5,000		25,000
LTM Facilities (323)	430	12,500	12,500	12,500	12,500	12,500		62,500
LTM Facilities (323)	440	2,500	2,500	2,500	2,500	2,500		12,500
TOTAL		20,000	20,000	20,000	20,000	20,000	0	100,000
CARRYOVER		20,000						

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 17/18.

Revenue Considerations: Long Term Maintenance - Facilities and Parks Measure A are the primary funding sources, together with a donation from the Friends of DogBone Meadow in the amount of \$7,000 specifically for creation of the small dog area.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	90,000	0					90,000
Construction	430	205,000	485,000					205,000
Construction Mgt	440	5,000	15,000					20,000
TOTAL		300,000	500,000	0	0	0	0	315,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Parks Measure A (310)	410	86,000						86,000
Parks Measure A (310)	430	160,000						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	485,000					521,000
Facilities LTM (323)	440	3,000	15,000					18,000
Restricted Revenue (325)	430	7,000						7,000
TOTAL		300,000	500,000	0	0	0	0	800,000
CARRYOVER		0						



**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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	3,000						3,000
Construction	430	25,500						25,500
Construction Mgt	440	1,500						1,500
TOTAL		30,000	0	0	0	0	0	30,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Comm Facilities (330)	410	3,000						3,000
Comm Facilities (330)	430	25,500						25,500
Comm Facilities (330)	440	1,500						1,500
TOTAL		30,000	0	0	0	0	0	30,000
CARRYOVER		0						

Hamilton Community Center and MTSC Interior Improvements

Project No.: 16-004

Base Code: 456

Funded

Project Objective: This project will evaluate interior improvements at both Hamilton Community Center and Margaret Todd Senior Center for aesthetics in public use areas and for functionality such that any needed improvements can be incorporated into or otherwise accounted for with scheduled deferred maintenance.

Basis for Cost Estimate: The cost estimate is based on awarding a consultant contract for evaluating interior improvements and a construction contract for identified deferred maintenance improvements. Any identified improvements that are identified and which are recommended for implementation concurrently with deferred maintenance work will require additional funding.

Basis for Schedule: The consultant work began in 2015 with construction of deferred maintenance improvements in 2016.

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

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	30,431						30,431
Construction	430	136,381	3,189					139,570
Construction Mgt	440	9,999						9,999
TOTAL		176,811	3,189	0	0	0	0	180,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Facilities LTM (323)	410	35,000						35,000
Facilities LTM (323)	430	135,000						135,000
Facilities LTM (323)	440	10,000						10,000
TOTAL		180,000	0	0	0	0	0	180,000
CARRYOVER		3,189						



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 being added to the description as a part of the 17/18 CIP Budget process following approval of the conceptual Master Plan by City Council in March 2017.

Basis for Cost Estimate: A preliminary cost estimate range of \$6.0-9.0M has been prepared as part of the Master Plan. The 17/18 budget was prepared with a \$5,500,000 target construction capital project estimate, a 15% construction contingency (\$825,000), and approximately \$500,000 estimated for total project development and construction management costs. With approximately \$400,000 expended on the master plan, synthetic turf field study, and bocce/parking studies prior to FY 17/18 and approximately \$6,825,000 additional expenditures planned to complete the project, the total cost of the project will be about \$7,229,000.

Basis for Schedule: The conceptual Master Plan was approved in early 16/17, environmental documentation and preparation of final design and construction documents are anticipated to be completed by early 2018. Construction is planned to commence in the spring of 2018 barring any major setbacks or delays during the environmental or design phases.

Revenue Considerations: A combination of Quimby Fees, Measure F, PCA Grant funding, and a maximum permissible Development Impact Fee contribution (20.9%) are the identified funding sources for this project. Separately funded CIP Projects 14-009 and 16-002 for synthetic turf fields, bocce courts and parking improvements were merged with this project in May of 2017 to simplify the budgeting and expenditure processes and improve transparency to the community. "Prior to 17/18" funds, expenditures, and carryover shown below are a summation of amounts from all three merged CIP projects that related to the Hill Recreation Area Master Plan.

Project Expenditure	Sub Object	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	403,708	300,173					703,881
Construction	430	0	4,218,775	2,106,225				6,325,000
Construction Mgt	440	0	100,000	100,000				200,000
TOTAL		403,708	4,618,948	2,206,225	0	0	0	7,228,881

Funding Source	Sub Object	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Quimby (231)	410	356,257						356,257
Quimby (231)	430	-	412,400					412,400
Quimby (231)	440							-
DIF-Rec & Cultural (327)	410	163,471	184,153					347,624
DIF-Rec & Cultural (327)	430	273,789	262,472	387,926				924,187
DIF-Rec & Cultural (327)	440	33,388						33,388
Grant - PCA	430		264,000					264,000
Measure F	410	337,431	(337,431)					-
Measure F	430	1,036,205	1,797,183	1,500,000				4,333,388
Measure F	440	126,364	40,248					166,612
RMRA Gas Tax	430			391,025				391,025
TOTAL		2,326,905	2,623,025	2,278,951	0	0	0	7,228,881
CARRYOVER		1,923,197						

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 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	0	50,000					50,000
Construction	430	0	320,000					320,000
Construction Mgt	440	0	30,000					30,000
TOTAL		0	400,000	0	0	0	0	400,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
LTM Facilities (323)	410	50,000	(50,000)	50,000				50,000
LTM Facilities (323)	430	320,000	(320,000)	320,000				320,000
LTM Facilities (323)	440	30,000	(30,000)	30,000				30,000
TOTAL		400,000	(400,000)	400,000	0	0	0	400,000
CARRYOVER		400,000						



Miwok Park Landslide Repairs

Project No.: 18-005

Base Code: 452

Funded

Project Objective: Stabilize a large landslide for safety of park users and re-establish trail.

Project Description and Background: A large landslide occurred in Miwok park due to the February 7-9, 2017 winter storm event. The landslide destroyed a popular trail through the park and required the area to be closed to park users out of concern for public safety. This project will fund a geotechnical engineering evaluation of the conditions of the landslide, a geotechnical engineering recommendation to stabilize the landslide against any further collapse and for regrading and erosion control measures, as well as implementation of recommended repair work.

Basis for Cost Estimate: The total project cost is estimated to be between \$100,000-\$300,000 depending on the geotechnical engineering recommendations following completion of the initial report. Approximately 25% of these cost would be tied to project development and the other other 75% in construction capital. This project has applied for federal reimbursement as the damage was caused by winter storms and initial feedback from FEMA is that 75% of the total project costs should be reimbursable. \$100,000 is budgeted as a local match and to cover any non-reimbursed costs.

Basis for Schedule: This project is anticipated to be developed and implemented between July and November of 2017 pending geotechnical engineering findings and recommendations.

Revenue Considerations: The funding source identified for this project is Infrastructure Long Term Maintenance (324.) This project has applied for federal reimbursement as the damage was caused by winter storms. The 17/18 budget will be amended accordingly if Federal Emergency Relief funds are authorized by FEMA.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410		25,000					25,000
Construction	430		75,000					75,000
TOTAL		0	100,000	0	0	0	0	100,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Infrastructure LT Maint.	410	0	25,000					25,000
Infrastructure LT Maint.	430	0	100,000					100,000
TOTAL		0	100,000	0	0	0	0	100,000
CARRYOVER		0						



Old Hamilton Gym Determination and Scoping

Project No.: 14-008

Base Code: 456

Funded

Project Objective: Evaluate and potentially implement repairs needed at the Hamilton Gym.

Project Description and Background: The Hamilton Gym and Bowling Alley is a structure that was built in 1942 with several renovations over the years. When the City inherited the building as part of the base transfer, it was known that it would require renovations to stay in service as a recreational facility. Given the renovations required, staff has closed the bowling alley section of the building and only the gym itself is now open to the public. Staff originally targeted the renovation through a state grant, however, this grant covered only a small portion of the project cost and it was determined that the City would be better served by co-funding the new Hamilton Gym built by the School District. Now that the new gymnasium is open at Hamilton School, the City needs to determine whether to perform some required renovations at the original Hamilton Gym and bowling alley or close this facility permanently. The cost study will identify several options for how to proceed with renovations and associated costs.

Basis for Cost Estimate: Estimate based on similar projects and quotes from contractors.

Basis for Schedule: Not known at this time - will depend upon study.

Revenue Considerations: Quimby is the funding source for this project.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	1,000	64,000					65,000
Construction	430	0						0
Construction Mgt	440	0						0
TOTAL		1,000	64,000	0	0	0	0	65,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Quimby (231)	410	65,000						65,000
Quimby (231)	430							0
Quimby (231)	440							0
TOTAL		65,000	0	0	0	0	0	65,000
CARRYOVER		64,000						



Parks Deferred Maintenance Group 3

Project No.: 18-007

Base Code: 452

Funded

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

Project Description and Background: The Parks Facility Conditions Assessment Report identified and prioritized deferred maintenance items for repair and replacement at parks throughout the city. Two previous Parks Deferred Maintenance CIP projects have addressed high priority items such as repairs to pathways and irrigation systems and replacement of drinking fountains and other older amenities. Parks Deferred Maintenance Group 3 will address the items identified for repair/replacement in FY 17/18 and fund other items from previous years that have not been addressed to date.

Basis for Cost Estimate: Costs are based on estimates included in the Parks Facility Conditions Assessment Report.

Basis for Schedule: This project is anticipated to be developed and implemented during the 17/18 Fiscal Year.

Revenue Considerations: Facilities Long Term Maintenance Fund 323 is the identified funding source.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410		5,000					5,000
Construction	430		30,000					30,000
Construction Mgt	440		5,000					5,000
Furnishings/Equipment	450		60,000					60,000
TOTAL		0	100,000	0	0	0	0	100,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Facilities Long-Term Maint.	410		5,000					5,000
Facilities Long-Term Maint.	430		30,000					30,000
Facilities Long-Term Maint.	440		5,000					5,000
Facilities Long-Term Maint.	450		60,000					60,000
TOTAL		0	100,000	0	0	0	0	100,000
CARRYOVER		0						

Public Art Projects Funding

Project No. 11-019

Base Code: 452

Funded

Project Objective: Identify public art sites and increase the amount of public art in Novato. Enhance the quality of life and enliven the visual environment through public art installations.

Project Description and Background: The Recreation, Cultural and Community Services Commission will consider potential public art sites and identify desired projects. Locations for public art do not need to be located within City-owned park or recreation facilities.

Basis for Cost Estimate: Cost estimates are determined on a project-by-project basis.

Basis for Schedule: Schedule is determined on a project-by-project basis. Art program has been placed on indefinite hiatus as City continues with staff reductions and organization restructuring.

Revenue Considerations: Funding collected from the Art In-Lieu program is recommended for public art projects.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
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
TOTAL		25,715	38,901	0	0	0	0	64,616

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Art Fund (235)	410	10,000						10,000
Art Fund (235)	440	15,676						15,676
Art Fund (235)	450	38,940						38,940
TOTAL		64,616	0	0	0	0	0	64,616
CARRYOVER		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 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	3,183	6,817					10,000
Construction	430	0	61,000					61,000
Construction Mgt	440	0	5,000					5,000
Equipment/ Furnishings	440	1,917	(1,917)					0
TOTAL		5,100	70,900	0	0	0	0	76,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
LTM Facilities (323)	410	10,000						10,000
LTM Facilities (323)	430	61,000						61,000
LTM Facilities (323)	440	5,000						5,000
TOTAL		76,000	0	0	0	0	0	76,000
CARRYOVER		70,900						

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Police Department Computer-Aided Dispatch & Records Mgm't

Project No.: 18-012

Base Code: 429

Funded

Project Objective: Acquire a fully-integrated comprehensive public safety software system to satisfy all the computing needs of the Police Department, including Computer-Aided Dispatch (CAD), Records Management System (RMS), Mobile Data Terminals, and other related modules.

Project Description and Background: In 2001, the Novato Police Department contracted with the County of Marin for remote access and use of their CAD system. This access allows the Department to manage responses to law enforcement incidents and record status of police resources. In 2004, the Department entered into an agreement with the County for remote access and use of their RMS system. Use of this system allows the Department to write, process, and store police reports; catalog evidence and property, and manage cases under investigations. In 2015, the County purchased a new CAD system produced by Intergraph. The new County CAD system was intended to properly interface with the existing RMS system, but this has not occurred. The new County CAD system immediately presented major operational changes that negatively affected productivity, efficiency, officer safety, and officer response times thereby reducing service to the community. The RMS system has been in use for over a decade and is no longer supported by the vendor, thus hurting functionality with no ongoing opportunity for improved technology. The Police Department will acquire and implement new software to enhance productivity and service.

Basis for Cost Estimate: Cost estimate is based on staff preliminary research of public safety software systems and similar project costs incurred by neighboring agencies that implemented similar systems.

Basis for Schedule: The entire process from Request For Proposals to implementation is estimated to take 12 months.

Revenue Considerations: Unallocated Measure F Funds or the original proceeds from the sale of the old Novato Community Hospital which has been reserved in the Vehicle Replacement Fund are both potential funding sources for this project.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Equipment/Furnishings	450		1,000,000					1,000,000
TOTAL		0	1,000,000	0	0	0	0	1,000,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Measure F	450		1,000,000					1,000,000
TOTAL		0	1,000,000	0	0	0	0	1,000,000
CARRYOVER		0						



Security Cameras and Council Chambers A/V Equipment

Project No.: 18-011

Base Code: 448

Funded

Project Objective: Replace Council Chambers audio/visual (A/V) equipment and add additional wireless security cameras to Novato Police Station, the Redwood/Grant Bus Facility, and Corporation Yard.

Project Description and Background: This project will install additional wireless security cameras at the police station, the Redwood/Grant Bus Facility, and corporation yard to ensure full video monitoring of the facilities. The existing Council Chambers A/V equipment is approximately 7 years old and technical difficulties are becoming more common during meetings. New A/V equipment will improve reliability and compatibility of the system with modern computers/devices and will offer higher-resolution video and increased sound quality for public access.

Basis for Cost Estimate: The project cost estimates include \$100,000 for additional wireless security cameras and \$200,000 for Council Chambers A/V equipment.

Basis for Schedule: New equipment, vendors, and contractors have been identified by the Information Technology Department. Procurement and installation is anticipated to take place during mid-to-late 2017.

Revenue Considerations: In early 2017, the City learned that the State of California would issue a refund of approximately \$300,000 of Educational Revenue Augmentation Funds (ERAF) to the city. This refund was unexpected and will be added to the Emergency and Disaster Relief Fund at the end of the 16/17 fiscal year as occurs with most unspent funds in the General Fund. While the Emergency and Disaster Relief Fund is identified as the funding source, the intention is to use the unanticipated ERAF refund as the revenue source for this project.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Equipment/Furnishings	450		300,000					300,000
TOTAL		0	300,000	0	0	0	0	300,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Emergency Reserve (299)	450		300,000					300,000
TOTAL		0	300,000	0	0	0	0	300,000
CARRYOVER			0					



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 December 31, 2017.

Revenue Considerations: The General Fund and the Insurance Reserve Fund are funding this project.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	165,488	99,512					265,000
TOTAL		165,488	99,512	0	0	0	0	265,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
General Fund (101)	410	150,000						150,000
Insurance Reserve (298)	410	115,000						115,000
TOTAL		265,000	0	0	0	0	0	265,000
CARRYOVER		99,512						



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 summer, 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 project. Funding for the remaining project costs is yet to be identified.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	1,632,117	164,099	45,900				1,842,116
Equip/Furnish	450	394,795	1,253,089					1,647,884
TOTAL		2,026,912	1,417,188	45,900	0	0	0	3,490,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
DIF-Gen Government (327)	410	136,640						136,640
DIF-Gen Government (327)	450	58,560						58,560
General Fund (101)	410	62,160						62,160
General Fund (101)	450	41,440						41,440
Measure F (201)	410	676,100		45,900				722,000
Measure F (201)	450	2,078,000						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
TOTAL		3,444,100	0	45,900	0	0	0	3,490,000
CARRYOVER		1,417,188						



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ADA Right-of-Way Transition Plan

Project No.: 17-005

Base Code: 431

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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	0	100,000					100,000
TOTAL		0	100,000	0	0	0	0	100,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Gas Tax (272)	410	100,000						100,000
TOTAL		100,000	0	0	0	0	0	100,000
CARRYOVER		100,000						



Downtown Smart Station Phase II

Project No.: 18-006

Base Code: 431

Funded

Project Objective: Construct a functional Sonoma-Marín Area Rail Transit (SMART) station at the historic site on Grant Avenue at Railroad Avenue in downtown Novato.

Project Description and Background: In early 2016 the City Council approved funding to construct the first phase of improvements for a downtown SMART station. The station construction was split into three phases; Phase I included a platform base, siding rails and other infrastructure required to be completed prior to commencement of revenue service, Phase II will install track switching electronics and platform amenities to allow for the station to serve passengers, and Phase III will develop the adjacent railroad lot property.

Basis for Cost Estimate: The Phase II estimate of \$3.1M was developed by SMART's design-build contractor.

Basis for Schedule: Construction of Phase II work is anticipated to commence along with other construction on the SMART corridor in mid-to-late 2017.

Revenue Considerations: The City was awarded a \$1.45M One Bay Area Grant (OBAG2) comprised of federal funding sources to construct the downtown SMART station. The SMART project cannot accept federal funds, so a funding swap was coordinated through the Transportation Authority of Marin (TAM) to allow the city to utilize the federal funds on future roadway resurfacing projects and replace the OGAG2 grant funding with local funds. FY16/17 TAM Measures A & B local funding will replace the federal funds. FY17/18 TAM Measure A (309), Long Term Maintenance Infrastructure (324) and \$1.3M of other funding sources will supplement the OBAG2 grant to fully fund this project. Per the 5/23/17 City Council Meeting, staff will seek additional funding alternatives for the \$1.3M and return to Council with recommendations by early July or the \$1.3M will be funded by a loan from the Hamilton Trust. The default funding is shown for budgeting purposes as other funding alternatives for the \$1.3M are explored.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Construction	430		2,800,000	300,000				3,100,000
TOTAL		0	2,800,000	300,000	0	0	0	3,100,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
16/17 TAM Measure A (OBAG2)	430		488,510					488,510
16/17 TAM Measure B (OBAG2)	430		456,206					456,206
17/18 TAM Measure A	430		550,000					550,000
Infrastructure LT Maint (324)	430			300,000				300,000
Hamilton Trust Loan	430		1,305,284					1,305,284
TOTAL		0	2,800,000	300,000	0	0	0	3,100,000
CARRYOVER		0						

Downtown SMART Station Phase 3

Project No.: 14-002

431

Partially Funded

Project Objective: To plan and construct basic parking lot improvements to the former train depot site to support the future 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. Phase two improvements to provide a functional station were approved by City Council on May 23, 2017. The exact scope of the development of this lot is yet to be determined, but staff will initiate a public outreach and planning process to identify potential improvements. This project does not include any renovations to the downtown depot building.

Basis for Cost Estimate: Staff estimate \$300,000-\$500,000 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. Full funding for potential improvements has not been identified to date.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	11,541	15,459					27,000
Construction	430	9,893	63,107					73,000
Construction Mgt	440	0	10,000					10,000
TOTAL		21,434	88,566	0	0	0	0	110,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
DIF Civic (327)	410	27,000						27,000
Parking Imprvmt (323)	430	73,000						73,000
Parking Imprvmt (323)	440	10,000						10,000
TOTAL		110,000	0	0	0	0	0	110,000
CARRYOVER		88,566						



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 pedestrian and bicycle facilities and new bridge railings. The existing pedestrian bridge will no longer be needed and will likely be removed.

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 documentation and design are scheduled to be completed in late 2017, with construction anticipated during the 2018 season.

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

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	709,291	400,000					1,109,291
Construction	430	0	500,000	2,500,000				3,000,000
Construction Mgt	440	0	50,000	200,000				250,000
TOTAL		709,291	950,000	2,700,000	0	0	0	4,359,291

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
DIF-Transit/Bike (327)	410	64,908						64,908
Gas Tax (272)	410	96,565	101,981					198,546
Gas Tax (272)	430		57,350	100,000				157,350
Gas Tax (272)	440		5,735					5,735
Grant HBRR (284)	410	575,445	270,392					845,837
Grant HBRR (284)	430		442,650	2,213,250				2,655,900
Grant HBRR (284)	440		44,265	177,060				221,325
RMRA (New Gas Tax)	430			186,750				186,750
RMRA (New Gas Tax)	440			22,940				22,940
TOTAL		736,918	922,373	2,700,000	0	0	0	4,359,291
CARRYOVER		27,627						



Hamilton Levee Seepage Collection Phase II

Project No.: 12-017

Base Code: 431

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 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	111,800						111,800
Construction	430	312,000	300,000					612,000
Construction Mgt	440	24,067	17,133					41,200
TOTAL		447,867	317,133	0	0	0	0	765,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Hamilton CFD (241)	410	111,800						111,800
Hamilton CFD (241)	430	612,000						612,000
Hamilton CFD (241)	440	41,200						41,200
TOTAL		765,000	0	0	0	0	0	765,000
CARRYOVER		317,133						

Hamilton Wall Repair Intitiation

Project No.: 18-004

Base Code: 441

Funded

Project Objective: Develop a project or program to facilitate repairs to cracked, uplifted, and deteriorating walls within the Hamilton neighborhood.

Project Description and Background: Some of the stucco walls within the Hamilton neighborhood are deteriorating, have been damaged by tree roots, or have cracked due to settlement or other circumstances. This project will allow staff to perform field investigations to determine likely causes of failure, evaluate repair options, prepare repair cost estimates, determine Community Facility District responsibility, and develop construction documents to make repairs appropriately.

Basis for Cost Estimate: Initial project development costs include staff time to gather field data, research development documents including as-built plans for the walls, and prepare plans, specifications, and repair estimates.

Basis for Schedule: This project is anticipated to begin in July of 2017 and will take approximately six months to complete.

Revenue Considerations: Facilities Long-Term Maintenance (324) funds are proposed for this project.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410		30,000					30,000
TOTAL		0	30,000	0	0	0	0	30,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Infrastructure LT Maint.	410		30,000					30,000
TOTAL		0	30,000	0	0	0	0	30,000
CARRYOVER		0						



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

Project Expenditure	Sub Object	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop (410)	410	486	43,514					44,000
Construction (430)	430	0		386,000				386,000
Construction Mgt (440)	440	0		30,000				30,000
TOTAL		486	43,514	416,000	0	0	0	460,000

Funding Source	Sub Object	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
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
TOTAL		460,000	0	0	0	0	0	460,000
CARRYOVER		459,514						



Measure A Group 9 Pavement Rehabilitation

Project No.: 17-001

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: This project will rehabilitate pavement on City streets identified through the Pavement Management Program as a part of Contract II of the combined Measure A Group 8 & 9 Paving project during the 2017 construction season. Contract I constructed accessibility enhancements, sidewalk improvements, roadway digouts, and other preparation work for Contract II. Contract II will scrub seal and microsurface the roadway surface at various locations throughout the city.

Basis for Cost Estimate: Costs are based on a detailed engineers estimate of construction work to be performed.

Basis for Schedule: The construction contract documents are finalized and the project is shovel ready as of late May, 2017.

Revenue Considerations: TAM Measure A, TAM Measure B and Gas Tax are typical funding sources for this type of annual paving project. Restricted Revenue from NMWD in-lieu paving fees paid for their recycled water project on affected streets and other moratorium street paving fees have been added to project funding while the TAM Measure B and most of the TAM Measure A funds will exchange with a regional grant to fund a larger paving project during the 2018 construction season (CIP #18-001.)

Project Expenditure	Sub Objects	Prior to						Total
		17/18	17/18	18/19	19/20	20/21	21/22	
Proj Develop	410	0	10,000					10,000
Construction	430	0	650,000					650,000
Construction Mgt	440	0	40,000					40,000
TOTAL		0	700,000	0	0	0	0	700,000

Funding Source	Sub Objects	Prior to						Total
		17/18	17/18	18/19	19/20	20/21	21/22	
LTM Infrastructure	410	0	10,000					10,000
LTM Infrastructure	430	0	250,000					250,000
LTM Infrastructure	440	0	40,000					40,000
Gas Tax (272)	430	0	100,000					100,000
TAM Measure A (309)	430	0	100,000					100,000
Restricted Revenue (325)	430	0	200,000					200,000
TOTAL		0	700,000	0	0	0	0	700,000
CARRYOVER		0						



Measure A Group 10 Pavement Rehabilitation

Project No.: 18-001

Base Code: 431

Funded

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

Project Description and Background: This project will resurface pavement on Nave Drive, portions of Bel Marin Keys Blvd, and possibly other priority streets as identified in the City's Pavement Management Program and as funding will allow. Segments of Nave Drive are identified as the highest priority for resurfacing work based on the existing Pavement Condition Index.

Basis for Cost Estimate: Costs are based projected revenue available for street paving--Typically made up of Gas Tax, TAM Measures A & B, and Infrastructure Long Term Maintenance funds. Due to a funding exchange with another project that was approved by City Council on May 23, 2017, this project will be the recipient of federal dollars that originally made up a regional OBAG2 grant. The \$1.448M grant requires a minimum \$190K local match to make up the \$1.638M available. After reasonable estimates for project development, construction management, and capital contingency costs, the target construction contract value will be around \$1.2M.

Basis for Schedule: Project development work will take place during late 2017 and early 2018 with construction anticipated during mid-2018.

Revenue Considerations: TAM Measure A, TAM Measure B and Gas Tax are typical funding sources for this type of annual paving project, but the funds exchange has replaced these sources with a \$1.448M grant. \$190K minimum local match is to be funded by 18/19 Gas Tax revenues.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410			100,000				100,000
Construction	430			1,375,000				1,375,000
Construction Mgt	440			163,000				163,000
TOTAL		0	0	1,638,000	0	0	0	1,638,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Gas Tax (272)	410			100,000				100,000
Gas Tax (272)	440			90,000				90,000
Grant OBAG2	430			1,375,000				1,375,000
Grant OBAG2	440			73,000				73,000
TOTAL		0	0	1,638,000	0	0	0	1,638,000
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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	0			100,000			100,000
Construction	430	0			775,000			775,000
Construction Mgt	440	0			75,000			75,000
TOTAL		0	0	0	950,000		0	950,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Gas Tax (272)	410	0			100,000			100,000
Infrastructure LT Maint (324)	430	0			225,000			225,000
Infrastructure LT Maint (324)	440	0			75,000			75,000
Measure A (309)	430	0			550,000			550,000
TOTAL		0	0	0	950,000		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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
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
TOTAL		0	0	0	0	1,400,000	0	1,400,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Gas Tax (272)	410	0				100,000		100,000
LTM Infrastructure (324)	410	0				50,000		50,000
LTM Infrastructure (324)	430	0				175,000		175,000
LTM Infrastructure (324)	440	0				75,000		75,000
Measure B (308)	430	0				450,000		450,000
Measure A (309)	430	0				550,000		550,000
TOTAL		0	0	0	0	1,400,000	0	1,400,000
CARRYOVER		0						



MTC Pavement Management System Phase IV

Project No.: 18-003

Base Code: 431

Funded

Project Objective: Maintain the city's Pavement Management System based on the StreetSaver Program developed by the Metropolitan Transportation Commission (MTC.) Continue Novato's certification with MTC as a pavement management program user.

Project Description and Background: This project is the continuation of previous CIP #13-002, which expired on 6/30/17. This four-year cycle project will measure the pavement life of a street after construction, reconstruction, or rehabilitation and develop the most cost-effective rehabilitation strategies for pavement maintenance. Through use of the Pavement Management System, Novato remains eligible to apply for transportation grants for other projects. The Pavement Management System 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, data collection, updating the city's Geographic Information System (GIS), and programming future project funding. To remain certified with MTC the City must submit an annual report or make the database available through the internet for MTC to review.

Basis for Cost Estimate: Project development costs are for the rating of City streets, to maintain the database used by Streetsaver, and for staff to attend MTC pavement management trainings and submit reports and information as required.

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 annual ratings provide the city an advantage in receiving grant funding and are recommended by MTC. This project is a continuation of three previous four year cycle projects and will need to be renewed in FY 20/21.

Revenue Considerations: Gas Tax will be utilized for this project.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410		30,019	54,981	30,000	30,000		145,000
TOTAL		0	30,019	54,981	30,000	30,000	0	145,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Gas Tax (272)	410		30,019	54,981	30,000	30,000		145,000
TOTAL		0	30,019	54,981	30,000	30,000	0	145,000
CARRYOVER		0						

North Redwood Boulevard Corridor Streetscape Study

Project No.: 16-011

Base Code: 431

Funded

Project Objective: To develop a comprehensive streetscape plan for Redwood Boulevard between Diablo Avenue and Wood Hollow 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, all 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: The North Redwood Boulevard Corridor Streetscape Study could commence after the General Plan update is approved. This is anticipated to occur in late 2017 or early 2018.

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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	670	199,330	0				200,000
TOTAL		670	199,330	0	0	0	0	200,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
DIF Streets & Ints (325)	410	90,000	110,000					200,000
TOTAL		90,000	110,000	0	0	0	0	200,000
CARRYOVER		89,330						



**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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	0	30,000	130,000				160,000
TOTAL		0	30,000	130,000	0	0	0	160,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Gas Tax (272)	410	80,000		80,000				160,000
TOTAL		80,000	0	80,000	0	0	0	160,000
CARRYOVER		80,000						



**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 also be

Project Expenditure	Sub Object	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	820,236		250,000	479,764			1,550,000
Acquisition	420	448,058		400,000	1,022,092			1,870,150
Construction	430	0				2,100,000	7,883,842	9,983,842
Construction Mgt	440	0					511,850	511,850
TOTAL		1,268,294	0	650,000	1,501,856	2,100,000	8,395,692	13,915,842

Funding Source	Sub Object	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	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
TOTAL		2,464,764	0	955,386	2,100,000	8,395,692	0	13,915,842
CARRYOVER		1,196,470						



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 2017/18.

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

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	0	75,000					75,000
TOTAL		0	75,000	0	0	0	0	75,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Gas Tax (272)	410	75,000						75,000
TOTAL		75,000	0	0	0	0	0	75,000
CARRYOVER		75,000						



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: Staff are working with environmental regulatory agencies to determine mitigation requirements for the potential conversion of the existing drainage ditch into a drainage culvert. Depending on the outcome, the preliminary design will be finalized during the 17/18 fiscal year to address the purpose & need of the project and serve as a basis for potential development improvements.

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 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	142,230	79,770					222,000
Construction	430	0	476,451					476,451
Construction Mgt	440	0	53,841					53,841
TOTAL		142,230	610,062	0	0	0	0	752,292

Funding Source	Sub Object	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	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 (325)	410	61,964						61,964
Restricted Revenue (325)	430	259,351						259,351
Restricted Revenue (325)	440	32,131						32,131
TOTAL		752,292	0	0	0	0	0	752,292
CARRYOVER		610,062						



Pedestrian Access to Transit & Crosswalk Improvements

Project No.: 18-002

Base Code: 431

Funded

Project Objective: To remove barriers to transportation options.

Project Description and Background: This project will install approximately 450 linear feet of sidewalk, five accessible curb ramps, three median pedestrian-refuge areas, five sets of rectangular rapid flashing beacons, as well as updated striping, signs, and pavement markings. Crosswalk improvement locations include Novato Blvd. at McClay Rd., Redwood Blvd. at Rush Creek Pl., DeLong Ave. at Sherman Ave., Diablo Ave. at Georgc St., and Alameda Del Prado at Posada Del Sol.

Basis for Cost Estimate: The total project cost is estimated at \$435,000. This includes approximately \$91,000 for environmental documentation, preparation of plans and specifications, public outreach, and construction contract administration. Proposed capital improvements are estimated at \$344,000.

Basis for Schedule: This project is anticipated to be developed and implemented during the 17/18 Fiscal Year. Project development will occur during late 2017 with a target construction contract award date in early spring, 2018. Construction is anticipated to take approximately 3 months to complete.

Revenue Considerations: The City was awarded a \$318,000 Lifeline Transportation Program (LTP) Grant comprised of Measure A funds from the Transportation Authority of Marin (TAM.) The LTP Grant amount is contingent upon final collection of funds by TAM, but is estimated to provide at least \$300,000 funding to the project. The remaining \$135,000 balance will be funded by city Gas Tax Fund 272.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410		57,000					57,000
Construction	430			344,000				344,000
Construction Mgt	440			34,000				34,000
TOTAL		0	57,000	378,000	0	0	0	435,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
LTP Grant (309)	410		21,900					21,900
LTP Grant (309)	430		264,600					264,600
LTP Grant (309)	440		13,500					13,500
Gas Tax (272)	410		35,100					35,100
Gas Tax (272)	430		79,400					79,400
Gas Tax (272)	440		20,500					20,500
TOTAL		0	435,000	0	0	0	0	435,000
CARRYOVER		0						



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.

Project Expenditure	Sub Object	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	115,214	12,442					127,656
Construction	430	0	292,973					292,973
Construction Mgt	440	0	18,119					18,119
TOTAL		115,214	323,534	0	0	0	0	438,748

Funding Source	Sub Object	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
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	148,793						148,793
Gas Tax (272)	440	14,458						14,458
TOTAL		358,534	0	0	0	0	0	358,534
CARRYOVER		243,320						

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 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop (410)	410	1,501		28,500	690,000			720,001
Construction (430)	430	0			4,832,203			4,832,203
Construction Mgt (440)	440	0			480,000			480,000
Equip/Furnish (450)	450	0						0
TOTAL		1,501	0	28,500	6,002,203	0	0	6,032,204

Funding Source	Sub Object	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Dev Impact-St/Int (327)	410	26,000		30,000	664,000			720,000
Dev Impact-St/Int (327)	430	0			1,610,734			1,610,734
Dev Impact-St/Int (327)	440	0			160,000			160,000
Rest Rev - Buck Center (325)	430	30,604						30,604
TOTAL		56,604	0	30,000	2,434,734	0	0	2,521,338
CARRYOVER		55,103						



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 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop (410)	410	0		128,462				128,462
Acquisition (420)	420	0			100,000			100,000
Construction (430)	430	0			542,308			542,308
Construction Mgt (440)	440	0			54,231			54,231
TOTAL		0	0	128,462	696,539	0	0	825,001

Funding Source	Sub Object	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Dev Impact-St/Int (327)	410	0		128,462				128,462
Dev Impact-St/Int (327)	420	0			100,000			100,000
Dev Impact-St/Int (327)	430	0			542,308			542,308
Dev Impact-St/Int (327)	440	0			54,231			54,231
TOTAL		0	0	128,462	696,539	0	0	825,001
CARRYOVER		0						



Retaining Wall Assessment and 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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	120,000						120,000
Construction	430	35,000	305,000					340,000
Construction Mgt	440	0	25,000					25,000
TOTAL		155,000	330,000	0	0	0	0	485,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Gas Tax (272)	410	90,000						90,000
Infrastructure LTM (324)	410	30,000						30,000
Infrastructure LTM (324)	430	340,000						340,000
Infrastructure LTM (324)	440	25,000						25,000
TOTAL		485,000	0	0	0	0	0	485,000
CARRYOVER		330,000						



**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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
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
TOTAL		5,913	39,087	440,000	220,000	0	0	705,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
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
TOTAL		45,000	0	440,000	220,000	0	0	705,000
CARRYOVER		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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	8,881		58,619				67,500
Construction	430	0			450,000			450,000
Construction Mgt	440	0			45,000			45,000
TOTAL		8,881	0	58,619	495,000	0	0	562,500

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Underground Utility (226)	410	22,275						22,275
Underground Utility (226)	430	0			148,500			148,500
Underground Utility (226)	440	0			14,850			14,850
Utility Reimbursement	410	0		45,225				45,225
Utility Reimbursement	430	0			301,500			301,500
Utility Reimbursement	440	0			30,150			30,150
TOTAL		22,275	0	45,225	495,000	0	0	562,500
CARRYOVER		13,394						



Rule 20A Underground Utility District 18 Olive Avenue from Rosalia Drive to City Limits

Project No.: 12-007

Base Code: 431

Partially Funded

Project Objective: To remove all overhead wires and supporting poles and underground utilities on Olive Avenue between Rosalia Drive and the city limit.

Project Description and Background: Olive Avenue between Railroad Avenue and Rosalia Drive was undergrounded in the late 1980's. With the other two underground districts on Olive near Redwood and Railroad Avenue this project would complete undergrounding of utilities from Redwood Blvd to the city limits on Olive. Olive Avenue is a collector street which makes it an eligible Rule 20A underground conversion project. The 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 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	4,265				130,735		135,000
Construction	430	0					900,000	900,000
Construction Mgt	440	0					90,000	90,000
TOTAL		4,265	0	0	0	130,735	990,000	1,125,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Underground Utility (226)	410	29,700						29,700
Underground Utility (226)	430	0					297,000	297,000
Underground Utility (226)	440	0					29,700	29,700
Utility Reimbursement	410	0				105,300		105,300
Utility Reimbursement	430	0					603,000	603,000
Utility Reimbursement	440	0					60,300	60,300
TOTAL		29,700	0	0	0	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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	57,675	5,000					62,675
Construction	430	0	344,300					344,300
Construction Mgt	440	0	15,402					15,402
TOTAL		57,675	364,702	0	0	0	0	422,377

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
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
TOTAL		422,377	0	0	0	0	0	422,377
CARRYOVER		364,702						

**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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	86,051	0					86,051
Construction	430	123,364	243,191					366,555
Construction Mgt	440	3,191	6,809					10,000
TOTAL		212,606	250,000	0	0	0	0	462,606

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Measure F (201)	410	22,606						22,606
Measure F (201)	440	5,000						5,000
Gas Tax (272)	410	63,445	(27,394)					36,051
Gas Tax (272)	430	21,555	27,394					48,949
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
TOTAL		462,606	0	0	0	0	0	462,606
CARRYOVER		250,000						



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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	5,755		67,678				73,433
Construction	430	0			427,470			427,470
Construction Mgt	440	0			37,503			37,503
TOTAL		5,755	0	67,678	464,973	0	0	538,406

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
DIF-St/Intersections (327)	410	73,433						73,433
DIF-St/Intersections (327)	430	100,000			327,470			427,470
DIF-St/Intersections (327)	440	10,000			27,503			37,503
TOTAL		183,433	0	0	354,973	0	0	538,406
CARRYOVER		177,678						



Sherman Avenue/Cain Lane Improvements

Project No.: 02-008

Base Code: 431

Partially Funded

Project Objective: To restore the surface of Sherman Avenue and Cain Lane between Sherman Avenue and Reichert Avenue.

Project Description and Background: The pavement on Sherman Avenue, and a portion of Cain Lane, need repair. Sherman Avenue is an accepted public street, and serves as an entrance to Novato's downtown. Cain Lane is not a public street but provides access to businesses and public parking. 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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	53,627		23,966				77,593
Acquisition	420	0						0
Construction	430	0		423,434				423,434
Construction Mgt	440	0		42,343				42,343
TOTAL		53,627	0	489,743	0	0	0	543,370

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
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
TOTAL		84,513	0	178,867	0	0	0	263,380
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 San Marin and Hamilton Parkway Sonoma Marin Area Rail Transit (SMART) stations.

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 and minor improvements to curb ramps and crosswalks immediately adjacent to the SMART stations. Staff have applied for grants for various identified gaps, but the broader scope of work to enhance the path of travel around the general vicinity of the stations 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: This is an ongoing project and is anticipated to continue through fiscal year 17/18 as SMART service commences.

Revenue Considerations: This project was funded with gas tax through FY 16/17. Restricted Revenue in the form of a \$100,000 railroad settlement agreement is proposed to fund pedestrian enhancements in 17/18.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	60,000	25,000					85,000
Construction	430		90,000					90,000
Construction Mgt	440		25,000					25,000
TOTAL		60,000	140,000	0	0	0	0	200,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Gas Tax (272)	410	40,000	45,000					85,000
Gas Tax (272)	430	50,000	(45,000)					5,000
Gas Tax (272)	440	10,000						10,000
Restricted Revenue (325)	430		85,000					85,000
Restricted Revenue (325)	440		15,000					15,000
TOTAL		100,000	100,000	0	0	0	0	200,000
CARRYOVER		40,000						



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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	0				18,000		18,000
Construction	430	0				120,000		120,000
Construction Mgt	440	0				12,000		12,000
TOTAL		0	0	0	0	150,000		150,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
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
TOTAL		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 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	7,165	25,434					32,599
Construction	430		226,923					226,923
Construction Mgt	440		22,568					22,568
TOTAL		7,165	274,925	0	0	0	0	282,090

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Infrastructure LTM (324)	410	26,000						26,000
Infrastructure LTM (324)	430	181,000						181,000
Infrastructure LTM (324)	440	18,108						18,108
DIF-Drainage (327)	410	6,599						6,599
DIF-Drainage (327)	430	45,923						45,923
DIF-Drainage (327)	440	4,460						4,460
TOTAL		282,090	0	0	0	0	0	282,090
CARRYOVER		274,925						



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.

Project Expenditure	Sub Object	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	343,468						343,468
TOTAL		343,468	0	0	0	0	0	343,468

Funding Source	Sub Object	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Clean Storm Water (321)	410	266,800	8,000					274,800
DIF-Drainage (327)	410	67,200	2,000					69,200
TOTAL		334,000	10,000	0	0	0	0	344,000
CARRYOVER		(9,468)						



Streetlight Retrofit Project Phase 3

Project No.: 15-010

Base Code: 431

Funded

Project Objective: To replace all remaining non-LED 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. The 17/18 project description was modified from the 16/17 description to include the conversion for the remaining lights in city owned parking lots, exterior building lights, and city parks lighting. 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 of completed work. The 16/17 carryover balance should be sufficient to retrofit the remaining non-LED city owned and maintained lights.

Basis for Schedule: All street lights were retrofit as of May 2016. Remaining work includes city owned parking lots, exterior building lights, and parks lighting.

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

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	12,661	0					12,661
Construction	430	852,339	195,000					1,047,339
Construction Mgt	440	75,000	5,000					80,000
Equip/Furnish	450	60,000	0					60,000
TOTAL		1,000,000	200,000	0	0	0	0	1,200,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
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
TOTAL		1,200,000	0	0	0	0	0	1,200,000
CARRYOVER		200,000						



Traffic Signal Upgrade Program

Project No.: 15-015

Base Code: 431

Funded

Project Objective: To upgrade existing traffic signals with new LED lenses, ADA amenities, induction loop detection conversion to video detection for vehicles and bicyclists and modern battery back-up systems.

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 LED lenses previously installed 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 a preliminary engineer's estimate, ongoing signal maintenance costs for lens replacement, and CIP/encroachment permit fee costs to upgrade loop detection to video detection.

Basis for Schedule: Traffic signals receive routine monthly maintenance to ensure safe operation, but are not receiving upgrades. This project would allow for traffic signal components to be replaced with recommended upgrades where they would otherwise be replaced in-kind or repaired during regular maintenance cycles. In other words, this project is ongoing.

Revenue Considerations: Measure F was identified for the project development phase in 14/15 and subsequent project expenditures. Infrastructure Long Term Maintenance is proposed to continue the project and fund equipment replacements at higher levels to allow for more detection conversion. Future anticipated RMRA (SB-1) "Gas Tax" revenues may be considered for funding in FY 18/19 and beyond.

Project Expenditure	Sub Objects	Prior to						Total
		17/18	17/18	18/19	19/20	20/21	21/22	
Proj Develop	410	3,393	21,607	10,000	10,000	10,000	10,000	65,000
Construction	430							0
Construction Mgt	440							0
Equipment	450		50,000	20,000	20,000	20,000	20,000	130,000
TOTAL		3,393	71,607	30,000	30,000	30,000	30,000	195,000

Funding Source	Sub Objects	Prior to						Total
		17/18	17/18	18/19	19/20	20/21	21/22	
Measure F (201)	410	20,000	(5,000)					15,000
Measure F (201)	430	5,000	(5,000)					0
LTM - Infrastructure (324)	410		10,000					10,000
LTM - Infrastructure (324)	450		50,000					50,000
RMRA (Future Gas Tax)	410			10,000	10,000	10,000	10,000	40,000
RMRA (Future Gas Tax)	450			20,000	20,000	20,000	20,000	80,000
TOTAL		25,000	50,000	30,000	30,000	30,000	30,000	195,000
CARRYOVER			21,607					



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.

Project Expenditure	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	34,123	10,000	5,000				49,123
Construction	430	0	30,711	12,000				42,711
Construction Management	440	1,650	3,000	3,000				7,650
Equipment	450	516	0					516
TOTAL		36,289	43,711	20,000	0	0	0	100,000

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
Infrastructure LTM (324)	410	35,334	8,789	5,000				49,123
Infrastructure LTM (324)	430	22,500	8,211	12,000				42,711
Infrastructure LTM (324)	440	1,650	3,000	3,000				7,650
Infrastructure LTM (324)	450	516						516
TOTAL		60,000	20,000	20,000	0	0	0	100,000
CARRYOVER		23,711						



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 17/18	17/18	18/19	19/20	20/21	21/22	Total
Proj Develop	410	103,500	10,475					113,975
Construction	430		847,170					847,170
Construction Mgt	440		94,612					94,612
TOTAL		103,500	952,257	0	0	0	0	1,055,757

Funding Source	Sub Objects	Prior to 17/18	17/18	18/19	19/20	20/21	21/22	Total
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
TOTAL		1,055,757	0		0	0	0	1,055,757
CARRYOVER		952,257						



These funds account for the special tax assessments in the Hamilton and Pointe Marin Community Facilities districts that are used for landscape and equipment maintenance.

Hamilton Community Facilities — Accounts for assessments for landscape maintenance and pump and levee maintenance for the Hamilton Community Facilities District.

Pointe Marin CFD — Accounts for the revenues and expenditures in connection with landscape maintenance for the Pointe Marin Community Facilities District.



Fund 241 - Hamilton Community Facilities District

This special revenue fund was established to account for the special tax assessment for landscaping maintenance and pump and levee maintenance in the Hamilton Community Facilities District.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	(227,091)	92,933	259,771	297,390
Revenues				
Investment Earnings	747	2,393	1,900	1,950
Special Tax Assessment	547,545	561,497	575,762	569,119
Other	230,000	230,000	230,000	230,000
Subtotal Revenues	<u>778,292</u>	<u>793,890</u>	<u>807,662</u>	<u>801,069</u>
Transfers In:				
General Fund				
San Pablo CFD	7,047	7,153	7,868	8,683
TOTAL FINANCING AVAILABLE	<u>558,248</u>	<u>893,976</u>	<u>1,075,301</u>	<u>1,107,142</u>
Expenditures	423,213	541,425	447,325	555,350
Interfund Loan Interest Payment	2,862	2,703	3,400	14,500
Transfers Out:				
Debt Service-POB Fund	9,388	9,698	9,698	9,828
Capital Projects	29,852	80,379	317,488	317,133
Total Expenditures & Transfers Out	<u>465,315</u>	<u>634,205</u>	<u>777,911</u>	<u>896,811</u>
Fund Balance - End Fiscal Year	<u>92,933</u>	<u>259,771</u>	<u>297,390</u>	<u>210,331</u>
Reserved for Long-Term Obligations	347,125			
Available Funds - End Fiscal Year	<u>440,058</u>	<u>259,771</u>	<u>297,390</u>	<u>210,331</u>
Long-Term Obligations:				
Loan from General Fund for Levee				



Fund 243 - Pointe Marin Community Facilities District

This special revenue fund was established to account for the special tax assessment for landscape maintenance in the Pointe Marin Community Facilities District.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	556,471	567,804	567,787	543,010
Revenues				
Investment Earnings	2,704	3,878	3,500	3,550
Special Tax Assessment	195,804	193,667	178,670	188,285
Subtotal Revenues	<u>198,508</u>	<u>197,545</u>	<u>182,170</u>	<u>191,835</u>
TOTAL FINANCING AVAILABLE	<u>754,979</u>	<u>765,349</u>	<u>749,957</u>	<u>734,845</u>
Expenditures	181,132	191,340	200,725	209,668
Transfers Out:				
Debt Service-POB Fund	6,043	6,222	6,222	6,320
Total Expenditures & Transfers Out	<u>187,175</u>	<u>197,562</u>	<u>206,947</u>	<u>215,988</u>
Fund Balance - End Fiscal Year	<u>567,804</u>	<u>567,787</u>	<u>543,010</u>	<u>518,857</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.

City Owned Property — This fund was established in FY 16/17 to track revenues and expenditures related to the sale of city owned property in the Hamilton area.

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. The fund accounts for revenues from developer agreements required to implement local housing program established by the housing element of the Novato General Plan and resources used to assist qualifying families in purchasing 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) — These funds 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.

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 1/2 cent local sales tax increase approved by Novato voters in November, 2010. The purpose of Measure F is to offset/prevent additional budget cuts and to maintain/restore vital general city services. Measure F expired March 31, 2016. The fund will remain open until all funds have been expended.

Table with 5 columns: Category, Previous Actual 2014/15, Previous Actual 2015/16, Projected Actual 2016/17, Adopted Budget 2017/18. Rows include Fund Balance - Begin Fiscal Year, Revenues (Sales Tax, Investment Earnings, Other Revenues), Subtotal Revenues, TOTAL FINANCING AVAILABLE, Expenditures (Equity Transfer/NPFA, Transfers Out: General Fund, Debt Service-POB Fund, CIP, Equipment Replacement, Information Technology Replacement), Total Expenditures & Transfers Out, Fund Balance - End Fiscal Year, Risk Mitigation Reserve (1), and Available Funds - End Fiscal Year.

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 most recent report, for the 2016/17 fiscal year, is scheduled for City Council review and adoption in October 2017. 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>.

(1) The Risk Mitigation Reserve was established by Council Resolution 47-15 on September 15, 2015. The reserve is subject to future City Council decisions about uses for the funds, but is intended to mitigate risk from economic recessions, pension rate and investment earnings fluctuations, unanticipated state takeaways, or unanticipated required expenditures due to changing laws of regulatory requirements.



Fund 202 - City Owned Property

This fund was established to track revenues and expenditures related to the sale of City owned property in the Hamilton area.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Available Funds - Begin Fiscal Year				500,118
Revenues				
Investment Earnings			1,100	2,500
Proceeds from Property Sales			500,018	2,000,000
Subtotal Revenues	<u>0</u>	<u>0</u>	<u>501,118</u>	<u>2,002,500</u>
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	<u>0</u>	<u>0</u>	<u>501,118</u>	<u>2,502,618</u>
Expenditures				
Transfers Out			1,000	5,000
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>1,000</u>	<u>5,000</u>
Available Funds - End Fiscal Year	<u>0</u>	<u>0</u>	<u>500,118</u>	<u>2,497,618</u>



Fund 205 - RDA Successor Agency

Redevelopment Agencies in California were dissolved by State statute, effective January 31, 2012. The City Council for the City of Novato elected to serve as the Successor Agency to the dissolved RDA. This fund was established to track expenditures related to administration by the Successor Agency as well as administrative reimbursements from the County.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Available Funds - Begin Fiscal Year	(778)	30,504	41,963	39,776
Revenues				
Investment Earnings				
Intergovernmental Reimbursements	122,252	91,060	67,384	67,384
Subtotal Revenues	<u>122,252</u>	<u>91,060</u>	<u>67,384</u>	<u>67,384</u>
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	<u>121,474</u>	<u>121,564</u>	<u>109,347</u>	<u>107,160</u>
Expenditures	88,272	77,359	68,000	65,808
Transfers Out				
Debt Service-POB Fund	2,698	2,242	1,571	1,576
Total Expenditures & Transfers Out	<u>90,970</u>	<u>79,601</u>	<u>69,571</u>	<u>67,384</u>
Available Funds - End Fiscal Year	<u>30,504</u>	<u>41,963</u>	<u>39,776</u>	<u>39,776</u>

Summary of 2017/18 Resources Used by Program Element:

Program Elements:	Employees		Personnel	Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Total Hours						
Administration	0.25	520	40,707	12,844	12,257	1,576	67,384	67,384
TOTAL	<u>0.25</u>	<u>520</u>	<u>40,707</u>	<u>12,844</u>	<u>12,257</u>	<u>1,576</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.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	0	3,294,871	3,563,337	3,607,036
Revenues				
Investment Earnings		6,555	6,500	6,750
Affordable Housing Fees	81,069	125,542	94,000	78,000
Equity Transfer	2,998,879			
Other	228,253	99,478	49,455	
Subtotal Revenues	<u>3,308,201</u>	<u>231,575</u>	<u>149,955</u>	<u>84,750</u>
Transfers In				
General Fund	175,107			
Hamilton Trust Fund		239,179	54,500	56,000
TOTAL FINANCING AVAILABLE	<u>3,483,308</u>	<u>3,765,625</u>	<u>3,767,792</u>	<u>3,747,786</u>
Expenditures	188,437	201,587	160,000	175,000
Transfers Out				
Debt Service-POB Fund		701	756	743
Total Expenditures & Transfers Out	<u>188,437</u>	<u>202,288</u>	<u>160,756</u>	<u>175,743</u>
Fund Balance - End Fiscal Year	<u>3,294,871</u>	<u>3,563,337</u>	<u>3,607,036</u>	<u>3,572,043</u>
Reserved for Long-Term Obligations	(1,830,000)	(2,657,438)	(2,657,438)	(2,657,438)
Available Funds - End Fiscal Year	<u>1,464,871</u>	<u>905,899</u>	<u>949,598</u>	<u>914,605</u>

Long-Term

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

Summary of 2017/18 Resources Used by Program Element:

Program Elements:	Employees		Personnel	Consultant Services	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Total Hours					
Administration	0.12	250	18,200	156,800	743	175,743	84,750
TOTAL	<u>0.12</u>	<u>250</u>	<u>18,200</u>	<u>156,800</u>	<u>743</u>	<u>175,743</u>	<u>84,750</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.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	3,173	11,549	(7,660)	1,291
Revenues				
Investment Earnings	85	(738)	(400)	
Special Assessments	353,182	369,956	369,300	371,000
Subtotal Revenues	<u>353,267</u>	<u>369,218</u>	<u>368,900</u>	<u>371,000</u>
Transfers In:				
General Fund				
Other Funds				
TOTAL FINANCING AVAILABLE	<u>356,440</u>	<u>380,767</u>	<u>361,240</u>	<u>372,291</u>
Expenditures:				
County of Marin-Collection Fees	15,679	15,869	15,800	15,900
County of Marin-One Time Stormwater Fee		140,000		
JPA Contribution-MCSTOPP	158,462	178,647	166,413	228,172
Other	750	8,911	7,736	7,800
Transfers Out:				
General Fund	125,000		125,000	75,000
Clean Storm Water Capital Improvement Fund	45,000	45,000	45,000	45,000
Total Expenditures & Transfers Out	<u>344,891</u>	<u>388,427</u>	<u>359,949</u>	<u>371,872</u>
Fund Balance - End Fiscal Year	<u>11,549</u>	<u>(7,660)</u>	<u>1,291</u>	<u>419</u>



Fund 226 - Underground Utilities

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

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	962,126	966,962	971,798	978,798
Revenues				
Investment Earnings	4,836	4,836	7,000	7,300
Subtotal Revenues	<u>4,836</u>	<u>4,836</u>	<u>7,000</u>	<u>7,300</u>
TOTAL FINANCING AVAILABLE	<u>966,962</u>	<u>971,798</u>	<u>978,798</u>	<u>986,098</u>
Transfers Out:				
Capital Projects Fund				274,513
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>274,513</u>
Fund Balance - End Fiscal Year	<u>966,962</u>	<u>971,798</u>	<u>978,798</u>	<u>711,585</u>



Fund 227 - Parking Improvement

The Parking Improvement Fund was created to account for assessments collected from merchants in the Old Town parking improvement area to be used for services and programs related to parking facilities in the area.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	81,622	71,692	71,696	71,772
Revenues				
Investment Earnings	389	489	600	625
Other				
Subtotal Revenues	389	489	600	625
TOTAL FINANCING AVAILABLE	82,011	72,181	72,296	72,397
Expenditures	426	485	524	550
Transfers Out:				
Capital Projects Fund	9,893			73,107
Total Expenditures & Transfers Out	10,319	485	524	73,657
Fund Balance - End Fiscal Year	71,692	71,696	71,772	(1,260)

Fund 231 - Subdivision Park Trust (Quimby)

This fund accounts for in-lieu fees from residential subdivision developers to be used for parks and recreation areas for residents of the subdivision.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	1,354,457	1,028,490	898,115	610,135
Revenues				
Investment Earnings	5,557	6,273	5,500	3,500
Developer in Lieu Fees	97,290	7,644		30,000
Subtotal Revenues	<u>102,847</u>	<u>13,917</u>	<u>5,500</u>	<u>33,500</u>
TOTAL FINANCING AVAILABLE	<u>1,457,304</u>	<u>1,042,407</u>	<u>903,615</u>	<u>643,635</u>
Expenditures				
Transfers Out:				
General Fund	500	500	500	500
Capital Projects Fund	428,314	143,792	52,980	633,933
Equity Transfer			240,000	
Total Expenditures & Transfers Out	<u>428,814</u>	<u>144,292</u>	<u>293,480</u>	<u>634,433</u>
Fund Balance - End Fiscal Year	<u>1,028,490</u>	<u>898,115</u>	<u>610,135</u>	<u>9,202</u>
Reserved for Long-Term Obligations		(177,553)	(353,793)	(353,793)
Available Funds - End Fiscal Year	<u>1,028,490</u>	<u>720,562</u>	<u>256,342</u>	<u>(344,591)</u>



Fund 235 - Art in Public Places

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

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	110,213	132,986	114,985	125,135
Revenues				
Investment Earnings	571	859	900	950
Developer in Lieu Fees	22,202	7,855	9,250	1,500
Subtotal Revenues	22,773	8,714	10,150	2,450
TOTAL FINANCING AVAILABLE	132,986	141,700	125,135	127,585
Expenditures		1,000		
Transfers Out:				
Capital Projects Fund		25,715		38,901
Total Expenditures & Transfers Out	0	26,715	0	38,901
Fund Balance - End Fiscal Year	132,986	114,985	125,135	88,684



Fund 237 - General Plan Surcharge

The General Plan Surcharge Fund was created to account for fees collected from developers that are restricted in use for the City's general plan updates.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	324,225	490,007	438,091	176,091
Revenues				
Investment Earnings	2,133	3,157	3,000	3,100
Service Charges	76,499	75,450	85,000	76,000
Subtotal Revenues	<u>78,632</u>	<u>78,607</u>	<u>88,000</u>	<u>79,100</u>
Other Financing Sources				
General Fund	300,000			0
TOTAL FINANCING AVAILABLE	<u>702,857</u>	<u>568,614</u>	<u>526,091</u>	<u>255,191</u>
Expenditures	211,232	129,066	350,000	250,000
Transfers Out:				
Debt Service-POB Fund	1,618	1,457		
Total Expenditures & Transfers Out	<u>212,850</u>	<u>130,523</u>	<u>350,000</u>	<u>250,000</u>
Fund Balance - End Fiscal Year	<u>490,007</u>	<u>438,091</u>	<u>176,091</u>	<u>5,191</u>

Fund 238 - Automation Surcharge

This fund was created to account for the surcharge collected from developers to cover a portion of the costs for database management and maintenance of the software for new permits.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	264,628	202,499	160,066	106,511
Revenues				
Investment Earnings	1,108	1,146	1,000	1,050
Service Charges	80,859	79,584	88,000	80,000
Subtotal Revenues	81,967	80,730	89,000	81,050
TOTAL FINANCING AVAILABLE	346,595	283,229	249,066	187,561
Expenditures	140,913	119,968	140,460	121,783
Transfers Out:				
Debt Service-POB Fund	3,183	3,195	2,095	2,019
Total Expenditures & Transfers Out	144,096	123,163	142,555	123,802
Fund Balance - End Fiscal Year	202,499	160,066	106,511	63,759

Summary of 2017/18 Resources Used by Program Element:

	Employees Perm FTE	Total Hours	Personnel	Contract/ Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
Program Elements:								
Administration	0.50	1,040	51,783	20,000	50,000	2,019	123,802	81,050
TOTAL	0.50	1,040	51,783	20,000	50,000	2,019	123,802	81,050



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 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	809,715	969,583	1,100,645	1,280,620
Revenues				
Investment Earnings	4,032	6,780	6,500	6,600
Rental Income	381,935	416,757	450,000	442,380
Subtotal Revenues	<u>385,967</u>	<u>423,537</u>	<u>456,500</u>	<u>448,980</u>
TOTAL FINANCING AVAILABLE	<u>1,195,682</u>	<u>1,393,120</u>	<u>1,557,145</u>	<u>1,729,600</u>
Expenditures	226,099	292,475	276,525	278,895
Total Expenditures & Transfers Out	<u>226,099</u>	<u>292,475</u>	<u>276,525</u>	<u>278,895</u>
Fund Balance - End Fiscal Year	<u>969,583</u>	<u>1,100,645</u>	<u>1,280,620</u>	<u>1,450,705</u>



Fund 251 - Chapter 27 Assessments

This fund accounts for assessment district activities to complete missing frontage improvements, often in cooperation with property owners.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	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				
Subtotal Revenues	1,501	1,548	1,857	1,863
Transfers In:				
General Fund				
TOTAL FINANCING AVAILABLE	233,144	234,692	236,549	238,412
Expenditures				
Transfers Out:				
Capital Projects Fund				6,920
Total Expenditures & Transfers Out	0	0	0	6,920
Fund Balance - End Fiscal Year	233,144	234,692	236,549	231,492



Fund 261 - San Marin Landscape Assessment District

This fund accounts for the collection of assessments in the San Marin area (Assessment District number A81) which are used for median island landscaping and maintenance in that district.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	25,997	18,545	26,681	21,791
Revenues				
Special Assessments	51,730	53,279	53,670	59,950
Investment Earnings	123	143	125	130
Other				
Subtotal Revenues	51,853	53,422	53,795	60,080
TOTAL FINANCING AVAILABLE	77,850	71,967	80,476	81,871
Expenditures				
Total Expenditures & Transfers Out	59,305	45,286	58,685	62,205
Fund Balance - End Fiscal Year	18,545	26,681	21,791	19,666



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.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	68,628	68,974	69,446	69,871
Revenues				
Investment Earnings	346	472	425	435
Subtotal Revenues	<u>346</u>	<u>472</u>	<u>425</u>	<u>435</u>
TOTAL FINANCING AVAILABLE	<u>68,974</u>	<u>69,446</u>	<u>69,871</u>	<u>70,306</u>
Expenditures				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>68,974</u>	<u>69,446</u>	<u>69,871</u>	<u>70,306</u>



Fund 263 - Wildwood Glen Assessment District

This fund accounts for the collection of assessments in the Wildwood Glen Assessment District area which are used for median island landscaping and maintenance in that district.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	2,358	3,701	1,178	1,678
Revenues				
Special Assessments	8,670	9,189	9,470	9,895
Investment Earnings	14	15	15	15
Subtotal Revenues	<u>8,684</u>	<u>9,204</u>	<u>9,485</u>	<u>9,910</u>
TOTAL FINANCING AVAILABLE	<u>11,042</u>	<u>12,905</u>	<u>10,663</u>	<u>11,588</u>
Expenditures	7,341	11,727	8,985	10,120
Total Expenditures & Transfers Out	<u>7,341</u>	<u>11,727</u>	<u>8,985</u>	<u>10,120</u>
Fund Balance - End Fiscal Year	<u>3,701</u>	<u>1,178</u>	<u>1,678</u>	<u>1,468</u>



Fund 264 - Hillside Assessment District

This fund accounts for the collection of assessments in the Hillside Assessment District area which are used for median island landscaping and maintenance in that district.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	50,311	43,742	39,035	40,585
Revenues				
Special Assessments	10,767	17,340	20,400	21,235
Investment Earnings	239	307	275	280
Other		2,252	2,250	
Subtotal Revenues	<u>11,006</u>	<u>19,899</u>	<u>22,925</u>	<u>21,515</u>
TOTAL FINANCING AVAILABLE	<u>61,317</u>	<u>63,641</u>	<u>61,960</u>	<u>62,100</u>
Expenditures	17,575	24,606	21,375	31,170
Total Expenditures & Transfers Out	<u>17,575</u>	<u>24,606</u>	<u>21,375</u>	<u>31,170</u>
Fund Balance - End Fiscal Year	<u>43,742</u>	<u>39,035</u>	<u>40,585</u>	<u>30,930</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 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	96,436	100,039	103,797	107,831
Revenues				
Special Assessments	5,719	5,873	6,034	6,294
Investment Earnings	490	693	800	815
Subtotal Revenues	<u>6,209</u>	<u>6,566</u>	<u>6,834</u>	<u>7,109</u>
TOTAL FINANCING AVAILABLE	<u>102,645</u>	<u>106,605</u>	<u>110,631</u>	<u>114,940</u>
Expenditures	2,606	2,808	2,800	2,850
Total Expenditures & Transfers Out	<u>2,606</u>	<u>2,808</u>	<u>2,800</u>	<u>2,850</u>
Fund Balance - End Fiscal Year	<u>100,039</u>	<u>103,797</u>	<u>107,831</u>	<u>112,090</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 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	25,237	30,178	35,042	35,867
Revenues				
Special Assessments	12,786	13,143	13,145	13,585
Investment Earnings	153	243	225	230
Subtotal Revenues	<u>12,939</u>	<u>13,386</u>	<u>13,370</u>	<u>13,815</u>
TOTAL FINANCING AVAILABLE	<u>38,176</u>	<u>43,564</u>	<u>48,412</u>	<u>49,682</u>
Expenditures	951	1,369	4,677	4,962
Transfers Out				
Hamilton CFD	7,047	7,153	7,868	8,683
Total Expenditures & Transfers Out	<u>7,998</u>	<u>8,522</u>	<u>12,545</u>	<u>13,645</u>
Fund Balance - End Fiscal Year	<u>30,178</u>	<u>35,042</u>	<u>35,867</u>	<u>36,037</u>



Fund 269 - Scottsdale Assessment District

This fund accounts for the collection of assessments in the Scottsdale area which are used for landscaping and maintenance in that district.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	9,920	9,969	10,037	10,117
Revenues				
Investment Earnings	49	68	80	80
Subtotal Revenues	<u>49</u>	<u>68</u>	<u>80</u>	<u>80</u>
TOTAL FINANCING AVAILABLE	<u>9,969</u>	<u>10,037</u>	<u>10,117</u>	<u>10,197</u>
Expenditures				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>9,969</u>	<u>10,037</u>	<u>10,117</u>	<u>10,197</u>

Fund 272 - Gas Tax

This fund accounts for the City's share of gasoline tax revenues distributed under Senate Bill 300. Funds are used for street maintenance and street improvement projects. Beginning FY 2010/11, TCRF (Proposition 42) funds are included with gas tax funds, under Streets and Highways Code Section 2103.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	879,995	1,101,817	1,154,433	722,296
Revenues				
Investment Earnings	4,696	8,255	8,500	8,600
Intergovernmental Revenue	1,534,543	1,185,578	1,054,600	1,531,360
Sale of Property				
Other				
Subtotal Revenues	<u>1,539,239</u>	<u>1,193,833</u>	<u>1,063,100</u>	<u>1,539,960</u>
TOTAL FINANCING AVAILABLE	<u>2,419,234</u>	<u>2,295,650</u>	<u>2,217,533</u>	<u>2,262,256</u>
Expenditures				
Transfers Out:				
General Fund	817,000	817,000	817,000	817,000
Capital Projects Fund	500,417	324,217	678,237	1,213,673
Total Expenditures & Transfers Out	<u>1,317,417</u>	<u>1,141,217</u>	<u>1,495,237</u>	<u>2,030,673</u>
Fund Balance - End Fiscal Year	<u>1,101,817</u>	<u>1,154,433</u>	<u>722,296</u>	<u>231,583</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.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	(3,815)	(1,412)	394	0
Revenues				
Grants	5,983	5,480		
Subtotal Revenues	<u>5,983</u>	<u>5,480</u>	0	0
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	<u>2,168</u>	<u>4,068</u>	394	0
Expenditures	3,580	3,674	394	
Fund Balance - End Fiscal Year	<u>(1,412)</u>	<u>394</u>	0	0



Fund 281 - Special Police Projects

Established by Resolution No. 24-88, this fund accounts for special police projects and programs that require specific tracking and receive restricted revenue which cannot be deposited into the General Fund, including crime prevention programs, child abuse, DARE, secret witness program, Girls' Forum, and asset seizure.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	123,840	115,271	154,526	123,626
Revenues				
Investment Earnings	380	783	1,100	1,120
Crime Prevention				
Intergovernmental Revenue	235,057	99,452	30,000	41,058
Other	16,444	44,865	6,000	16,800
Subtotal Revenues	<u>251,881</u>	<u>145,100</u>	<u>37,100</u>	<u>58,978</u>
Transfers In				
General Fund	7,000	7,000	7,000	7,000
TOTAL FINANCING AVAILABLE	<u>382,721</u>	<u>267,371</u>	<u>198,626</u>	<u>189,604</u>
Expenditures	229,450	112,845	75,000	100,158
Transfers Out				
Equipment Replacement	38,000			
Total Expenditures & Transfers Out	<u>267,450</u>	<u>112,845</u>	<u>75,000</u>	<u>100,158</u>
Fund Balance - End Fiscal Year	<u>115,271</u>	<u>154,526</u>	<u>123,626</u>	<u>89,446</u>

Fund 282 - State COPS Grant

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

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Available Funds - Begin Fiscal Year	288,549	266,196	386,604	443,104
Revenues				
Intergovernmental	115,681	173,027	168,500	100,000
Subtotal Revenues	<u>115,681</u>	<u>173,027</u>	<u>168,500</u>	<u>100,000</u>
TOTAL FINANCING AVAILABLE	<u>404,230</u>	<u>439,223</u>	<u>555,104</u>	<u>543,104</u>
Expenditures	98,373	52,619	85,000	200,000
Transfers Out				
Equipment Replacement	39,661			
Capital Projects Fund			27,000	
Total Expenditures & Transfers Out	<u>138,034</u>	<u>52,619</u>	<u>112,000</u>	<u>200,000</u>
Available Funds - End Fiscal Year	<u>266,196</u>	<u>386,604</u>	<u>443,104</u>	<u>343,104</u>



Fund 283 - State Grants Fund

This fund was established to record revenue and expenditure activity for State grants. Per the requirement of the granting authority, grant-related transactions must be reported in a separate fund.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	(1,214)	(1,214)	(1,214)	0
Revenues				
Grants	324,191	438,279	31,700	581,376
Investment Earnings				
Subtotal Revenues	<u>324,191</u>	<u>438,279</u>	<u>31,700</u>	<u>581,376</u>
Transfers In				
Federal Grants Fund				
TOTAL FINANCING AVAILABLE	<u>322,977</u>	<u>437,065</u>	<u>30,486</u>	<u>581,376</u>
Expenditures				
Transfers Out				
Capital Projects Fund	324,191	438,279	30,486	581,376
Total Expenditures & Transfers Out	<u>324,191</u>	<u>438,279</u>	<u>30,486</u>	<u>581,376</u>
Fund Balance - End Fiscal Year	<u>(1,214)</u>	<u>(1,214)</u>	<u>0</u>	<u>0</u>

Fund 284 - Federal Grants Fund

This fund was established to record revenue and expenditure activity for Federal grants. Per the requirement of the granting authority, grant-related transactions must be reported in a separate fund.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	1,682	1,682	1,682	1,682
Revenues				
Grants	97,914	193,209	1,374,457	787,307
Subtotal Revenues	<u>97,914</u>	<u>193,209</u>	<u>1,374,457</u>	<u>787,307</u>
TOTAL FINANCING AVAILABLE	<u>99,596</u>	<u>194,891</u>	<u>1,376,139</u>	<u>788,989</u>
Transfers Out				
Capital Projects Fund	97,914	193,209	1,374,457	787,307
Total Expenditures & Transfers Out	<u>97,914</u>	<u>193,209</u>	<u>1,374,457</u>	<u>787,307</u>
Fund Balance - End Fiscal Year	<u>1,682</u>	<u>1,682</u>	<u>1,682</u>	<u>1,682</u>



Fund 285 - Private Grants Fund

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

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	20,869	21,070	21,336	21,636
Revenues				
Investment Earnings	201	266	300	305
Subtotal Revenues	<u>201</u>	<u>266</u>	<u>300</u>	<u>305</u>
TOTAL FINANCING AVAILABLE	<u>21,070</u>	<u>21,336</u>	<u>21,636</u>	<u>21,941</u>
Expenditures				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>21,070</u>	<u>21,336</u>	<u>21,636</u>	<u>21,941</u>



Fund 296 - Pension Reserve Fund

This fund was established to help stabilize the pension expense by consistently charging the General Fund the Normal Cost, as determined by CalPERS. In years where the retirement plans are overfunded and the CalPERS Required Contribution is less than the Normal Cost, the difference will be deposited into the fund. Fund balance will be utilized in years when the Required Contribution is greater than the Normal cost.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	1,368	1,375	1,384	1,396
Revenues				
Investment Earnings	7	9	12	12
Subtotal Revenues	<u>7</u>	<u>9</u>	<u>12</u>	<u>12</u>
TOTAL FINANCING AVAILABLE	<u>1,375</u>	<u>1,384</u>	<u>1,396</u>	<u>1,408</u>
Expenditures				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>1,375</u>	<u>1,384</u>	<u>1,396</u>	<u>1,408</u>

Fund 297 - Hamilton Trust Fund

This fund was established to receive payments from the developer of the Navy property at Hamilton, pursuant to a development agreement. 80% of the projected investment earnings are transferred to the General Fund and used to maintain City infrastructure and facilities.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	32,758,897	32,580,473	32,767,708	32,819,308
Revenues				
Developer In Lieu Fees - Municipal Services				
Investment Earnings	8,860	12,411	8,500	1,000
Bond/Notes Investment Earnings	291,234	345,267	411,600	450,000
Other		165,256	5,000	79,610
Subtotal Revenues	<u>300,094</u>	<u>522,934</u>	<u>425,100</u>	<u>530,610</u>
TOTAL FINANCING AVAILABLE	<u>33,058,991</u>	<u>33,103,407</u>	<u>33,192,808</u>	<u>33,349,918</u>
Expenditures	29,884	29,230	29,000	30,500
Transfers Out				
General Fund-Operations	209,455	254,119	290,000	375,000
Affordable Housing Programs	239,179	52,350	54,500	56,000
Capital Projects Fund (loan)				1,305,284
Total Expenditures & Transfers Out	<u>478,518</u>	<u>335,699</u>	<u>373,500</u>	<u>1,766,784</u>
Fund Balance - End Fiscal Year	<u>32,580,473</u>	<u>32,767,708</u>	<u>32,819,308</u>	<u>31,583,134</u>
Investments	(30,849,732)	(31,001,098)	(30,400,000)	(29,094,716)
Reserved for Long-Term Obligations	(1,135,000)		(2,200,000)	(2,123,660)
Available Funds - End Fiscal Year	<u>595,741</u>	<u>1,766,610</u>	<u>219,308</u>	<u>364,758</u>
Long-Term Receivables:				
Corporation Yard Lease (repaid FY 14/15)				
NPFA/SMART Station Loan (initiated FY 16/17)				

Fund 298 - Self Insurance

The purpose of this fund is to set aside monies to meet uninsured losses to city facilities and property. This fund differs from the Self Insurance program operated through a Joint Powers agreement with other Marin cities which covers liability claims brought against the city.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	1,200,002	1,131,556	1,069,688	1,001,750
Revenues				
Investment Earnings	5,999	7,173	6,000	6,100
Other			22,400	105,000
Subtotal Revenues	<u>5,999</u>	<u>7,173</u>	<u>28,400</u>	<u>111,100</u>
Transfers In				
General Fund			220,000	
TOTAL FINANCING AVAILABLE	<u>1,206,001</u>	<u>1,138,729</u>	<u>1,318,088</u>	<u>1,112,850</u>
Expenditures		48,528	274,500	
Transfers Out				
Capital Projects Fund	74,445	20,513	41,838	58,204
Total Expenditures & Transfers Out	<u>74,445</u>	<u>69,041</u>	<u>316,338</u>	<u>58,204</u>
Fund Balance - End Fiscal Year	<u>1,131,556</u>	<u>1,069,688</u>	<u>1,001,750</u>	<u>1,054,646</u>
Reserved for Long-Term Obligations		(162,223)	(324,446)	(324,446)
Available Funds - End Fiscal Year	<u>1,131,556</u>	<u>907,465</u>	<u>677,304</u>	<u>730,200</u>

Long-Term Obligations:

Loan to Redevelopment Obligation Retirement Fund



Fund 299 - Emergency & Disaster Response Reserve

This fund was established by Resolution No. 148-87 during FY 1987/88. The fund's purpose is to provide a financial buffer during significant economic downturns affecting revenues or for severe emergency reasons. To meet minimum levels of safety and security, a reserve fund equal to 15% of operating budget is the industry standard. Investment earnings from the fund are used as an ongoing revenue source for the General Fund. In the past, periodic transfers from year-end General fund balance have been deposited into the reserve fund to build an adequate reserve.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	6,320,754	6,257,508	6,957,300	7,356,006
Revenues				
Investment Earnings	825			
Equity Transfer				
Other				
Subtotal Revenues	<u>825</u>	<u>-</u>	<u>-</u>	<u>-</u>
Transfers In				
General Fund		699,792	998,706	
TOTAL FINANCING AVAILABLE	<u>6,321,579</u>	<u>6,957,300</u>	<u>7,956,006</u>	<u>7,356,006</u>
Expenditures			600,000	400,000
Transfers Out:				
General Fund				
Capital Projects Fund	64,071			335,746
Total Expenditures & Transfers Out	<u>64,071</u>	<u>-</u>	<u>600,000</u>	<u>735,746</u>
Fund Balance - End Fiscal Year	<u>6,257,508</u>	<u>6,957,300</u>	<u>7,356,006</u>	<u>6,620,260</u>
Reserved for Long-Term Obligations		(470,719)	(1,716,438)	(1,561,438)
Available Funds - End Fiscal Year	<u>6,257,508</u>	<u>6,486,581</u>	<u>5,639,568</u>	<u>5,058,822</u>

Long-Term Obligations:

- Loan to Redevelopment Obligation Retirement Fund
- Loan to Parks Measure F 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 Measure B.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	1,879,619	1,747,765	1,737,308	1,740,453
Revenues				
Taxes	1,754,445	1,778,128	1,793,910	1,729,656
Investment Earnings	2,628	6,715	7,800	7,900
Bond Proceeds				
Subtotal Revenues	<u>1,757,073</u>	<u>1,784,843</u>	<u>1,801,710</u>	<u>1,737,556</u>
TOTAL FINANCING AVAILABLE	<u>3,636,692</u>	<u>3,532,608</u>	<u>3,539,018</u>	<u>3,478,009</u>
Debt Service	1,861,797	1,768,720	1,770,685	1,782,303
Expenditures	27,130	26,580	27,880	26,425
Total Expenditures & Transfers Out	<u>1,888,927</u>	<u>1,795,300</u>	<u>1,798,565</u>	<u>1,808,728</u>
Fund Balance - End Fiscal Year	<u>1,747,765</u>	<u>1,737,308</u>	<u>1,740,453</u>	<u>1,669,281</u>

Fund 503 - Pension Obligation Bonds

This fund accounts for the accumulation of resources and payment of pension obligation bond principal and interest. The bonds were issued in June 2006. Only funds necessary for the debt service payment are transferred into this fund.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	0	(3,200)	(700)	0
Revenues				
Investment Earnings				
Subtotal Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers In	1,198,939	1,245,726	1,292,935	1,339,952
TOTAL FINANCING AVAILABLE	<u>1,198,939</u>	<u>1,242,526</u>	<u>1,292,235</u>	<u>1,339,952</u>
Debt Service	1,202,139	1,243,226	1,292,235	1,339,952
Total Expenditures & Transfers Out	<u>1,202,139</u>	<u>1,243,226</u>	<u>1,292,235</u>	<u>1,339,952</u>
Fund Balance - End Fiscal Year	<u>(3,200)</u>	<u>(700)</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.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	(883,936)	(949,942)	(971,616)	(986,616)
Revenues				
Charges to Departments	708,479	653,480	685,000	872,053
Other				
Subtotal Revenues	<u>708,479</u>	<u>653,480</u>	<u>685,000</u>	<u>872,053</u>
TOTAL FINANCING AVAILABLE	<u>(175,457)</u>	<u>(296,462)</u>	<u>(286,616)</u>	<u>(114,563)</u>
Expenditures	762,225	662,037	686,153	858,603
Transfers Out				
Debt Service-POB Fund	12,260	13,117	13,847	13,450
Total Expenditures & Transfers Out	<u>774,485</u>	<u>675,154</u>	<u>700,000</u>	<u>872,053</u>
Fund Balance - End Fiscal Year	<u>(949,942)</u>	<u>(971,616)</u>	<u>(986,616)</u>	<u>(986,616)</u>
Reserved for Long-Term Obligations	456,185	432,536	432,536	432,536
Available Funds - End Fiscal Year	<u>(493,757)</u>	<u>(539,080)</u>	<u>(554,080)</u>	<u>(554,080)</u>
Long-Term Obligations				
Net Pension Liability				

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.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	6,533,547	6,837,826	7,017,048	6,988,384
Revenues				
Charges to Departments	648,184	724,091	731,260	666,878
Investment Earnings	19,825	29,290	40,000	44,000
Investment Earnings-Interfund Loans			118,070	
Other	86,842	57,837	17,725	10,000
Subtotal Revenues	754,851	811,218	907,055	720,878
Transfers In				
General Fund	399,000	399,000	462,000	462,000
Measure F	25,102	22,000		
Other	77,661			
TOTAL FINANCING AVAILABLE	7,790,161	8,070,044	8,386,103	8,171,262
Equipment Acquisition	512,712	601,650	608,175	1,155,010
MERA	439,623	451,346	460,301	469,814
Transfers Out				
Capital Projects			30,000	
Information Technology Fund			299,243	
Total Expenditures & Transfers Out	952,335	1,052,996	1,397,719	1,624,824
Fund Balance - End Fiscal Year	6,837,826	7,017,048	6,988,384	6,546,438
Reserved for Long-Term Obligations	(1,038,414)	(746,077)	(765,626)	(765,626)
Reserved Proceeds from Sale of Property	(1,062,500)	(1,062,500)	(1,062,500)	(1,062,500)
Available Funds - End Fiscal Year	4,736,912	5,208,471	5,160,258	4,718,312
Long-Term Obligations:				
Loan to General Fund				
Loan to Redevelopment Obligation Retirement Fund				

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 a technology replacement fund.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	798	802	806	349,774
Revenues				
Charges to Departments			39,768	95,000
Investment Earnings	4	4	2,200	2,700
Subtotal Revenues	<u>4</u>	<u>4</u>	<u>41,968</u>	<u>97,700</u>
Transfers In				
Measure F			22,000	22,000
Equipment Replacement Fund			293,000	
TOTAL FINANCING AVAILABLE	<u>802</u>	<u>806</u>	<u>357,774</u>	<u>469,474</u>
Expenditures			8,000	165,250
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>8,000</u>	<u>165,250</u>
Fund Balance - End Fiscal Year	<u>802</u>	<u>806</u>	<u>349,774</u>	<u>304,224</u>

Fund 651 - Marin Valley Mobile Country Club

This fund was established to track revenues and expenditures related to the Marin Valley Mobile Country Club Park (MVMCC). Accounting and management functions are performed by a property manager, with oversight and guidance provided by the Park Acquisition Corporation (PAC). The city has policy oversight.

	Previous Actual 2014/15	Previous Actual 2015/16	Projected Actual 2016/17	Adopted Budget 2017/18
Fund Balance - Begin Fiscal Year	11,007,599	12,100,756	13,217,875	13,926,005
Revenues				
Investment Earnings	16,091	26,478	33,500	34,000
Rental Income	2,352,872	2,393,892	2,398,980	2,398,980
Utility Reimbursements	692,717	695,461	702,265	757,785
Other	14,058	12,867	26,065	25,920
Subtotal Revenues	3,075,738	3,128,698	3,160,810	3,216,685
TOTAL FINANCING AVAILABLE	14,083,337	15,229,454	16,378,685	17,142,690
Expenditures	1,781,113	1,822,552	2,277,475	2,336,559
Debt Service	201,468	189,027	175,205	161,532
Transfers Out - General Fund				
Total Expenditures & Transfers Out	1,982,581	2,011,579	2,452,680	2,498,091
Fund Balance - End Fiscal Year	12,100,756	13,217,875	13,926,005	14,644,599
Reserved for Long-Term Obligations	(6,834,002)	(6,371,857)	(5,895,891)	(5,406,251)
Available Funds - End Fiscal Year	5,266,754	6,846,018	8,030,114	9,238,348
Long-Term Obligations:				
Loan from Bank of Marin				



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Fiduciary Funds Summary Table

Fund #	FUND DESCRIPTION	Actual Cash Balance 6/30/16	Projected Cash Balance 6/30/17	Projected Cash Balance 6/30/18
701	Deposits in Trust	283,297	295,000	275,000
702	Unclaimed Property	20,500	20,500	20,500
711	Redevelopment Obligation Retirement Fund	1,127,014	1,704,695	1,700,000
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	25,206	26,630	27,000
812	Vintage Oaks Special Tax	2,334,932	2,352,595	2,375,000
821	Golden Gate Assessment District Redemption	163,241	172,105	180,000
831	Hamilton CFD Bond Administration	671,919	695,325	705,000
832	Pointe Marin CFD	585,449	592,360	605,000
TOTAL FIDUCIARY FUNDS		6,285,750	6,933,402	6,961,692

Fiduciary Funds are used to account for assets held by the city in a fiduciary capacity or as an agent for individuals, private organizations, other governmental entities, special districts, and others.



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Glossary

Accounts Payable: Amounts owed by the city to external entities for goods and services received.

Accounts Receivable: Amounts due to the city from external entities for goods and services furnished.

Adjusted Budget: The current budget adopted by the City Council in addition to Council-approved modifications authorized throughout the year.

Adopted Budget: The current budget adopted through resolution by the City Council.

Agency Funds: Account for assets held by the city in a trustee capacity or as an agent for other governments, private organizations, individuals, and/or other funds.

Appropriation: An authorization by the City Council that permits officials to incur obligations and expend City resources within a fiscal year.

Audit: An examination of city records and accounts by an external source to check their validity and accuracy.

Bond: An interest-bearing or discounted government security that obligates the issuer to pay the bondholder(s) specified sums of money at regular intervals and to repay the principal of the loan at maturity.

Bond Proceeds: The funds received from the issuance of bonds.

Budget: A spending plan and policy guide comprised of an itemized summary of the city's probable revenues and expenditures for a given fiscal year.

Budget Amendment: A method to revise a budget revenue or appropriation after the fiscal year budget has been adopted.

CalPERS: The California Public Employees' Retirement System. CalPERS provides retirement and health benefits to more than 1.4 million public employees, retirees, and their families and more than 2,500 employers.

California Local Government Financing Authority (CLGFA): Joint Powers Authority (JPA) created by certain California counties and the City of Novato for the purpose of assisting the members of the JPA and other local agencies to obtain financing for public capital improvements whenever there are significant public benefits and to make loans to and enter into other agreements with its members and other local agencies.

California Public Employee's Pension Reform Act (PEPRA): Act signed into law by Governor Jerry Brown for all public employers in the state that mandates new, lower benefit pension formulas for employees hired after December 31, 2012, with the goal of reducing pension costs over time.

California Society of Municipal Finance Officers (CSMFO): Statewide association for finance professionals in California cities, special districts and counties, as well as commercial finance professionals, such as brokers, bankers, auditors, and specialized financial consultants. CSMFO offers a variety of professional training programs for its members.

Capital Budget: Program for financing long-term outlays for construction or major repairs of facilities, buildings, and infrastructure.

Capital Improvements: Construction or major repair of city facilities, buildings, and infrastructure.

Capital Outlay: The acquisition costs of equipment with a value greater than \$5,000 and a useful life of one year or more used in providing direct services.

Community Facilities District (CFD): A special tax assessment district, which provides various types of maintenance within the district.

Computer Aided Dispatch (CAD): Software packages used to initiate public safety calls for service, dispatch, and maintain the status of responding resources in the field.

Debt Service: The costs of paying the principal and interest on borrowed money according to a predetermined schedule.

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

Encumbrance: The commitment of appropriated funds to purchase an item or service in the future.

Expenditures: The cost for the personnel, materials and equipment required for a department to function.

Fiscal Sustainability Plan: Long-range planning document approved by City Council to guide key financial decisions over the next five or more years.

Fiscal Year (FY): A time period designated by the city signifying the beginning and ending period for recording financial transactions. Novato has a fiscal year of July 1 through June 30.

Full-Time Equivalent (FTE): The conversion of permanent, part-time, or temporary positions to a decimal equivalent of a permanent, full-time position based on an annual amount of 2,080 hours worked.

Fund: An accounting entity with a self-balancing set of accounts recording financial resources and transactions for specific activities.

Fund Balance: The net effect of assets less liabilities at any given point in time.

Gann Appropriation Limit: A State of California mandated appropriation limit imposed on local jurisdictions.

General Fund: Accounts for tax and other general purpose revenues, e.g., sales taxes, property taxes, fines and forfeitures, investment income, etc., and records the transactions of general governmental services, e.g., police, parks and recreation, public works, planning, etc.

Generally Accepted Accounting Principles (GAAP): Conventions, rules, and procedures that define accepted accounting practice, including broad guidelines as well as detailed procedures.

General Obligation (GO) Bonds: Debt that is a general obligation of the city, primarily financed through property tax assessment.

General Plan Circulation Element: The Circulation Element of the General Plan depicts corridors for public mobility and access, which are planned to meet the needs of the existing and anticipated population of the city.

Governmental Accounting Standards Board (GASB): Organization established to improve standards of generally accepted accounting principles (GAAP) used by state and local governments.

Government Finance Officers Association (GFOA): Organization established to promote and enhance the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

Grants: A contribution by a government or other organization to provide funding for a specific project. Grants can either be classified as capital projects or operational, depending on the grantee.

Interdepartmental Charges: Accounts for the reimbursement of the cost of services provided by Internal Service Fund programs to other programs and departments.

Internal Service Funds: Used to finance and account for goods and services provided by one City department to other city departments.

International City/County Management Association (ICMA): A local government leadership and management organization. Its mission is to create excellence in local governance by advocating and developing the professional management of local government worldwide. ICMA provides publications, data, information, technical assistance, and training and development.

Joint Powers Authority (JPA): A unit of local government, authorized under the state Government Code, created to jointly administer a shared power, under the terms of a joint exercise of powers agreement adopted by the member agencies.

Liability: Debt or other legal obligations arising out of past transactions that will be liquidated, renewed, or refunded at some future date.

Marin Community Foundation (MCF): A tax-exempt charity that administers funds for public purposes.

Marin County Storm Water Pollution Prevention Program (MCSTOPPP): Program established in Marin County designed to protect County waterways from pollution.

Marin Emergency Radio Authority (MERA): A countywide public safety voice radio communication system connecting police, fire, and other public service agencies.

Marin General Services Authority (MGSA): A JPA in Marin County created in 2005 to operate programs throughout the county, including Street Light maintenance, Abandoned Vehicle Abatement, and Taxicab Regulation.

Materials & Supplies: The costs of utilities, materials and supplies, services, fuel, and other non-labor costs.

Measure A: A measure passed by the voters of Marin County in March 2006 that authorized a one-half cent increase in sales taxes to fund local street and road improvements.

Measure B: A measure passed by the voters of Novato in March 2000 to authorize the sale of general obligation bonds for street and storm drain improvements.

Measure F: A measure passed by the voters of Novato in November 1989 to authorize the sale of general obligation bonds for street and storm drain improvements.

Memorandum of Understanding (MOU): A document detailing the results of labor negotiations between the city and its various bargaining units.

Modified Accrual Basis of Accounting: The accounting basis used by the city by which revenues and expenditures are recognized as they are earned or incurred, regardless of the timing of cash receipts and disbursements.

National Pollution Discharge Elimination System (NPDES): Federally mandated program with the goal of reducing the discharge of pollutants into creeks.

Novato Finance Authority (NFA): A financing authority formed to purchase and operate the Marin Valley Mobile Home Country Club Park (MVMCC).

Novato Independent Elders Project (NIEP): A program within the Parks, Recreation and Community Services Department that provides a forum for community volunteers, service providers and concerned seniors to work together to identify gaps in services.

Objective: A specific statement describing a result to be achieved in support of a department's purpose.

Operating Budget: A financial plan used to allocate resources among program operations, which lists an estimate of required expenditures and the means of financing them for the fiscal year.

Ordinance: A formal legislative enactment by the City Council.

Other Post-Employment Benefits (OPEB): Post-employment benefits that an employee will begin to receive when the employee retires.

Outstanding Encumbrance: The money allocated for payment of goods/services ordered but not yet received within the fiscal year at a given point in time.

Owner Participation Agreement (OPA): An agreement between a property owner and redevelopment agency that describes the terms and conditions for a project that is being developed on the owner's property

Patient Protection and Affordable Care Act (PPACA): Establishes mandated healthcare insurance for all individuals with specific requirements for employers with 50 or more employees to offer affordable coverage that provides minimum value to employees.

Performance Measure: Data collected to determine how effective or efficient a program is in delivering services.

Personnel: Reflects total full-time, part-time and temporary budgeted positions, expressed as full-time equivalents. (Example: Two half-time positions equal one full-time equivalent.)

Pension Obligation Bonds (POB): Debt incurred by the city to pay its unfunded accrued liability with the California Public Employees Retirement System.

Previous Actual: Audited revenues and appropriations for prior fiscal year(s).

Prior Year Encumbrances: Money set aside from last year's budget to pay for items or services ordered during that year but received in the subsequent fiscal year. The encumbrance is removed when the items or services are received and paid for.

Program: An activity or group of similar activities organized as a sub-unit of a department for planning, and performance measurement purposes.

Projected Actual: Estimate of revenues and appropriations for the fiscal year just ended, prior to the final accounting and external audit.

Project Area: The geographic area in which the redevelopment agency (RDA) collects tax increment revenues and is permitted by law to undertake its programs. The three RDA project areas do not encompass the entire city.

Purpose or Mission: A broad statement of the goals, in terms of meeting public service needs, that a department is organized to achieve.

Quasi-judicial: The action taken and discretion exercised by public administrative agencies or bodies that are obliged to investigate or ascertain facts and draw conclusions from them as the foundation for official actions.

Quasi-legislative: The capacity in which a public administrative agency or body acts when it makes rules and regulations.

Redevelopment Agency (RDA): An agency created by state law to operate locally within the jurisdiction of the city to eliminate blight.

Resources: Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Resolution: A special order of the City Council that requires less formality than an ordinance.

Revenues: The historical and estimated yield of taxes and other sources of income that a governmental unit collects and receives for public use.

Special Revenue Funds: Account for the proceeds of specific revenue sources that are restricted by law to expenditure for specific purposes.

Tax Allocation Bonds (TAB): Debt issued by the redevelopment agency to pay an obligation incurred by the Agency under an owner participation agreement.

Unfunded Actuarial Accrued Liability (UAAL): The excess of the Actuarial Accrued Liability (AAL) over the Actuarial Value of Assets (AVA). The UAAL can derive from three sources: unfunded past Normal costs, actuarial gains and losses (differences between actuarial assumptions and actual experience), and changes to the level of benefits promised.

User Charges/Fees: The payment of a fee for direct receipt of a public service by the party that benefits from the service.

Year to Date (YTD): Total expenses incurred since the beginning of the current fiscal year to a specific date (i.e., October YTD refers to expenses incurred from July 1 through October 31).

Acronyms

ADA: Americans with Disabilities Act

ALPR: Automated License Plate Reader

ARRA: American Recovery and Reinvestment Act

ABAG: Association of Bay Area Governments

AVL: Automatic Vehicle Locator

BCJPIA: Bay Cities Joint Powers Insurance Authority

B/PAC: Bicycle/Pedestrian Advisory Committee

BMP: Best Management Practices

CalPERS: California Public Employees' Retirement System

CAD: Computer Aided Dispatch

CCAP: Consolidated Court Automation Program

CCAP: Climate Change Action Plan

CDBG: Community Development Block Grant

CEQA: California Environmental Quality Act

CFD: Community Facilities District

CIEDB: California Infrastructure & Economic Development Bank

CIP: Capital Improvements Program

CIT: Crisis Intervention Team

CJIS: Criminal Justice Information System

CLEC: California Law Enforcement Challenge

CLGFA: California Local Government Financing Authority

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. 2017-039

RESOLUTION ADOPTING THE FINAL CITY OF NOVATO OPERATING AND CAPITAL IMPROVEMENT BUDGETS FOR FISCAL YEAR JULY 1, 2017 THROUGH JUNE 30, 2018. 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 2017/18 and Capital Improvement Program for FY 2017/18 through 2021/22 and has held public workshops 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 2017/18 and has held a budget hearing on June 5, 2017 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 2017/18 presented by the City Manager in the document "City of Novato Proposed Budget, Fiscal Year 2017/2018," is hereby approved and adopted as amended on the attachment "City of Novato Proposed Budget FY 17/18 Errata".
2. That the total General Fund operating budget is \$35,649,175 and is hereby appropriated for Department expenses as follows:

Central Administration	\$2,408,608
Administrative Services	\$5,882,252
Police	\$14,317,788
Community Development	\$2,626,002
Public Works	\$6,897,809
Parks, Recreation & Community Services	\$3,516,716
Total Operating Budget	\$35,649,175

3. That the transfers to other funds in the amount of \$3,174,853 is hereby appropriated as follows :

Capital Projects (Fund 301)	\$448,758
Police Special Projects (Fund 281)	\$7,000
Facilities Long-Term Maintenance (Fund 323)	\$586,915
Infrastructure Long-Term Maintenance (Fund 324)	\$400,000
Pension Obligation Bonds Debt Service (Fund 503)	\$1,270,180
Equipment Replacement (Fund 605)	\$462,000

4. That \$20,915,477 is hereby appropriated for Capital Improvement Programs for Fiscal Year 2017/18 from the funds and for the amounts listed on pages 250-252 in the FY 2017/18 Proposed Budget document, including continuing appropriations (carry-overs) from FY 2016/17.

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)	\$6,552,932
City Owned Property (Fund 202)	\$5,000
Successor Agency Administration (Fund 205)	\$67,384
Affordable Housing Programs (Fund 210)	\$175,743
Clean Storm Water (Fund 221)	\$371,872
Underground Utility (Fund 226)	\$274,513
Parking Improvement (Fund 227)	\$73,657
Subdivision Park Trust (Quimby) (Fund 231)	\$634,433
Art in Public Places (Fund 235)	\$38,901
General Plan Surcharge (Fund 237)	\$250,000
Automation Surcharge (Fund 238)	\$123,802

Hamilton Arts Center (Fund 242)	\$278,895
Pointe Marin Community Facilities District (Fund 243)	\$215,988
Chapter 27 Assessment (Fund 251)	\$6,920
San Marin Landscape Assessment District (Fund 261)	\$62,205
Wildwood Glen Landscape Assessment Dist. (Fund 263)	\$10,120
Hillside Assessment District (Fund 264)	\$31,170
Downtown Landscape & Lighting District (Fund 265)	\$2,850
San Pablo Assessment District (Fund 266)	\$13,645
Gas Tax (Fund 272)	\$2,030,673
Police Special Projects (Fund 281)	\$100,158
State COPS Grant (Fund 282)	\$200,000
State Grants (Fund 283)	\$581,376
Federal Grants Fund (Fund 284)	\$787,307
Hamilton Trust (Fund 297)	\$1,766,784
Insurance Reserve (Fund 298)	\$58,204
Emergency Reserve (Fund 299)	\$735,746
Capital Improvement Projects (Fund 301)	\$20,915,477
Marin VRF (Fund 308)	\$456,206
Measure A (Fund 309)	\$3,341,833
Parks Measure A (Fund 310)	\$367,955
Civic Center (Fund 319)	\$24,874
Clean Storm Water CIP (Fund 321)	\$58,805
Facilities Long-Term Maintenance (Fund 323)	\$1,419,860



Infrastructure Long-Term Maintenance (Fund 324)	\$1,266,788
Development Impact Fees (Fund 327)	\$1,975,850
G.O. Bond Debt Service (Fund 501)	\$1,808,728
Pension Obligation Bonds Debt Service (Fund 503)	\$1,339,952
Equipment/Vehicle Maintenance (Fund 601)	\$872,053
Equipment Replacement (Fund 605)	\$1,624,824
Technology Replacement (Fund 606)	\$165,250

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

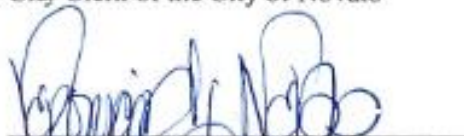
Marin Valley Mobile Country Club (Fund 651)	\$2,498,091
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* * * * *

I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the City Council of the City of Novato, Marin County, California, at a meeting hereof, held on the 20th day of June, 2017, by the following vote, to wit:

AYES:	Councilmembers	Fryday, Lucan, Athas
NOES:	Councilmembers	Drew, Eklund
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None


 Sara McDonald
 Asst. City Clerk of the City of Novato


 Robert J. Nadeau
 City Attorney of the City of Novato

CITY OF NOVATO PUBLIC FINANCE AUTHORITY

RESOLUTION NO. NPFA-17-02

RESOLUTION OF THE NOVATO PUBLIC FINANCE AUTHORITY ADOPTING THE FINAL BUDGET OF THE NOVATO PUBLIC FINANCE AUTHORITY OF THE CITY OF NOVATO FOR FISCAL YEAR JULY 1, 2017 THROUGH JUNE 30, 2018 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, 2017 through June 30, 2018; 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 \$70,100 for operating expenditures, as follows:

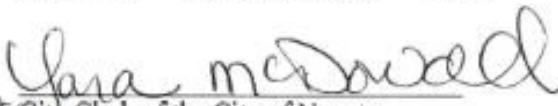
Materials & Supplies	\$57,100
Transfer to General Fund	\$13,000

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the Novato Public Finance Authority does hereby adopt the said final Budget for Fiscal Year July 1, 2017 through June 30, 2018 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 20th day of June, 2017, by the following vote, to wit:

AYES: Councilmembers Drew, Fryday, Lucan, Athas
NOES: Councilmembers Eklund
ABSTAIN: Councilmembers None
ABSENT: Councilmembers None


City Clerk of the City of Novato


City Attorney of the City of Novato



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 2017-042

RESOLUTION ESTABLISHING THE APPROPRIATIONS
LIMIT OF \$101,167,565 FOR THE FISCAL YEAR 2017/18

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 elected annually; and

WHEREAS, Fiscal Year 2017/18 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 2016, 3.69%; and
- The County of Marin population increase for the calendar year 2016 as determined by the California Department of Finance, 0.18%;

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 2017/18 appropriations limit; and that the appropriations limit for Fiscal Year 2017/18 is established to be \$101,167,565.

* * * * *

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 27th day of June, 2017, by the following vote, to wit:

AYES:	Councilmembers	Drew, Eklund, Fryday, Lucan, Athas
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None



 City Clerk of the City of Novato



Approved as to form:

A handwritten signature in blue ink, appearing to read "Victoria J. Adams", written over a horizontal line.

City Attorney of the City of Novato



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 2017-040

RESOLUTION AUTHORIZING PERSONNEL ALLOCATION CHANGES AS PART OF THE 2017/18 CITY BUDGET

WHEREAS, the City Council has previously approved certain personnel changes within several City Departments; and

WHEREAS, the City Council has engaged in several budget workshops from April 2017 through June 2017 to discuss the 2017/18 operating and capital budgets; and

WHEREAS, the City Manager has recommended the addition of new staff positions to address service needs; and

WHEREAS, the City Council, at its meeting of May 16, 2017, expressed preliminary support for the proposed additional positions within the Police and Parks, Recreation and Community Services Departments; and

WHEREAS, the Proposed City of Novato 2017/18 Budget has been available to the public since June 6, 2017 and includes the additional positions; 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 tables below:

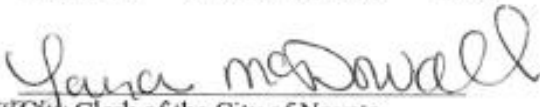
Personnel Changes in the 2017/18 Budget			
Beginning Authorized Personnel Total		203.25	
Position Eliminations/Reclassifications			
Department	Position	FTE	Term / Notes
Central Administration	Economic Development Manager	(1.00)	Eliminated
	Communications Manager	(1.00)	Eliminated
Parks, Recreation, and Community Services	Parks, Recreation, and Community Services Director	(1.00)	Eliminated
	Senior Management Analyst	(1.00)	Eliminated
	Recreation Division Manager	(1.00)	Reclassified
	Recreation Coordinator	(1.00)	Reclassified
Police	Police Officer	(2.00)	Reclassified
Public Works	Engineering Manager	(1.00)	Reclassified
Total Position Reclassifications/ Reductions		(9.00)	

Position Additions/Reclassifications			
Department	Position	FTE	Term / Notes
Administrative Services	Accounting Supervisor	1.00	New Limited Term
	Management Analyst	1.00	New
Central Administration	Assistant City Manager	1.00	New
	Senior Management Analyst	1.00	New
	Office Assistant	1.00	New
Community Development	Sustainability Coordinator	1.00	New
Parks, Recreation, and Community Services	Recreation Services Manager	1.00	Reclassified
	Recreation Supervisor	1.00	Reclassified
	Gymnastics Instructor	0.75	New
	Administrative Technician	1.00	New
Police	Corporal	1.00	Reclassified
	Sergeant	1.00	Reclassified
	Records Specialist	1.50	New
Public Works	Deputy Public Works Director/City Engineer	1.00	Reclassified
Total Position Reclassifications/ Additions		14.25	
Ending Authorized Personnel Total		208.50	

* * * * *

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 20th day of June, 2017, by the following vote, to wit:

AYES: Councilmembers Fryday, Lucan, Athas
 NOES: Councilmembers Drew, Eklund
 ABSTAIN: Councilmembers None
 ABSENT: Councilmembers None


 Janae McDowell
 City Clerk of the City of Novato


 Patricia A. Nishida
 City Attorney of the City of Novato



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 2017-028

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR 2017/18 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 2017/18; and

WHEREAS, the Engineer of Work filed an annual report on May 18, 2017 with the City Clerk, and the City Council adopted Resolution of Intention No. 2017-019 to Levy and Collect Assessments within the assessment district for Fiscal Year 2017/18; and

WHEREAS, said Resolution No. 2017-019 set a public hearing to be held at the hour of 6:00 p.m. on June 13, 2017, 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 13, 2017, 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 2017/18.

* * * * *

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 13th day of June, 2017, by the following vote, to wit:

AYES:	Councilmembers	Drew, Eklund, Fryday, Lucan, Athas
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None



Audie Sault

City Clerk of the City of Novato

Approved as to form:
Victoria J. Webb

City Attorney of the City of Novato



**Hillside Park Unit 4 Landscaping Assessment District A-91
Proposed Budget-Fiscal Year 2017/18**

Proposed Expenditures (FY 2017/18):

Maintenance and Operations	\$13,500
Open Space Weed Abatement Services	\$10,220
Allocated Salaries ¹	\$4,006
Water	\$1,787
Electricity	\$221
Admin Services ²	\$1,300
Collection Fees (County of Marin)	<u>\$136</u>
Subtotal Proposed Expenditures FY 2017/18	\$31,170
Projected Carryover Fund Balance 2016/17	\$40,599
Fund surplus	\$9,430
Fund Balance*	\$30,663
Proposed Assessment for FY 2017/18	\$21,234
No. of Assessment Units	68
2017/18 Unit Assessment:	\$312.26
Maximum allowable unit assessment	\$627.46

*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.

¹Engineering staff hours worked on this project multiplied by the hourly billing rate per Novato's cost recovery system

²Finance staff, admin support, legal noticing, and Harris Assoc annual fee (\$500)



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 2017-029

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR 2017/18 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 2017/18; and

WHEREAS, the Engineer of Work filed an annual report on May 18, 2017 with the City Clerk, and the City Council adopted Resolution of Intention No. 2017-020 to Levy and Collect Assessments within the assessment district for Fiscal Year 2017/18; and

WHEREAS, said Resolution No. 2017-020 set a public hearing to be held at the hour of 6:00 p.m. on June 13, 2017, 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 13, 2017 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; and

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 2017/18.

* * * * *

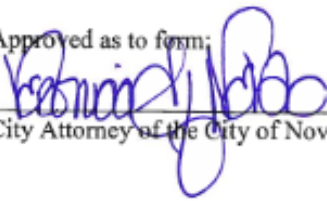
I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the City Council of the City of Novato, Marin County, California, at a meeting thereof, held on the 13th day of June, 2017, by the following vote, to wit:

AYES: Councilmembers Drew, Eklund, Fryday, Lucan, Athas
NOES: Councilmembers None
ABSTAIN: Councilmembers None
ABSENT: Councilmembers None


City Clerk of the City of Novato



Approved as to form:



City Attorney of the City of Novato

**San Marin Landscape Assessment District A-81
Proposed Budget-Fiscal Year 2017/18**

Proposed Expenditures FY 2017/18:

Maintenance and Operations	\$27,273
Irrigation Repair and Landscape Renewal	\$10,000
SMIA Management Services Contract	\$1,800
Allocated Salaries ¹	\$2,463
Water	\$13,051
Electricity	\$455
Admin Services ²	\$3,992
Collection Fees (County of Marin)	<u>\$3,170</u>
Subtotal Proposed Expenditures FY 2017/18:	\$62,204
Projected Carryover Fund Balance 2016/17:	\$22,064
Fund surplus	-\$40,140
Fund Balance*	\$19,808
Proposed Assessment for FY 2017/18**	\$59,948
No. of Assessment Units**	1583.91
2017/18 Unit Assessment:	\$37.86
(Maximum allowable unit assessment):	\$37.86

*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.

¹Engineering staff hours worked on this project multiplied by the hourly billing rate per Novato's cost recovery system

²Finance staff, admin support, legal noticing fees and Harris Assoc annual fee



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 2017-030

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR 2017/18 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 2017/18; and

WHEREAS, the Engineer of Work filed an annual report on May 18, 2017 with the City Clerk, and the City Council adopted Resolution of Intention No. 2017-021 to Levy and Collect Assessments within the assessment district for Fiscal Year 2017/18; and

WHEREAS, said Resolution No. 2017-021 set a public hearing to be held at the hour of 6:00 p.m. on June 13, 2017 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 13, 2017, 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; and

WHEREAS, the City Council finds that the confirming resolution to levy assessments 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 2017/18.

* * * * *

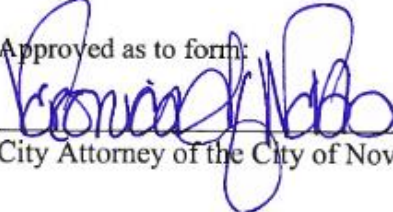
I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the City Council of the City of Novato, Marin County, California, at a meeting thereof, held on the 13th day of June, 2017, by the following vote, to wit:

AYES:	Councilmembers	Drew, Eklund, Fryday, Lucan, Athas
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None





City Clerk of the City of Novato

Approved as to form:


City Attorney of the City of Novato



**San Pablo Landscape Assessment District A-03
Proposed Budget-Fiscal Year 2017/18**

Proposed Expenditures FY 2017/18:

Maintenance and Operations	\$8,683
Allocated Salaries ¹	\$1,202
Water	\$2,576
Electricity	\$147
Admin Services ²	\$1,000
Collection Fees (County of Marin)	<u>\$38</u>
Subtotal Proposed Expenditures FY 2017/18:	\$13,646
Projected Carryover Fund Balance 2016/17:	\$36,023
Fund surplus	\$22,377
Fund Balance*	\$35,962
Proposed Assessment for FY 2017/18:	\$13,585
No. of Assessment Units	19
2017/18 Unit Assessment:	\$715.00
Maximum allowable unit assessment	\$715.00

*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.

¹Engineering staff hours worked on this project multiplied by the hourly billing rate for Novato's cost recovery system

²Finance staff, Consultant fee, and administrative support



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 2017-031

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR 2017/18 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 2017/18; and

WHEREAS, the Engineer of Work filed an annual report on May 18, 2017 with the City Clerk, and the City Council adopted Resolution of Intention No. 2017-022 to Levy and Collect Assessments within the assessment district for Fiscal Year 2017/18; and

WHEREAS, said Resolution No. 2017-022 set a public hearing to be held at the hour of 6:00 p.m. on June 13, 2017, 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 13, 2017, 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; and

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 2017/18.

* * * * *

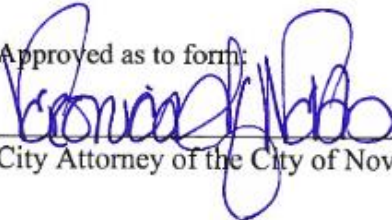
I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the City Council of the City of Novato, Marin County, California, at a meeting thereof, held on the 13th day of June, 2017, by the following vote, to wit:

AYES: Councilmembers Drew, Eklund, Fryday, Lucan, Athas
NOES: Councilmembers None
ABSTAIN: Councilmembers None
ABSENT: Councilmembers None





City Clerk of the City of Novato

Approved as to form:


City Attorney of the City of Novato



**Wildwood Glen Landscaping Assessment District C-91
Proposed Budget-Fiscal Year 2017/18**

Proposed Expenditures FY 2017/18

Maintenance and Operations	\$5,700
Allocated Salaries ¹	\$801
Water	\$2,033
Electricity	\$194
Admin Services (Internal support) ²	\$1,300
Collection Fees (County of Marin)	<u>\$94</u>
Subtotal Proposed Expenditures FY 2017/18:	\$10,121
Projected Carryover Fund Balance 2016/17:	\$1,668
Fund surplus	-\$8,453
Fund Balance*	\$1,439
Proposed Assessment for FY 2017/18	\$9,893
No. of Assessment Units:	47
2017/18 Unit Assessment:	\$210.48
(Maximum allowable unit assessment)	\$210.49

*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.

¹Engineering staff hours worked on this project multiplied by the hourly billing rate per Novato's cost recovery system

²Finance staff, admin support, legal noticing, and Harris Assoc annual fee (\$500)



FY 17/18 Budgeted Operating Transfers

	Transfers In										Totals	
	101 General Fund	210 Affordable Housing Prog	241 Hamilton CFD	281 Special Projects	301 Capital Improvements Program	321 Clean Stormwater CIP	323 Facilities Term Maintenance	324 Long-Term Infrastructure Maintenance	503 Pension Obligation Bonds	605 Equipment Replacement		606 Technology Replacement
Transfers Out												
101 General Fund				7,000	448,758		586,915	400,000	1,270,180	462,000		3,174,853
201 Measure F Sales Tax					5,428,321				28,143		22,000	5,478,464
205 RDA Successor Agency									1,576			1,576
210 Affordable Housing Programs									743			743
221 Clean Stormwater	75,000					45,000						120,000
226 Underground Utility					274,513							274,513
227 Parking Improvement					73,107							73,107
231 Quimby	500				633,933							634,433
235 Art in Public Places					38,901							38,901
238 Automation Surcharge									2,019			2,019
241 Hamilton CFD					317,133				9,828			326,961
243 Pt Marin CFD									6,320			6,320
251 Ch 27 Assessments					6,920							6,920
266 San Pablo Assessment Dist			8,683									8,683
272 Gas Tax	817,000				1,213,673							2,030,673
283 State Grant					581,376							581,376
284 Federal Grants					787,307							787,307
297 Hamilton Trust	375,000	56,000			1,305,284							1,736,284
298 Insurance Reserve					58,204							58,204
299 Emergency Reserve					335,746							335,746
308 Marin VRF					456,206							456,206
309 Measure A					3,341,833							3,341,833
310 Parks Measure A					92,914				7,693			100,607
319 Civic Center Fund					24,874							24,874
321 Clean Stormwater CIP					58,805							58,805
323 Facilities LT Maint					1,419,860							1,419,860
324 Infrastructure LT Maint					1,266,788							1,266,788
327 DIF	79,435				1,896,415							1,975,850
450 NPFA	13,000											13,000
601 Equipment Maint									13,450			13,450
	1,359,935	56,000	8,683	7,000	20,060,871	45,000	586,915	400,000	1,339,952	462,000	22,000	24,348,356



Use of Restricted Developer Fees

DATE NAME	ENDING BALANCE 7/1/2016	FEE RECEIVED	FUNDS EXPENDED	INTEREST EARNED	ENDING BALANCE 6/30/2017	PROPOSED USE OF FUNDS
3/29/73 BARRY SWAIN	\$887.09			\$8.36	\$895.45	FUTURE CIP PROJECT
4/11/78 M. BLUMENFIELD	\$22,300.07			\$209.76	\$22,509.83	FUTURE CIP PROJECT
9/21/78 FOUNDERS TITLE	\$2,767.58			\$26.03	\$2,793.61	FUTURE CIP PROJECT
6/1/79 TAM SEWERS, INC.	\$16,040.83			\$150.89	\$16,191.72	FUTURE CIP PROJECT
1/1/80 LEONARD	\$22,392.51			\$210.63	\$22,603.14	FUTURE CIP PROJECT
7/3/86 PERENNIAL HOMES	\$40,112.94			\$377.30	\$40,490.24	FUTURE CIP PROJECT
8/20/87 GLASCOCK HOMES #1	\$53,228.22			\$500.67	\$53,728.89	FUTURE CIP PROJECT
12/11/87 FOUR STAR INVESTMENTS/HILLSIDE PK	\$21,786.19			\$204.93	\$21,991.12	FUTURE CIP PROJECT
6/20/88 ROWLAND 101 PROPERTIES	\$136,729.45			\$1,286.10	\$138,015.55	FUTURE CIP PROJECT-ROWLAND IMPROVEMENTS
12/27/91 R. W. GUDGEL	\$6,377.85			\$60.00	\$6,437.85	FUTURE CIP PROJECT
3/1/96 BUCK CENTER	\$29,891.17			\$281.16	\$30,172.33	PROJECT 99-007
7/25/96 MASMA CONSTRUCTION	\$37,568.47			\$353.36	\$37,921.83	FUTURE CIP PROJECT
2/4/97 FRANK FONSECA	\$23,528.95			\$221.32	\$23,750.27	FUTURE CIP PROJECT
6/23/98 NOVATO COMM HOSPITAL	\$24,816.33			\$233.42	\$25,049.75	FUTURE CIP PROJECT
4/10/98 MARIN GREEN VILLAGE	\$1,620.64			\$15.24	\$1,635.88	FUTURE CIP PROJECT
2/22/99 TOLL BROTHERS	\$9,050.10			\$85.12	\$9,135.22	FUTURE CIP PROJECT
1/29/99 NEW HAMILTON PARTNERSHIP	\$7,869.66			\$74.02	\$7,943.68	FUTURE CIP PROJECT
9/30/99 BUCK CENTER FOR RESEARCH	\$1,524.03			\$14.34	\$1,538.37	PROJECT 99-007
4/24/00 GREYSTONE HOMES	\$28,972.03			\$272.52	\$29,244.55	FUTURE CIP PROJECT
10/31/01 SHEA HOMES	\$37,672.30			\$354.35	\$38,026.65	FUTURE CIP PROJECT
7/29/03 SUMMERHILL PALMER LLC	\$107,891.95			\$1,014.85	\$108,906.80	FUTURE CIP PROJECT
11/24/06 COUNTY OF MARIN GRANT	\$20,205.72			\$190.07	\$20,395.79	FUTURE CIP PROJECT
10/31/08 NCP/SHEA HOMES	\$91,045.69			\$856.38	\$91,902.07	LOT 6, MEADOW PARK MAINTENANCE
VARIOUS STREET RESURFACING	\$48,670.82	\$9,500.00		\$522.10	\$58,692.92	STREET RESURFACING PROJECTS
8/19/09 901 SHERMAN AVE	\$66,796.43	\$903.70	(\$383.48)	\$632.05	\$67,948.70	901 SHERMAN FACILITY IMPROVEMENTS
9/21/10 SIGNATURE PROPERTIES	\$12,856.05			\$120.93	\$12,976.98	FUTURE CIP PROJECT
7/13/11 NORTHWESTERN PACIFIC RAIL	\$102,474.68			\$963.93	\$103,438.61	FUTURE CIP PROJECT
7/27/12 NOVATO GATEWAY LLC	\$343,766.16			\$3,233.50	\$346,999.66	PROJECT 97-001
7/27/12 NOVATO GATEWAY LLC	\$132,683.04			\$1,248.04	\$133,931.08	PROJECT 12-005
7/27/12 NOVATO GATEWAY LLC	\$209.48			\$1.97	\$211.45	PROJECT 02-011
4/17/14 FRIENDS OF DOGBONE MEADOW	\$20.26			\$0.19	\$20.45	PROJECT 15-005
4/18/16 MARIN AGRICULTURAL LAND TRUST	\$20,017.58			\$188.28	\$20,205.86	HAMILTON AREA PROJECTS
4/18/16 TRUST FOR PUBLIC LANDS	\$30,026.37			\$282.44	\$30,308.81	HAMILTON AREA PROJECTS
11/3/16 GHILOTTI CONSTRUCTION CO.		\$85,000.00		\$567.21	\$85,567.21	PROJECT 17-001
11/3/16 DOGBONE MEADOW		\$965.00		\$6.44	\$971.44	PROJECT 15-005
1/20/17 MOUNTAIN CASCADE INC.		\$90,834.00		\$430.34	\$91,264.34	PROJECT 17-001
5/10/17 ROTARY CLUB OF IGNACIO		\$2,500.00		\$3.72	\$2,503.72	OUTDOOR CHESS TABLE
6/1/17 STATE OF CA/PG&E		\$236,000.00		\$351.04	\$236,351.04	LAND SALE PROCEEDS/HILLSIDE-FOR OPEN SPACE
	\$1,501,800.64	\$425,702.70	(\$383.48)	\$15,553.00	\$1,942,672.86	

Required Public Disclosure per Section 6606(b) of Government Code:

In order to meet statutory accounting requirements, developer fees imposed by the City as a condition of project approval are recorded in the City's Restricted Revenue Fund. Such fees must be accounted for separately by all local agencies and an annual report made of account activity to the public. The City Council is required to review this information at a regularly scheduled meeting held not less than fifteen days after the information is made available to the public.

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THE CITY OF NOVATO

STRATEGIC PLAN

July 1, 2015 to June 30, 2018





A CITY THAT WORKS

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

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

Strategic Objectives:

1. Ensure a fiscally and organizationally sustainable city organization.

- a. Prepare a revenue measure for Council's consideration for the November 2015 ballot as outlined in the adopted Fiscal Sustainability Plan. *(Yr 1 – FY 15/16)*
- b. Update the City's purchasing ordinance and policies. *(Yr 1 – FY 15/16)*
- c. Implement a new business license software system to allow for on-line customer contact and ownership changes, payments, improved record keeping, and increased efficiency. *[TI] (Yr 1 – FY 15/16)*
- d. Implement a citywide financial and accounting system to improve efficiency, financial management, and access to information. *[TI] (Yr 3 – FY 17/18)*
- e. Review and update the City's Development Impact Fees, including Quimby park fees. *(Yr 2 – FY 16/17)*
- f. Pursue revenue opportunities through economic development [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. – (Yr 2- FY 16/17)
- 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)
Implement a Human Resources Information System to support information and management of the City’s employee information systems. [TI] (Yr 3 – FY 17/18)
- c. Implement mobile technology to increase efficiency of field staff. [TI] (Yr 1 – FY 15/16)
- d. Implement a robust GIS system in partnership with Marin Map with support for local needs. [TI] (Yr 1 – FY 15/16)
- e. 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 interconnected community that is safe and secure.

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

Strategic Objectives:

1. Maintain and enhance public safety.

- a. Continue to expand the Crime Free Multi-Housing Program to additional facilities. *(Ongoing)*
- b. Expand neighborhood and business watch and crime prevention programs as resources allow. *(Yr 1 – FY 15/16)*
- c. Work with service providers and other agencies to coordinate response and solutions to homeless encampments including to transition homeless Novatans into shelter and housing. *(Ongoing)*
- d. Enhance dispatch capabilities to receive 911 text messages. *(Yr 3 – FY 17/18)*
- e. Work with allied agencies to provide threat assessments of vulnerable locations. *(Ongoing)*
- f. Develop a comprehensive transportation safety program and consider traffic calming and other safety techniques where appropriate. *(Yr 2 – FY 16/17)*
- g. Work with SMART to promote rail safety and awareness. *(Yr 2 – FY 16/17)*
- h. Develop, coordinate, and promote programs that engage at risk youth. *(Yr 2 – FY 16/17)*

2. Continue aggressive Emergency Preparedness in all areas of the community.

- a. Revise City’s Emergency Ordinance to bring it to more current standards. *(Yr 1 – FY 15/16)*
- b. Fully integrate Web EOC software into Emergency Operations Center. *[TI] (Yr 2 – FY 16/17)*
- c. Develop a protocol for visual surveys by public safety personnel during an emergency event. *(Yr 1 – FY 15/16)*
- d. Expand community outreach through Get Ready Marin, CERT Training, and special event presentations. *(Ongoing)*

3. Expand City support, partnership, and sponsorship of events to build community cohesiveness.

- a. Develop and support fun community events, collaborating with other partners such as the Downtown Novato Business Association (DNBA), the Chamber, Novato Union School District (NUSD), the Fire District, Public Health and downtown businesses, to encourage healthy living and cultural opportunities. *(Yr 3 – FY 17/18)*
- b. Collaborate with Marin County Parks and Open Space District on Healthy Parks, Healthy People Initiative and events in Novato area parks. *(Yr 2 – FY 16/17)*
- c. Collaborate and support annual Tour of Novato, NUSD School fundraising event. *(Yr 1 – FY 15/16)*
- d. Explore collaboration with other towns and cities in Marin to share services/talent for community events. *(Yr 2 – FY 16/17)*

4. Promote outreach and involvement of the Hispanic community.

- a. Explore and develop leadership opportunities to increase Hispanic engagement in the City. *(Yr 2 – FY 16/17)*
- b. Develop outreach and recruitment strategy to encourage more representation and involvement from the Hispanic community as employees, volunteers and commissioners. *(Yr 2 – FY 16/17)*
- c. Expand translation and interpretation services in order to increase the translation of frequently-used city forms and materials. *(Yr 1 – FY 15/16)*

5. Improve and develop facilities and programs to increase citywide recreational opportunities.

- a. Complete Hill Recreation Area/Margaret Todd Senior Center Master Plan and implement in phases as necessary, based on funding availability. *(Yr 2 – FY 16/17)*
- b. Complete artificial turf feasibility analysis, identify preferred location(s), and pursue design and construction. *(Yr 1 – FY 15/16)*
- c. Evaluate Lieb properties across Hill Road from Hill Recreation Area for potential acquisition and appropriate park-like uses. *(Yr 1 – FY 15/16)*
- d. Identify and evaluate locations for outdoor pickleball courts. *(Yr 2 – FY 16/17)*
- e. Complete planning and reconstruction of a Bahia park. *(Yr 1 – FY 15/16)*
- f. Improve access to recreation by low income families through targeted outreach, education, and afterschool programs. *(Yr 2 – FY 16/17)*

6. Continue to implement and participate in efforts such as the Healthy Eating Active Living (HEAL) Cities Initiative and others to create a more healthy and active Novato.

- a. Work with County Health and Human Services on county-wide HEAL Strategic Framework implementation and implement a local HEAL Action Plan. *(Yr 2 – FY 16/17)*
- b. Support Healthy eating through support of the Community Garden. *(Yr 1 – FY 15/16)*
- c. Continue to work with the Blue Ribbon Coalition and other groups to limit youth access to alcohol and endorse healthy youth choices. *(Ongoing)*

7. Promote Novato’s Comprehensive Trail network, open space areas, and parks to increase awareness and motivate residents and visitors to be active.

- a. Collaborate with County Parks and Open Space, the County Department of Public Works, and private property owners on improving bike/pedestrian path from Sutro Avenue to Stafford Lake Park. *(Ongoing)*
- b. Develop a plan for trail development and connectivity with the Bay Trail, as well as maintenance for 93 acres of City open space acquired on Novato’s southern border. *(Yr 3 – FY 17/18)*

- c. Review draft Novato Trails Master Plan and identify capital improvement projects and funding opportunities related to trails that could support implementation of better trail connectivity. *(Yr 2 – FY 16/17)*

8. Promote Programs and Services for seniors that help them to remain engaged, active, and independent.

- a. Evaluate becoming an Age Friendly City and implement program or heighten efforts to support seniors aging in place and getting around town. *(Yr 2 – FY 16/17)*
- b. Become a recognized Walk Friendly community focusing on making it easy for seniors, disabled and youth to move around town on foot. *(Yr 3 – FY 17/18)*
- c. Enhance opportunities for seniors to be active at Hill Recreation Area through Master Plan process and incorporating senior friendly access and amenities. *(Yr 1 – FY 15/16)*



ECONOMIC VITALITY

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

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

Strategic Objectives:

1. Strengthen and expand the biotech and life sciences industries in Novato.

- a. Secure active participation and funding from other cities, counties and private sector companies for the North Bay Life Science Alliance. (Yr 1 – FY 15/16)
- b. Explore numerous public/private funding sources to help the Buck Institute complete construction of two additional laboratories and housing for visiting personnel. (Yr 1 – FY 15/16)
- c. Expand the North Bay life science workforce by collaborating with educational organizations such as the College of Marin and the four county Workforce Investment Boards. (Yr 1 – FY 15/16)
- d. Work with local property owners to re-purpose or build new facilities that would be attractive to growing life science companies including evaluating opportunities for a small business incubator. (Yr 1 – FY 15/16)

2. Aggressively conduct business recruitment and retention and work to reduce Novato’s loss of retail revenue to surrounding communities.

- a. Continue the “Shop Local Novato” campaign to help strengthen existing retailers’ sales and bring new products and services to Novato. (Yr 1 – FY 15/16)

- b. Conclude feasibility studies and work with the Golden Gate Transit District, North Marin Water District, Novato residents, Planning Commission, Design Review Committee, City Council and other appropriate constituencies to determine if building a home improvement store is logistically and economically feasible. *(Yr 1 – FY 15/16)*
- c. Work with the Chamber of Commerce, the Downtown Novato Business District and individual businesses to help recruit or retain jobs and companies and visit at least twenty-five businesses annually to get feedback on City programs and services, and to find out how City can help them succeed. *(Yr 1 – FY 15/16)*
- d. Work with commercial and retail property owners/managers to keep these areas vibrant, active and occupied with growing businesses including but not limited to Bel Marin Keys, Hamilton, Commons, Pacheco Plaza, Ignacio Center, Vintage Oaks, Square Shopping Center, etc. *(Yr 1 – FY 15/16)*
- e. Continue Councilmember participation in MCCMC effort to study the minimum wage issue. *(Yr 1 – FY 15/16)*

3. Remove blight, restore historic structures, generate revenue, and utilize City owned properties in Hamilton.

- a. Facilitate and expedite the development application for the historic Hamilton Hospital into an assisted living and memory care facility. *(Yr 1 – FY 15/16)*
- b. Complete application to the federal government to remove and exchange Lands to Parks restrictions on key properties and work to have application expeditiously processed. *(Yr 1 – FY 15/16)*
- c. Once restrictions are removed, evaluate and engage a process to more fully utilize City owned properties while respecting the historical nature of these assets. *(Yr 1 – FY 15/16)*



GREAT PLACES

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

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

Strategic Objectives:

1. Complete General Plan update process and adopt any necessary Zoning Code amendments. (Yr 2 – FY 16/17)

2. Redevelop Redwood Boulevard corridor from DeLong to San Marin.

- a. Work with property owners and developers in the North Redwood Blvd. Corridor to develop retail/public spaces and recruit the type of tenants that were supported by Council and the public and as discussed at the community charrettes. (Yr 1 – FY 15/16)
- b. Develop options for potential streetscape and landscape improvements between DeLong and San Marin Drive. (Yr 1 – FY 15/16)

3. Facilitate a vibrant downtown that enhances community spaces, restaurant options and the retail environment.

- a. Complete Civic Center Planning. (Yr 2 – FY 16/17)
- b. Continue working with the DNBA, including streamlining Business Improvement District (BID) processes and updating the Memorandum of Understanding with clear and concise deliverables to ensure a well-managed BID. (Yr 1 – FY 15/16)
- c. Work with DNBA and other organizations to create more eating and entertainment venues and activities in the Downtown area including but not limited to the Downtown Novato Theater and 999 Grant Avenue. (Yr 2 – FY 16/17)
- d. Working collaboratively with DNBA and downtown businesses, create play activities and programs, concerts, outdoor movie nights and other events to energize downtown and build community. (Yr 2 – FY 16/17)
- e. Provide ongoing support to operators of annual Farmers Market. (Yr 1 – FY 15/16)

4. Create a community gathering space and dog destination by renovating Dogbone Meadow Dog Park. (Yr 2 – FY 16/17)

5. Continue to support and improve the operation, facilities, infrastructure and community of the Marin Valley Mobilehome Country Club which is owned by the City.

- a. Prepare an engineering conceptual plan to plan for an upgrade of all privately owned utilities in the Park in coordination with all utilities. (Yr 2 – FY 16/17)
- b. Study the opportunity to move sanitary services from Las Gallinas Valley Sanitary District to Novato Sanitary District from an engineering and cost perspective in coordination with LAFCO. (Yr 2 – FY 16/17)
- c. Consider options for long term protection of mobilehome use of the land through zoning and General Plan changes. (Yr 1 – FY 15/16)
- d. Facilitate discussion and decision regarding the long term ownership of the Marin Valley Mobile Country Club (MVMCC). (Yr 1 – FY 15/16)



ENVIRONMENTAL LEGACY

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

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

Strategic Objectives:

1. Reduce greenhouse gas emissions and potable water use.

- a. Complete the conversion of all City street lights and exterior public facility lights to high efficiency LED technology. *(Yr 1 – FY 15/16)*
- b. Complete installation of 46.8 kW solar power system at Hamilton Pool. *(Yr 1 – FY 15/16)*
- c. Develop solar streamlining ordinance as required under State law AB 2188. *(Yr 1 – FY 15/16)*
- d. Continue vehicle replacements with hybrid vehicles and all electric (EV) or plug-in hybrid vehicles (PHEV), and seek additional grants for alternative fuel vehicles. *(Ongoing)*
- e. Obtain Green Business Certification for City operations. *(Yr 1 – FY 15/16)*
- f. Expand PACE program financing and other renewable energy options. *(Yr 1 – FY 15/16)*
- g. Actively work on implementation of the adopted Novato Climate Action Plan. *(Yr 3 – FY 17/18)*
- h. Promote reclaimed water use and ensure all City-owned irrigation systems are connected to reclaimed water to the maximum extent possible. *(Ongoing)*
- i. Actively encourage our own employees to utilize environmentally friendly commutes and encourage other employers to promote alternative commute options. *(Yr 1 – FY 15/16)*

2. Promote the use and accessibility of public transportation and the successful start of the SMART rail system

- a. Work with SMART and regional agencies to provide an appropriate and seamless interface between rail stations and City pedestrian, bike, bus, and traffic networks. *(Yr 2 – FY 16/17)*

3. Pursue other environmental initiatives and preservation of environmental resources.

- a. Participate in regional efforts on preparation of a Vulnerability Assessment to plan for sea level rise. *(Yr 2 – FY 16/17)*
- b. Evaluate properties for potential open space acquisition and/or park development. *(Yr 2 – FY 16/17)*
- b. Work to continue the City's Urban Growth Boundary and any changes needed through a public process. *(Yr 2 – FY 16/17)*
- c. Update the City's Green Purchasing Policy. *(Yr 1 – FY 15/16)*
- d. Monitor Novato and regional watershed efforts and determine level of participation and involvement. *(Ongoing)*



**CITY OF NOVATO
Adopted Budget
Fiscal Year 2017/18**

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