

CITY OF NOVATO | CALIFORNIA

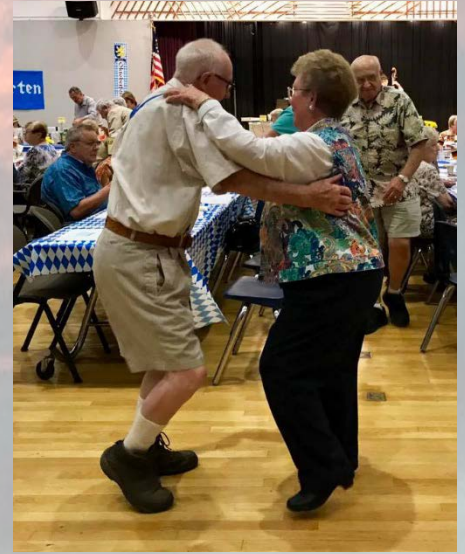
ADOPTED BUDGET FISCAL YEAR 2018/19

PRESENTED BY REGAN M. CANDELARIO | City Manager

JOSH FRYDAY | Mayor • PAM DREW | Mayor Pro Tem

DENISE ATHAS • PAT EKLUND • ERIC LUCAN

Councilmembers



CITY OF NOVATO
CALIFORNIA

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 429. Accomplishments are listed for each division within each department section, beginning on Page 107.

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 59 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 281. Proposed CIP project expenditures for the next five years are summarized by funding source on Page 282. A summary listing of all capital improvement projects begins on Page 301. 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.



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, 2017.

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, 2017

Christopher P. Morill

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, 2017.

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 2018/19

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June 12, 2018

Honorable Mayor and City Council Members
Novato, California

Subject: FY 2018/19 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 2018/19. This budget provides funding to continue the administration of numerous key programs and services and the completion of critical priorities and key capital improvement projects that are very important to our community. The proposed Operating and Capital Budgets total \$71.7 million. With this investment, the City will continue to deliver the core services our residents want including public safety, maintained city streets, parks and infrastructure. With the current robust economy the City is in a position to achieve overall increases in several of our major revenue categories such as; Sales Tax, Property Tax and Business Licenses. Overall, the City's FY 2018/19 budget is stable with revenues and expenditures in close alignment with staff projections.

The City's 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 maintaining a fiscally conservative stable budget. The FY 2018/19 draft budget includes many new mandatory operational increases. These mandatory increases are stretching the City's fiscal resources and will negatively impact our ability to accommodate new or desired projects and programs. Although the economy has improved it has also brought an increased demand for services. The increased demand for services coupled with mandatory operational increase will require our organization to begin developing strategies for revenue generation and new fiscal sustainability policies and strategies over the next three to five years that allow the Council to develop fiscal policies to address future cost increases and demand for more services. The City still struggles to attract and retain individuals in key departments and positions; for example in our Community Development and Public Works Departments. However, the Executive Management Staff is proactively developing new aggressive strategies and programs for employee engagement, retention and attraction.

Furthermore, staff have identified other areas where there are needs for additional staffing resources to prevent City services from decreasing (i.e., park and street maintenance) and there are not the staff resources to respond adequately.

The Proposed FY 2018/19 budget reflects investments in several core city services that preserve and enhance the quality of life for the residents and businesses in Novato. Below is a list of some of the core services that have been strategically allocated fiscal resources for continued administration or implementation:

Focus on Public Safety – Recommendations in FY 2018/19 for the Police Department focus on continuing services to assist the department’s goals; increasing staff support for Police Officer recruitment and hiring; continuing training to support both existing and newly-hired staff; and continuing the crime analysis program and the Novato Response Team. The proposed budget for the City of Novato includes one (1) new position for the department that will allow for a new assignment as a School Resource Officer (SRO) to support and strengthen our partnership with the Novato Unified School District.

Invest in Maintenance – Recommendations in FY 2018/19 will provide funding for a streets crack-sealing program and investments in Parks and Islands special projects currently in process; and continuing 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 – In response to community and Council desire to implement the City’s Climate Action Plan, the budget continues funding and builds upon success from the initial first year of a full-time Sustainability Coordinator and has committed to “deep green” status for our City power needs through MCE (Marin Clean Energy). In furtherance of the City’s “Deep Green” Initiative, the budget includes continued analysis of overall utility costs for facilities citywide, as well as community outreach and educational efforts such as the Green Film series and other new innovative Green and sustainable projects and programs.

Support Youth and Senior Programs – Staff has increased our production of Special Events by more than three times the total number of events from the prior year and the demand for services continue to increase. As such, there have been slight increases in revenues in several different recreation program areas, necessitating additional staffing and reallocating existing resources for the Parks, Recreation, and Community Services Department. The budget provides for the reallocation of certain positions and one new position in order to address the community needs, as well as increased financial support for local families.

Public Engagement and Outreach – With a robust community engagement and communication program, the budget is status quo for the upcoming fiscal year with no new or enhanced initiatives.

Foster Economic Development – The budget continues funding the Hamilton Base Reuse Program, additional business retention and attraction activities, and provides funding for a Pilot Tenant Assistance Program. The restructured management and support staffing implemented last year has contributed greatly 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 improved 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 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 Council and staff have been working on the preparation of the next three-year term with the intention of adopting an updated Strategic Plan in FY 2018/19.

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 which is great news. Although Novato has seen multiple years of double-digit growth since the lowest point of the recession, that growth has slowed due to the maturing economic recovery.

The City has received development applications for multiple new hotel projects for FY 2018/19, which, if approved and constructed, would assist the City in achieving increased revenue from our transient occupancy taxes.

Novato's sales tax revenue has been more robust than expected for FY 2017/18. The 4th quarter ending December 31, 2017 had an increase of 4.7% from the prior quarter, and with a year over year quarterly increase of 39.2%, was the highest percentage change in Marin County. The strongest performance continues to be from large national retailers, auto dealerships, business to business sales, and from online sales. Current year growth is estimated to be 8.5%, slowing to 2.5% - 3.0% in FY2018/19.

FY 2017/18 OPERATING BUDGET & MEASURE F

The 2018/19 General Fund budget comprises \$40.4 million (including appropriations and transfers out to other funds) of the total \$72 million overall City budget.

As part of our annual budget 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 2018/19 budget include ongoing funding for staff training, City website enhancements, economic development outreach and support for 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 \$281,792 in the upcoming fiscal year. Examples of other expenditures that need to be funded this year are one-time costs related to ADA compliance efforts, labor negotiations, cannabis outreach program, IT system and equipment purchases, and an impact fee study. The total cost of these one-time expenditures is \$364,937.

The 2018/19 budget includes increases in salary and benefits for City employees that were approved by City Council two years ago following negotiations with all bargaining units. Each unit signed three-year contracts with the City that will go through the end of this upcoming 2018/19 fiscal year.

Measure F Budget

Fiscal year 2018/19 represents the third fiscal year of Measure C revenue. Measure C was approved by the voters as a replacement of Measure F; however it was a 50% reduction in revenue from Measure F. As the City Council has purposefully been judicious in the expenditure of Measure F funds, there remains a balance of unallocated Measure F funds of approximately \$1 million. As part of this year's budget strategy staff is recommending the use of a portion of the unallocated funds to complete several significant capital technology projects and revenue generating activities and organizational efficiencies consistent with the Measure F ballot language and that are important to achieving the City Council's strategic goals and community service expectations.

The Measure F budget for 2018/19 includes funding for these projects, as well as continuing to fund previously-approved positions and projects:

- Continued funding for Police Department crime analysis services;
- Contribution to the county-wide Major Crimes Task Force for the Police Department;
- Funding of technology improvements and systems costs for city departments;
- Funding of IT Business Analyst position to provide project management and technical support to city departments
- Funding for a citywide grant writer, and updated business license software; and
- Continued funding (carried over) for maintenance projects: \$65,000 to augment the City's pavement crack-sealing program and \$85,000 to complete several special projects and improvements to parks and islands.

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 2018/19 budget is balanced and does not require the use of one-time reserves for ongoing expenditures.

FY 2018/19 CAPITAL IMPROVEMENT PROGRAM BUDGET

The FY 2018/19 Capital Improvement Budget proposes new investments of \$6.3 million. This amount does not include carryover funding of \$15.9 million that was allocated for previously approved projects that will continue into the new fiscal year. Approximately 30% of this proposed funding is from regional, state or federal grants. This will be another busy year for the Capital Improvement Program as we leverage combined funding sources from grants, gas taxes, Measure F, Parks Measure A, facility maintenance funds, and development impact fees to complete critical projects. New projects include:

MTC Pavement Management Phase IV, Downtown SMART Station Phases II & III, resurfacing and roadway striping enhancements for Nave/Bel Marin Keys, Hamilton Pump Station Cathodic Protection, and Hamilton Arts Center and Lieb Property Deferred Maintenance projects.

Improvement projects are continuing at Redwood & San Marin, Novato Boulevard, Vineyard Road and Redwood Boulevard Also being carried into this fiscal year are the following projects: the North Redwood Boulevard Corridor Study, Lamont Avenue Bike Lanes, Sherman & Cain Rehabilitation, Novato Boulevard Multiuse Path (Sutro Avenue to Stafford Lake), LED Streetlight Retrofit Phase III, Traffic Signal Upgrade Program, ADA Right of Way Transition Plan, Reservoir Hill Path Rehabilitation, Dogbone Meadow Improvements, Civic Center Master Planning and Grant Avenue Bridge Rehabilitation.

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 \$39.7 million next year.

Proposed 2018/19 General Fund Budgeted Revenues			
Revenue Type	FY 17/18 Adopted Budget	FY 18/19 Proposed Budget	Change
Taxes	30,758,945	32,564,580	1,805,635
Licenses & Permits	1,152,450	1,170,315	17,865
Intergovernmental *	380,850	255,390	(125,460)
Service Charges	2,920,000	3,174,465	254,465
Fines, Forfeits & Penalties	525,500	532,200	6,700
Use of Money & Property	547,610	528,260	(19,350)
Miscellaneous Revenue	54,800	44,600	(10,200)
REVENUE TOTAL	36,340,155	38,269,810	1,929,655
Operating Transfers	1,359,935	1,418,675	58,740
TOTAL	37,700,090	39,688,485	1,988,395
% Budget Change			5.3%
* Includes grant-funded positions			

With a few exceptions, City revenues are increasing. The most significant increase is in tax revenue, which is projected to increase \$1.8 million in the upcoming fiscal year, with the majority of the increase coming from

The positive feedback we received from the community is in part due to the organization's successful completion of numerous accomplishment across all city departments. In FY 2017/18, staff completed numerous exciting projects and programs that will improve the overall quality of life for residents, improve the organization's efficiencies and create and maintain fiscally and environmentally sustainable activities in our community for the future:

- **Multi-modal Transportation Improvements** – The City continues to improve multi-modal transportation. City staff worked collaboratively with Marin Transit to complete the Redwood and Grant Transit Facility. Seven enhanced pedestrian crossings were installed and two sidewalk gaps were closed. The City's annual paving project repaired over 4,000 square feet of sidewalks to eliminate tripping hazards, 44 new accessible curb ramps were installed and 4.5 miles of roadway (28 street sections) were resurfaced. The Olive Avenue Class II bike lanes from Samrose Avenue to the city limits were established. The City also received a total of \$1.5 million of One Bay Area Grant funding for Phase 2 of the Downtown SMART station project.
- **Emergency Preparedness** – The City maintained a FEMA Community Rating System rating of 6 to provide 15-20% discounts to residents on annual flood insurance premium rates. Efforts included reviewing projects to ensure that proper storm water management practices were used, and cleaning streets and maintaining creeks in preparation for Novato's winter storms. The City also performed more vegetation clearance in preparation for wildfire season and is collaborating with the Novato Fire District to implement further measures. Staff participated in area-wide emergency response exercises and refresher training in Emergency Operations Center activation.
- **General Plan** – Involving a process that has been ongoing for several years, the City published its draft General Plan 2035, conducted four months of public outreach at nearly 50 venues and is in the process of completing the Environmental Impact Review and adoption documents. Staff anticipates adoption in 2018.
- **Hamilton Properties** – In FY 2015/16, 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 allowed the City to move forward with a community process for determining the best re-use / re-development options for those parcels and an RFP (Request for Proposals) for the commissary parcel was released in May 2018 with others to follow. Staff will be analyzing proposals and hopes to move forward with a new community wide beneficial project in FY 18/19.
- **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
- 14,346 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, Tony Clark (Finance Manager), Maureen Chapman (Accounting Supervisor) Nick Saschin (Accounting Supervisor), and Michael L. Antwine II (Assistant City Manager) and through each Department Director and Administration. 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, Terrie Gillen, Vickie Gerber, and Laura McDowall
- Administrative Services – Bryan Lopez, Gail Papworth, and Scott Sanders
- Community Development – Bob Brown, Steve Marshall, Gary Beretta, and Annette Chavez
- Parks, Recreation & Community Services – Kevin Conklin and Liz Tran
- Police – Adam McGill, Matt McCaffrey, Jim Correa, and Nancy Andrews
- Public Works – Russ Thompson, Chris Blunk, Lyle Waite, Kate Whan, 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. While Novato has stable ongoing revenue sources to continue providing excellent service levels that resident's value; now is the time for staff to begin developing proposals and recommendations for new revenue growth opportunities in order to improve the fiscal sustainability of the organization over the next several years.

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, FY 2018/19 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', written in a cursive style.

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 2018 is 263,886, which is an increase of .17% from the 2017 population of 263,604. Novato, which covers 28 square miles, has a population of 54,551, a slight increase of .01% 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 208.67 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 2018 the Marin County labor market provided 136,300 wage and salary jobs and had an unemployment rate of 2.7%, the third lowest rate in the state (0.2% behind San Mateo County and 0.1% behind San Francisco 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 29,000 jobs and has an unemployment rate of 2.7%. This is a slight decrease from the June 2017 unemployment rate of 3.1% 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, Sports Basement, 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	979
Novato Unified School District	School District	837
2K/Visual Concepts Entertainment	Video Game Developer	585
Bradley Electric	Electrical Contractors	336
Novato Community Hospital	Hospital	312
Novato Healthcare Center	Convalescent House	308
Costco Wholesale	Bulk Food Outlet	300
City of Novato	Governmental	287
Ultragenix	Biopharmaceutical	281

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	54,551
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	29,000
Unemployment Rate	2.7%

Largest Employers

BioMarin Pharmaceuticals	979
Novato Unified School District	837
2K/Visual Concepts Entertainment	585
Bradley Electric	336
Novato Community Hospital	312
Novato Healthcare Center	308
Costco Wholesale	300
City of Novato	287
Ultragenix	281

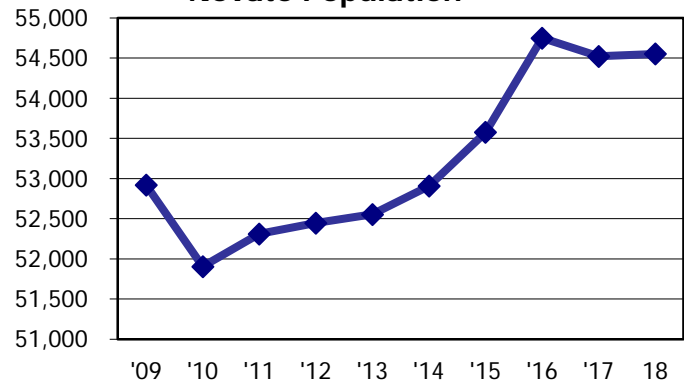
Educational Attainment (Age 25 and older)

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)	\$1,072,285
Median Home Price (Single Family)	\$952,000
Average Home Price (Attached)	\$537,017
Median Home Price (Attached)	\$527,500
Median Household Income	\$83,895

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 2018/19 are part of the 2018/19-2022/23 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) Capital funds anticipated from specific sources such as grants, gas excise taxes, transportation sales tax measures, parks sales tax measures, etc.
- c) New project needs identified by condition assessments, citizen/City Council/staff requests, incidents, etc.
- d) When a large amount of funding is available (such as bond funding or a new sales tax measure) 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 2018/19 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 address deferred maintenance of parks, buildings, and other infrastructure. Recommended expenditures for the fiscal year are focused on completion of projects started in prior fiscal years as well as the implementation of projects of highest priority.

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 FY 2018/19 Capital Improvement Program Budget includes \$6,304,951 of new appropriations, as well as \$15,885,469 in carried over funding. Project costs through FY 2022/23 are estimated at \$52,879,980 (including the carried over funds from the previous fiscal year); 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 – Approximately \$13 M
- Hill Recreation Area “Central Hub” Improvements – \$7.2M
- Grant Avenue Bridge Rehabilitation - \$4.3M
- Downtown SMART Station Phase II - \$5.2M
- Vineyard Road Improvements - \$1.8M

The Capital Improvement Program section begins on page 281 of this document and provides project descriptions of all approved capital projects, 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, 2018, is comprised of the following:

Type of Indebtedness	Outstanding at June 30, 2018
General Obligation Bonds:	
Series 2007 (Measure B)	\$2,995,000
Series 2013 Refunding	5,879,967
Compensated Absences	1,437,127
Pension Obligation Bonds	15,711,066
Capital Leases	576,394
MERA	761,687
Former Redevelopment Agency Debt:	
Hamilton Tax Allocation Bonds 2005	24,430,000
Hamilton Tax Allocation Bonds 2011	15,605,000
CIEDB Loan	2,274,058
TOTAL GENERAL LONG-TERM DEBT	\$69,670,299

Long-term debt of the proprietary fund (Marin Valley Mobile Country Club) at June 30, 2018 consisted of the following:



Type of Indebtedness	Outstanding at June 30, 2018
MVMCC	
Loan - Bank of Marin	\$5,406,209
TOTAL PROPRIETARY LONG-TERM DEBT	\$5,406,209

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, 2018 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, 2018 are summarized below:

Interfund Loans		Outstanding at June 30, 2018
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, 2018 is \$2,162,175.

Other Long-Term Debt Outstanding

At June 30, 2018, 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, 2018, 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

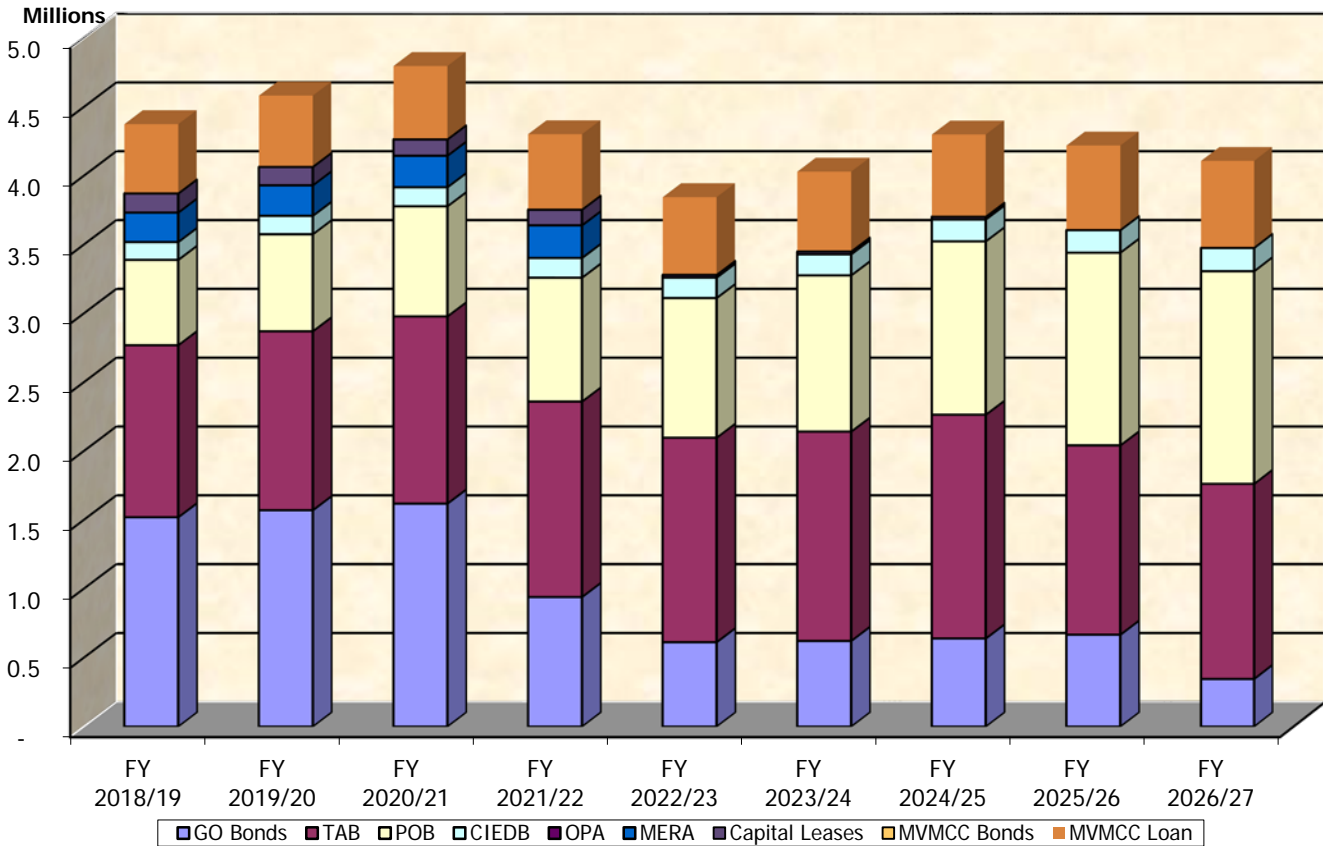
Additional detail related to the city's OPEB and pension liabilities can be found in the city's annual CAFR, which is available on the city's website: <http://novato.org/government/finance>.

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 2018/19 - 2026/27**



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, 2018
Golden Gate Plaza, Assessment District No. 93-1	\$390,000
Vintage Oaks Public Improvements, Community Facilities District No. 1	\$11,621,616
Hamilton Field, Community Facilities District No. 1994-1	\$9,433,700



Pointe Marin, Community Facilities District No. 2002-1	\$8,555,000
Pacheco Valle CFD	\$296,990

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 2015/15 through 2018/19

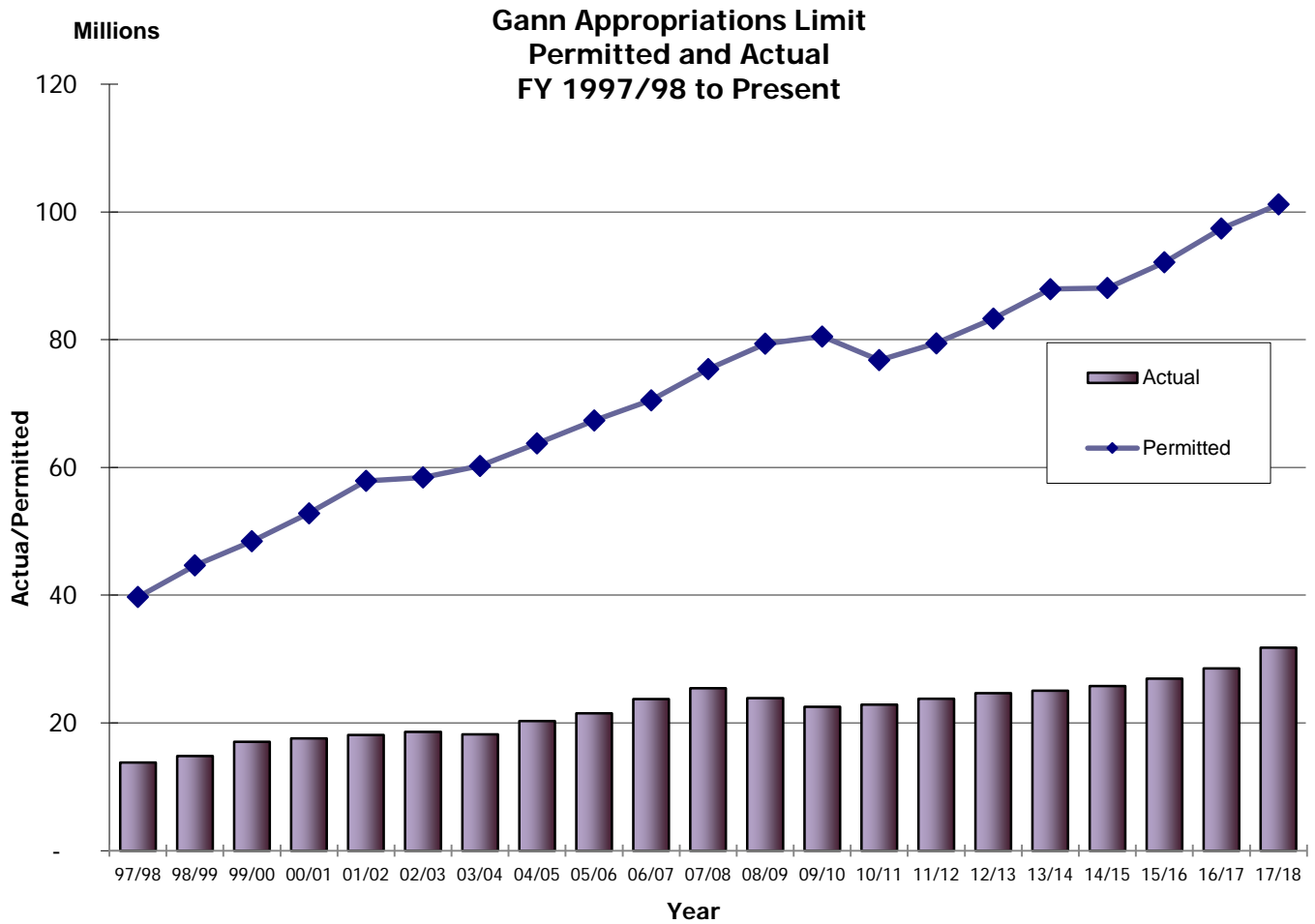
	2015/16	2016/17	2017/18	2018/19
Total Assessed Valuation	\$9,367,537,682	\$9,884,073,624	\$10,409,101,798	10,977,478,523
Debt Limitation (15% of Assessed Valuation)	1,405,130,652	1,482,611,044	1,561,365,270	1,646,621,778
Less GO Bonds Outstanding	13,225,168	11,819,330	10,372,907	8,874,967
Legal Debt Margin	1,391,905,484	1,470,791,714	1,550,992,363	1,637,746,811.45

“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 MVLF	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

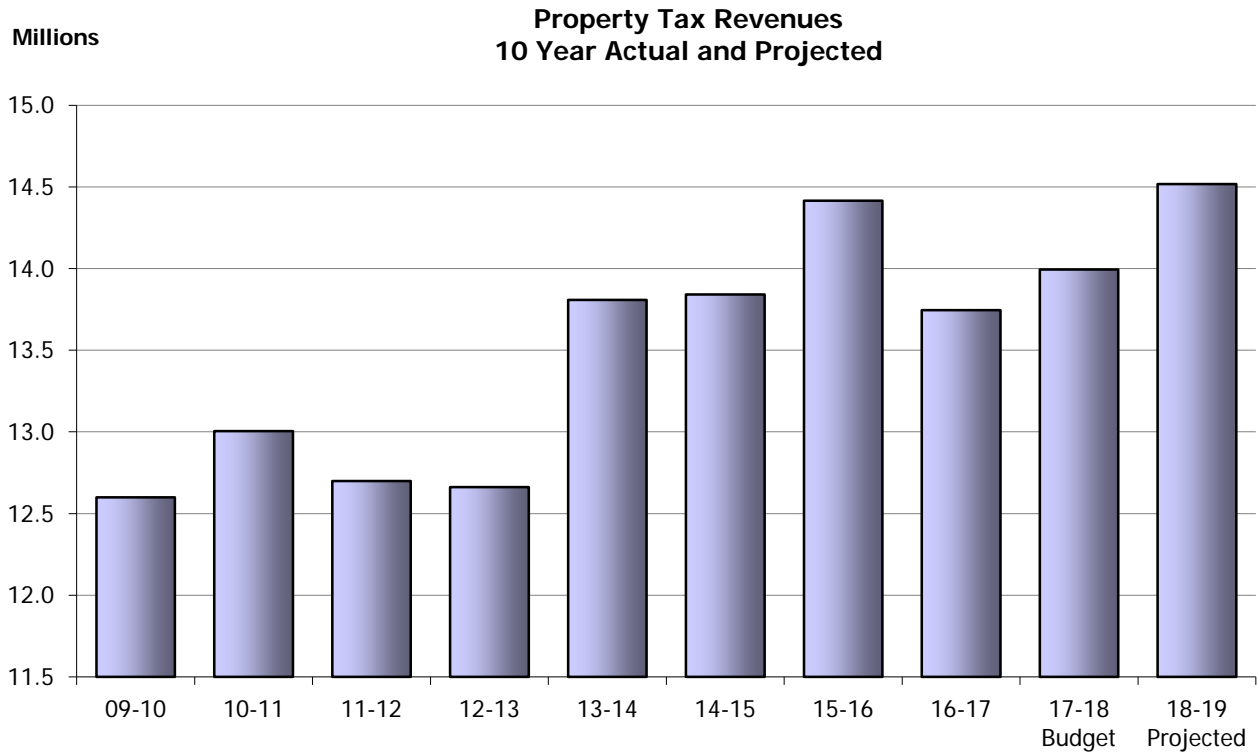
For FY 2017/18 the city's appropriation limit is \$101,167,565, an increase of \$3,775,541 from the prior year's limit of \$97,392,024. The city's tax proceeds are estimated to be \$31,979,005 for FY 2017/18. Currently, the city is at 31% of its limit and therefore will not exceed the appropriation limit 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 2017/18, 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 2018/19. 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. . .

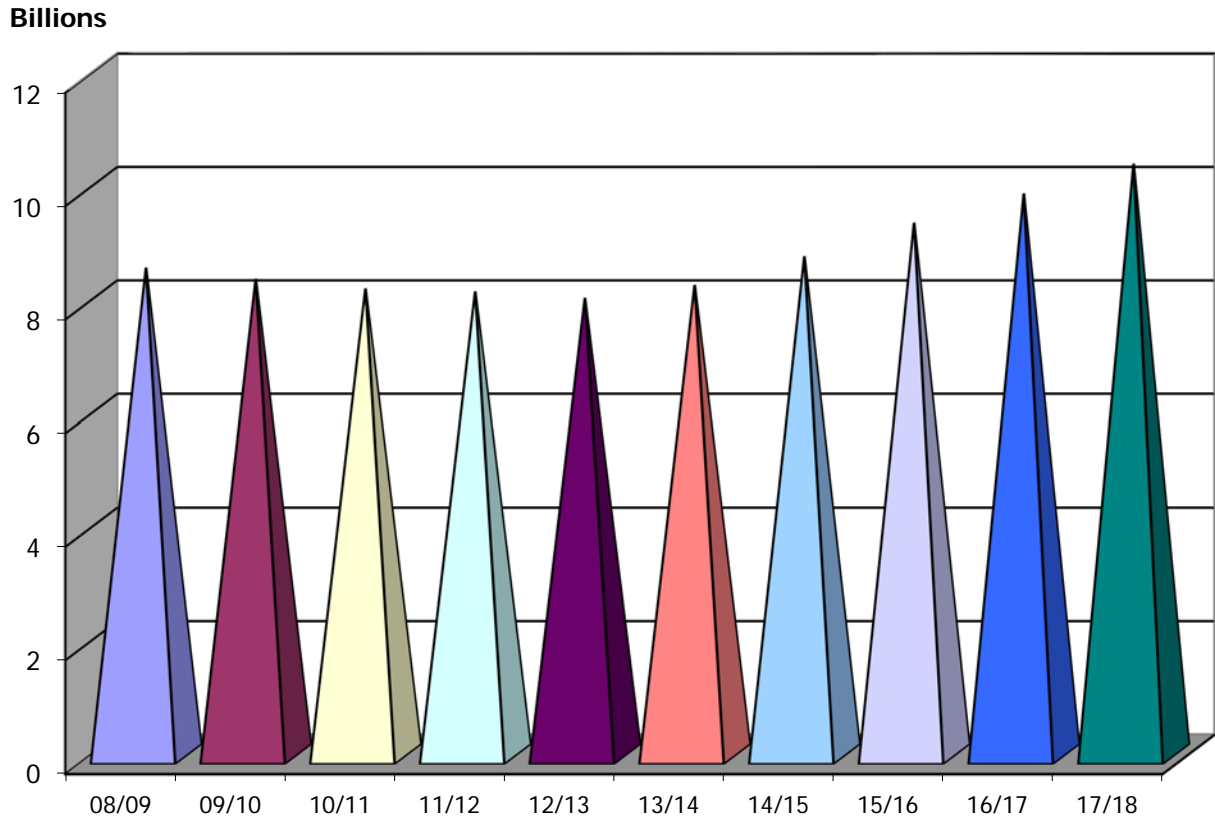
- | | |
|--|------------------------------------|
| ❖ Marin County Free Library | ❖ Novato Sanitary District |
| ❖ Flood Control Zone 1 | ❖ North Marin Water District |
| ❖ Marin County Open Space District | ❖ Marin County Office of Education |
| ❖ Marin/Sonoma Mosquito and Vector Control | ❖ Marin County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

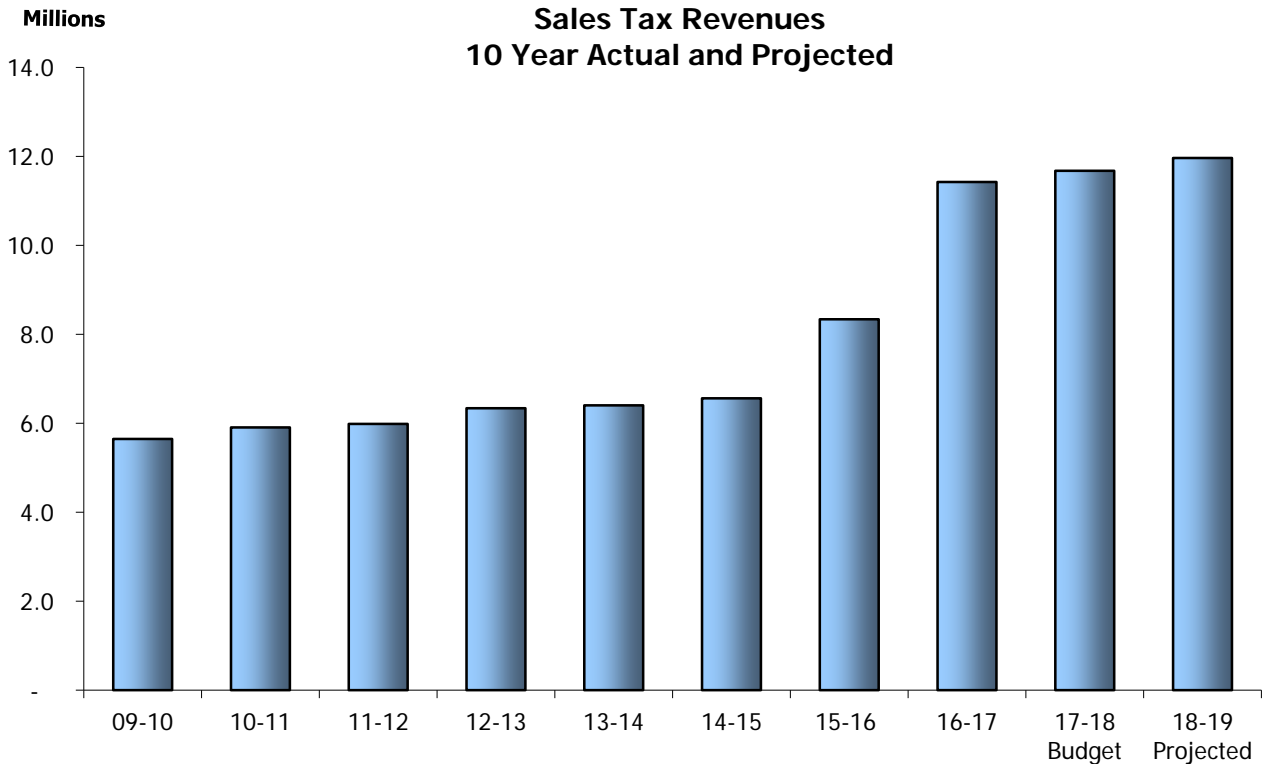
<u>Fiscal Year</u>	<u>Assessed Valuation</u>	<u>Percentage Change</u>
2008/09	8,574,747,252	3.5%
2009/10	8,378,406,297	(1.4%)
2010/11	8,208,497,925	(2.0%)
2011/12	8,154,594,968	(0.7%)
2012/13	8,042,706,925	(1.4%)
2013/14	8,269,652,441	2.8%
2014/15	8,776,955,784	6.1%
2015/16	9,367,537,682	6.7%
2016/17	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

<u>Type of Property</u>	<u>2016/17 (Secured)</u> <u>Assessed Valuation</u>	<u>% of Total</u>
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%

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.

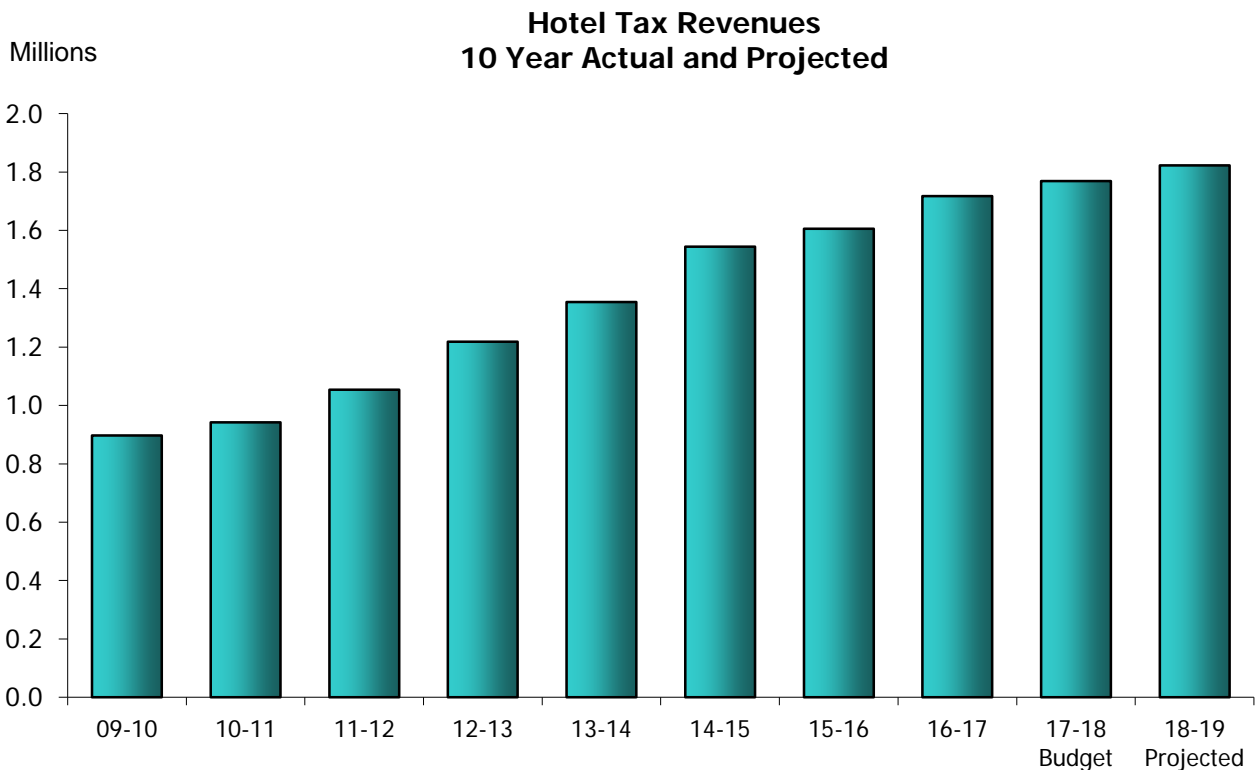


Outlook: Sales tax revenue has shown steady increases over the past few years. Internet sales were a concern, as a majority of these transactions were not, until recently, subject to California sales tax. Following action by the state legislature requiring online vendors to collect sales tax on items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

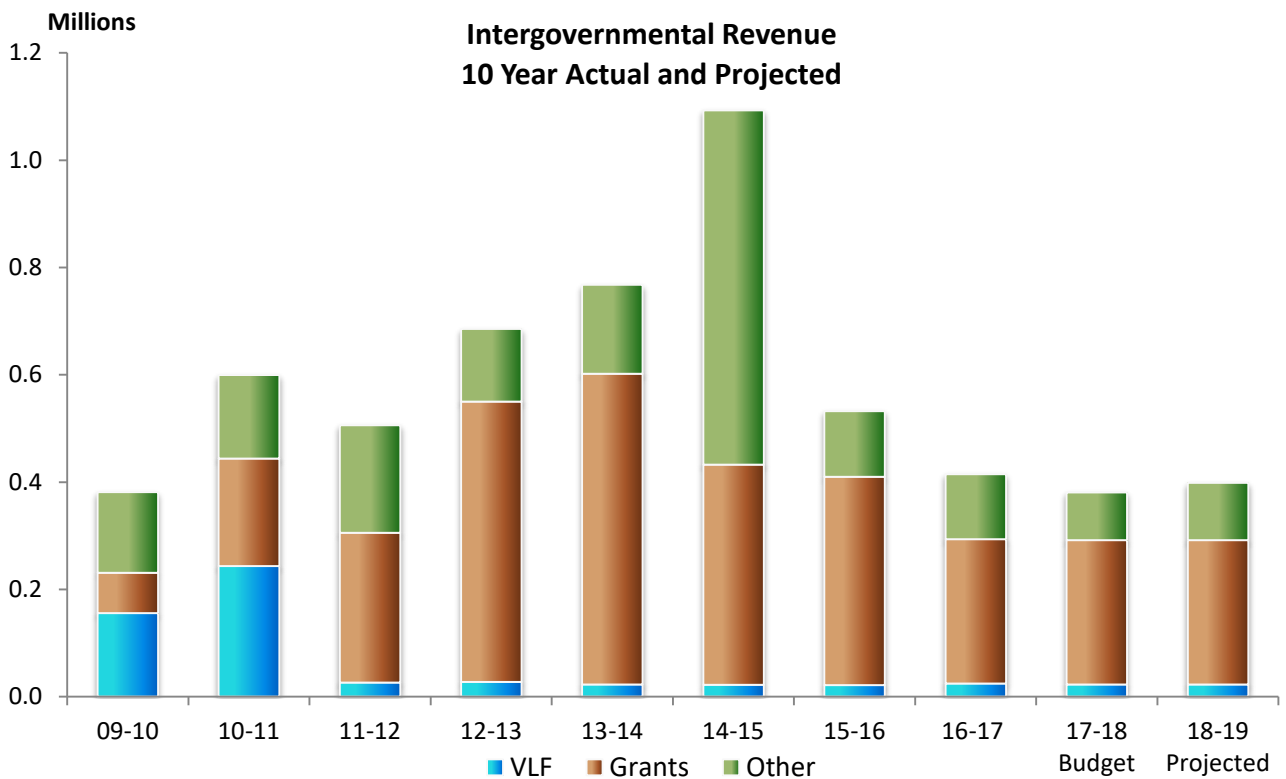
Revenue from Use of Money and Property

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.



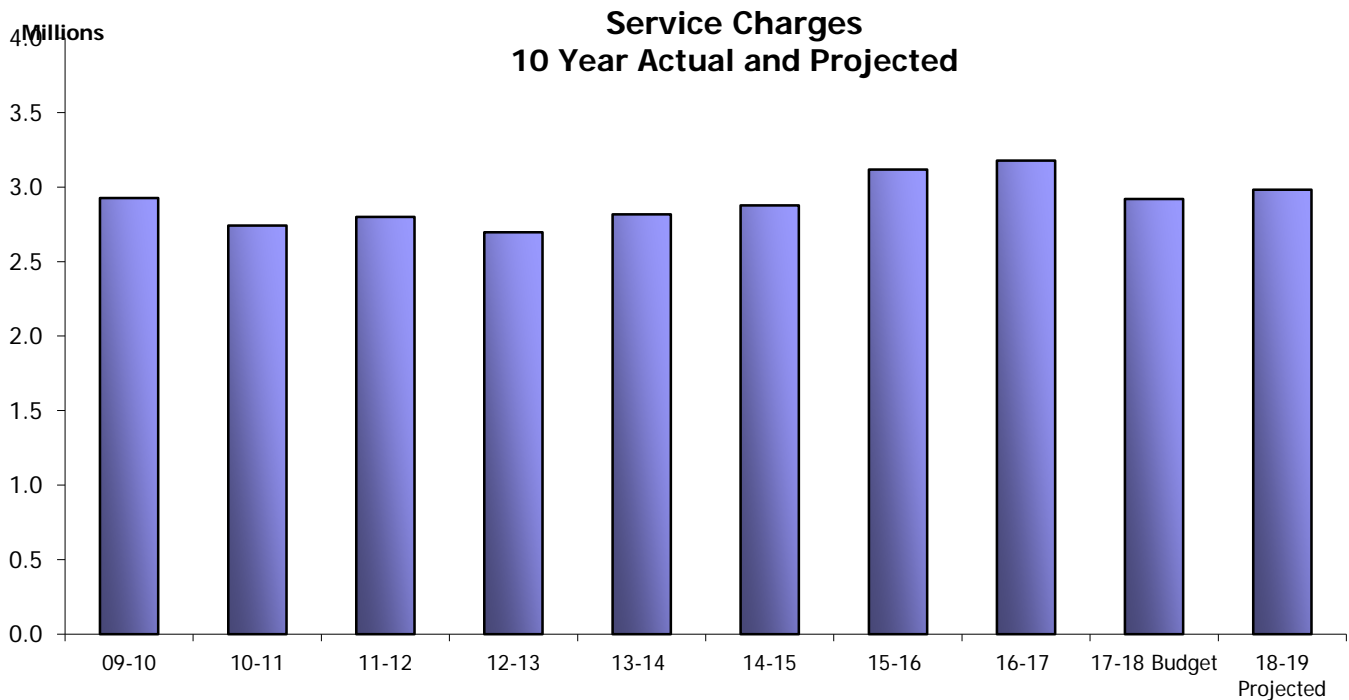
Overview: Until 1998, the largest source of funds in this category was Motor Vehicle in Lieu (MVL) Tax, which was assessed at 2% of a vehicle's value. At that time, the MVL was reduced in two stages to 0.65%. The state backfilled the resulting loss of local revenues until 2005, when, following the passage 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 2018/19 through FY 2022/23

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 18/19, 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

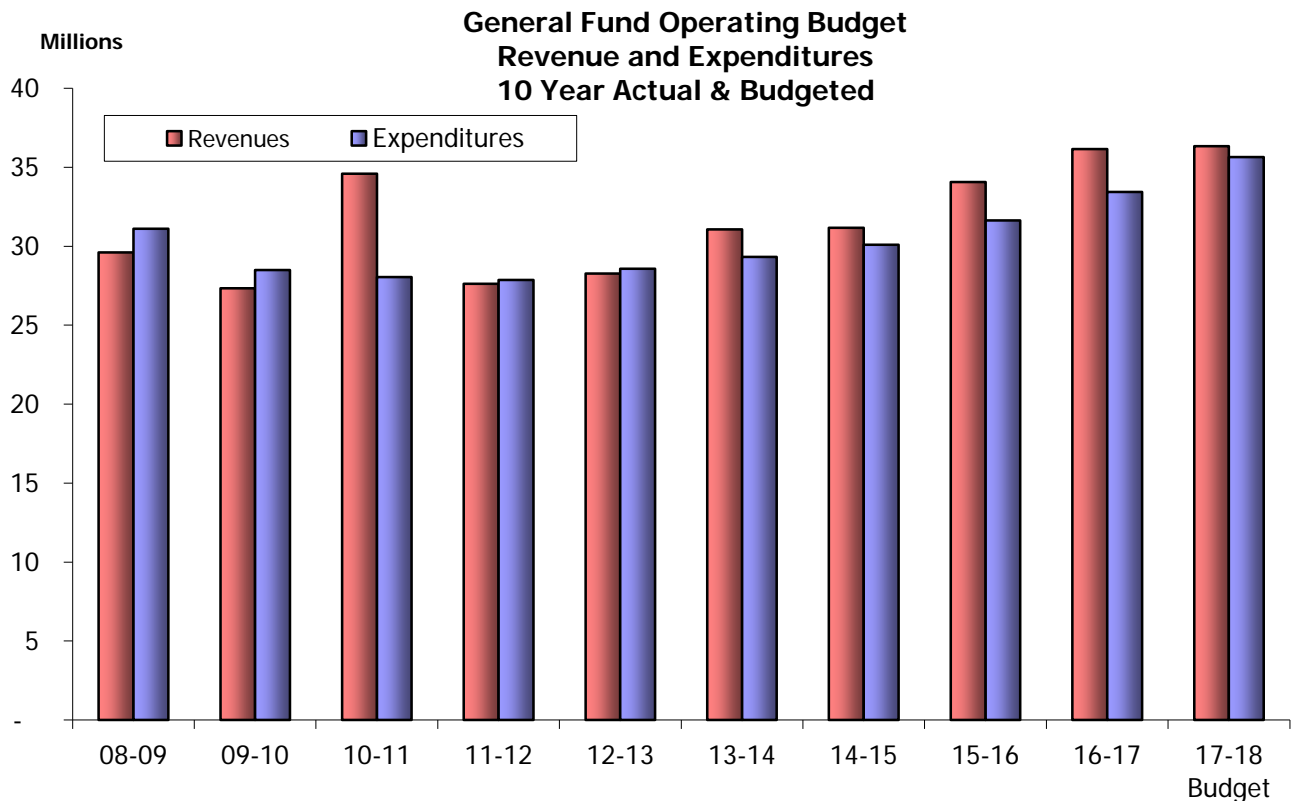
In February 2014, City Council adopted its Fiscal Sustainability Plan, the result of a multi-year process of identifying the resources necessary to allow the city organization to be both fiscally and operationally sustainable. This process included extended public outreach that allowed residents to see 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)	\$830-1,875	\$885-1,875	\$905-\$1,875	\$1,030-1,875	\$980-1,875	\$955-\$1,875	\$1,005-1,875	\$1,005-1,875	
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	18.677%	18.677%	9.015%	9.015%	9.015%	9.015%	9.015%	9.015%	
PERS Retirement-Tier 2 (hired after 9/25/11)	17.614%	17.614%	9.015%	9.015%	9.015%	9.015%	9.015%	9.015%	
PERS Retirement-PEPRA 3 (new members after 1/1/13)	12.141%	12.141%	9.015%	9.015%	9.015%	9.015%	9.015%	9.015%	
PERS 4th Level Survivor	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	
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)		
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%						
Specialty Assignment Pay: Task Force; K-9; Traffic; FTO	3.5% (each/ max 5%)								
Specialty Assignment Pay: Investigator	5%								
Performance Pay							\$6,000 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				
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		
Vacation Accrual Limit	320 hrs	320 hrs	270 hrs	270 hrs	270 hrs	270 hrs	270 hrs (excess paid off)		
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 18/19 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	1,298	1,304	35,000	3.5%
	City Manager	278,025	51,493	14,167	44,063	11.9%
	Public Engagement/EDD	430,683	81,792	22,666	59,687	17.4%
	City Clerk	193,101	37,471	10,368	43,482	17.9%
	Department Totals	925,809	172,055	48,505	182,231	10.3%
Administrative Services	Administration	147,078	27,840	7,696	18,989.13	24.7%
	Human Resources	366,262	71,425	19,777	70,211	18.0%
	Finance	443,071	75,182	20,946	97,059	14.1%
	Information Technology	470,944	89,284	25,328	85,276	22.6%
	Citywide Programs	45,478	2,652	732	1,632	0.1%
Department Totals	1,472,835	266,383	74,479	273,166	7.1%	
Police	Administration	774,691	257,235	76,208	182,078	32.0%
	Technical Services	1,300,506	231,643	60,781	271,101	17.5%
	Professional Standards	308,244	69,137	25,919	50,339	18.0%
	Investigations	728,119	240,568	76,285	193,076	34.3%
	Patrol	4,898,525	1,506,121	487,551	1,200,464	30.1%
	Traffic	493,297	161,727	51,488	131,551	34.7%
	Special Police Services	594,367	183,651	59,927	147,628	80.2%
Department Totals	9,097,749	2,650,082	838,160	2,176,238	29.8%	
Community Development	Administration	228,003	42,533	11,767	32,215	26.6%
	Code Enforcement	284,405	55,131	15,274	76,219	23.8%
	Planning	681,923	129,136	35,839	92,107	28.5%
	Clerical Services	261,493	46,893	13,017	52,975	45.1%
	Building	435,801	85,079	23,655	79,550	19.4%
Department Totals	1,891,624	358,772	99,553	333,067	25.9%	
Public Works	Administration	794,171	149,129	41,400	144,679	46.6%
	Project Development	62,652	11,999	3,325	9,838	4.3%
	Capital Project Mgmt. <i>Less CIP Reimbursement</i>	446,435	85,508	23,775	80,563	11.2%
	Maintenance Admin.	180,761	34,981	9,689	50,089	17.0%
	Street Maintenance	523,156	101,398	28,146	166,216	10.7%
	Traffic Operations	153,123	29,736	8,255	48,711	7.9%
	Median Islands	277,368	54,050	15,007	93,135	18.1%
	Parks Maintenance	445,428	86,528	24,023	145,165	8.2%
	Building Maintenance	525,426	98,040	27,510	166,389	14.2%
	Department Totals	3,408,518	651,370	181,127	904,785	14.9%
Parks, Recreation & Community Services	Administration	395,615	71,371	19,769	66,207	15.5%
	Children's Programs	490,109	61,111	16,981	60,219	15.4%
	Cultural Programs	5,870	1,156	319	641	1.0%
	Senior Programs	276,135	44,042	12,233	61,775	14.7%
	Athletic Programs	1,071,573	137,549	38,214	148,175	12.1%
	Department Totals	2,239,302	315,230	87,515	337,017	13.1%
General Fund Totals		19,035,838	4,413,892	1,329,341	4,206,504	19.8%



FY 17/18 Payroll Cost Breakdown by Division and Department

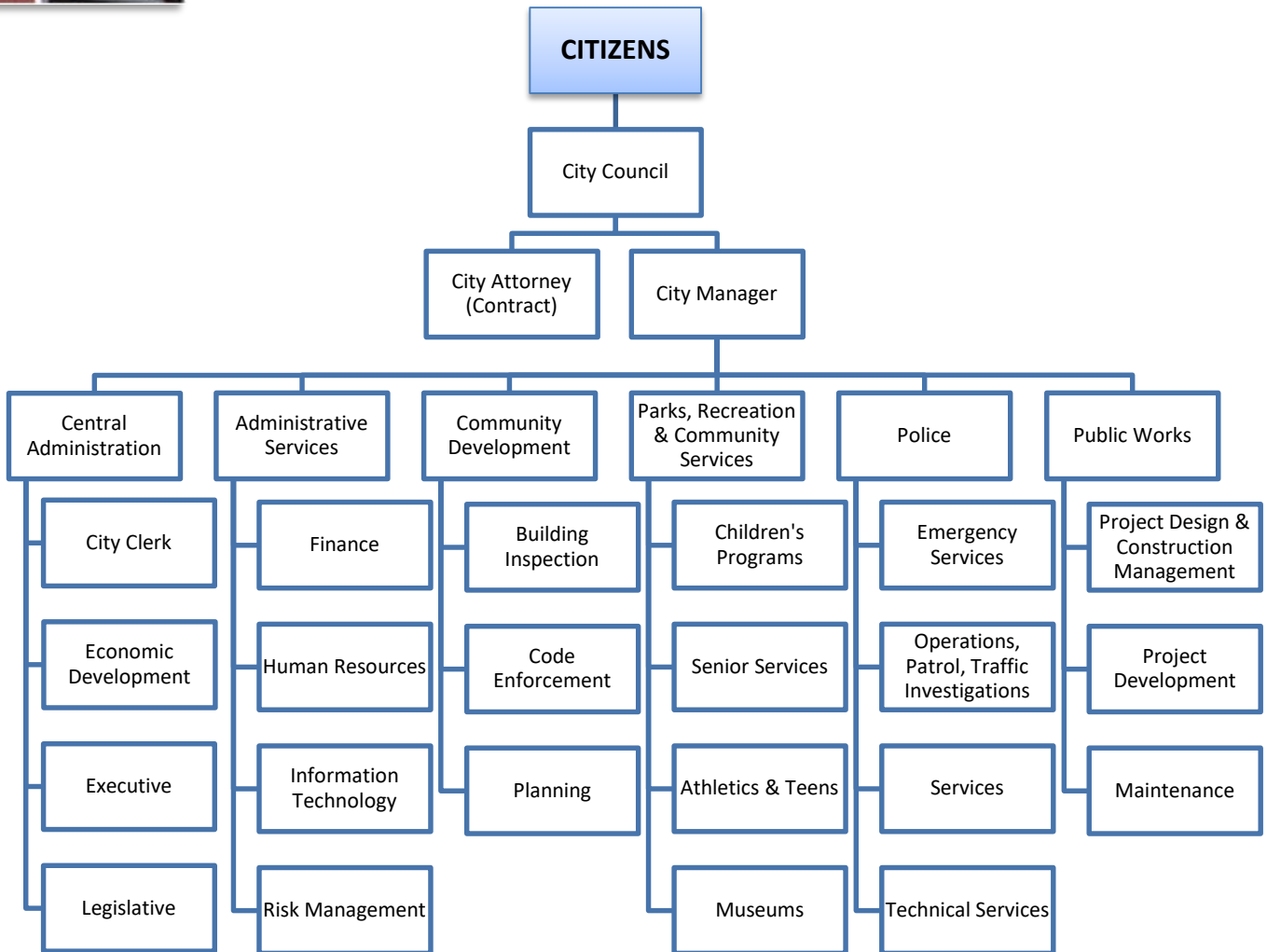
Department/Division	Salaries	PERS Retirement	POB Allocation	Other Benefits	Pension Costs as a Percentage of Budget
Other Funds					
Measure F	500,872	92,220	28,143	105,876	18.7%
RDA Successor Agency Admin	30,557	5,014	1,576	5,139	2.1%
Affordable Housing Programs	14,044	2,361	743	1,796	1.6%
Automation 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	<u>250,824</u>	<u>42,729</u>	<u>13,450</u>	<u>72,388</u>	<u>6.9%</u>
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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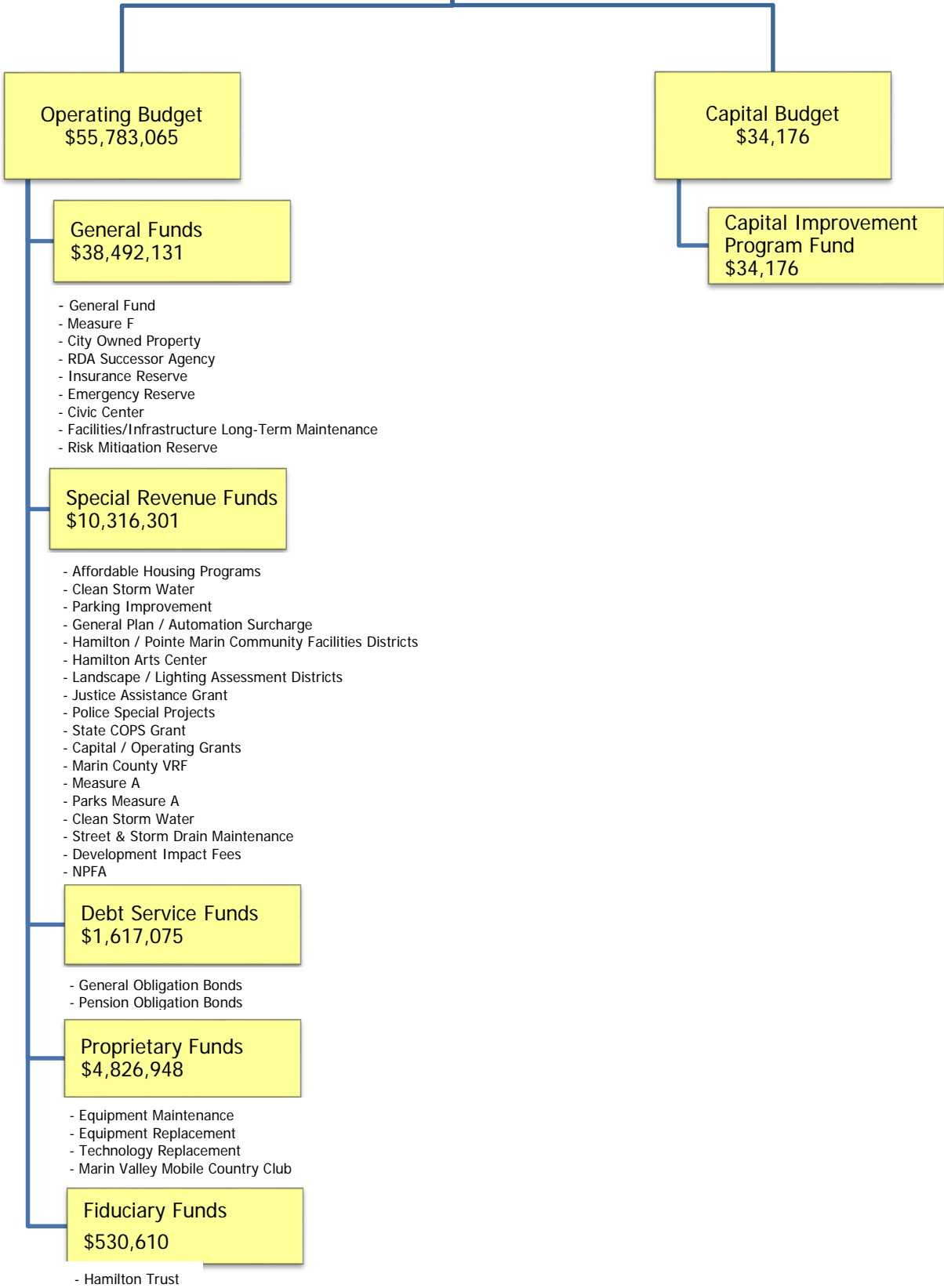


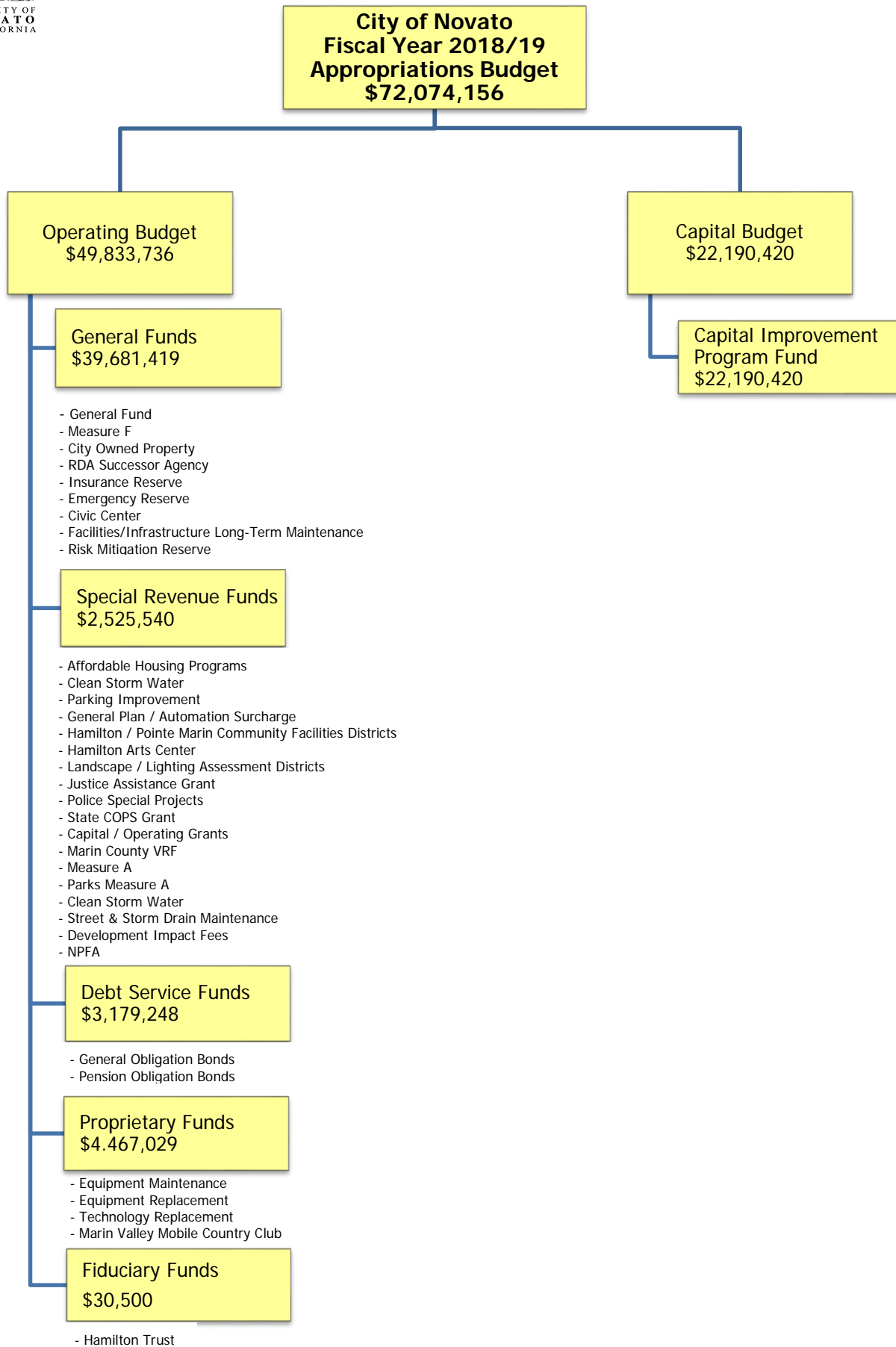
Functional Organization Chart





**City of Novato
Fiscal Year 2018/19
Revenue Budget
\$55,817,241**







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Budget Tables

	Adopted Budget FY 2017/18	Adjusted Budget FY 2017/18	Projected Actual FY 2017/18	Adopted Budget FY 2018/19	Adopted to Adopted Increase/(Decrease)	
					Dollar	Percent
Beginning Available Fund Balance	56,488	0	0	77,831		
Interfund Loan-Equipment Replacement	407,450	407,450				
Revised Fund Balance	463,938	407,450	0	77,831		
Revenues						
Taxes	30,758,945	30,758,945	31,488,050	32,564,580	1,805,635	5.9%
Licenses & Permits	1,152,450	1,152,450	1,272,415	1,170,315	17,865	1.6%
Intergovernmental Revenue	380,850	380,850	376,745	255,390	(125,460)	(32.9)%
Service Charges:						
General Government	240,100	240,100	234,250	246,665	6,565	2.7%
Zoning & Subdivision	191,000	191,000	191,000	187,000	(4,000)	(2.1)%
Plan Check Fees	186,800	186,800	202,500	192,500	5,700	3.1%
Engineering Fees	97,000	97,000	107,000	250,000	153,000	157.7%
Parks, Recreation & Community Services	2,023,600	2,023,600	1,940,445	2,091,700	68,100	3.4%
Police Services	99,000	99,000	111,000	98,000	(1,000)	(1.0)%
Other Services	82,500	82,500	125,800	108,600	26,100	31.6%
Fines & Forfeitures	525,500	525,500	582,500	532,200	6,700	1.3%
Use of Money & Property	547,610	547,610	541,105	528,260	(19,350)	(3.5)%
Misc Revenue	54,800	54,800	91,630	44,600	(10,200)	(18.6)%
Subtotal Revenues	36,340,155	36,340,155	37,264,440	38,269,810	1,929,655	5.3%
Transfers In	1,359,935	1,684,935	1,509,250	1,418,675	58,740	4.3%
Total Revenues and Transfers In	37,700,090	38,025,090	38,773,690	39,688,485	1,988,395	5.3%
Total Financing Available	38,164,028	38,432,540	38,773,690	39,766,316	1,988,395	5.2%
Appropriations						
Central Administration	2,408,608	2,408,608	2,287,790	2,337,917	(70,691)	(2.9)%
Administrative Services	5,882,252	6,261,692	6,070,730	6,176,634	294,382	5.0%
Police	14,317,788	14,317,788	14,115,850	15,530,519	1,212,731	8.5%
Community Development	2,616,002	2,616,002	2,570,355	2,819,094	203,092	7.8%
Public Works	6,897,809	6,897,809	6,256,060	7,176,179	278,370	4.0%
Parks, Recreation & Community Services	3,516,716	3,516,716	3,204,490	3,611,962	95,246	2.7%
Subtotal Appropriations	35,639,175	36,018,615	34,505,275	37,652,305	2,013,130	5.6%
Property Purchase			100,000			
Transfers Out	3,174,853	3,174,853	4,090,584	2,754,011	(420,842)	(13.3)%
Total Use of Funds	38,814,028	39,193,468	38,695,859	40,406,316	1,592,288	4.1%
Unspent Appropriations	650,000	650,000		650,000		
Ending Available Fund Balance	0	(110,928)	77,831	10,000		



Budget Tables

	Budget FY 2017/18	Budget FY 2017/18	Actual FY 2017/18	Budget FY 2018/19	Increase/(Decrease)	
					Dollar	Percent
Taxes						
Real Estate Property Tax	6,994,500	6,994,500	7,193,870	7,426,230	431,730	6.2%
Property Tax Administration Fee	(109,200)	(109,200)	(108,650)	(110,000)	(800)	0.7%
Property Tax in Lieu of 1/4 Sales Tax	-	-	-	-	0	-
Property Tax in Lieu of VLF	4,776,960	4,776,960	4,834,070	5,020,040	243,080	5.1%
ERAF Refund	1,413,500	1,413,500	1,519,945	1,470,040	56,540	4.0%
RDA Property Tax Increment	160,000	160,000	158,135	166,400	6,400	4.0%
ROPS Residual Property Tax	335,000	335,000	266,000	348,400	13,400	4.0%
In Lieu Property Taxes/MVMHCC	75,670	75,670	75,770	77,240	1,570	2.1%
Unsecured Property Tax	138,500	138,500	135,000	144,040	5,540	4.0%
Supplemental Property Tax	210,000	210,000	171,800	218,400	8,400	4.0%
Real Property Transfer Tax	358,500	358,500	325,000	362,085	3,585	1.0%
General Sales and Use Tax	8,631,250	8,631,250	9,092,445	9,462,030	830,780	9.6%
General Sales and Use Tax-Measure C	2,584,025	2,584,025	2,562,165	2,648,625	64,600	2.5%
Public Safety Sales Tax	460,000	460,000	470,000	471,500	11,500	2.5%
Hotel Tax	1,768,900	1,768,900	1,750,000	1,786,590	17,690	1.0%
Business License Tax	1,078,340	1,078,340	1,093,000	1,107,310	28,970	2.7%
Business License Tax - Audit	145,000	145,000	175,000	160,000	15,000	10.3%
Franchise Tax	1,733,000	1,733,000	1,770,000	1,800,450	67,450	3.9%
Residential Development Tax	5,000	5,000	4,500	5,200	200	4.0%
Subtotal	30,758,945	30,758,945	31,488,050	32,564,580	1,805,635	5.9%
Licenses and Permits						
Building Permits	560,000	560,000	565,000	523,000	(37,000)	(6.6)%
Electric, Plumbing and Mechanical	235,000	235,000	326,150	295,000	60,000	25.5%
Inspection Fees-Code Compliance	81,000	81,000	82,195	80,500	(500)	(0.6)%
Residential Resale Inspection	178,500	178,500	159,565	175,000	(3,500)	(2.0)%
Grading & Inspections-Engineering	61,200	61,200	91,740	63,000	1,800	2.9%
Parking Permits	16,250	16,250	5,070	13,315	(2,935)	(18.1)%
Police Permits	5,000	5,000	29,220	8,000	3,000	60.0%
Tree Removal Permit	6,500	6,500	4,235	4,000	(2,500)	(38.5)%
Home Occupation Permit	9,000	9,000	9,240	8,500	(500)	(5.6)%
Subtotal	1,152,450	1,152,450	1,272,415	1,170,315	17,865	1.6%
Intergovernmental Revenue						
Motor Vehicle In-Lieu-Rev Code 11005.7	23,000	23,000	28,700	28,000	5,000	21.7%
Secured Homeowners' Exemption	34,000	34,000	34,445	34,340	340	1.0%
Officer Stand and Train POST	-	-	26,000	4,000	4,000	#DIV/0!
State Mandated Costs	2,000	2,000	240	2,000	0	-
SMIP Fees	200	200	-	300	100	50.0%
Abandoned Vehicle Program	36,000	36,000	40,000	36,000	0	-
Federal COPE Grant	134,000	134,000	134,000	134,000	0	-
Health & Human Services Grant	25,000	25,000	2,025	-	(25,000)	(100.0)%
NC3TF Reimbursement	110,000	110,000	70,185	-	(110,000)	(100.0)%
North Marin Water District	-	-	-	-	0	-
Novato Sanitary District	10,000	10,000	10,000	10,000	0	-
Reimbursement from Other Agencies	6,650	6,650	31,150	6,750	100	1.5%
Subtotal	380,850	380,850	376,745	255,390	(125,460)	(32.9)%



Service Charges

General Government Charges

Business License Application Fee	18,000	18,000	16,120	18,955	955	5.3%
Publications and Reports	300	300	360	310	10	3.3%
Administrative Fees	155,000	155,000	152,500	160,000	5,000	3.2%
MVMCC City Cost Reimbursement	50,000	50,000	44,395	50,000	0	-
Cost Recovery Fees - Clerical	6,000	6,000	10,015	6,500	500	8.3%
NSF Check Charges	300	300	360	310	10	3.3%
Special Event Insurance Reimbursement	3,000	3,000	3,000	3,090	90	3.0%
Administrative Fees-Training	7,500	7,500	7,500	7,500	0	-
Subtotal	240,100	240,100	234,250	246,665	6,565	2.7%

Zoning and Subdivision Charges

Planning Flat Fees	13,000	13,000	10,000	9,000	(4,000)	(30.8)%
Cost Recovery - Private Project	177,000	177,000	180,000	177,000	0	-
Final Site Inspection	1,000	1,000	1,000	1,000	0	-
Subtotal	191,000	191,000	191,000	187,000	(4,000)	(2.1)%

Plan Checking Fees

Building Plan Check Fees	152,500	152,500	150,000	137,000	(15,500)	(10.2)%
Building Plan Check/Planning	15,000	15,000	17,500	15,000	0	-
Building Plan Check/School District	500	500	3,000	2,000	1,500	300.0%
Energy Plan Check Fees	18,300	18,300	32,000	38,000	19,700	107.7%
Crime Prevention Plan Check	500	500	-	500	0	-
Subtotal	186,800	186,800	202,500	192,500	5,700	3.1%

Engineering Fees

Engineering Flat Fees	36,000	36,000	32,000	110,000	74,000	205.6%
Engineering Cost Recovery	1,000	1,000	-	80,000	79,000	7900.0%
Final Site Inspection	60,000	60,000	75,000	60,000	0	-
Subtotal	97,000	97,000	107,000	250,000	153,000	157.7%

Police Service Charges

DUI Accident	5,000	5,000	5,000	4,000	(1,000)	(20.0)%
Vehicle Impound Fees	28,000	28,000	40,000	28,000	0	-
Special Police Services	8,000	8,000	12,000	10,000	2,000	25.0%
Alarm Services	42,000	42,000	42,000	42,000	0	-
Record Releases	16,000	16,000	12,000	14,000	(2,000)	(12.5)%
Subtotal	99,000	99,000	111,000	98,000	(1,000)	(1.0)%

Parks, Recreation, and Community Services

Administration	52,500	52,500	66,445	61,100	8,600	16.4%
Child Care and Enrichment	680,000	680,000	690,000	700,000	20,000	2.9%
Senior Citizens	178,500	178,500	197,000	196,000	17,500	9.8%
Athletics Programs	1,112,600	1,112,600	987,000	1,134,600	22,000	2.0%
Subtotal	2,023,600	2,023,600	1,940,445	2,091,700	68,100	3.4%

Other Service Charges

Appeals	-	-	100	-	0	-
Legal Fees Recovered	36,000	36,000	48,000	38,000	2,000	5.6%
Administration Fee - Consult Contracts	25,000	25,000	53,000	46,500	21,500	86.0%
Construction Signs	1,500	1,500	1,500	1,500	0	-
Plan Storage Fees	20,000	20,000	19,200	21,000	1,000	5.0%
City Surcharge	-	-	4,000	1,600	1,600	100.0%
Subtotal	82,500	82,500	125,800	108,600	26,100	31.6%



Fines, Forfeits and Penalties

Vehicle Code Fines	220,000	220,000	200,000	222,200	2,200	1.0%
Code Enforcement Fines	200,000	200,000	200,000	201,500	1,500	0.8%
Parking Fines	90,000	90,000	160,000	90,000	0	-
Business License Penalties	9,500	9,500	13,000	13,500	4,000	42.1%
Cost Recovery Penalties	6,000	6,000	9,500	5,000	(1,000)	(16.7)%
Subtotal	525,500	525,500	582,500	532,200	6,700	1.3%

Use of Money and Property

Investment Earnings Allocation	100,000	100,000	93,690	125,000	25,000	25.0%
Other Interest	17,500	17,500	14,280	1,100	(16,400)	(93.7)%
Margaret Todd Senior Center	32,000	32,000	43,000	37,500	5,500	17.2%
O'Hair Property	69,500	69,500	71,265	72,500	3,000	4.3%
Other Property Rentals	251,860	251,860	280,500	292,160	40,300	16.0%
Bus Shelter Advertising	76,750	76,750	38,370	-	(76,750)	(100.0)%
Subtotal	547,610	547,610	541,105	528,260	(19,350)	(3.5)%

Miscellaneous Revenue

Sale of Equipment - Auction	1,500	1,500	-	650	(850)	(56.7)%
Private Donations/Contributions	13,000	13,000	13,000	13,000	0	-
Miscellaneous Reimbursements	15,300	15,300	52,915	10,700	(4,600)	(30.1)%
Brochure Advertising	8,000	8,000	8,000	8,000	0	-
Miscellaneous Revenue	17,000	17,000	17,715	12,250	(4,750)	(27.9)%
Subtotal	54,800	54,800	91,630	44,600	(10,200)	(18.6)%

Total Revenues

36,340,155	36,340,155	37,264,440	38,269,810	1,929,655	5.3%
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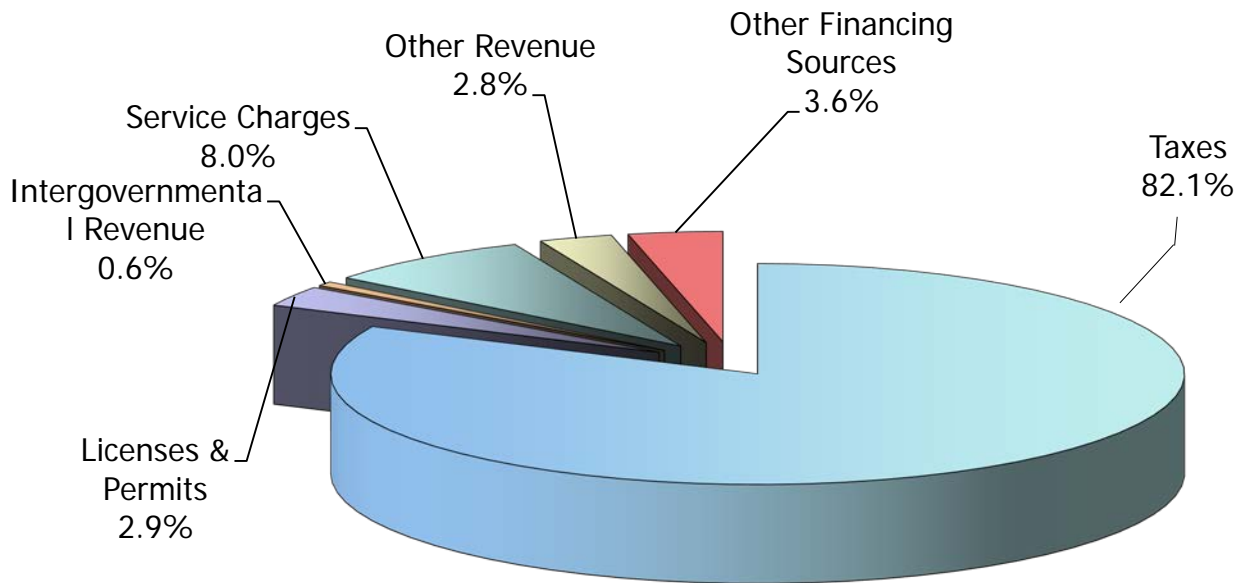
Transfers In

Clean Stormwater Fund	75,000	75,000	70,000	75,000	0	-
Development Impact Fund	79,435	79,435	8,750	38,175	(41,260)	(51.9)%
Emergency Response Reserve Fund		325,000	325,000		0	-
Gas Tax Fund	817,000	817,000	817,000	817,000	0	-
Hamilton Trust Fund	375,000	375,000	275,000	475,000	100,000	26.7%
NPFA Capital Projects Fund	13,000	13,000	13,000	13,000	0	-
Subdivision Trust Fund	500	500	500	500	0	-
Equity Transfer					0	-
Subtotal	1,359,935	1,684,935	1,509,250	1,418,675	58,740	4.3%

General Fund Totals

37,700,090	38,025,090	38,773,690	39,688,485	1,988,395	5.3%
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General Fund Revenues by Category Fiscal Year 2018/19



Taxes	\$32,564,580
Licenses & Permits	1,170,315
Intergovernmental Revenue	255,390
Service Charges	3,174,465
Other Revenue	1,105,060
Other Financing Sources	<u>1,418,675</u>
General Fund Total	<u>\$39,688,485</u>



General Fund Appropriation Detail

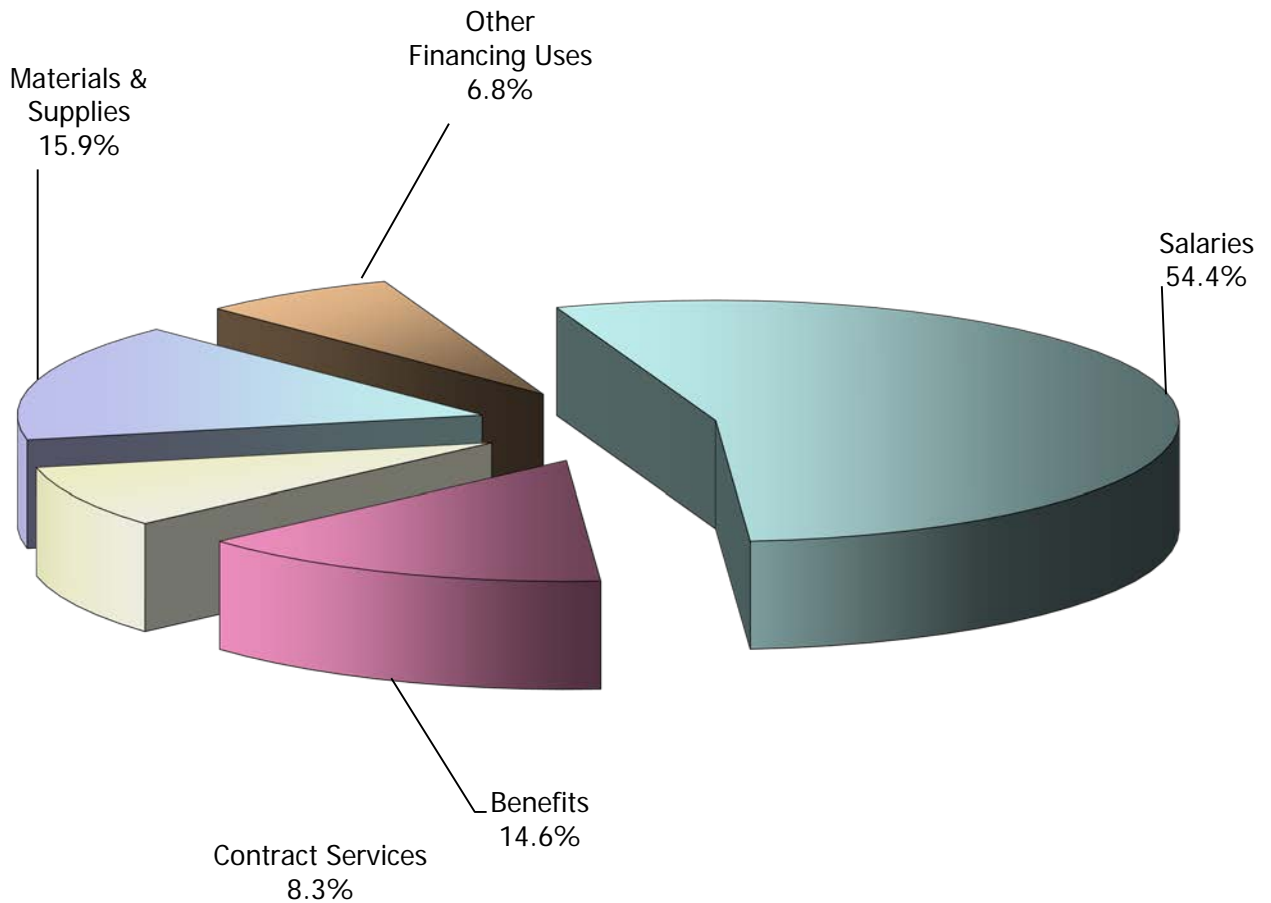
	Adopted Budget FY 2017/18	Adjusted Budget FY 2017/18	Projected Actual FY 2017/18	Adopted Budget FY 2018/19	Adopted to Adopted Increase/ (Decrease)	
					Amount	Percent
Central Administration						
City Council	79,693	79,693	70,745	74,328	(5,365)	(6.7)%
City Manager	513,537	513,537	414,045	458,183	(55,354)	(10.8)%
Communications & Economic Development	697,556	697,556	816,480	899,162	201,606	28.9%
City Clerk	556,822	556,822	438,520	343,244	(213,578)	(38.4)%
City Attorney	561,000	561,000	548,000	563,000	2,000	0.4%
Subtotal	2,408,608	2,408,608	2,287,790	2,337,917	(70,691)	(2.9)%
Administrative Services						
Administration	253,187	253,187	153,510	210,444	(42,743)	(16.9)%
Human Resources	791,109	791,109	815,995	887,053	95,944	12.1%
Finance	732,095	732,095	668,850	781,231	49,136	6.7%
Information Technology Services	1,204,473	1,204,473	1,194,980	1,222,428	17,955	1.5%
Citywide Programs	2,901,388	3,280,828	3,237,395	3,075,478	174,090	6.0%
Subtotal	5,882,252	6,261,692	6,070,730	6,176,634	294,382	5.0%
Police						
Administration	1,291,260	1,291,260	1,300,980	1,346,891	55,631	4.3%
Technical Services	2,003,254	2,003,254	1,997,740	2,136,672	133,418	6.7%
Professional Standards	479,147	479,147	674,210	608,353	129,206	27.0%
Investigations	924,768	924,768	993,945	1,254,062	329,294	35.6%
Patrol	7,751,159	7,751,159	7,205,365	8,187,747	436,588	5.6%
Traffic	718,947	718,947	691,265	869,431	150,484	20.9%
Special Police Services	1,149,253	1,149,253	1,252,345	1,127,363	(21,890)	(1.9)%
Subtotal	14,317,788	14,317,788	14,115,850	15,530,519	1,212,731	8.5%
Community Development						
Administration	334,002	334,002	308,170	366,715	32,713	9.8%
Code Compliance	392,625	392,625	352,600	438,198	45,573	11.6%
Planning	899,883	899,883	810,600	940,960	41,077	4.6%
Clerical Support Services	348,163	348,163	370,030	402,361	54,198	15.6%
Building Inspection	641,329	641,329	728,955	670,860	29,531	4.6%
Subtotal	2,616,002	2,616,002	2,570,355	2,819,094	203,092	7.8%
Public Works						
Engineering Administration	772,513	772,513	782,095	767,098	(5,415)	(0.7)%
Engineering Operations				806,494	806,494	100.0%
Project Development	346,413	346,413	365,160	152,550	(193,863)	(56.0)%
Construction Management	1,128,153	1,128,153	816,205	612,506	(515,647)	(45.7)%
<i>Less : Capital Projects Reimbursement</i>	<i>(737,500)</i>	<i>(737,500)</i>	<i>(675,000)</i>	<i>(765,000)</i>	<i>(27,500)</i>	<i>3.7%</i>
Maintenance Administration	320,490	320,490	324,950	361,825	41,335	12.9%
Street Maintenance	1,324,544	1,324,544	1,179,730	1,440,969	116,425	8.8%
Traffic Operations	450,750	450,750	321,355	353,383	(97,367)	(21.6)%
Island Maintenance	365,978	365,978	383,665	623,834	257,856	70.5%
Parks Maintenance	1,567,238	1,567,238	1,427,075	1,408,963	(158,275)	(10.1)%
Building Maintenance	1,359,230	1,359,230	1,330,825	1,413,557	54,327	4.0%
Subtotal	6,897,809	6,897,809	6,256,060	7,176,179	278,370	4.0%



General Fund Appropriation Detail

	Adopted Budget FY 2017/18	Adjusted Budget FY 2017/18	Projected Actual FY 2017/18	Adopted Budget FY 2018/19	Adopted to Adopted Increase/(Decrease) Amount	Percent
<u>Parks, Recreation, and Community Services</u>						
Administration	787,185	787,185	516,110	623,366	(163,819)	(20.8)%
Child Care and Enrichment	806,620	806,620	758,740	846,822	40,202	5.0%
Cultural Programs/Museum Admin.	7,477	7,477	6,990	7,928	451	6.0%
Senior Citizens	433,681	433,681	442,615	448,519	14,838	3.4%
Athletics Programs	1,481,753	1,481,753	1,480,035	1,685,327	203,574	13.7%
Subtotal	3,516,716	3,516,716	3,204,490	3,611,962	95,246	2.7%
SUBTOTAL APPROPRIATIONS	35,639,175	36,018,615	34,505,275	37,652,305	2,013,130	5.6%
<u>Transfers Out</u>						
Self Insurance Fund			250,000		0	-
Emergency Response & Disaster Reserve			996,647		0	-
Debt Service-POB	1,270,180	1,270,180	1,270,953	1,329,341	59,161	4.7%
Police Special Projects	7,000	7,000	7,000	7,000	0	0.0%
Capital Projects	448,758	448,758	117,069	290,080	(158,678)	(35.4)%
Long-Term Maintenance-Facilities	586,915	586,915	586,915	307,500	(279,415)	(47.6)%
Long-Term Maintenance-Infrastructure	400,000	400,000	400,000	499,090	99,090	24.8%
Equipment Replacement	462,000	462,000	462,000	321,000	(141,000)	(30.5)%
<u>Other Financing Uses</u>						
Property Purchase			100,000		0	-
Subtotal	3,174,853	3,174,853	4,190,584	2,754,011	(420,842)	(13.3)%
TOTAL APPROPRIATIONS	38,814,028	39,193,468	38,695,859	40,406,316	1,592,288	4.1%

General Fund Appropriations by Category Fiscal Year 2018/19



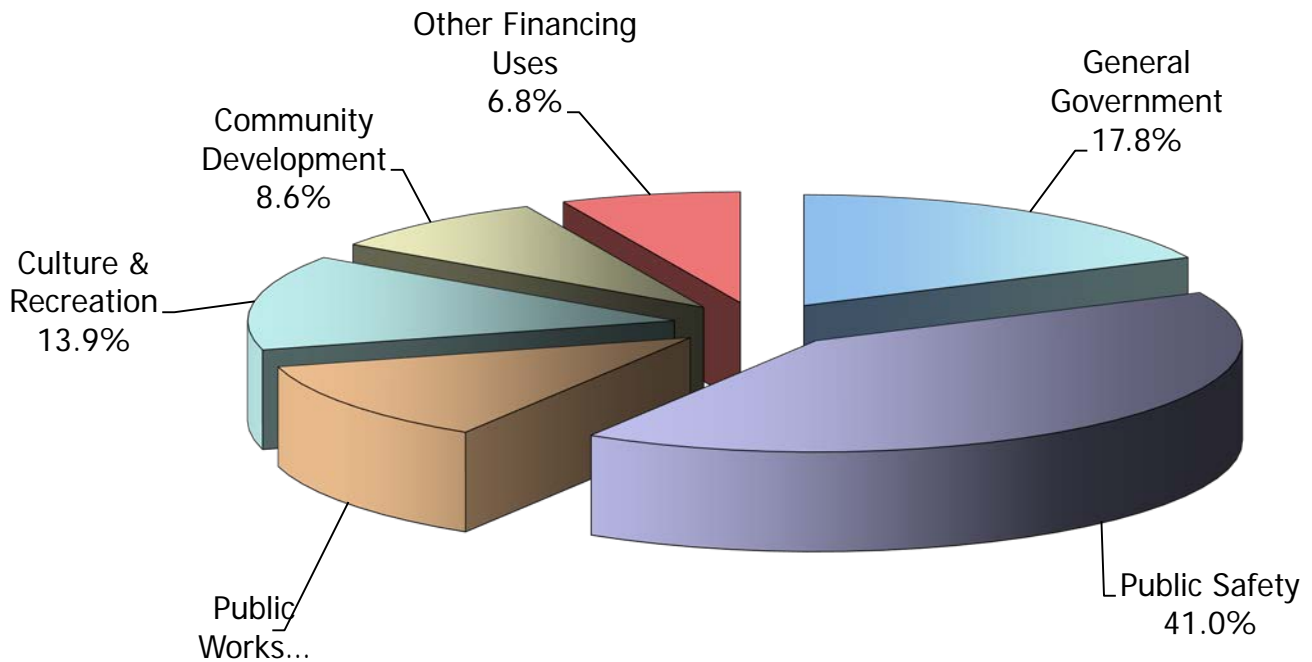
Salaries	\$21,970,937
Benefits	5,880,5249
Contract Services	3,360,458
Materials & Supplies	6,440,386
Other Financing Uses	<u>2,754,011</u>
General Fund Total	\$40,406,316



General Fund Appropriation Summary by Function

Function	Adopted Budget	Adjusted Budget	Projected Actual	Adopted Budget	Adopted to Adopted Increase/(Decrease)	
	FY 2017/18	FY 2017/18	FY 2017/18	FY 2018/19	Dollar	Percent
General Government	7,007,427	7,386,867	6,544,140	7,208,790	201,363	2.9%
Public Safety	15,427,000	15,427,000	15,115,850	16,553,242	1,126,242	7.3%
Public Works	4,359,377	4,359,377	4,256,060	4,828,351	468,974	10.8%
Culture & Recreation	5,605,298	5,605,298	5,562,390	5,606,407	1,109	0.0%
Community Development	3,240,073	3,240,073	3,036,835	3,455,515	215,442	6.6%
Other Financing Uses	3,174,853	3,174,853	4,190,584	2,754,011	(420,842)	(13.3)%
Total Appropriations	38,814,028	39,193,468	38,705,859	40,406,316	1,592,288	4.1%

General Fund Appropriations by Function Fiscal Year 2018/19



Function	Budget
General Government	\$7,208,790
Public Safety	16,553,242
Public Works	4,828,351
Culture & Recreation	5,606,407
Community Development	3,455,515
Other Financing Uses	2,754,011
Total	\$40,406,316



General Fund Revenue Detail History

	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18
Taxes						
Secured Property Taxes	5,366,687	5,588,067	5,867,290	6,261,795	6,649,712	7,193,870
Property Tax Administration Fee	(7,070)	198,828	(92,343)	(84,791)	(105,232)	(108,650)
Property Tax in Lieu of 1/4 Sales	1,852,832	2,183,793	1,994,895	1,638,144	0	0
Property Tax in Lieu of VLF	3,754,735	3,888,518	4,089,032	4,363,020	4,593,231	4,834,070
ERAF Refund	1,172,319	1,544,705	1,258,293	1,221,315	1,495,087	1,519,945
RDA Property Tax Increment	169,775	120,783	130,977	144,213	151,276	158,135
ROPS Residual Property Tax	16,664	63,113	187,924	474,134	514,871	266,000
In Lieu Property Taxes/MVMHCC	68,280	69,660	70,980	72,408	73,800	75,770
Property Taxes/Unsecured	122,856	126,753	136,198	129,270	132,445	135,000
Supplemental Assessments	138,192	224,392	197,877	195,943	158,570	171,800
Real Property Transfer Taxes	243,791	303,813	334,380	443,159	284,070	325,000
Sales and Use Taxes	5,940,857	5,990,530	6,108,890	7,387,264	8,539,096	9,092,445
Sales Tax-Measure C				501,774	2,407,257	2,562,165
Sales Tax-Public Safety	399,343	416,257	451,578	451,003	430,495	470,000
Hotel Taxes (TOT)	1,218,262	1,353,995	1,543,636	1,645,111	1,647,873	1,750,000
Business License Taxes	715,935	784,928	876,448	968,816	1,068,945	1,093,000
Business License Tax - Audit	121,505	158,488	127,297	99,630	116,353	175,000
Franchise Taxes	1,454,621	1,504,227	1,534,708	1,624,400	1,689,146	1,770,000
Residential Development Tax	5,010	4,450	5,080	3,510	6,330	4,500
Subtotal	22,754,594	24,525,300	24,823,140	27,540,118	29,853,325	31,488,050
Licenses and Permits						
Building Permits	395,275	545,115	582,981	535,587	611,779	565,000
Electrical, Plumbing, Mechanical	179,683	239,536	210,535	241,072	347,568	326,150
Inspection Fees-Code Compliance	80,076	80,268	82,275	80,375	81,533	82,195
Residential Resale Inspection	179,954	191,406	192,024	192,894	179,486	159,565
Grading & Inspections-Eng	36,027	42,804	39,648	43,808	63,146	91,740
Parking Permits	2,115	2,797	2,851	2,610	4,925	5,070
Police Permits	16,430	15,978	14,330	19,259	13,734	29,220
Home Occupation Permit	11,200	12,708	11,165	10,164	13,090	9,240
Tree Removal Permit	6,700	5,300	8,400	8,460	7,400	4,235
Subtotal	907,460	1,135,912	1,144,209	1,134,229	1,322,661	1,272,415
Intergovernmental Revenue						
Motor Vehicle In-Lieu	27,352	22,637	21,866	21,617	24,527	28,700
Homeowners' Exemption	37,040	36,617	35,996	35,337	34,516	34,445
POST Reimbursements	37,581	40,231	32,808	27,208	8,165	26,000
Mandated Cost Reimb	27,533	15,336	536,284	4,599	41,683	240
State Emergency Telephone	0	3,289	0	0	0	0
SMIP Fees	104	489	399	352	716	0
Abandoned Vehicle Program	28,111	37,200	35,235	39,156	38,884	40,000
Federal COPE Grant	125,928	131,757	134,000	134,000	108,875	134,000
Federal COPS Grant	301,470	316,760	117,625	113,305	0	0
Health & Human Services Grant	95,000	94,996	49,991	50,000	32,453	2,025
Other Grants	0	9,933	0	0	0	0
NC3TF Reimbursement	0	42,799	109,138	117,903	109,462	70,185
North Marin Water District	2,400	2,400	2,400	2,400	1,200	0
Novato Sanitary District	10,000	10,000	10,000	10,000	10,000	10,000
Reimbursement-Other Agencies	(7,182)	0	6,529	2,867	7,215	31,150
Miscellaneous	341	3,049	486	375	539	0
Subtotal	685,678	767,493	1,092,757	559,119	418,235	376,745



General Fund Revenue Detail History

	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18
<u>Service Charges</u>						
General Government Charges	373,857	239,257	168,553	186,594	407,777	234,250
Zoning & Subdivision Charges	89,132	123,154	125,222	208,739	205,159	191,000
Plan Checking Fees	196,184	249,402	279,072	188,074	232,426	202,500
Engineering Fees	135,744	98,188	83,605	97,022	156,168	107,000
Police Service Charges	121,902	113,016	105,324	115,207	107,498	111,000
Other Service Charges	59,796	81,595	93,992	167,344	155,560	125,800
Subtotal	976,615	904,612	855,768	962,980	1,264,588	971,550
<u>Recreation Income</u>						
Administration	126,472	140,271	217,156	183,657	78,542	66,445
Child Care & Enrichment	483,831	568,666	560,182	716,365	768,454	690,000
Senior Programs	136,336	167,279	179,534	182,206	213,177	197,000
Athletics	973,278	1,035,454	1,064,519	1,073,546	1,200,894	987,000
Subtotal	1,719,917	1,911,670	2,021,391	2,155,774	2,261,067	1,940,445
<u>Fines, Forfeits and Penalties</u>						
Vehicle Code Fines	404,424	295,359	263,570	220,302	237,059	200,000
Investigative Fees	177,587	216,322	199,424	209,208	235,321	200,000
Parking Fines	96,596	102,797	90,191	99,244	116,929	160,000
Business License Penalties	15,485	14,261	13,636	9,071	15,957	13,000
Cost Recovery Penalties	1,559	4,606	3,743	12,009	4,910	9,500
Subtotal	695,651	633,345	570,564	549,834	610,176	582,500
<u>Use of Money and Property</u>						
Investment Earnings	2,075	31,100	37,255	37,230	97,982	93,690
Investment Earnings/Other	8,800	104,369	26,784	345,505	(268,990)	14,280
Investment Earnings/Cont. Rsrv.	13,251	3,889	1,701	494	0	0
Margaret Todd Rental	29,640	42,649	43,232	40,033	34,730	43,000
Downtown Bldgs. Custodial Fees	3,640	3,532	3,858	2,351	3,916	1,500
Hamilton Commissary	48,000	48,000	8,000	0	0	0
Rental Income/O'Hair	55,044	56,026	59,805	64,526	68,814	71,265
Other Property Rental	204,090	209,808	271,580	238,186	235,940	240,744
Parks	37,788	40,410	49,118	49,294	43,742	38,256
Bus Shelter Advertising	76,740	76,740	76,740	76,740	76,740	38,370
Subtotal	479,068	616,523	578,073	854,359	292,874	541,105
<u>Miscellaneous Revenue</u>						
Donations/Contributions	15,791	20,951	15,815	13,000	13,000	13,000
Sale of Property	2,125	4,722	1,187	1,256	997	0
Misc Reimbursements	17,605	8,585	22,517	282,618	58,106	52,915
Brochure Advertising	6,660	7,220	10,380	9,020	9,240	8,000
Other Revenue	13,833	505,729	26,431	0	25,197	17,715
Insurance/Litigation Settlements	1,281	15,762	9,843	706	500	0
Subtotal	57,295	562,969	86,173	306,600	107,040	91,630
Subtotal Revenues	28,276,278	31,057,824	31,172,075	34,063,013	36,129,966	37,264,440

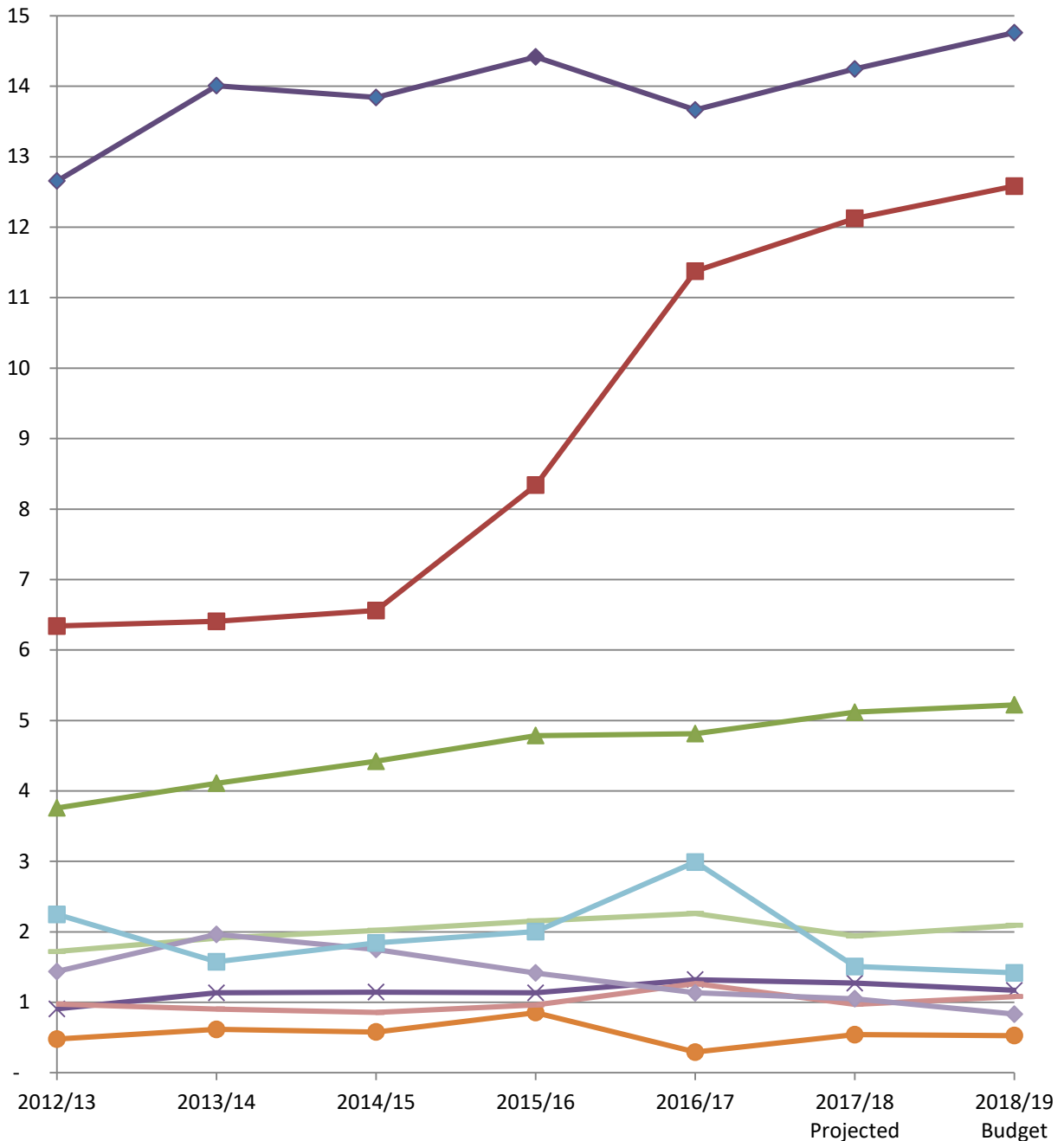


General Fund Revenue Detail History

	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18
<u>Other Financing Sources</u>						
<u>Transfers In</u>						
Clean Stormwater	150,000	142,000	125,000	0	100,000	70,000
Development Impact Fees	84,362	99,273	80,551	78,919	45,677	8,750
Emergency Response Reserve						325,000
Gas Tax	817,000	817,000	817,000	817,000	817,000	817,000
Hamilton Trust	294,168	250,530	209,455	254,119	302,334	275,000
Measure A Parks	0	0	25,000	22,176	0	0
Measure F Sales Tax	411,375	253,779	325,970	0	0	0
NPFA Capital Projects	13,000	13,000	13,000	13,000	13,000	13,000
Subdivision Trust (Quimby)	500	500	500	500	500	500
Other	3,268	0	0	68,741	0	0
<u>Debt Proceeds/Equity Transfers</u>						
Miscellaneous	473,932	0	245,343	750,000	1,711,962	0
Subtotal	2,247,605	1,576,082	1,841,819	2,004,455	2,990,473	1,509,250
Total Revenues & Transfers	30,523,883	32,633,906	33,013,894	36,067,468	39,120,439	38,773,690

General Fund Revenue History & Projections by Source Fiscal Years 2012/13 - 2018/19

\$ Millions



- ◆ Property Taxes
- Sales Taxes
- ▲ Other Taxes
- × Licenses & Permits
- Use of Money & Property
- Service Charges
- Recreation Programs
- ◆ Fines/Intergovt/Miscellaneous
- Other Funding Sources



General Fund Appropriation Detail History

	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18
<u>Central Administration</u>						
City Council	63,214	74,994	82,084	82,836	74,213	70,745
City Manager	534,907	535,920	836,773	965,149	1,028,131	414,045
Communications/EDD						816,480
City Clerk	267,596	320,199	292,681	364,620	243,119	438,520
City Attorney	436,942	562,323	521,332	728,746	777,073	548,000
Subtotal	1,302,659	1,493,436	1,732,870	2,141,351	2,122,536	2,287,790
<u>Administrative Services</u>						
Administration	234,506	273,708	304,406	305,604	221,925	153,510
Human Resources	546,964	525,376	736,896	794,856	897,385	815,995
Finance	647,484	615,166	675,734	671,464	711,026	668,850
Information Technology Services	713,780	797,231	1,137,655	1,066,335	1,162,070	1,194,980
Citywide Programs	2,764,506	2,514,927	2,158,375	2,128,217	2,276,006	3,237,395
Subtotal	4,907,240	4,726,408	5,013,066	4,966,476	5,268,412	6,070,730
<u>Police</u>						
Administration	1,032,122	1,044,504	1,175,258	1,108,350	1,162,987	1,300,980
Technical Services	1,620,506	1,670,688	1,841,038	1,725,304	1,799,421	1,997,740
Professional Standards	357,948	375,849	380,066	483,720	576,898	674,210
Investigations	780,012	881,401	694,560	628,026	901,033	993,945
Patrol	6,471,910	6,551,803	6,611,769	7,328,188	7,236,537	7,205,365
Traffic	681,134	660,477	685,002	760,677	758,022	691,265
Special Police Services	698,817	780,582	657,201	928,640	1,114,195	1,252,345
Youth Services						
Subtotal	11,642,449	11,965,304	12,044,894	12,962,905	13,549,093	14,115,850
<u>Community Development</u>						
Administration	144,147	180,931	214,479	189,561	201,343	308,170
Code Compliance	303,856	285,997	281,901	311,130	340,046	352,600
Planning	991,730	802,183	777,162	659,724	766,669	810,600
Clerical Support Services	135,468	226,889	301,191	317,090	346,921	370,030
Building	568,839	540,531	446,426	599,710	764,775	728,955
Subtotal	2,144,040	2,036,531	2,021,159	2,077,215	2,419,754	2,570,355



General Fund Appropriation Detail History

	Previous Actual 2012/13	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18
Public Works						
Traffic & Engineering Admin.	857,008	856,963	737,822	671,747	612,010	782,095
Project Development	192,374	271,062	319,077	310,714	277,848	365,160
Construction Management	241,766	246,823	226,084	220,330	370,994	141,205
Maintenance Administration	311,656	331,604	355,244	369,750	430,029	324,950
Street Maintenance	1,098,428	1,153,687	1,122,129	1,108,909	1,237,329	1,179,730
Traffic Operations	443,659	412,854	381,114	396,562	447,421	321,355
Street Tree/Parkway Maint.	338,665	377,740	352,741	334,273	394,247	383,665
Parks Maintenance	1,224,136	1,299,336	1,339,901	1,428,202	1,483,086	1,427,075
Building Maintenance	968,879	1,121,172	1,203,980	1,258,278	1,404,110	1,330,825
Subtotal	5,676,571	6,071,241	6,038,092	6,098,765	6,657,074	6,256,060
Parks, Recreation & Community Services						
Administration	690,785	689,739	771,980	805,576	735,907	516,110
Childcare and Enrichment	566,280	650,862	719,633	771,429	775,123	758,740
Cultural Programs/Museum Admin.	16,033	16,451	8,327	8,806	9,205	6,990
Senior Programs	288,510	291,563	310,786	318,885	353,075	442,615
Athletics Programs	1,347,054	1,380,377	1,432,258	1,471,660	1,575,606	1,480,035
Subtotal	2,908,662	3,028,992	3,242,984	3,376,356	3,448,916	3,204,490
Subtotal Expenditures	28,581,621	29,321,912	30,093,065	31,623,068	33,465,785	34,505,275
Transfers Out						
Successor Agency Admin		31,536				
General Plan Surcharge	80,000	300,000	300,000			
Hamilton CFD	7,992					
Police Special Projects	7,000	7,000	7,000	7,000	7,000	7,000
Insurance Reserve					300,000	
Emergency Response Reserve		156,894		699,792	1,205,319	
Capital Improvement Projects	6,691,209	6,454,171	238,622	271,939	86,658	117,069
Long-Term Maintenance-Facilities	150,000	300,000	545,000	558,625	572,600	586,915
Long-Term Maintenance-Infrastructure			545,000	558,625	572,600	400,000
Debt Service Fund-POB	1,060,940	1,100,393	1,126,811	1,188,672	1,241,631	1,270,953
Equipment Replacement	324,000	360,000	399,000	399,000	462,000	462,000
Other Financing Uses						
Land Purchase / Passthru Payment		503,779		778,087	1,543,687	100,000
Equity Transfer		175,107				
Interfund Loan Interest		72,973				
Subtotal	8,321,141	9,461,853	3,161,433	4,461,740	5,991,495	2,943,937
Total Expenditures & Transfers	36,902,762	38,783,765	33,254,498	36,084,808	39,457,280	37,449,212



Revenue Detail History by Fund

	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
General Fund (101)						
Taxes	24,525,300	24,823,140	27,540,118	29,853,325	31,488,050	32,564,580
Licenses and Permits	1,135,912	1,144,209	1,134,229	1,322,661	1,272,415	1,170,315
Intergovernmental Revenue	767,493	1,092,757	559,119	418,235	376,745	255,390
Service Charges	2,816,282	2,877,159	3,118,754	3,525,655	2,911,995	3,174,465
Fines, Forfeits and Penalties	633,345	570,564	549,834	610,176	582,500	532,200
Use of Money and Property	616,523	578,073	854,359	292,874	541,105	528,260
Miscellaneous Revenue	562,969	86,173	306,600	107,040	91,630	44,600
Totals	31,057,824	31,172,075	34,063,013	36,129,966	37,264,440	38,269,810
Measure F Sales Tax (111)						
Investment Earnings	40,394	58,337	98,797	136,014	110,000	85,000
Sales Tax	4,422,885	4,750,568	3,739,015	46,089	25,000	15,000
Other	10,000	35,746	14,985	12,888	4,500	18,750
Totals	4,473,279	4,844,651	3,852,797	194,991	139,500	118,750
City Owned Property (112)						
Investment Earnings				877	11,000	12,000
Proceeds from Property Sales				500,018	1,997,725	
Totals	0	0	0	500,895	2,008,725	12,000
Successor Agency to Dissolved RDA (113)						
Intergovernmental	167,459	122,252	91,060	67,384	67,384	67,384
Totals	167,459	122,252	91,060	67,384	67,384	67,384
Pension Reserve Fund (114)						
Investment Earnings	6	7	9	13	12	12
Totals	6	7	9	13	12	12
Self Insurance Fund (115)						
Investment Earnings	5,231	5,999	7,173	6,402	6,100	6,200
Other				22,400	125,686	
Totals	5,231	5,999	7,173	28,802	131,786	6,200
Emergency and Disaster Response Reserve (116)						
Investment Earnings	3,987	825				
Totals	3,987	825	0	0	0	0
Civic Center (117)						
Investment Earnings	1,033	676	907	1,256	1,150	1,175
Totals	1,033	676	907	1,256	1,150	1,175
Long-Term Maintenance-Facilities (118)						
Investment Earnings	2,208	3,190	6,607	9,604	9,000	9,200
Energy Rebates	45,332	26,204	2,549			
Totals	47,540	29,394	9,156	9,604	9,000	9,200

Revenue Detail History by Fund

	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Long-Term Maintenance-Infrastructure (119)						
Investment Earnings		1,269	3,897	8,376	7,500	7,600
Totals	0	1,269	3,897	8,376	7,500	7,600
Affordable Housing Programs (210)						
Investment Earnings	4,899	6,555	8,256	42,922	24,585	26,750
Housing Program Fees	382,569	125,542	171,374	96,313	109,500	110,000
Other	228,253	99,478	43,893	38,127		
Totals	615,721	231,575	223,523	177,362	134,085	136,750
Clean Stormwater (211)						
Investment Earnings	62	85	(738)	(523)	600	625
Special Assessments	356,056	353,182	369,956	351,229	368,530	371,000
Totals	356,118	353,267	369,218	350,706	369,130	371,625
Underground Utility (212)						
Investment Earnings	4,202	4,836	6,625	9,156	7,000	7,300
Totals	4,202	4,836	6,625	9,156	7,000	7,300
Parking Improvement Fund (213)						
Investment Earnings	356	389	489	671	600	625
Totals	356	389	489	671	600	625
Subdivision Park Trust (Quimby Fees) (214)						
Investment Earnings	4,407	5,557	6,273	5,523	5,500	3,500
In-Lieu Fees	95,877	97,290	7,644			30,000
Totals	100,284	102,847	13,917	5,523	5,500	33,500
Art in Public Places (215)						
Developer in Lieu Fees	16,040	22,202	7,855	9,250	23,695	1,500
Investment Earnings	457	571	859	1,144	1,100	1,125
Totals	16,497	22,773	8,714	10,394	24,795	2,625
General Plan Surcharge (216)						
Service Charges	74,893	76,499	75,450	92,573	85,000	76,000
Investment Earnings	1,265	2,133	3,157	3,398	3,000	3,050
Other					56,765	
Totals	76,158	78,632	78,607	95,971	144,765	79,050
Automation Surcharge (217)						
Service Charges	78,585	80,859	79,584	98,649	90,000	80,000
Investment Earnings	1,189	1,108	1,146	1,126	1,000	1,050
Totals	79,774	81,967	80,730	99,775	91,000	81,050
Hamilton Community Facilities District (218)						
Investment Earnings	280	747	2,393	2,496	3,000	1,950
Special Assessments	521,216	547,545	561,497	575,762	569,119	588,988
Other		230,000	230,000	230,000	230,000	230,000
Totals	521,496	778,292	793,890	808,258	802,119	820,938



Revenue Detail History by Fund

	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Gas Tax Fund (229)						
Intergovernmental Revenue	1,640,048	1,534,543	1,185,578	1,061,613	1,516,570	2,308,640
Investment Earnings	3,708	4,696	8,255	10,288	8,500	8,600
Totals	1,643,756	1,539,239	1,193,833	1,071,901	1,525,070	2,317,240
Justice Assistance Grant (230)						
Grants	13,068	5,983	5,480			
Other	750					
Totals	13,818	5,983	5,480	0	0	0
Special Projects Fund (231)						
Investment Earnings	410	380	783	1,256	1,100	1,125
Donations/Contributions	29,274	16,444	44,865	5,896	10,700	11,000
Intergovernmental Revenue	125,522	235,057	99,452	62,861	81,500	31,400
Totals	155,206	251,881	145,100	70,013	93,300	43,525
State COPS Grant Fund (232)						
Intergovernmental Revenue	121,253	115,681	173,027	187,741	145,000	100,000
Totals	121,253	115,681	173,027	187,741	145,000	100,000
Operating Grants Fund (233)						
Investment Earnings	199	201	266	351	300	305
Totals	199	201	266	351	300	305
Capital Grants Fund (234)						
Intergovernmental Revenue	350,585	422,105	631,488	1,148,341	433,387	2,976,671
Totals	350,585	422,105	631,488	1,148,341	433,387	2,976,671
Marin County Street Improvements/VRF (Measure B) (235)						
Intergovernmental	405,317			456,206		
Investment Earnings	210	1,993	452	2,188	4,000	1,500
Totals	405,527	1,993	452	458,394	4,000	1,500
Street Improvement Projects (Measure A) (236)						
Intergovernmental	483,011	657,208	552,175	588,510	838,510	747,495
Investment Earnings	4,550	5,605	11,287	10,651	5,500	5,600
Totals	487,561	662,813	563,462	599,161	844,010	753,095
Parks Measure A (237)						
Intergovernmental	203,235	376,080	384,922	390,710	405,715	430,554
Investment Earnings		1,802	2,837	5,163	4,400	4,450
Totals	203,235	377,882	387,759	395,873	410,115	435,004
Clean Stormwater Capital Improvement Projects (238)						
Investment Earnings	1,415	1,678	1,659	1,822	2,000	2,025
Totals	1,415	1,678	1,659	1,822	2,000	2,025



Revenue Detail History by Fund

	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Street and Storm Drain Maintenance (239)						
Investment Earnings	1,231	1,318	1,787	2,472	2,400	2,430
Totals	1,231	1,318	1,787	2,472	2,400	2,430
Restricted Revenue (240)						
Project Fees			1,669	383	247,645	811,600
Totals	0	0	1,669	383	247,645	811,600
Development Impact Fees (241)						
Investment Earnings	52,756	59,485	81,067	107,135	100,000	105,000
- Streets & Intersections	124,264	216,441	269,370	111,900	35,000	95,000
- Recreational & Cultural Facilities	73,066	118,565	91,993	81,185	25,000	65,000
- Civic Facilities	13,699	22,976	24,199	14,996	5,000	15,000
- Transit/Bicycle Facilities	4,216	7,393	11,371	3,839	1,200	6,000
- Corporation Yard	2,734	4,649	5,836	2,439	750	5,000
- General Governmental Systems	6,257	9,996	10,127	6,525	1,800	9,000
- Open Space	15,684	27,572	24,731	17,404	5,000	20,000
- Drainage	29,774	51,925	39,956	31,874	8,500	35,000
Totals	322,450	519,002	558,650	377,297	182,250	355,000
Community Facilities Maintenance & Contingency (242)						
Investment Earnings	3,466	2,639	2,447	756		
Totals	3,466	2,639	2,447	756	0	0
Novato Public Financing Authority Capital Projects (243)						
Investment Earnings	4,377	5,102	6,175	9,367	3,000	3,100
Rental Income	195,372	37,363	38,375	39,490	40,680	41,200
Lease Payments					155,950	155,950
Equity Transfer		1,141,581				
Totals	199,749	1,184,046	44,550	48,857	199,630	200,250
Eucalyptus Assessment District (267)						
Special Assessments	14,127					
Totals	14,127	0	0		0	0
Capital Projects (301)						
Intergovernmental						
Other	89,827	52,039	2,400			34,176
Totals	89,827	52,039	2,400	0	0	34,176
Debt Service Fund - General Obligation Bonds (501)						
Taxes	1,613,666	1,754,555	1,778,128	1,845,806	1,865,635	1,604,825
Investment Earnings	5,761	2,628	6,715	10,269	12,000	12,250
Bond Proceeds	10,710,450					
Totals	12,329,877	1,757,183	1,784,843	1,856,075	1,877,635	1,617,075



Revenue Detail History by Fund

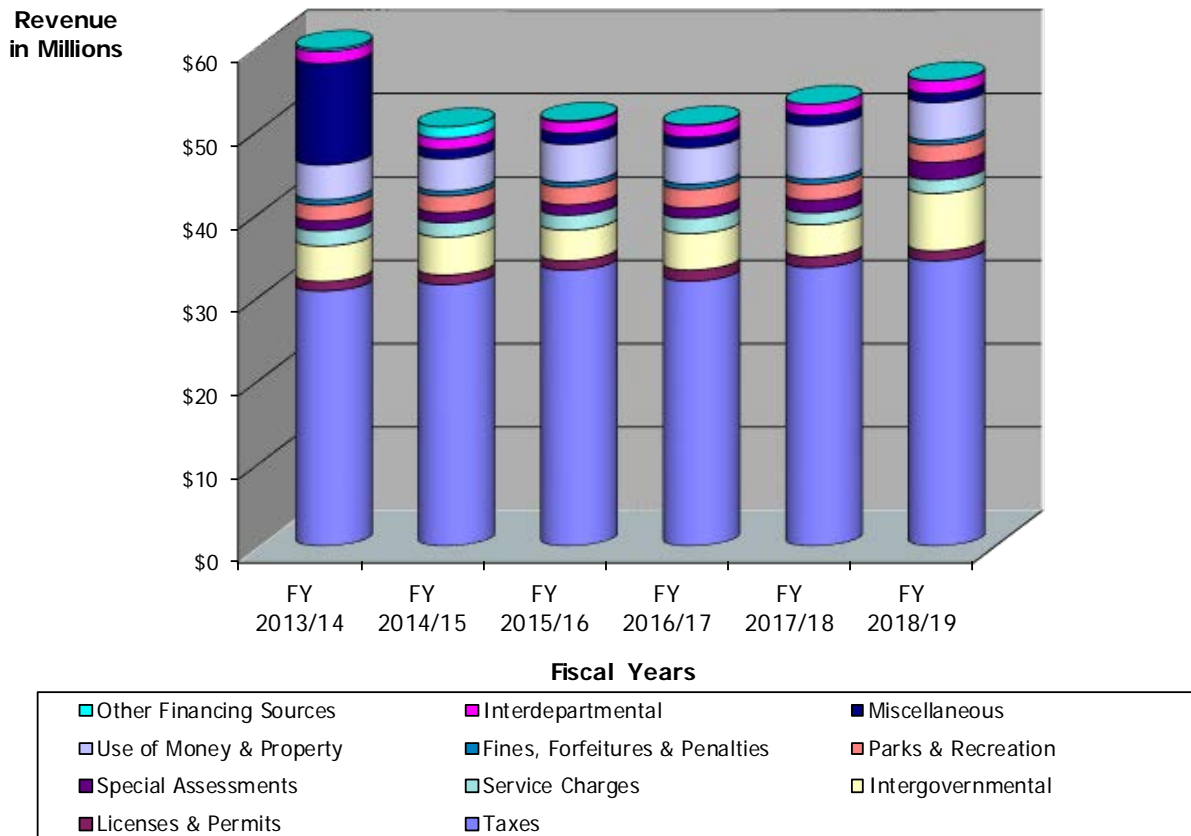
	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Equipment/Vehicle Maintenance (601)						
Charges to Departments	839,883	708,479	653,480	651,814	550,590	872,053
Totals	839,883	708,479	653,480	651,814	550,590	872,053
Equipment/Vehicle Replacement (602)						
Charges to Departments	622,816	648,184	724,091	731,258	705,695	553,036
Investment Earnings	89,361	19,825	29,290	163,523	43,000	44,000
Other	29,239	86,842	57,837	14,722		10,000
Totals	741,416	754,851	811,218	909,503	748,695	607,036
Information Technology Replacement Fund (603)						
Charges to Departments				39,859	95,000	95,000
Investment Earnings	4	4	5	2,666	3,200	3,250
Totals	4	4	5	42,525	98,200	98,250
Marin Valley Mobile Country Club (651)						
Investment Earnings	11,816	16,091	26,478	39,463	38,000	40,000
Rental Income	2,329,582	2,352,872	2,393,892	2,403,750	2,411,864	2,411,975
Utility Reimbursements	700,423	692,717	695,461	742,355	740,708	757,785
Other	13,233	14,058	12,867	154,842	10,393	10,460
Totals	3,055,054	3,075,738	3,128,698	3,340,410	3,200,965	3,220,220
Hamilton Trust Fund (701)						
Investment Earnings	453,303	300,094	522,934	49,598	405,610	530,610
Totals	453,303	300,094	522,934	49,598	405,610	530,610
Total Revenues - All Funds	59,562,367	50,243,684	50,944,995	50,482,982	52,964,813	55,787,852

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



Revenues by Category - All Funds

	Previous Actual FY 2013/14	Previous Actual FY 2014/15	Previous Actual FY 2015/16	Previous Actual FY 2016/17	Projected Actual FY 2017/18	Adopted Budget FY 2018/19
Revenues						
Taxes	30,561,851	31,328,263	33,057,261	31,745,220	33,378,685	34,184,405
Licenses & Permits	1,135,912	1,144,209	1,134,229	1,322,661	1,272,415	1,170,315
Intergovernmental Revenue	4,263,923	4,555,683	3,676,821	4,381,601	3,864,811	6,917,534
Service Charges	1,822,270	1,717,677	1,782,470	1,831,535	1,418,760	1,630,265
Special Assessments	1,157,454	1,186,578	1,225,968	1,219,142	1,498,449	2,076,096
Parks, Recreation & Community Services	1,911,670	2,021,391	2,155,774	2,261,067	1,940,445	2,091,700
Fines, Forfeitures & Penalties	633,345	570,564	549,834	610,176	582,500	532,200
Money & Property	4,180,425	3,875,391	4,565,878	4,360,379	6,443,846	4,548,477
Miscellaneous Revenue	12,151,508	1,117,635	1,296,994	1,262,533	1,209,117	1,088,021
Interdepartmental Charges	1,462,699	1,356,663	1,377,571	1,422,931	1,351,285	1,520,089
Other Financing Sources	281,310	1,369,630	122,195	65,737	4,500	28,750
Total Revenue - All Funds	59,562,367	50,243,684	50,944,995	50,482,982	52,964,813	55,787,852





Expenditure History by Fund

Fund #	Fund Description	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
General Funds							
101	General Fund	29,321,912	30,093,065	31,623,068	33,465,785	34,505,275	37,652,305
111	Measure F	989,669	816,096	488,408	1,030,316	800,000	1,553,019
112	City Owned Property						
113	RDA Successor Agency	116,156	90,970	77,359	66,991	58,000	66,095
114	Pension Reserve						
115	Self-Insurance						
116	Emergency and Disaster Response Reserve						400,000
117	Civic Center						
118	Facilities Long-Term Maintenance						
119	Infrastructure Long-Term Maintenance						
121	Risk Mitigation Reserve						
	Total General Funds	30,427,737	31,000,131	32,188,835	34,563,092	35,363,275	39,671,419
Special Revenue Funds:							
210	Affordable Housing Programs		201,587	201,587	133,125	135,000	168,886
211	Clean Stormwater	170,062	174,892	203,427	212,020	252,907	251,872
212	Underground Utility						-
213	Parking Improvement	457	427	485	538	524	550
214	Subdivision Park Trust (Quimby Fees)						-
215	Art in Public Places						-
216	General Plan Surcharge	283,717	211,232	129,066	238,804	350,000	150,000
217	Automation Surcharge	115,586	140,913	119,968	138,880	121,071	103,447
218	Hamilton Community Facilities District	473,135	423,213	592,103	504,949	500,000	568,355
219	Pointe Marin Community Facilities District	178,213	181,132	191,340	130,782	200,725	219,388
220	Hamilton Arts Center	562,302	226,099	292,475	614,505	276,525	278,895
221	Chapter 27 Assessments						-
222	Landscape Assessment District-San Marin	46,421	59,305	45,286	51,813	57,609	55,938
223	Landscape Assessment District-Country Club	-	-	-	-	-	-
224	Landscape Assessment District-Wildwood Glen	7,243	7,343	11,727	7,597	10,422	10,447
225	Landscape Assessment District-Hillside	8,548	17,574	24,606	13,593	18,502	44,896
226	Downtown Landscape & Lighting Assessment District	3,302	2,606	2,808	2,394	2,800	2,850
227	San Pablo Assessment District	50,856	7,998	8,522	8,913	23,031	7,530
228	Scottsdale Assessment District						-
229	Gas Tax						-
230	Justice Assistance Grants	10,130	3,580	3,674	-	-	-
231	Special Projects	140,806	267,450	112,845	93,906	130,000	80,400
232	State COPS Grant	184,843	98,373	52,619	95,192	235,000	240,000
233	Operating Grants						-
234	Capital Grants (State)						-
235	Marin County Street Improvements (VRF)						
236	Measure A Street Projects						
237	Parks Measure A			195,516	211,298	237,000	267,348
238	Clean Storm Water Capital Improvement						
239	Street & Storm Drain Maintenance						
240	Restricted Revenue						
241	Development Impact Fees						
242	Community Facilities						
243	Novato Public Financing Authority Capital Projects	96,619	20,654	19,842	64,614	17,400	57,100
244	Eucalyptus Assessment District	14,210	19				
	Total Special Revenue Funds	2,346,450	2,044,397	2,207,896	2,522,923	2,568,516	2,507,902



Expenditure History by Fund

Fund #	Fund Description	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Capital Project Fund:							
301	Capital Projects	10,741,927	3,955,605	6,886,050	6,886,050	6,054,031	21,890,420
	Total Capital Projects Funds	10,741,927	3,955,605	6,886,050	6,886,050	6,054,031	21,890,420
Debt Service Funds:							
501	Debt Service Fund - General Obligation Bonds	13,027,110	1,888,926	1,798,565	1,798,565	1,808,728	1,787,861
502	Debt Service Fund - Pension Obligation Bonds	1,154,420	1,202,140	1,292,235	1,292,235	1,340,773	1,391,387
	Total Debt Service Funds	14,181,530	3,091,066	3,090,800	3,090,800	3,149,501	3,179,248
Proprietary Funds							
601	Equipment/Vehicle Maintenance	848,254	761,967	747,409	747,409	686,153	859,348
602	Equipment/Vehicle Replacement	980,379	952,335	1,060,482	1,359,724	961,288	885,052
603	Information Technology Replacement					95,000	231,245
651	Marin Valley Mobile Country Club	2,246,830	1,982,581	2,244,805	2,244,805	2,495,120	2,489,385
	Total Internal Service Funds	4,075,463	3,696,883	4,052,696	4,351,938	4,237,561	4,465,030
Fiduciary Funds							
701	Hamilton Trust	29,942	29,884	29,078	29,078	29,500	30,500
	Total Internal Service Funds	29,942	29,884	29,078	29,078	29,500	30,500
TOTALS		61,803,049	43,817,966	48,455,355	51,443,881	51,402,384	71,744,519



Department Expenditure Report - All Funds

Department	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
<u>Operating Departments</u>						
Central Administration	1,493,436	1,732,870	2,141,351	2,122,536	2,287,790	2,337,917
Administrative Services	4,726,408	5,013,066	4,966,476	5,268,412	6,070,730	6,176,634
Police	11,965,304	12,044,894	12,962,905	13,549,093	14,115,850	15,530,519
Community Development	2,036,531	2,021,159	2,077,215	2,419,754	2,570,355	2,819,094
Public Works	6,071,241	6,038,092	6,098,765	6,657,074	6,256,060	7,176,179
Parks, Recreation & Community Services	3,028,992	3,242,984	3,376,356	3,448,916	3,204,490	3,611,962
Successor Agency to Dissolved RDA	116,156	90,970	77,359	66,991	58,000	66,095
Hamilton & Pointe Marin CFD Maintenance	356,426	362,264	382,680	261,564	401,450	438,776
Measure F Sales Tax	989,669	816,096	488,408	1,030,316	800,000	1,553,019
Internal Service	4,207,588	3,887,251	4,365,769	4,964,253	3,551,408	3,605,682
<u>Other Departments (Non-Operating)</u>						
Assessment Districts	290,867	218,411	259,612	253,430	330,693	317,595
Capital Projects	10,741,927	3,955,605	6,886,050	6,886,050	6,054,031	21,890,420
Debt Service	14,181,530	3,091,066	3,090,800	3,090,800	3,149,501	3,179,248
Special Police Projects/Police Grants	184,843	98,373	52,619	95,192	235,000	240,000
State COPS	184,843	98,373	52,619	95,192	235,000	240,000
Enterprise Funds	2,246,830	1,982,581	2,244,805	2,244,805	2,495,120	2,489,385
Other	(1,019,542)	(876,089)	(1,068,434)	(1,010,497)	(413,094)	71,994
TOTALS	61,803,049	43,817,966	48,455,355	51,443,881	51,402,384	71,744,519



Comprehensive Funds Summary

Fund #	Fund Description	Projected Fund Balance 6/30/18	Adopted Budget FY 18/19		Net Transfers	Budgeted Fund Balance 6/30/19
			Revenues	Appropriations		
General Funds						
101	General Fund	67,831	38,269,810	(37,652,305)	(1,335,336)	(650,000)
	Unspent Appropriations					650,000
	Interfund Loan from Equipment Replacement					
111	Measure F	8,349,307	118,750	(1,553,019)	(5,603,260)	1,311,778
112	City Owned Property	2,508,656	12,000	0	0	2,520,656
112	RDA Successor Agency	48,600	67,384	(66,095)	(1,289)	48,600
114	Pension Reserve	1,409	12	0	0	1,421
115	Self-Insurance	1,009,637	6,200	0	0	1,015,837
116	Emergency and Disaster Response Reserve	8,233,519	0	(400,000)	(300,000)	7,533,519
117	Civic Center	131,396	1,175	0	(28,369)	104,202
118	Facilities Long-Term Maintenance	997,809	9,200	0	(880,707)	126,302
119	Infrastructure Long-Term Maintenance	417,449	7,600	0	(18,196)	406,853
121	Risk Maintenance Reserve	3,000,000	0	0	0	3,000,000
General Funds Total		24,765,613	38,492,131	(39,671,419)	(8,167,157)	16,069,168
Special Revenue Funds						
210	Affordable Housing Programs	2,793,356	136,750	(168,886)	55,241	2,816,461
211	Clean Stormwater	3,029	371,625	(251,872)	(120,000)	2,782
212	Underground Utility	989,743	7,300	0	(274,513)	722,530
213	Parking Improvement	18,798	625	(550)	(20,000)	(1,127)
214	Subdivision Park Trust (Quimby Fees)	385,439	33,500	0	(624,500)	(205,561)
215	Art in Public Places	132,389	2,625	0	(21,116)	113,898
216	General Plan Surcharge	90,023	79,050	(150,000)	0	19,073
217	Automation Surcharge	86,700	81,050	(103,447)	(2,063)	62,240
218	Hamilton Community Facilities District	224,721	820,938	(568,355)	(77,005)	400,299
219	Pointe Marin Community Facilities District	608,836	195,198	(219,388)	(6,499)	578,147
220	Hamilton Arts Center	1,141,322	470,500	(278,895)	(600,000)	732,927
221	Chapter 27 Assessments	241,540	2,350	0	(6,920)	236,970
222	Landscape Assessment District-San Marin	46,161	61,938	(55,938)	0	52,161
223	Landscape Assessment District-Country Club	70,775	700	0	0	71,475
224	Landscape Assessment District-Wildwood Glen	2,599	10,234	(10,447)	0	2,386
225	Landscape Assessment District-Hillside	51,487	21,694	(44,896)	0	28,285
226	Downtown Landscape & Lighting	112,830	7,469	(2,850)	0	117,449
227	San Pablo Assessment District	30,981	14,015	(7,530)	(8,098)	29,368
228	Scottsdale Assessment District	10,221	95	0	0	10,316
229	Gas Tax	1,204,149	2,317,240	0	(3,095,320)	426,069
230	Justice Assistance Grants	0	0	0	0	0
231	Police Special Projects	107,933	43,525	(80,400)	7,000	78,058
232	State COPS Grant	342,761	100,000	(240,000)	0	202,761
233	Operating Grants	21,987	305	0	0	22,292
234	Capital Grants	0	2,976,671	0	(2,976,671)	0
235	Marin County Street Improvements (VRF)	921,255	1,500	0	(456,206)	466,549
236	Measure A Street Projects	652,782	753,095	0	(2,297,119)	(891,242)
237	Parks Measure A	(202,762)	435,004	(267,348)	(172,170)	(207,276)
238	Clean Storm Water Capital Improvement	231,264	2,025	0	(37,789)	195,500
239	Street & Storm Drain Maintenance	267,628	2,430	0	0	270,058
240	Restricted Revenue	0	811,600	0	(811,600)	0
241	Development Impact Fees	11,804,597	355,000	0	(2,324,078)	9,835,519
242	Community Facilities Maint. & Contingency	320,321	0	0	0	320,321
243	Novato Public Finance Auth. Capital Projects	(984,416)	200,250	(57,100)	(13,000)	(854,266)
Special Revenue Funds Total		21,728,449	10,316,301	(2,507,902)	(13,882,426)	15,654,422



Comprehensive Funds Summary

Fund #	Fund Description	Projected Fund Balance 6/30/18	Adopted Budget FY 18/19		Net Transfers	Budgeted Fund Balance 6/30/19
			Revenues	Appropriations		
Capital Funds						
301	Capital Projects	(483,104)	34,176	(21,890,420)	21,856,244	(483,104)
Capital Projects Funds Total		(483,104)	34,176	(21,890,420)	21,856,244	(483,104)
Debt Service Funds						
501	Debt Service - General Obligation Bonds	1,863,726	1,617,075	(1,787,861)	0	1,692,940
502	Debt Service - Pension Obligation Bonds	0	0	(1,391,387)	1,391,387	0
Debt Service Funds Total		1,863,726	1,617,075	(3,179,248)	1,391,387	1,692,940
Proprietary Funds (Net Position)						
601	Equipment/Vehicle Maintenance	(1,243,074)	872,053	(859,348)	(12,705)	(1,243,074)
602	Equipment/Vehicle Replacement	7,264,969	607,036	(885,052)	(676,343)	6,310,610
603	IT Replacement	379,771	98,250	(231,245)	22,000	268,776
651	Marin Valley Mobile Country Club	15,019,324	3,220,220	(2,489,385)	0	15,750,159
Proprietary Funds Total		21,420,990	4,797,559	(4,465,030)	(667,048)	21,086,471
Fiduciary Funds						
701	Hamilton Trust	6,168,596				6,342,191
		32,480,130	530,610	(30,500)	(531,000)	32,449,240
Fiduciary Funds Total		38,648,726	530,610	(30,500)	(531,000)	38,791,431
Grand Total All Funds		107,944,400	55,787,852	(71,744,519)	0	92,811,328



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										
General Funds										
101	Central Administration	❖					❖			
	Administrative Services	❖					❖	❖		
	Police		❖							
	Community Development				❖					
	Public Works		❖	❖	❖	❖			❖	
	Parks, Recreation & Community Services					❖				
	Operating Transfers									❖
111	Measure F Sales Tax		❖	❖	❖	❖				
112	City Owned Property	❖								
113	RDA Successor Agency	❖					❖			
114	Pension Reserve Fund									❖
115	Insurance Reserve Fund	❖								❖
116	Emergency & Disaster Response Fund									❖
117	Civic Center Fund			❖					❖	❖
118	Facilities Long Term Maintenance									❖
119	Infrastructure Long Term Maintenance									❖
121	Risk Mitigation Reserve									❖
Special Revenue Funds										
210	Affordable Housing Programs	❖					❖			
211	Clean Stormwater Fund	❖		❖	❖					❖
212	Underground Utilities									❖
213	Parking Improvement Fund		❖							❖
214	Subdivision Park Fund (Quimby)					❖		❖		❖
215	Art in Public Places Fund									❖
216	General Plan Surcharge Fund				❖					
217	Automation Surcharge Fund				❖					
218	Hamilton CFD Maintenance Fund	❖		❖	❖					❖
219	Pointe Marin CFD Maintenance Fund			❖						
220	Hamilton Arts Center					❖				❖
221	Chapter 27 Assessments Fund			❖	❖		❖	❖		❖
222	Landscaping Assessment District-San Marin	❖		❖						
223	Landscaping Assessment District-Country Club	❖		❖						
224	Landscaping Assessment District-Wildwood Glen	❖		❖						
225	Landscaping Assessment District-Hillside	❖		❖						
226	Lighting & Landscaping District-Downtown	❖		❖						
227	Landscaping Assessment District-San Pablo			❖						
228	Scottsdale Assessment District			❖						



		Department/Function								
		General Government	Public Safety	Transportation	Community Development	Culture & Recreation	Economic Development	Debt Service	Internal Services	Other Financing Uses
City of Novato Department/Function Matrix										
Fund										
121	Risk Mitigation Reserve									❖
Special Revenue Funds										
229	State Gas Tax Fund						❖			❖
230	Local Law Enforcement Block Grants		❖			❖				
231	Special Police Projects		❖							❖
232	State COPS Grant		❖							
233	Operating Grants Fund									❖
234	Capital Grants Fund				❖					❖
235	Marin County Measure B Street Projects									❖
236	Street Improvement Fund (Measure A)									❖
237	Parks Measure A		❖	❖		❖				❖
238	Clean Stormwater Capital Improvement Fund									❖
239	Street & Storm Drain Maintenance Fund			❖						❖
240	Restricted Revenue Fund									❖
241	Development Impact Fees Fund									❖
242	Community Facilities Maintenance & Contingency					❖		❖		❖
243	City of Novato Public Financing Authority	❖				❖	❖	❖		❖
Capital Projects Funds										
301	Capital Projects Fund		❖	❖	❖	❖	❖		❖	❖
Debt Service Funds										
501	General Obligations Bonds	❖						❖		
502	Pension Obligation Bonds							❖		
Proprietary Funds										
601	Equipment Maintenance								❖	
602	Equipment Replacement							❖	❖	❖
603	Technology Replacement	❖	❖	❖	❖	❖		❖	❖	❖
651	Marin Valley Mobile Country Club	❖							❖	❖
Fiduciary Funds										
701	Hamilton Trust Fund	❖								❖



General Fund Expenditures by Department - FY 1975/76 - FY 2018/19

	<i>1975/76</i>	<i>1976/77</i>	<i>1977/78</i>	<i>1978/79</i>	<i>1979/80</i>	<i>1980/81</i>	<i>1981/82</i>
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
	<i>1982/83</i>	<i>1983/84</i>	<i>1984/85</i>	<i>1985/86</i>	<i>1986/87</i>	<i>1987/88</i>	<i>1988/89</i>
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
	<i>1989/90</i>	<i>1990/91</i>	<i>1991/92</i>	<i>1992/93</i>	<i>1993/94</i>	<i>1994/95</i>	<i>1995/96</i>
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
	<i>1996/97</i>	<i>1997/98</i>	<i>1998/99</i>	<i>1999/00</i>	<i>2000/01</i>	<i>2001/02</i>	<i>2002/03</i>
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
	<i>2003/04</i>	<i>2004/05</i>	<i>2005/06</i>	<i>2006/07</i>	<i>2007/08</i>	<i>2008/09</i>	<i>2009/10</i>
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
	<i>2010/11</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>
Central Administration	1,445,464	1,254,629	1,302,659	1,493,436	1,732,870	2,141,351	2,122,536
Administrative Services	4,616,113	4,819,749	4,907,240	4,726,408	5,013,066	4,966,476	5,268,412
Police	11,328,694	11,524,049	11,642,449	11,965,304	12,044,894	12,962,905	13,549,093
Community Development	1,725,811	1,777,266	2,144,040	2,036,531	2,021,159	2,077,215	2,419,754
Public Works	6,065,325	5,609,738	5,676,571	6,071,241	6,038,092	6,098,765	6,657,074
Parks & Recreation	2,873,810	2,885,213	2,908,662	3,028,992	3,242,984	3,376,356	3,448,916
Total	28,055,217	27,870,644	28,581,621	29,321,912	30,093,065	31,623,068	33,465,785
	<i>2017/18</i>	<i>2018/19</i>					
Central Administration	2,787,790	2,337,917					
Administrative Services	6,070,730	6,176,634					
Police	14,115,850	15,530,519					
Community Development	2,570,355	2,819,094					
Public Works	6,256,060	7,176,179					
Parks & Recreation	3,204,490	3,611,962					
Total	35,005,275	37,652,305					



General Fund Expenditures by Department - FY 1975/76 - FY 2018/19
(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%	6.34%
Administrative Services	16.45%	17.29%	17.17%	16.12%	16.66%	15.71%	15.74%
Police	40.38%	41.35%	40.73%	40.81%	40.03%	40.99%	40.49%
Community Development	6.15%	6.38%	7.50%	6.95%	6.72%	6.57%	7.23%
Public Works	21.62%	20.13%	19.86%	20.71%	20.06%	19.29%	19.89%
Parks & Recreation	10.24%	10.35%	10.18%	10.33%	10.78%	10.68%	10.31%
	2017/18	2018/19					
Central Administration	7.96%	6.21%					
Administrative Services	17.34%	16.40%					
Police	40.32%	41.25%					
Community Development	7.34%	7.49%					
Public Works	17.87%	19.06%					
Parks & Recreation	9.15%	9.59%					



Personnel Allocations

<u>DEPARTMENT</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>Adopted Budget 2018/19</u>
<u>CENTRAL ADMINISTRATION</u>							
City Manager							
City Manager	0.85	0.95	0.95	0.97	1.00	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	--	--
Management Analyst I / II	0.10	0.15	0.15	0.10	0.10	0.10	--
Executive Secretary	0.70	0.70	0.70	0.80	0.80	0.80	0.80
Subtotal	2.65	2.80	3.80	3.87	3.90	1.90	1.80
Public Engagement / Economic Development							
Assistant City Manager	--	--	--	--	--	1.00	1.00
Sr. Management Analyst	--	--	--	--	--	1.00	1.00
Management Analyst II / Webmaster	--	--	--	--	--	--	1.00
Sr Office Assistant	--	--	--	--	--	1.00	1.00
Subtotal	0.00	0.00	0.00	0.00	0.00	3.00	4.00
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	1.00
Management Analyst II	--	--	--	--	1.00	1.00	1.00
Office Assistant II	1.00	1.00	--	--	--	--	--
Subtotal	2.50	2.50	1.00	1.00	2.00	2.00	2.00
City Clerk							
City Clerk	0.90	0.90	0.95	0.97	1.00	1.00	1.00
Executive Secretary	0.30	0.30	0.30	0.20	0.20	0.20	0.20
Assistant City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	2.20	2.20	2.25	2.17	2.20	2.20	2.20
TOTAL CENTRAL ADMINISTRATION	7.35	7.50	7.05	7.04	8.10	9.10	10.00
<u>ADMINISTRATIVE SERVICES</u>							
Administration							
Assistant City Manager	0.80	0.95	0.95	0.97	1.00	0.60	0.60
Management Analyst II	0.45	0.55	0.55	0.62	0.60	0.85	0.60
Subtotal	1.25	1.50	1.50	1.59	1.60	1.45	1.20
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	1.00	1.00	1.00	1.00
Principal HR Analyst	--	--	1.00	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	--	--	--	--
Subtotal	2.95	2.95	3.95	3.90	3.90	3.90	3.90



Personnel Allocations

<u>DEPARTMENT</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>Adopted Budget 2018/19</u>
<u>ADMINISTRATIVE SERVICES</u>							
Finance							
Finance Manager	0.80	0.85	0.90	0.90	0.90	0.90	0.90
Accounting Supervisor	0.80	0.85	0.90	0.90	0.90	0.90	0.90
Accountant/Analyst	--	--	--	--	--	--	--
Payroll/Accounting Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Accounting Assistant	3.00	3.00	1.00	1.00	1.00	1.00	1.00
Accounting Assistant I / II	--	--	1.00	1.00	1.00	1.00	1.00
Subtotal	5.60	5.70	4.80	4.80	4.80	4.80	4.80
Capital Improvement Fund							
Accounting Supervisor (through August)	--	--	--	--	--	1.00	0.17
Subtotal	0.00	0.00	0.00	0.00	0.00	1.00	0.17
Information Technology Services							
Information Technology Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior IT Analyst	--	--	1.00	1.00	1.00	1.00	1.00
Network & Systems Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
GIS/Engineering Technician	--	--	1.00	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	3.00	3.00	5.00	5.00	5.00	5.00	5.00
Measure F							
Business Analyst	--	--	--	--	--	--	0.75
Subtotal	0.00	0.00	0.00	0.00	0.00	0.00	0.75
Capital Improvement Fund							
Business Analyst	--	--	1.00	1.00	1.00	1.00	0.25
Subtotal	0.00	0.00	1.00	1.00	1.00	1.00	0.25
Citywide Programs							
Human Resources Manager	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Human Resources Analyst	0.20	0.20	0.20	--	--	--	--
Management Analyst I / II	--	--	--	0.25	0.25	0.25	--
Subtotal	0.30	0.30	0.30	0.35	0.35	0.35	0.10
TOTAL ADMINISTRATIVE SERVICES	13.10	13.45	16.55	16.64	16.65	17.50	16.17
<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	1.00	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	5.00	5.00	5.00



Personnel Allocations

<u>DEPARTMENT</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>Adopted Budget 2018/19</u>
<u>POLICE</u>							
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	3.50	3.50
Subtotal	14.00	14.00	14.00	14.00	14.00	15.50	15.50
Professional Standards							
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Management Analyst I (NRT)	--	--	--	--	--	--	1.00
Subtotal	1.00	1.00	1.00	1.00	1.00	1.00	2.00
Criminal Investigations							
Lieutenant	--	--	--	--	--	--	1.00
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	6.00
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	5.00
Corporal	2.00	2.00	2.00	2.00	2.00	4.00	4.00
Officer	28.00	28.00	28.00	28.00	28.00	26.00	26.00
K-9 Officer	3.00	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	40.00
Traffic							
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Officer	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Community Service Officer	--	--	--	--	--	--	1.00
Subtotal	4.00	4.00	4.00	4.00	4.00	4.00	5.00
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	1.00	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	1.00
Officer-NRT	--	--	1.55	2.00	2.00	2.00	3.00
Management Analyst I (NRT)	--	--	--	1.00	1.00	1.00	--
Subtotal	3.00	3.00	4.54	6.78	6.78	6.78	6.00



Personnel Allocations

<u>DEPARTMENT</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>Adopted Budget 2018/19</u>
<u>POLICE</u>							
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	1.00
Records Specialist	--	--	0.50	0.50	0.50	0.50	0.50
Office Assistant II	--	--	0.50	0.50	0.50	0.50	0.50
Subtotal	3.00	3.00	3.46	1.22	2.22	2.22	2.00
TOTAL POLICE	75.75	75.75	77.75	77.75	79.00	80.50	81.50
<u>COMMUNITY DEVELOPMENT</u>							
Administration							
Community Development Director	0.80	0.80	0.78	0.78	0.78	0.78	0.78
Sustainability Coordinator	--	--	--	--	--	1.00	1.00
Subtotal	0.80	0.80	0.78	0.78	0.78	1.78	1.78
Code Enforcement							
Supervising Code Enforcement Officer	0.95	0.95	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	1.00	1.00	1.00	1.00	1.50	1.50	1.50
Housing Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Development Permit Supervisor	0.05	0.05	--	--	--	--	--
Senior Office Assistant	0.10	--	--	--	--	--	--
Subtotal	3.10	3.00	3.00	3.00	3.50	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	1.00
Senior Planner	2.00	2.00	1.90	1.90	1.90	1.90	1.90
Planner I & II	2.00	1.00	1.00	1.00	2.00	2.00	2.00
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	6.20	6.20	6.10	6.10	7.10	7.10	7.10
Clerical Services							
Development Permit Supervisor	0.45	0.50	0.50	0.50	0.50	0.50	0.50
Senior Office Assistant	0.45	1.00	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	3.00
Word Processor	0.50	0.50	--	--	--	--	--
Subtotal	1.85	3.00	4.00	4.00	4.00	4.00	4.50



Personnel Allocations

<u>DEPARTMENT</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>Adopted Budget 2018/19</u>
<u>COMMUNITY DEVELOPMENT</u>							
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	2.50	2.50	2.50
Supervising Code Compliance Officer	0.05	--	--	--	--	--	--
Development Permit Supervisor	0.50	--	--	--	--	--	--
Senior Office Assistant	0.25	--	--	--	--	--	--
Office Assistant II	0.25	--	--	--	--	--	--
Subtotal	5.05	4.00	4.00	4.00	4.50	4.50	4.50
Affordable Housing Programs							
Community Development Director	--	--	0.02	0.02	0.02	0.02	0.02
Sr. Planner	--	--	0.10	0.10	0.10	0.10	0.10
Subtotal	0.00	0.00	0.12	0.12	0.12	0.12	0.12
General Plan Surcharge							
Planner II	--	0.40	0.40	0.40	--	--	--
Subtotal	0.00	0.40	0.40	0.40	0.00	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	0.50
Senior Office Assistant	0.25	--	--	--	--	--	--
Office Assistant II	0.25	--	--	--	--	--	--
Subtotal	0.50	0.90	0.90	0.90	0.50	0.50	0.50
TOTAL COMMUNITY DEVELOPMENT	17.50	18.30	19.30	19.30	20.50	21.50	22.00
<u>PUBLIC WORKS</u>							
Engineering Administration							
Public Works Director	0.85	0.85	0.85	0.85	0.85	0.85	0.85
PW Admin Manager	--	--	--	--	--	--	0.75
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	--
Sr. Management Analyst	1.00	1.00	--	--	1.00	1.00	1.00
Management Analyst I	--	--	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	--	--	--	--	--
Subtotal	2.95	2.95	2.45	2.45	2.45	2.45	3.10



Personnel Allocations

<u>DEPARTMENT</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>Adopted Budget 2018/19</u>
<u>PUBLIC WORKS</u>							
Engineering Operations							
Deputy PW Director / City Engineer	--	--	--	--	--	--	0.30
PW Admin Manager	--	--	--	--	--	--	0.25
Senior Civil Engineer	--	--	--	--	--	--	0.40
Assistant Engineer	--	--	--	--	--	--	0.50
Public Works Inspector	--	--	--	--	--	--	1.00
Engineering Project Coordinator	--	--	--	--	--	--	1.00
Office Assistant II	--	--	--	--	--	--	0.80
Subtotal	0.00	0.00	0.00	0.00	0.00	0.00	4.25
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	0.10
Engineering Manager	--	0.10	0.10	0.10	--	--	--
Principal Civil Engineer	0.10	--	--	--	--	--	--
Senior Civil Engineer	0.90	0.90	0.50	0.50	0.50	0.50	--
Assistant Engineer	0.50	0.50	1.00	1.00	1.00	1.00	0.20
Subtotal	1.65	1.65	1.75	1.75	1.75	1.75	0.45
Capital Projects Engineering							
Deputy PW Director / City Engineer	--	--	--	--	0.90	0.90	0.60
Principal Civil Engineer	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	0.40	0.40	0.40	0.40	0.60
Assistant Engineer	2.50	2.50	3.00	3.00	3.00	3.00	2.30
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	--	--	--
Public Works Inspector	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	--
Subtotal	7.90	7.90	8.80	8.55	8.55	8.55	4.20
GIS Mapping							
Engineering Technician I	1.00	1.00	--	--	--	--	--
Subtotal	1.00	1.00	0.00	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	0.25	0.25	0.25	0.00



Personnel Allocations

<u>DEPARTMENT</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>Adopted Budget 2018/19</u>
<u>PUBLIC WORKS</u>							
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	3.00	3.00	3.00	3.00	3.00	3.00
Subtotal	6.68	7.68	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
Median Island Maintenance							
Maintenance Supervisor	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Senior Maintenance Worker	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Worker	0.62	0.62	0.62	0.62	0.62	0.62	3.00
Subtotal	2.92	1.92	1.92	1.92	1.92	1.92	4.30
Parks Maintenance							
Maintenance Supervisor	0.70	0.70	0.70	0.70	0.70	0.70	0.70
Senior Maintenance Worker	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Maintenance Worker	6.38	5.38	5.38	5.38	6.38	6.38	4.00
Subtotal	8.08	8.08	8.08	8.08	9.08	9.08	6.70
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	6.50	6.50	6.50
Subtotal	7.00	7.00	7.00	7.00	8.50	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
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	1.00	1.00	--	--	2.00	2.00	2.00
Subtotal	1.00	1.00	--	--	2.00	2.00	2.00



Personnel Allocations

<u>DEPARTMENT</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>Adopted Budget 2018/19</u>
<u>PUBLIC WORKS</u>							
Parks Measure A							
Maintenance Worker	--	--	2.00	2.00	2.00	2.00	2.00
Subtotal	0.00	0.00	2.00	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	51.50	51.50	52.00	52.00	56.50	56.50	55.50
<u>PARKS, RECREATION & COMMUNITY SERVICES</u>							
Administration							
Assistant City Manager	--	--	--	--	--	0.40	0.40
Recreation Director	1.00	1.00	1.00	1.00	1.00	--	--
Deputy Director	--	--	--	--	--	--	0.20
Recreation Services Manager	0.85	0.85	0.85	0.85	0.85	0.90	0.70
Sr. Management Analyst	--	--	1.00	1.00	1.00	--	--
Management Analyst	--	--	--	--	--	0.75	1.37
Recreation Supervisor	0.08	0.08	0.08	0.11	0.11	0.21	0.21
Recreation Coordinator	0.75	0.75	0.45	1.00	1.00	1.00	0.50
Administrative Technician	0.96	0.96	0.96	0.96	0.96	1.97	--
Senior Office Assistant	0.23	0.23	0.23	0.18	0.18	--	--
Office Assistant II	--	--	--	0.05	0.05	--	--
Subtotal	3.87	3.87	4.57	5.15	5.15	5.23	3.38
Child Care and Enrichment Programs							
Deputy Director	--	--	--	--	--	--	0.20
Management Analyst	--	--	--	--	--	--	0.03
Recreation Services Manager	0.04	0.04	0.04	0.04	0.04	0.20	--
Recreation Supervisor	1.00	1.00	1.00	1.00	1.00	0.90	0.90
Recreation Coordinator	1.17	1.17	1.57	1.17	1.92	1.75	1.75
Administrative Technician	0.03	0.03	0.03	0.03	0.03	0.03	--
Senior Office Assistant	0.09	0.09	0.09	0.09	0.09	0.10	0.10
Child Care Teacher	1.75	1.75	1.75	1.75	1.75	1.75	1.75
Subtotal	4.08	4.08	4.48	4.08	4.83	4.73	4.73
Cultural Programs/Museum Administration							
Recreation Services Manager	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Recreation Coordinator	0.10	0.10	--	--	--	--	--
Subtotal	0.15	0.15	0.05	0.05	0.05	0.05	0.05



Personnel Allocations

<u>DEPARTMENT</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>Adopted Budget 2018/19</u>
<u>PARKS, RECREATION & COMMUNITY SERVICES</u>							
Senior Citizens							
Recreation Services Manager	0.06	0.06	0.06	0.06	0.06	0.25	0.25
Recreation Supervisor	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Recreation Coordinator	0.83	0.83	0.83	0.83	0.83	1.00	1.00
Administrative Technician	0.01	0.01	0.01	0.01	0.01	--	--
Senior Office Assistant	0.73	0.73	0.73	0.73	0.73	0.90	0.90
Subtotal	2.58	2.58	2.58	2.58	2.58	3.10	3.10
Athletics							
Deputy Director	--	--	--	--	--	--	0.60
Recreation Services Manager	1.00	1.00	1.00	1.00	1.00	0.60	--
Recreation Supervisor	2.97	2.97	2.97	2.94	2.94	3.94	3.94
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00	--	1.00
Gymnastics Instructor	2.25	2.25	2.75	2.75	2.75	3.50	4.25
Senior Office Assistant	1.95	1.95	1.45	--	--	--	1.00
Office Assistant II	--	--	--	1.45	1.45	1.50	0.75
Subtotal	9.17	9.17	9.17	9.14	9.14	9.54	11.54
Parks Measure A							
Recreation Coordinator	--	--	--	--	0.50	0.50	0.50
Subtotal	0.00	0.00	0.00	0.00	0.50	0.50	0.50
TOTAL PARKS, RECREATION & COMMUNITY SERVICES	19.85	19.85	20.85	21.00	22.25	23.15	23.30
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	0.10
Accounting Supervisor	0.20	0.15	0.10	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	1.05	0.55	0.40	0.32	0.25	0.25	0.20
GRAND TOTAL PERSONNEL	186.10	186.90	193.90	194.05	203.25	208.50	208.67



Personnel Allocation Summary by Department

<u>DEPARTMENT</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>Adopted BUDGET 2018/19</u>
Central Administration	7.35	7.50	7.05	7.04	8.10	9.10	10.00
Administrative Services	13.10	13.45	16.55	16.64	16.65	17.50	16.17
Police	75.75	75.75	77.75	77.75	79.00	80.50	81.50
Community Development	17.50	18.30	19.30	19.30	20.50	21.50	22.00
Public Works	51.50	51.50	52.00	52.00	56.50	56.50	55.50
Parks, Recreation & Community Services	19.85	19.85	20.85	21.00	22.25	23.15	23.30
RDA Successor Agency	1.05	0.55	0.40	0.32	0.25	0.25	0.20
	186.10	186.90	193.90	194.05	203.25	208.50	208.67

Personnel Changes from 2017/18 Budget

Beginning Authorized Personnel Total 208.50

Position Eliminations/Reclassifications

<u>Department</u>	<u>Position</u>	<u>FTE</u>	
Administrative Services	Accounting Supervisor	(0.83)	Eliminated LT to 8/31/18
Police	Sergeant	(1.00)	Reclassified
Police	Officer	(1.00)	Reclassified
Public Works	Public Works Inspector	(1.00)	Eliminated
Parks, Recreation & Community Services	Recreation Operations Manager	(1.00)	Reclassified
Parks, Recreation & Community Services	Administrative Technician	(2.00)	Reclassified
Parks, Recreation & Community Services	Recreation Coordinator	<u>(0.50)</u>	Eliminated (grant funded)
Total Position Reclassifications/Reductions			(7.33)

Position Additions/Reclassifications

<u>Department</u>	<u>Position</u>	<u>FTE</u>	
Police	Lieutenant	1.00	Reclassified
Police	Community Service Officer	1.00	Reclassified
Police	School Resource Officer	1.00	New
Community Development	Office Assistant II	0.50	Increase to full-time
Parks, Recreation & Community Services	Deputy Director	1.00	Reclassified
Parks, Recreation & Community Services	Management Analyst	1.00	Reclassified
Parks, Recreation & Community Services	Recreation Coordinator	1.00	Reclassified
Parks, Recreation & Community Services	Gymnastics Instructor	0.75	New
Parks, Recreation & Community Services	Senior Office Assistant	<u>0.25</u>	Increase to full-time
Total Position Additions			7.50

Ending Authorized Personnel Total 208.67



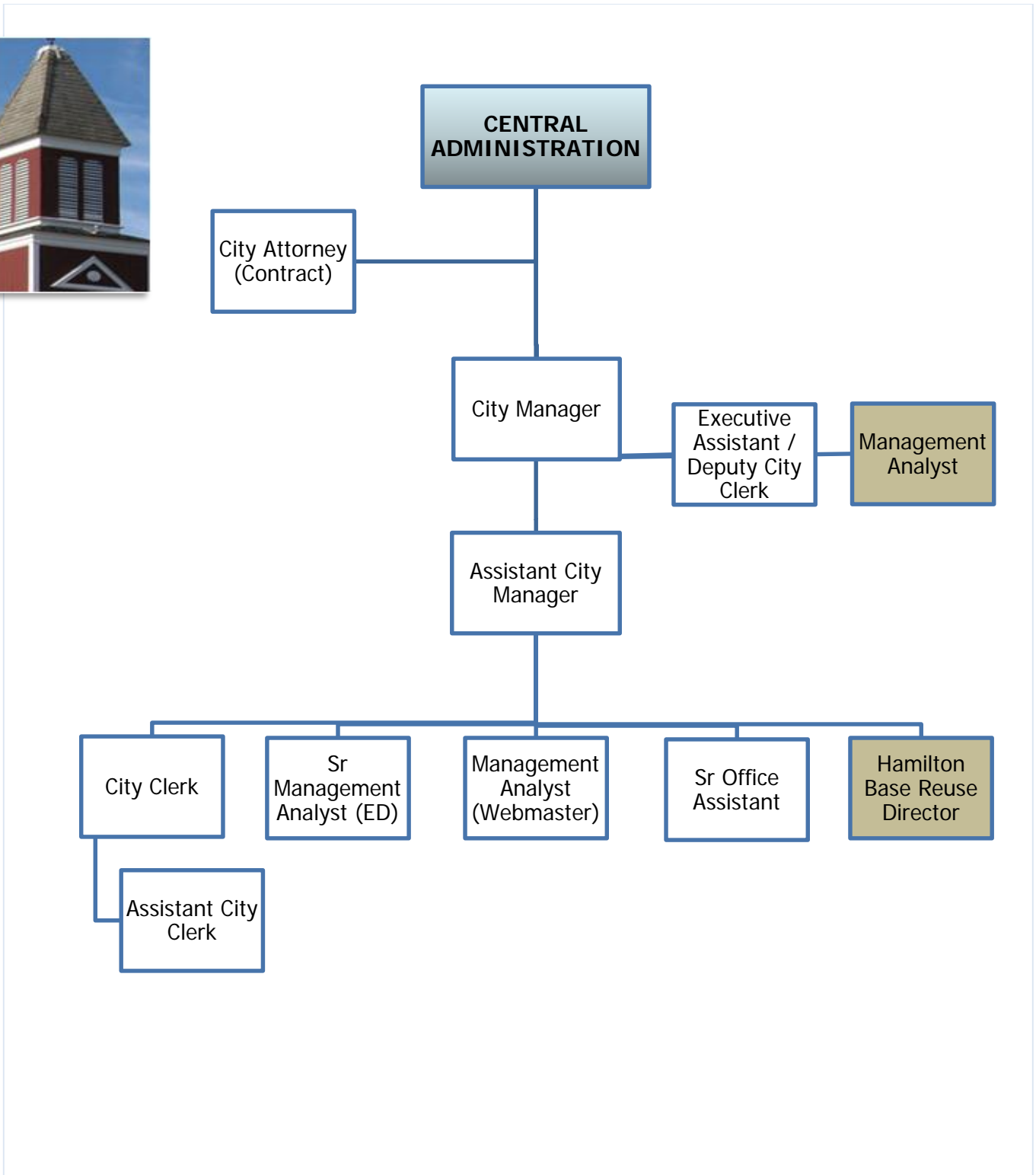
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Limited Term
Paid for via Measure F

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Department Budget Summary

	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19	Adopted to Adopted Increase/(Decrease) Dollar	Percent
Revenues					
Legal Fees Recovered	36,000	36,000	38,000	2,000	5.56%
Application Fees	400	400	415	15	3.75%
Department Total	36,400	36,400	38,415	2,015	5.54%

Appropriations by Division

City Council	79,693	79,693	74,328	(5,365)	(6.73)%
City Manager	513,588	513,588	458,183	(55,405)	(10.79)%
Public Engagement/Econ Development	697,556	697,556	899,162	201,606	28.90%
City Clerk	556,801	556,801	343,244	(213,557)	(38.35)%
City Attorney	561,000	561,000	563,000	2,000	0.36%
Department Total	2,408,638	2,408,638	2,337,917	(70,721)	(2.94)%

Appropriations by Category

Salaries	899,753	899,753	1,090,884	191,131	21.24%
Benefits	257,063	257,063	199,211	(57,852)	(22.50)%
Contract Services	1,052,493	1,052,493	864,493	(188,000)	(17.86)%
Training & Travel	48,142	48,142	45,142	(3,000)	(6.23)%
Materials & Supplies	151,187	151,187	138,187	(13,000)	(8.60)%
Department Total	2,408,638	2,408,638	2,337,917	(70,721)	(33.95)%

Personnel Allocation History

	2014/15	2015/16	2016/17	2017/18	2018/19
City Council *	5.00	5.00	5.00	5.00	5.00
City Manager	3.80	3.87	3.90	1.90	1.80
Public Engagement/Econ Development				3.00	4.00
City Clerk	2.25	2.17	2.20	2.20	2.20
Other Funds	1.10	1.06	2.00	2.00	2.00
Department Total	12.15	12.10	13.10	14.10	15.00

* City Council elected members excluded from authorized totals in Personnel Allocation tables (pages 47-56)

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 2017/18 _____

- Continued protection of City's revenue from dissolution of redevelopment and legal actions with the state and moved toward establishment of a county-wide oversight board
- Continued advancing improvements in the City's public engagement and outreach initiative including community workshops and adoption of a 2-year communications program
- Built out the management team, filled in key vacant position and implemented a reorganization of functions to support an efficient and effective organization.

Department Goals FY 2018/19 _____

- Continue to build out the management team and filling key vacant positions to support an efficient and effective organization
- Continue implementation of economic development efforts to foster business and job expansion and increase city revenue.

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 reuse 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:* \$74,328*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 100

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<i>Program Elements:</i>									
Policy Development	5.00		8,500	60,298		12,267	1,763	74,328	
TOTAL	5.00	0	8,500	60,298	0	12,267	1,763	74,328	0

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	<i>Program Inputs:</i>				
Personnel Services	57,671	54,586	65,663	65,663	60,298
Contract Services	516	0	0	0	0
Training & Travel	10,530	13,023	12,267	12,267	12,267
Materials & Supplies	14,119	6,603	1,763	1,763	1,763
Capital Outlay					
TOTAL	82,836	74,212	79,693	79,693	74,328

Department**Name:** Central Administration**Program:** City Manager**Budget:** \$458,183**Personnel Allocation:** 1.80**Revenue:** \$415**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 2017/18

- Developed a Communications and Engagement Plan
- Initiated the process for the renovation and reuse of the Historic Downtown Train Depot
- Successfully completed annual DBID assessment and worked with the DNBA to streamline the Business Improvement District (BID) processes, updated the Memorandum of Understanding with clear and concise deliverables to ensure a well-managed BID and established a public-private partnership in the form of a \$1 for \$ match to support the organization's continued success
- Initiated the process for development and adoption of the next three-year term of a strategic plan
- Worked with Public Works and Parks, Recreation and Community Services to complete the acquisition of the Lieb property for future park-like uses
- Coordinated with the county on the 2017 local election and Urban Growth Boundary ballot measure;
- Conducted outreach to promote safety for the implemented SMART Quiet Zones

CA

- Updated the Economic Development Advisory Commission's Mission Statement and increased membership
- Partnered with the Information Technology Department to complete an upgrade of the City Council Chamber's audio and visual equipment
- Implemented Live Captioning and Closed Captioning services for City Council meetings to increase accessibility.

Program Goals FY 2018/19

- 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
- Facilitate lease-ups of key commercial properties by working with property owners and brokerage community
- Issue RFP for Public Records Requests Management System to improve tracking and prioritization of requests
- Continue the process for the renovation & reuse of the Historic Downtown Train Depot
- Complete the RFP process relating to vacant and/or underutilized city-owned parcels at Hamilton
- Explore Partnerships options for affordable housing opportunities within Novato for Public Employees.

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Program: City Manager

Division Number 110

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues	
	Perm FTE	Temp FTE							
<i>Program Elements:</i>									
General Management	1.80		3,060	373,582	60,000	18,526	6,075	458,183	415
TOTAL	1.80	0	3,060	373,582	60,000	18,526	6,075	458,183	415

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	<i>Program Inputs:</i>				
Personnel Services	719,476	698,195	428,987	428,987	373,582
Contract Services	142,447	230,807	60,000	60,000	60,000
Training & Travel	8,792	9,299	18,526	18,526	18,526
Materials & Supplies	78,153	85,648	6,075	6,075	6,075
TOTAL	948,868	1,023,949	513,588	513,588	458,183

Department Name: Central Administration

Program: Public Engagement/
Economic Development

Budget: \$ 899,162

Personnel Allocation: 4.00

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 citywide 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. Staff continues to develop an economic development strategy that includes business retention and attraction and identifies ways to enhance our selected trade areas including Downtown, Bel Marin Keys, North Redwood, North-North Redwood and Hamilton.

Program Accomplishments FY 2017/18

- Developed a draft Communications Plan
- Adoption of public noticing guidelines by City Council — including standardized notices and onsite project signage
- Refreshed City brand & developed a brand family
- #NovatoProud – launched Hometown Heroes recognizing Novato veterans and Sustainability Superstars, installed community mosaic at City Hall, and began recognizing NovatoProud honorees at City Council meetings
- Live captioning at City Council meetings and closed captioning streamed through Novato Community Television
- Launched new resources on City's website including a volunteer webpage powered by VolunteerMatch and new sustainability webpages
- Increased Spanish outreach by incorporating more Spanish-translated content into our e-newsletters and online news items
- Social media – increased online promotion throughout all City social media accounts and expanded outreach on Nextdoor to include unincorporated Novato, created new Sustainability Facebook page, implemented social media archiving and continued staff trainings
- Completed Hamilton Lands to Parks Exchange; received direction on RFP process for City-owned parcels
- Completed entitlement process for Hamilton Hospital
- Successfully completed annual DBID assessment and continued supporting the Downtown Novato Business Association by strengthening our partnership with DNBA with \$1 for \$1 match

- Launched new economic development microsite as one-stop shop for current and future businesses: choosenovato.com
- Established business appreciation & visitation programs
- Procured site selection tool to allow for ease of searching for vacant office, commercial and industrial buildings in Novato
- Began engagement process for the planning of the Historic Downtown Train Depot
- Began work on creation of an Economic Development Work Plan.

Program Goals FY 2018/19

- Refresh the City's website to be more intuitive and accessible
- Implement Open Data portal to increase transparency and accessibility to City information
- Develop "Town Hall" style engagement
- Provide staff with outreach and facilitation training and continue social media and website training
- Increase electronic access to City meetings
- Continue to increase social media presence and programs
- Continue to increase civic pride and more good news
- Develop marketing materials to promote Novato as business-friendly and *the* place to locate
- Continue life science efforts and consider additional industries to target
- Serve as a business partner to small and large businesses
- Facilitate completion of Hamilton Cottages
- Issue requests for proposals (RFPs) for Commissary Site, Town Center, and Officers' Quarters in Hamilton
- Issue RFP for Historic Downtown Train Depot
- Work with internal departments to target process improvements to make development processes more approachable and predictable while maintaining high quality.

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Program: Public Engagement / Economic Development

Division Number 120

Summary of 2018/19 Resources Used by Program Element:

	Employees			Contract/			Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours	Personnel	Consultant Services	Training & Travel		
<i>Program Elements:</i>								
Public Engagement	2.05		3,485	273,631	110,000		56,000	439,631
Economic Development	1.95		3,315	298,531	106,000	9,000	46,000	459,531
TOTAL	4.00	0	6,800	572,162	216,000	9,000	102,000	899,162

	Previous Actual	Previous Actual	Adopted Budget	Adjusted Budget	Adopted Budget
	2015/16	2016/17	2017/18	2017/18	2018/19
<i>Program Inputs:</i>					
Personnel Services			385,556	385,556	572,162
Contract Services			185,000	185,000	216,000
Training & Travel			12,000	12,000	9,000
Materials & Supplies			115,000	115,000	102,000
TOTAL	0	0	697,556	697,556	899,162

Department**Name:** Central Administration**Program:** City Clerk**Budget:** \$343,244**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, as well as responsible for the City to be in compliance with the California Political Reform Act.

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 2017/18

- Produced a total of 26 agendas and coordinate 26 City Council meetings as of April 4, 2018
- Coordinated with the City Attorney to establish Brown Act Training for the City Council, members of the City's advisory bodies, and the public
- Successful local election on November 7, 2017; electing two members to the City Council and passing Measure D (continuation of Urban Growth Boundary)
- Processed 52 public records requests as of April 4, 2018
- Processed 61 applications in August 2017 and 18 applications in March 2018 for the City Council to appoint individuals to various Boards, Commissions, and Committees.

Program Goals FY 2018/19

- Implement and automated Agenda Management System
- Hire an Assistant City Clerk
- Research vendors and options for a citywide records management system
- Issue RFP for Public Records Requests Management System to improve tracking and prioritization of requests
- Re-examine the operations of the Boards, Commissions, and Committees; and, possibly modify the recruitment process and handbooks for the members.

Program: City Clerk

Division Number 130

Summary of 2018/19 Resources Used by Program Element:

		Employees		Total Hours	Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
		Perm FTE	Temp FTE							
<i>Program Elements:</i>										
130	Administration	2.20		3,740	284,053	25,493	5,349	28,349	343,244	
TOTAL		2.20	0.00	3,740	284,053	25,493	5,349	28,349	343,244	0

		Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
<i>Program Inputs:</i>						
	Personnel Services	274,944	209,794	276,610	276,610	284,053
	Contract Services	85,796	16,074	246,493	246,493	25,493
	Training & Travel	433	492	5,349	5,349	5,349
	Materials & Supplies	3,446	16,780	28,349	28,349	28,349
TOTAL		364,619	243,140	556,801	556,801	343,244

Department**Name:** Central Administration**Program:** City Attorney**Budget:** \$563,000**Personnel Allocation:** 0.00**Revenue:** \$38,000

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.

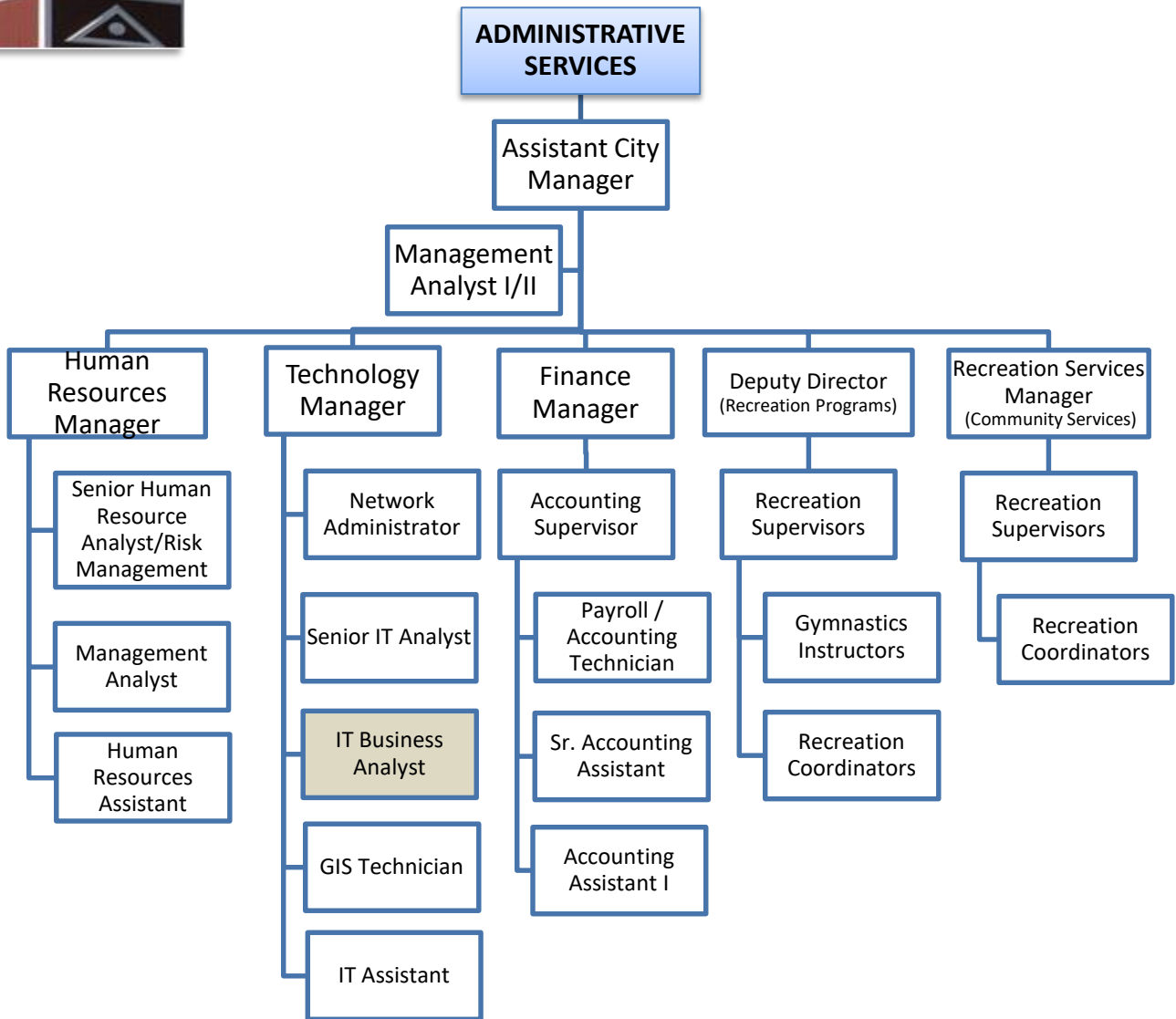
Program: City Attorney

Division Number 140

Summary of 2018/19 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<i>Program Elements:</i>									
General Services					325,000			325,000	
Cost Recovery Services					38,000			38,000	38,000
Litigation					200,000			200,000	
TOTAL	0.00	0	0	0	563,000	0	0	563,000	38,000

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	<i>Program Inputs:</i>				
Personnel Services					0
Contract Services	728,746	777,073	561,000	561,000	563,000
TOTAL	728,746	777,073	561,000	561,000	563,000



Limited Term
CIP / Measure F Funded

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Department Budget Summary

	Adopted	Adjusted	Adopted	Adopted to Adopted	
	Budget	Budget	Budget	Increase/(Decrease)	
	2017/18	2017/18	2018/19	Dollar	Percent
Revenues					
Administrative Fees	155,000	155,000	160,000	5,000	3.23%
Business License Tax - Audit	145,000	145,000	160,000	15,000	10.34%
Business License Application Fees	18,000	18,000	18,540	540	3.00%
Returned Check Charges	300	300	310	10	3.33%
Publications & Reports	300	300	310	10	3.33%
MVMCC Reimbursement	50,000	50,000	50,000	-	0.00%
Miscellaneous Revenues	25,500	25,500	12,240	(13,260)	(52.00)%
Department Total	\$394,100	\$394,100	\$401,400	\$7,300	1.85%

Appropriations by Division

Administration	253,304	253,304	210,444	(42,860)	(16.92)%
Human Resources	791,072	790,936	887,053	95,981	12.13%
Finance	732,053	727,053	791,231	59,178	8.08%
Information Technology Services	1,203,927	1,203,927	1,222,428	18,501	1.54%
Citywide Programs	2,901,386	3,285,828	3,075,478	174,092	6.00%
Department Total	\$5,881,742	\$6,261,048	\$6,186,634	\$304,892	5.18%

Appropriations by Category

Salaries	1,499,474	1,824,474	1,668,750	169,276	11.29%
Benefits	522,914	522,914	302,835	(220,079)	(42.09)%
Contract Services	1,394,930	1,454,372	1,500,732	105,802	7.58%
Training & Travel	95,984	90,984	145,621	49,637	51.71%
Materials & Supplies	2,368,440	2,368,304	2,568,696	200,256	8.46%
Department Total	\$5,881,742	\$6,261,048	\$6,186,634	\$304,892	5.18%

Personnel Allocation History

	2014/15	2015/16	2016/17	2017/18	2018/19
Administration	1.50	1.59	1.60	1.45	1.20
Human Resources	3.95	3.90	3.90	3.90	3.90
Finance	4.80	4.80	4.80	4.80	4.80
Information Technology Services	5.00	5.00	5.00	5.00	5.00
Citywide Programs	0.30	0.35	0.35	0.35	0.10
Other Funds	1.30	1.26	1.25	2.25	1.37
Department Total	16.85	16.90	16.90	17.75	16.37

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, and Risk Management Services divisions 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.

Human Resources and Risk Management: This division is responsible for citywide human resources services including staffing, recruitment and selection, classification and compensation, employee benefits, workers' compensation, labor relations, employee relations, training, recognition and engagement, personnel records, administration of all personnel rules, regulations, policies and procedures, and compliance with federal and state employment laws. Risk Management functions include administration of various risk programs designed to reduce the city's exposure to losses resulting from workers compensation and liability and property damage claims, and participates in the Bay cities Joint Powers Insurance Authority.

Finance: Finance performs various accounting and business service needs of the City. This includes general ledger maintenance, accounts receivable and payable, payroll, business license activities, and preparation and maintenance of the annual city-wide budget. Finance also assists the IT division with maintenance of New World, the City's new Enterprise Resource Planning system designed by Tyler Technologies. In addition, Finance also prepares monthly, quarterly and annual revenue and expenditure reports, maintains cost accounting records, manages the annual external audit, and assists in the preparation of the City's Comprehensive Annual Financial Report (CAFR). 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.

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 and Parks, Recreation & Community Services (PRCS). The ASD and PRCS budgets will be presented and documented separately despite this functional reporting change.

Citywide Programs: This program manages various programs, including the Bay Cities Joint Powers Insurance Authority (workers compensation and liability claims); animal services through the Marin Humane Society; memberships in various associations; the Community Access Television franchise and programming; and programs that benefit the city as a whole or are not department specific.

Department Accomplishments FY 2017/18

Finance

- Successful implementation of a new Citywide financial Enterprise Resource Program
- Received budget awards from the Government Finance Officers Association (GFOA) and California Society of Municipal Finance Officers (CSFMO)
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the City's FY 2016/17 Comprehensive Annual Financial Report (CAFR) for the 4th year
- Automated General Fund Financial Forecasting Model.

Human Resources

- Conducted 51 recruitment and hiring processes including Assistant City Manager-Administrative Services, Finance Manager, Public Works Administrative Manager, and City Clerk
- Processed approximately 740 applicants including the hiring and promotion of 40 employees
- Streamlined the performance evaluation process for non-represented confidential and management employees
- Launched the Employee Commuter Program through the city's flexible pre-tax spending account for all employees
- Presented employee workshops and training including topics such as retirement medical coverage, financial planning, and health and wellness seminars
- Awarded Kaiser Permanente's Wellness Ambassador Award - Among the top 20 recipients out of 1,400 agencies for workforce wellness engagement
- Continued the presentation of the Employee Recognition Program which features signature and seasonal events and programs including hosting the annual employee holiday celebration and employee recognition events
- Co-hosted employee first aid/safety response training in CPR, AED, and First Aid response for 50+ employees and acquired seven AEDs for citywide placement in our public buildings
- Revitalized employee ergonomic and safety plan including conducting 18 ergonomic evaluations to promote prevention of work-related injuries.

Information Technology

- Partnered with Finance to complete the implementation of Tyler Technologies New World Systems as the city's new Financial Management and Payroll system
- Completed several enhancements to the ESRI ArcGIS system and developed new applications for staff use across all city departments
- Partnered with Parks, Recreation and Community Services with the selection and implementation of BlueRec software for facility and activity registration. Online registrations have increased 480% and Novato residency is automatically validated with the City's new GIS system
- Partnered with the Community Development Department to implement a system that provides automated notification for permit inspection times
- Completed the audio and visual equipment upgrade for the Council Chambers. High definition video and live closed captioning services are now available in chambers, online and via broadcast television
- Partnered with the Police Department to implement new Axon Body Worn and Fleet vehicle cameras
- Partnered with the Police Department to select and implement a new video management system and expand its use to additional city facilities
- Partnered with the Police Department to publish a Request for Proposal and select a new Computer Aided Dispatch and Records Management System
- Completed 1,787 work orders (issues and service requests).

Department Goals FY 2018/19

Finance

- Issue three request for proposals to perform a cost of service fee study, implement a pension stabilization irrevocable trust, and contract with a new external audit service provider
- Re-finance four series of bonds: 2005, 2005A, and 2011 redevelopment bonds and the Pointe Marin CFD bonds
- Implement a budget platform on the city's website that interfaces with the city's ERP system to provide detailed and timely budget / expenditure information to the public
- Review and update business license revenue collection process and procedure to create division and departmental synergies.

Human Resources

- Develop a comprehensive citywide volunteer and internship program including strengthening our relationships with local schools, universities and organizations
- Develop and implement Vision Plan for employees per the 2016-2019 MOUs and explore options for enhancing employee benefits
- Develop and adopt a revised Employee Engagement program and build on Human Resources successful employee recognition awards program to recognize employees for excellent work
- Successfully negotiate and implement with all bargaining groups for 2019 Memorandums of Understanding
- Streamline and develop existing and new Human Resources and Risk Management systems and processes to more efficiently provide customer service to city departments and the community
- Enhance the city's safety and wellness programs to improve responsiveness to injury prevention, expand training resources to include on-line and in-house safety training.

Information Technology

- In partnership with Public Works, develop an RFP, select and implement a new Computerized

Maintenance Management System to track all city assets

- Complete the implementation of a new Agenda Management System
- In partnership with Community Development, develop an RFP, select vendor and begin implementation of new permitting system
- In partnership with the Police Department, replace the Computer Aided Dispatch (CAD) and Records Management System (RMS)
- Complete the migration to electronic time, eliminating paper based and manual systems
- Complete a desktop computer replacement project citywide
- Implement a second Internet circuit for the primary city campus.

Department Notes

The Administrative Services Department (ASD) continues to provide staffing for both the Novato Successor Agency, the Successor Agency Oversight Board, and the Novato Citizens Finance Advisory/Oversight Committee.

Department Name: Administrative Services

Program: Administration

Budget: \$210,444

Personnel Allocation: 1.20

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.

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 2017/18 _____

- Provided analytical oversight to the Marin Valley Country Club
- Assisted with development and implementation of FY 2018/19 budget.

Program Goals FY 2018/19 _____

- Take actions to improve organizational excellence.

Program: Administration

Division Number 150

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<i>Program Elements:</i>									
Administration	1.20		2,040	193,908		16,536		210,444	
TOTAL	1.20		2,040	193,908	-	16,536	-	210,444	-

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	<i>Program Inputs:</i>				
Personnel Services	209,592	148,064	236,768	236,768	193,908
Contract Services	86,385	69,523			
Materials and Supplies	9,627	4,340	16,400	16,400	16,536
Capital Outlay					
TOTAL	305,604	221,927	253,168	253,168	210,444

Department Name: Administrative Services

Program: Human Resources

Budget: \$887,053

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 2017/18

- Conducted 51 recruitment and hiring processes including Assistant City Manager-Administrative Services, Finance Manager, Public Works Administrative Manager, and City Clerk
- Processed approximately 740 applicants including the hiring and promotion of 40 employees
- Streamlined the performance evaluation process for non-represented confidential and management employees
- Launched the Employee Commuter Program through the city's flexible pre-tax spending account for all employees
- Presented employee workshops and training including topics such as retirement medical coverage, financial planning, and health and wellness seminars
- Awarded Kaiser Permanente's Wellness Ambassador Award - Among the top 20 recipients out of 1,400 agencies for workforce wellness engagement
- Continued the presentation of the Employee Recognition Program which features signature and seasonal events and programs including hosting the annual employee holiday celebration and employee recognition events
- Co-hosted employee first aid/safety response training in CPR, AED, and First Aid response for 50+ employees and acquired seven AEDs for citywide placement in our public buildings
- Revitalized employee ergonomic and safety plan including conducting 18 ergonomic evaluations to promote prevention of work-related injuries.

Program Goals FY 2018/19

- Develop a comprehensive citywide volunteer and internship program including strengthening our relationships with local schools, universities and organizations
- Develop and implement Vision Plan for employees per the 2016-2019 MOUs and explore options for enhancing employee benefits
- Develop and adopt a revised Employee Engagement program and build on Human Resources successful employee recognition awards program to recognize employees for excellent work
- Successfully negotiate and implement with all bargaining groups for 2019 Memorandums of Understanding
- Streamline and develop existing and new Human Resources and Risk Management systems and processes to more efficiently provide customer service to city departments and the community
- Enhance the city's safety and wellness programs to improve responsiveness to injury prevention, expand training resources to include on-line and in-house safety training.

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Program: Human Resources

Division Number 160

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<i>Program Elements:</i>									
Benefits Administration	3.90		6,630	522,900	208,031	156,122		887,053	
TOTAL	3.90	-	6,630	522,900	208,031	156,122	-	887,053	-

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	<i>Program Inputs:</i>				
Personnel Services	460,714	500,880	488,920	488,920	522,900
Contract Services	291,871	326,102	205,531	205,531	208,031
Materials and Supplies	42,271	70,405	96,621	96,621	156,122
Capital Outlay					
TOTAL	794,856	897,387	791,072	791,072	887,053

Department Name: Administrative Services

Program: Finance

Budget: \$781,231

Personnel Allocation: 4.80

Revenue: \$347,810

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 audit and coordinate preparation of the Comprehensive Annual Financial Report (CAFR) with external auditors; calculate annual tax rates for bond indebtedness; maintain the general ledger; assist IT with management of the City's recent implementation of New World ERP system from Tyler Technologies . 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 appropriations are not exceeded. Authorize and process budget transfers and amendments, travel requests, requisitions, and payment authorizations.

Payroll: Perform citywide biweekly payroll, including issuance of payroll checks and direct deposit for approximately 300 full-time and part-time employees. Maintain leave accruals, account for benefits and overtime, state and federal compliance, and respond to employees' questions and special needs. Prepare quarterly and annual federal and state tax returns, W-2s and ACA 1095-C returns.

Business License/Cashiering/Accounts Receivable: Billing, collection and records maintenance for approximately 4,600 businesses with total license taxes of approximately \$1.3 million. 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 2017/18

- Received a Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the 17th consecutive year
- Received the CSMFO FY17/18 Distinguished Budget Presentation award
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the city's FY 2016/17 Comprehensive Annual Financial Report (CAFR) for the 4th year
- Successful implementation of a new citywide financial Enterprise Resource Program Automated General Fund Financial Forecasting Model.

Program Goals FY 2018/19

- Issue three request for proposals to perform a cost of service fee study, implement a pension stabilization irrevocable trust, and contract with a new external audit service provider
- Re-finance four series of bonds: 2005, 2005A, and 2011 redevelopment bonds and the Pointe Marin CFD bonds;
- Implement a budget platform on the city's website that interfaces with the city's ERP system to provide detailed and timely budget / expenditure information to the public
- Review and update business license revenue collection process and procedure to create division and departmental synergies.

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Program: Finance

Division Number 170

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Internal service Chg:	Total Budget	Program Revenues
	Perm FTE	Temp FTE								
<i>Program Elements:</i>										
Accounting and Administration	4.80	0.27	8,722	594,481	119,700	10,000	97,050	(30,000)	791,231	347,810
TOTAL	4.80	0.27	8,722	594,481	119,700	10,000	97,050	(30,000)	791,231	347,810

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
<i>Program Inputs:</i>					
Personnel Services	523,490	558,066	578,903	578,903	594,481
Contract Services	86,537	95,699	76,100	76,100	119,700
Training & Travel	7,104	3,246	10,000	5,000	10,000
Materials & Supplies	74,792	69,433	97,050	97,050	97,050
Internal Service Charges	(20,459)	(15,418)	(30,000)	(30,000)	(30,000)
TOTAL	671,464	711,026	732,053	727,053	791,231

Department Name: Administrative Services

Program: Information Technology Services

Budget: \$1,222,428

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 2017/18

- Partnered with Finance to complete the implementation of Tyler Technologies New World Systems as the City's new Financial Management and Payroll system
- Completed several enhancements to the ESRI ArcGIS system and developed new applications for staff use across all city departments
- Partnered with Parks, Recreation and Community Services with the selection and implementation of BlueRec software for facility and activity registration. Online registrations have increased 480% and Novato residency is automatically validated with the City's new GIS system
- Partnered with the Community Development Department to implement a system that provides automated notification for permit inspection times
- Completed the audio and visual equipment upgrade for the Council Chambers. High definition video and live closed captioning services are now available in chambers, online and via broadcast television
- Partnered with the Police Department to implement new Axon Body Worn and Fleet vehicle cameras
- Partnered with the Police Department to select and implement a new video management system and expand its use to additional City facilities
- Partnered with the Police Department to publish a Request for Proposal and select a new Computer Aided Dispatch and Records Management System
- Completed 1,787 work orders (issues and service requests).

Program Goals FY 2018/19

- In partnership with Public Works, develop an RFP, select and implement a new Computerized Maintenance Management System to track all City assets
- Complete the implementation of a new Agenda Management System
- In partnership with Community Development, develop an RFP, select vendor and begin implementation of new permitting system
- In partnership with the Police Department, replace CAD and RMS
- Complete the migration to electronic time, eliminating paper based and manual systems
- Complete a desktop computer replacement project Citywide
- Implement a second Internet circuit for the primary City campus.

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Program: Information Technology Services

Division Number 180

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<i>Program Elements:</i>									
Information Technology Management	5.00		8,500	610,534	141,800	17,000	453,094	1,222,428	
TOTAL	5.00	-	8,500	610,534	141,800	17,000	453,094	1,222,428	-

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	<i>Program Inputs:</i>				
Personnel Services	519,884	569,683	592,033	592,033	610,534
Contract Services	96,711	142,117	141,800	141,800	141,800
Training & Travel	19,582	14,739	17,000	17,000	17,000
Materials & Supplies	273,945	317,579	453,094	453,094	453,094
Debt Service	87,472	94,653			
Capital Outlay	68,741	23,300			
TOTAL	1,066,335	1,162,071	1,203,927	1,203,927	1,222,428

Department Name: Administrative Services

Program: Citywide Programs

Budget: \$3,075,478

Personnel Allocation: 0.10

Revenue: \$53,590

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

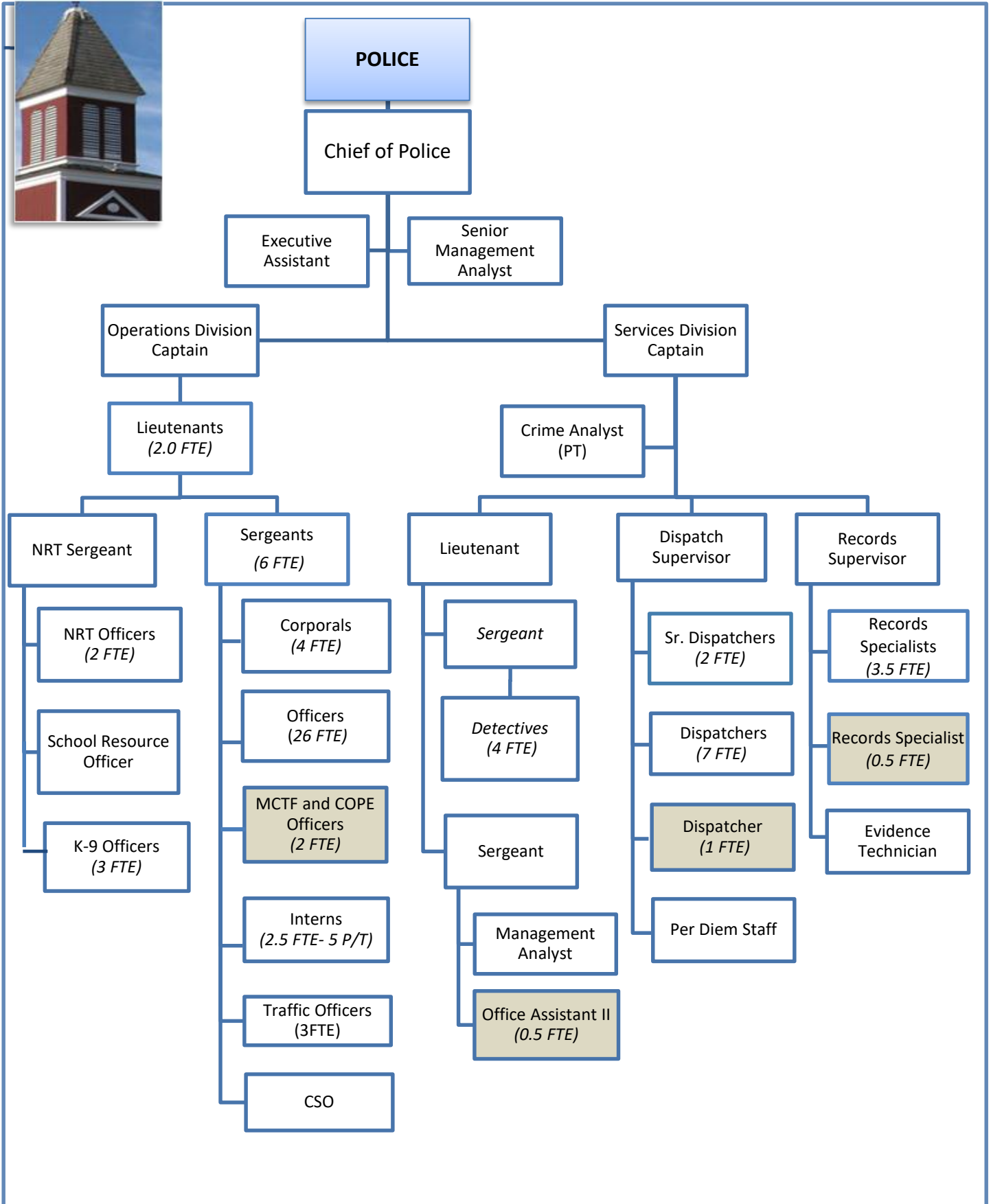
Division Number 190-197

Summary of 2018/19 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Risk Management	0.10		170	17,762			1,050,000	1,067,762	3,590
Memberships							30,076	30,076	
Central Stores							5,000	5,000	
Special Programs		0.77	1,602	32,000	322,126		889,019	1,243,145	
Marin GSA					49,735			49,735	
Animal Services					659,340			659,340	
City Owned Property							20,420	20,420	50,000
TOTAL	0.10	0.77	1,772	49,762	1,031,201	0	1,994,515	3,075,478	53,590

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	Program Inputs:				
Personnel Services	74,599	62,107	125,764	450,764	49,762
Contract Services	823,309	848,233	971,499	1,030,941	1,031,201
Training & Travel	0	4,176	0	0	0
Materials & Supplies	1,218,432	1,361,190	1,804,123	1,804,123	1,994,515
TOTAL	2,116,340	2,275,706	2,901,386	3,285,828	3,075,478

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	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Sales Tax - Public Safety	460,000	460,000	471,500	11,500	2.50%
Other Agency Reimbursement	11,650	11,650	10,450	(1,200)	(10.30)%
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)	(100.00)%
Officer Standards & Training - POST	-	-	-	-	-
Record Releases	16,000	16,000	14,000	(2,000)	(12.50)%
Alarm Permits	42,000	42,000	42,000	-	0.00%
Vehicle Code Fines	220,000	220,000	222,200	2,200	1.00%
Parking /Other Fines	90,000	90,000	90,000	-	0.00%
Traffic/Police Permits	18,000	18,000	18,000	-	0.00%
DUI/Accident	5,000	5,000	4,000	(1,000)	(20.00)%
Vehicle Impound Fees	28,000	28,000	28,000	-	0.00%
Special Police Services	8,000	8,000	10,000	2,000	25.00%
North Marin Water District	-	-	-	-	-
Miscellaneous Revenues	6,000	6,000	1,000	(5,000)	(83.33)%
Department Total	\$1,150,650	\$1,150,650	\$1,047,150	(\$103,500)	(8.99)%

Appropriations					
Administration	1,291,260	1,291,260	1,346,891	55,631	4.31%
Technical Services	2,003,254	2,003,254	2,136,672	133,418	6.66%
Professional Standards	479,146	503,340	608,353	129,207	26.97%
Investigations	924,768	924,958	1,254,062	329,294	35.61%
Patrol	7,751,159	7,751,159	8,187,747	436,588	5.63%
Traffic	718,947	718,947	869,431	150,484	20.93%
Special Police Services	1,149,253	1,149,253	1,127,363	(21,890)	(1.90)%
Department Total	\$14,317,787	\$14,342,171	\$15,530,519	\$1,212,732	8.47%

Appropriations by Category					
Salaries	8,522,230	9,002,336	10,400,632	1,878,402	22.04%
Benefits	4,220,335	3,740,229	3,654,923	(565,412)	(13.40)%
Contract Services	297,358	297,358	311,657	14,299	4.81%
Training & Travel	219,043	219,043	219,043	-	0.00%
Materials & Supplies	1,058,821	1,083,205	944,264	(114,557)	(10.82)%
Department Total	\$14,317,787	\$14,342,171	\$15,530,519	\$1,212,732	8.47%

Personnel Allocation History					
	2014/15	2015/16	2016/17	2017/18	2018/19
Administration	4.75	4.75	5.00	5.00	5.00
Technical Services	14.00	14.00	14.00	15.50	15.50
Professional Standards	1.00	1.00	1.00	1.00	2.00
Investigations	5.00	5.00	5.00	5.00	6.00
Patrol	41.00	41.00	41.00	41.00	40.00
Traffic	4.00	4.00	4.00	4.00	5.00
Special Police Services	4.54	6.78	6.78	6.78	6.00
Measure F Funded	3.46	1.22	2.22	2.22	2.00
Department Total	77.75	77.75	79.00	80.50	81.50

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, Fleet management, San Rafael/Novato SWAT 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, Facilities, and purchasing.

Department Accomplishments FY 2017/18

Quality of Life – Prevention Efforts

- Reached full staff levels
- Exceptionally low citizen complaint numbers, and low use of force by officers
- Improved morale, evidenced by double digit percentage increases in officer field productivity
- Overall crime down 14 percent, property crime down 11 percent
- Statistically one of the safest years over the last 20
- Increased non-sworn professional support staff to assist department units

Technology and Facility Upgrades and Improvements

- Renovated Report Writing Room to improve efficiency and employee environment
- Fully implement and improve body and video camera system to increase officer availability

Community Partnership and Outreach

- Strengthen Community social media and community engagement
- Received very strong community support, trust, engagement and partnerships

Department Goals FY 2018/19

Enhance Public Engagement/Partnerships

- Continue expanding Social Media outreach, neighborhood meetings, transparency with news media & public
- Emphasis on Youth, Community Events, and Hispanic/Latino Communities

Quality of Life – Prevention Efforts

Enhance outreach for:

- Homeless and mentally ill
- Implement School Resource Officer Program with Novato Unified School District
- Crime Prevention efforts

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
- Provide ongoing leadership teambuilding, coaching, and mentoring

Technology and Facility Upgrades and Improvements

- Complete a 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
- Complete American Disabilities Act Access improvements for the public and waterproof entry way of the Police Department
- Exterior Painting
- HVAC System Replacement

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.

Completed FY 2017/18

- Offered Crime Free Multi-Housing classes and re-certified properties
- Overall crime down 14 percent and property crime down 11 percent
- Held anti-drinking operations, and districted driving campaigns
- Get Ready classes with hundreds of residents participating
- Held Open House, offered Youth Police Camps, two Community Police Academies, one in English and first ever Spanish format.
- Strengthened Community Engagement and outreach
- 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."

Completed FY 2017/18:

- Hired high quality people: strong character, well-educated/trained, motivated and talented
- Fostered strong culture of high quality service
- Expanded use of personnel and training software program to track assigned safety equipment, training certificates, and updated personnel emergency contacts
- Implemented a body worn mobile and video camera technology upgrade
- Invested in officer safety equipment
- Renovated Report Writing Room to improve efficiency and employee environment.

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Department Name: Police

Program: Administration

Budget: \$1,346,891

Personnel Allocation: 5.0

Revenue: \$45,650

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, Traffic, NRT, Emergency Services, 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, Investigations, Property and Evidence, Volunteers in Policing (VIP), technology support, and facility 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 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 2017/18

Community Partnership and Outreach

- Offered community and youth outreach programs:
- Coffee with the Cops, National Night Out, Open House, two Community Police Academies, Law Enforcement Special Olympics, Open House, Heroes and Helpers, immigration forums, Youth Police Camps, Top the Cops, and Shop with a Cop
- Strength Community engagement and Outreach
- Developed the department's Next-Door web page

Facility Improvements

- Expanded Records area for improved work flow;
- Carpet replacement, interior paint, wall photography, relocated and expanded the Quiet Room; and
- Renovated Report Writing Room to improve efficiency and employee environment

Emergency Services

- Offered Get Ready classes with hundreds of residents participating
- Emergency Operation exercise with two EOC shifts based on an earthquake scenario
- Offered 4 EOC orientation classes for new EOC staff
- Received FEMA and CalOES reimbursements for 2017 winter storms
- Department staff provided mutual aid to Sonoma County during the North Bay fires
- Submitted a 250-page FEMA reimbursement claim for \$95,000 for mutual aid

Administration

- Awarded new grants from U.S. Department of Justice, CA Office of Traffic Safety, CA Alcohol Beverage Control
- Issued 1,400 false alarms notices;
- Speakers Bureau where Police personnel deliver messages to the community
- Reached Full staffing with zero vacancies
- Pursue grant funding opportunities

Program Goals FY 2018/19

Administration

- Emphasis on Crime Reduction
- Increase officer field availability

Focus on Employee Recruitment, Hiring, and Retention

- Maintain Staffing Levels
- Enhance employee and organizational development efforts
- Hire for character first and proactively recruit the highest qualified candidates
- Provide ongoing leadership, teambuilding, coaching, and mentoring

Emergency Services

- Continue proactive emergency preparedness in all areas of the community
- Offer community "Get Ready" courses
- Conduct EOC/Field Exercise; and
- Update EOC staffing and provide training

- Strengthen community emergency notification system and training

Community Partnership and Outreach

- Implement School Resource Officer Program with Novato Unified School District
- Emphasis on youth including programs for Youth Explorers, Youth Camps, Top the Cops, Shop with a Cop
- Offer Community Events: Coffee with Cops, Community Academies (Spanish & English), Special Olympics, Open House, National Night Out, Heroes and Helpers
- Outreach to Hispanic/Latino communities.

Program: Police Administration

Division Number 201

Summary of 2018/19 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:									
Police Administration	5.00		8,500	1,213,999	18,373	114,519		1,346,891	45,650
TOTAL	5.00	-	8,500	1,213,999	18,373	114,519	-	1,346,891	45,650

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Proposed Budget 2018/19
	Program Inputs:				
Personnel Services	994,965	1,049,022	1,163,117	1,163,117	1,213,999
Contract Services	13,678	17,783	18,373	18,373	18,373
Materials and Supplies	99,707	118,650	109,752	109,752	114,519
Capital Outlay					-
TOTAL	1,108,350	1,185,455	1,291,242	1,291,242	1,346,891

Department Name: Police

Program: Technical Services

Budget: \$2,136,672

Personnel Allocation: 15.5

Revenue: \$19,300

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 2017/18

Workload

- 13,869 reports processed
- 13,494 911 calls
- 78,853 nonemergency calls
- 46,490 calls for service
- 1,700 work hours provided by volunteers
- Hired additional support staff to support department units

Facility Improvements

- Reorganized Records area for improved workflow

Technology Enhancements

- Installed a modern security camera surveillance system and integrated with the transit authority security cameras at the new Redwood Boulevard transit

Program Goals FY 2018/19

Administration

- Focus on Customer Service
- Assess staff duties to support department units

Technology Enhancements

- Implementing text messaging to 911 as part of a countywide initiative
- Fully implement integrated Computer Aided Dispatch (CAD), Records Management (RMS), Automated Reporting (ARS), Mobile Data Computer (MDC), and Property and Evidence Management systems

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Program: Technical Services

Division Number 211-212

Summary of 2018/19 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	590,094	133,766	116,667		840,527	16,500
Communications/ Dispatch	10.00	0.26	17,541	1,213,157	54,284	28,704		1,296,145	2,800
TOTAL	15.50	0.37	27,120	1,803,251	188,050	145,371	-	2,136,672	19,300

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	Program Inputs:				
Personnel Services	1,487,400	1,545,553	1,690,523	1,690,523	1,803,251
Contract Services	121,328	111,063	173,751	173,751	188,050
Materials and Supplies	116,576	120,025	138,866	138,866	145,371
Capital Outlay					-
TOTAL	1,725,304	1,776,641	2,003,140	2,003,140	2,136,672

Department Name: Police

Program: Professional Standards

Budget: \$608,353

Personnel Allocation: 2.0

Revenue: \$ 4,000

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 2017/18

Workload

- Processed 18 new employees, facilitated promotions, and assignments to 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 equipment issued
- Managed testing process for the daily training bulletins; and
- Completed crisis intervention training for 100% of field staff
- Reached full staffing levels.

Technology Enhancements

- Expanded use of the personnel and training software program to: track assigned safety equipment, training certificates, personnel emergency contact.

Program Goals FY 2018/19

Recruitment and Training

- Increase recruitment efforts to reach more diverse group of applicants;
- Focus on employee retention;
- Enhance partnership and availability with regional academies and training classes;
- Provide officers with dynamic non-static based training
- Focus on safety, wellness and fitness opportunities.

Program: Professional Standards

Division Number 222

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<i>Program Elements:</i>									
Training & Development	2.00		3,400	427,721	2,500	178,132		608,353	4,000
TOTAL	2.00	0.00	3,400	427,721	2,500	178,132	-	608,353	4,000

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	<i>Program Inputs:</i>				
Personnel Services	389,204	416,590	298,514	298,514	427,721
Contract Services		10,808	2,500	2,500	2,500
Materials and Supplies	94,516	148,850	178,132	178,132	178,132
Capital Outlay					-
TOTAL	483,720	576,248	479,146	479,146	608,353

Department Name: Police

Program: Investigations

Budget: \$1,254,062

Personnel Allocation: 6.0

Revenue: \$10,000

Program Description

The Investigation section identifies, and arrests individuals involved in criminal activity and investigates complex criminal activity including property crimes, identity theft, fraud, burglary, arson and person crimes. This unit also apprehends offenders, recovers contraband and stolen property, and prepares cases for criminal prosecution.

Program Accomplishments FY 2017/18

Workload

- Reviewed 153 new cases and 438 cases assigned to a detective
- Assisted Patrol in robbery and homicides cases

Regional and Community Partnerships

- Continued ongoing communication with the Jeannette Prandi Children's Center, Community Violence Solutions, Marin Abused Women's Services, and North Bay Criminal Investigators.

Program Goals FY 2018/19

Training

- Continue Peace Officer Standards Training (POST) Institute of Criminal Investigation (ICI) certification for detectives.
- Improve team cohesion and clearance rates and cold case review

Technology Enhancements

- 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 231

Summary of 2018/19 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<i>Program Elements:</i>									
Criminal Investigations	6.00		10,200	1,161,762	36,058	56,242		1,254,062	10,000
TOTAL	6.00	0.00	10,200	1,161,762	36,058	56,242	-	1,254,062	10,000

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	<i>Program Inputs:</i>				
Personnel Services	547,913	824,504	813,365	813,365	1,161,762
Contract Services	31,899	28,418	36,058	36,058	36,058
Materials and Supplies	42,219	48,109	75,346	75,346	56,242
Capital Outlay	5,995	-	-	-	-
TOTAL	628,026	901,031	924,769	924,769	1,254,062

Department Name: Police

Program: Patrol

Budget: \$8,187,747

Personnel Allocation: 40.0

Revenue: \$694,200

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 2017/18

Workload

- Overall crime down 14 percent
- Property crime down 11 percent
- Exceptionally low citizen complaints, and low use of force by officers
- 46,490 incidents

Canine Program

- A third canine added to the team, fully funded by community donations
- Protected officers from assault 13 times, 59 narcotics arrests, assisted other Marin County agencies and searched buildings 33 times
- Three teams cross trained in handler protection and drug detection

Technology and Vehicle Enhancements

- Renovated Report Writing Room to improve efficiency and employee environment
- Implemented a body worn and mobile video camera technology
- Invested in officer safety equipment

Community Partnership Outreach and Regional partnerships

- Top the Cops drag racing program at Sonoma Raceway,
- Conducted community outreach programs: Coffee with the Cops, Shop with a Cop, National Night Out, Open House, two Community Academies, and Law Enforcement Special Olympics, Safe Routes to School

- Submitted grant applications to Department of Justice for bulletproof vests and California Alcohol Beverage Control to address alcohol-related problems

Continued Local and Regional Partnerships

- Minor Access to Alcohol Prevention program
- Received donations for the Canine program.

Program Goals FY 2018/19

Focus on Employee Recruitment, Hiring, and Retention

- Maintain Staffing Levels;
- Enhance employee and organizational development efforts, coaching and mentoring

Technology and Vehicle Enhancements

- Complete a fully integrated CAD/RMS/MDC system

Community and Regional Partnership Outreach

- Focus on directed patrol and proactive policing
- Enhance protective safety equipment
- Continue community outreach to the Hispanic/Latino community;
- Continue fraud prevention presentations to the elderly community
- Continue Minor Access to Alcohol Prevention programs
- Focus on staff coaching/mentoring.

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Program: Patrol

Division Number 245

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Patrol Operations	37.00	2.5	68,100	7,114,859	49,091	106	479,075	7,643,131	694,200
Canine Program	3.00		5,100	491,740	10,315		42,561	544,616	
TOTAL	40.00	2.50	73,200	7,606,599	59,406	106	521,636	8,187,747	694,200

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
Program Inputs:					
Personnel Services	6,711,361	6,609,892	7,083,580	7,083,580	7,606,599
Contract Services	41,977	36,402	59,406	59,406	59,406
Training & Travel	2,433	2,175	106	106	106
Materials & Supplies	572,544	586,840	608,067	608,067	521,636
TOTAL	7,328,315	7,235,309	7,751,159	7,751,159	8,187,747

Department Name: Police

Program: Traffic

Budget: \$869,431

Personnel Allocation: 5.0

Revenue: \$160,000

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 2017/18

Workload

- 5,163 citations issued for speed, seatbelts and cell phone and parking violations
- Investigated 527 traffic collisions
- Managed Abandoned tows
- Directed Enforcement in designated complaint areas
- Received a \$97,000 OTS Selective Traffic Enforcement Program grant

Community and Regional Partnership Outreach

- Continued safety belt and cell phone enforcement, pedestrian enforcement operations and sobriety checkpoints
- Participated in the Safe Routes to School program; and offered education presentations
- Partnered with local businesses and organizations on special events
- Submitted grant applications to California Selective Traffic Enforcement Program (STEP) and Target Corporation

Program Goals FY 2018/19

Workload

- Reduce traffic collisions through education and enforcement
- Maintain traffic enforcement levels within the traffic index guidelines
- Continue Community and Regional Partnership Outreach
- Continue direct enforcement at complaint locations
- Increase officer field availability.

Program: Traffic
Division Number 252

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<i>Program Elements:</i>									
Traffic Operations	5.00		8,500	786,575	5,753	77,103		869,431	160,000
Special Traffic Services									
TOTAL	5.00	-	8,500	786,575	5,753	77,103	-	869,431	160,000

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	<i>Program Inputs:</i>				
Personnel Services	693,439	633,409	633,126	633,126	786,575
Contract Services	165	6,785	5,753	5,753	5,753
Materials and Supplies	67,073	104,533	80,068	80,068	77,103
Capital Outlay					-
TOTAL	760,677	744,727	718,947	718,947	869,431

Department Name: Police

Program: Special Police Services

Budget: \$1,127,363

Personnel Allocation: 6.0

Revenue: \$144,000

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, Police Explorer program, Chaplain program, Open House, Special Events, COPE program, the Community Police Academy, and the newly formed San Rafael Novato Regional Crisis Response Unit.

Program Elements

Novato Response Team (NRT): A team consisting of one sergeant and two officers 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.

San Rafael Novato Regional Crisis Response Unit: This newly formed unit replaces the department's Special Response Team/Crisis Negotiation Team. This 20-person team will be well prepared to safely respond to critical incidents in either jurisdiction. This unit will provide support to critical field operations where specialized tactics and negotiation skills exceed the capability of patrol officers, usually involving violent individuals trying to avoid apprehension. The ability to deploy highly trained individuals with specialized resources will significantly increase the probability of a safe and peaceful resolution to these critical incidents.

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 2017/18

Workload

Novato Response Team:

- Continued to provide targeted prevention, education and enforcement efforts citywide
- Re-certified properties as Crime-Free and offered Crime-Free Multi-Housing programs
- Taught GREAT (Gang Resistance Education and Training) classes
- Major Crimes Task Force assigned Officer
- Coordination of Probation Enforcement team (COPE) Officer
- Homeless services and County liaison

Community Partnership Outreach

- Mentally ill and homeless outreach
- The COPE Officer and Major Crimes Task Force Officer participated in the Federal drug strategy program, Organized Crime Drug Enforcement Task Force (OCDETF)
- In partnership with the City of San Rafael formed the San Rafael Novato Regional Crisis Response Unit, which will be prepared to safely respond to critical incidents in either jurisdiction.

Program Goals FY 2018/19

Continuation of Regional Partnerships

- Marin County Major Crimes Task Force
- COPE Team (Coordination of Probation Enforcement)
- Continue liaison efforts with Novato Unified School District to implement the School Resource Officer program
- Mentally ill and homeless outreach
- House a mobile crisis unit mental health professional to Novato Police Department

Community Partnership Outreach

- Continue Crime-Free Multi-Housing program and gang suppression by the Novato Response Team
- Continue to work with the homeless population to facilitate services for recovery.
- Integrate the School Resource Officer program with Novato Unified School District

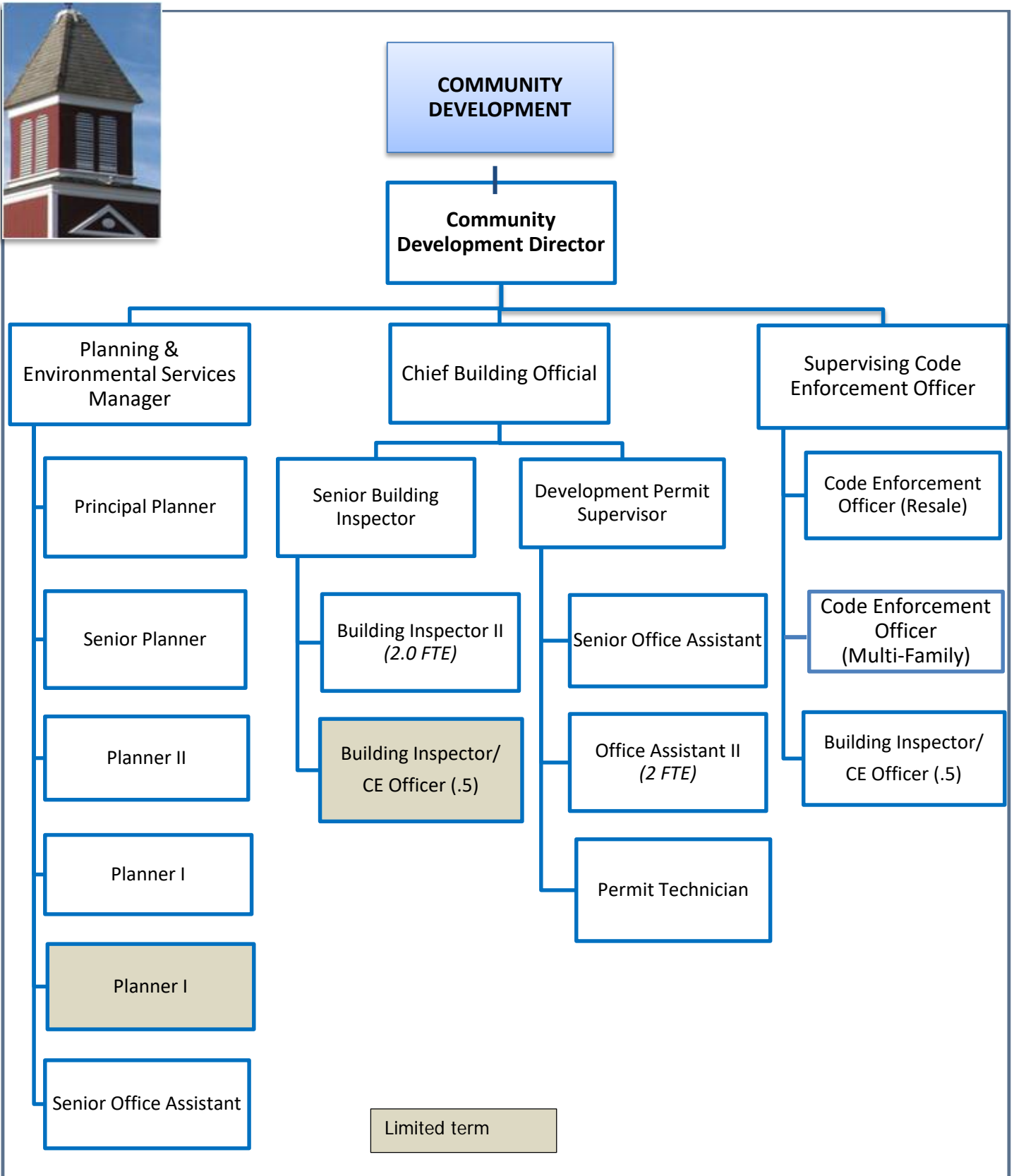
Program: Special Police Services

Division Number 280

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
COPE Grant	1.00		1,700	172,458		1,415	6,200	180,073	134,000
Novato Response Team (NRT)	3.00		5,100	566,054		12,500	18,500	597,054	
Special Response Team				18,709		4,275	17,784	40,768	
Community Engagement				13,677		1,616	7,908	23,201	10,000
Major Crimes Task Force	1.00		1,700	164,750	1,517			166,267	
School Resource Officer	1.00		1,700	120,000				120,000	
TOTAL	6.00	-	10,200	1,055,648	1,517	19,806	50,392	1,127,363	144,000

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
Program Inputs:					
Personnel Services	830,697	1,022,444	1,060,209	1,060,209	1,055,648
Contract Services		507	1,517	1,517	1,517
Training & Travel	17,805	20,441	19,806	19,806	19,806
Materials & Supplies	74,143	84,421	67,721	67,721	50,392
Capital Outlay	5,995				
TOTAL	928,640	1,127,813	1,149,253	1,149,253	1,127,363



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Department Budget Summary

	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Abandoned Vehicle Program	36,000	36,000	36,000	-	0.00%
Building Permit Investigative Fees	198,500	198,500	199,500	1,000	0.50%
Residential Inspection Fees	259,500	259,500	255,500	(4,000)	(1.54)%
Plan Storage Fees	20,000	20,000	18,500	(1,500)	(7.50)%
Administrative Fees	20,500	20,500	45,000	24,500	119.51%
Cost Recovery Fees - Clerical Fees	6,000	6,000	6,500	500	8.33%
Home Occupation Permit	9,000	9,000	8,000	(1,000)	(11.11)%
Tree Removal Permit	6,500	6,500	4,000	(2,500)	(38.46)%
Planning Flat Fees	13,000	13,000	9,000	(4,000)	(30.77)%
Cost Recovery - Private Projects	177,000	177,000	177,000	-	0.00%
Planning Final Site Inspection	1,000	1,000	1,000	-	0.00%
Building Plan Check/Planning	15,000	15,000	15,000	-	0.00%
Appeals	4,500	4,500	6,000	1,500	33.33%
Cost Recovery Penalties	6,000	6,000	5,000	(1,000)	(16.67)%
Building Plan Check Fees	152,500	152,500	138,500	(14,000)	(9.18)%
Energy Plan Check Fees	18,300	18,300	38,000	19,700	107.65%
Crime Prevention Plan Check	500	500	500	-	0.00%
Building Permits	560,000	560,000	523,000	(37,000)	(6.61)%
Electrical, Plumbing, & Mechanical Permits	235,000	235,000	295,000	60,000	25.53%
Miscellaneous Revenue	800	800	800	-	0.00%
Department Total	\$1,739,600	\$1,739,600	\$1,781,800	\$42,200	2.43%
Appropriations					
Administration	333,888	333,888	366,715	32,827	9.83%
Code Enforcement	392,596	392,596	438,198	45,602	11.62%
Planning	900,095	900,095	940,960	40,865	4.54%
Clerical Support Services	348,139	348,139	402,361	54,222	15.57%
Building	641,284	641,284	670,860	29,576	4.61%
Department Total	\$2,616,002	\$2,616,002	\$2,819,094	\$203,092	7.76%
Appropriations by Category					
Salaries	1,799,482	1,799,482	2,185,733	386,251	21.46%
Benefits	633,535	633,535	438,727	(194,808)	(30.75)%
Contract Services	27,208	27,208	35,208	8,000	29.40%
Training & Travel	29,620	29,620	29,620	-	0.00%
Materials & Supplies	126,157	126,157	129,806	3,649	2.89%
Department Total	\$2,616,002	\$2,616,002	\$2,819,094	\$203,092	7.76%
Personnel Allocation History					
	2014/15	2015/16	2016/17	2017/18	2018/19
Administration	0.78	0.78	0.78	1.78	1.78
Code Enforcement	3.00	3.00	3.50	3.50	3.50
Planning	6.10	6.10	7.10	7.10	7.10
Clerical Support Services	4.00	4.00	4.00	4.00	4.50
Building	4.00	4.00	4.50	4.50	4.50
Other Funds	1.42	1.42	0.62	0.62	0.62
Department Total	19.30	19.30	20.50	21.50	22.00

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 and natural environment of the city, to assist in providing safe and well maintained buildings, and to focus on the long-term sustainability of the community.

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 new Sustainability program within the Administration Division will focus on implementing the City's Climate Change Action Plan, reducing greenhouse gas emissions and preserving natural resources in City operations and throughout the community. The new Sustainability Coordinator has already implemented an internal staff Green Team and secured Green Business Certification for City operations, started a community Sustainability Newsletter, instituted a popular Green Film series and held a community Sustainability and Climate Change Forum.

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 Division also works on processing applications for new development. There has been increasing interest in new projects in Novato. Projects in process include three new hotels due to locally high occupancy rates, including extended-stay hotels on Redwood Boulevard at Wood Hollow and at the former Dairyman's Mill, and one at the former Hanna Ranch site south of Vintage Oaks.

The Planning Division is also responsible for managing the City's affordable housing assets. There are over 400 deed-restricted affordable ownership units in Novato, and City staff and our consultant Hello Housing actively manage these units by coordinating resale and refinancing and conducting periodic lottery and income qualification verification when affordable units become available. The City also has over 600 affordable rental units, which require monitoring of eligible rent levels that tenants can be charged.

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 for residential remodels, additions and other minor work. Since the recession, residential remodeling activity has been high, generating over \$20 million dollars in new construction valuation. The Division has introduced the use of technology in recent years, including the use of computer tablets for field use, the ability of applicants to check permit status and inspection results on-line, automated phone-in inspection requests and a new service which calls permit holders the evening before and morning of a scheduled inspection to provide a two-hour time window.

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.

General code enforcement complaints from residents (typically regarding property maintenance, inoperable vehicles, pest infestations, illegal uses and construction work without permits) have increased more than 60% over the past year. Officers attempt to achieve voluntary compliance, but on occasion forward cases to the Zoning, Housing and Building Codes Appeals Board for resolution. Officers have benefited from improved technology, including computer tablets for field use which allow access to all City permit records, and on-line application and payment for single-family resale inspections have improved customer convenience.

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 2017/18

Sustainability

- Created an internal staff Green Team to focus on improvements to City operations, including securing Green Business certification;
- Hosted a community Sustainability Forum to seek community support for implementation of Climate Change Action Plan programs; and
- Initiated a very popular Green Film series.

Code Enforcement

- Adopted Code Enforcement citation authority;
- Adopted a Shopping Cart Retention Ordinance to reduce abandoned shopping carts;
- Performed proactive property maintenance enforcement in the Northwest Quadrant Neighborhood;
- Responded to over 2,200 code enforcement complaints; and
- Resolved 75% of cases within 12 months.

Planning

- Issued entitlements for Oakmont Senior Living, Atherton Place, Bahia Heights, Hamilton Landing Hangar 8, Park-a-Pup and Pacheco Plaza Chase Bank projects, and rezoning of McPhail's site to allow light industrial uses;
- Implemented Municipal Code revisions to improve public noticing requirements;
- Updated Accessory Dwelling Unit regulations in response to state law changes;
- Conducted a Planning Academy for 85 enrollees;
- Completed the Downtown Novato Parking Study; and
- Supported the issuance of RFPs for City-owned properties at Hamilton to facilitate restoration and reuse of remaining historic structures.

Building

- Issued building permits for Novato Village senior apartments (801 State Access Road) and for \$6.3M in tenant improvements for BioMarin facilities;
- Implemented automated outbound call notifications for building inspections.
- Performed nearly 8,800 building inspections; and
- Over 64% of all building permits processed through the daily One-Stop Shop, serving 100 property owners and contractors each week.

Department Goals FY 2018/19

Sustainability

- Integrate electric vehicles into the municipal fleet;
- Implement lighting upgrade in the Police station;
- Conduct quarterly Sustainability and Climate Forums with the community; and
- Host or coordinate a Marin/Sonoma Climate Action Summit in conjunction with the state Global Climate Action Summit.

Code Enforcement

- Consider implementation of a code enforcement volunteer program.

Planning

- Complete adoption of the new General Plan and implementing ordinances and certification of the EIR;
- Process development applications for Wood Hollow Hotel, Residence Inn, Hanna Ranch, First and Grant mixed use, Hamilton Square, and North Bay Children's Center campus.
- Assist property owners in preparing development proposals for the North Redwood Boulevard corridor and former Fireman's Fund site;
- Update development impact fees in conjunction with General Plan adoption; and
- Improve informational handouts and website, and consider process improvements for planning entitlements.

Building

- Expand online permit offerings for residential building permits;
- Consider adoption of updated green building code provisions; and
- Improve informational handouts and website, and consider process improvements for building permits.

Department Performance Measures

Building Inspection Performance Measures:	Actual FY 2016/17	Actual (est.) FY 2017/18	Projected FY 2018/19
Average valuation of new construction	\$80M	\$87M	\$80M
Number of annual inspections	6,745	8,760	8,000
Percentage of inspections completed on scheduled day	99%	99%	99%
Average inspections completed per Inspector per year	2,700	2,800	2,800
Average minutes spent completing an inspection	10	10	15
Total number of permit applications	4,300	4,476	4,400
Total number of permits issued/processed	3,500	3,560	3,700
Total number permits issued for new single-family dwellings	9	20	5
Total number of permits issued for tenant improvements	39	36	40
Percentage of all permits issued during One-Stop-Shop	66%	64%	60%
Average time to process One-Stop-Shop permits	7 minutes	7 minutes	7 minutes
Code Enforcement Performance Measures:			
Number of annual complaints	2,100	2,200	2,300
Percentage of complaints by category			
Building	25%	26%	25%
Nuisance Abatement	36%	37%	34%
Zoning	31%	30%	33%
Engineering/Other	5%	7%	8%
Percent of complaints resolved within 12 months	75%	75%	80%
Planning Performance Measures:			
Number of private projects (discretionary permits) received	49	40	45
Number of private projects (discretionary permits) approved	24	30	30
Number of minor private projects (ministerial permits) received	100	80	80
Number of minor private projects (ministerial permits) completed	91	70	75

	Actual FY 2016/17	Actual (est.) FY 2017/18	Projected FY 2018/19
Number of residential units entitled	20	120	200
Amount of commercial floor area entitled (sq. ft.)	3,500	104,000	125,000
Clerical Support Services Performance Measures:			
Total number of permits processed/issued	3,201	3,524	3,500
Percentage of all permits issued under One-Stop Shop Program	55%	64%	65%
Average time to process approved One-Stop Shop Permits	8 minutes	7 minutes	7 minutes

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Department**Name:** Community Development**Program:** Administration**Budget:** \$ 366,715**Personnel Allocation:** 1.78**Revenue:** \$ 2,000**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.

The Sustainability program was created in 2017 with the hiring of the City's first Sustainability Coordinator. This position will focus on implementation of the City's adopted Climate Change Action Plan, which seeks to reduce greenhouse gas emissions from City operations and from households and businesses in Novato. The City Council has adopted ambitious goals of reducing community-wide emissions by 40% from 2005 levels by 2035, and replacing fossil fuel use with renewable power by 2050.

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.

Sustainability: Staffed by the Sustainability Coordinator, this program coordinates implementation, monitoring and update of the City's Climate Change Action Plan. The position also assists internal departments, residents, the business community and the public and collaborates with other agencies, non-profits and community organizations in the development and implementation of sustainability efforts. The program focuses on energy and water efficiency measures, waste reduction, vehicular trip reduction and efficient land use patterns to reduce greenhouse gas emissions and conserve natural resources, and on adaptation measures to climate change impacts such as sea level rise and wildfire.

Program Accomplishments FY 2017/18Administration

- Directed preparation of the Draft General Plan and implementing ordinances and preparation of the environmental impact report
- Prepared code amendments to clarify and expand public hearing notice requirements, update regulations for massage practitioners and establishments, and new regulations for retention of shopping carts at retail establishments
- Managed activities of the new Sustainability Program, including hiring of a Sustainability Coordinator
- Conducted an educational 7-session Planning Academy for 85 enrollees

- Secured citation authority for Code Enforcement Officers.

Sustainability

- Created an internal staff Green Team to focus on improvements to City operations
- Secured Green Business certification for City operations
- Held a very popular Green Film series
- Hosted a well-attended Community Sustainability Forum to seek community support for implementation of Climate Change Action Plan programs
- Performed a waste audit for municipal operations and a lighting audit of the Police station
- Prepared a new Sustainability webpage, Facebook page and monthly e-newsletter and coordinated media coverage to broaden public outreach
- Developed community partnerships.

Program Goals FY 2018/19

Administration

- Complete the General Plan update, including adoption of several implementing ordinances
- Improve educational materials for our planning and building permit processes for applicants and explore internal streamlining enhancements
- Implement measures from our Climate Change Action Plan.

Sustainability

- Integrate electric vehicles into the municipal fleet
- Implement lighting upgrade in the Police station
- Expand electric vehicle charging stations
- Conduct quarterly Sustainability and Climate Change Forums with the community
- Host a Marin/Sonoma Climate Action Summit
- Update the Green Purchasing Policy for city purchases and train staff
- Expand recycling at municipal facilities and events
- Partner with the Novato Sanitary District and their waste contractor to increase diversion of organic materials and support increased recycling in multi-family developments
- Partner with the Novato Unified School District to support green initiatives in schools
- Develop methodology for evaluating progress on greenhouse gas emission reductions
- Prepare to update the Climate Change Action Plan in 2019.

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Program: Administration

Division Number 401

Summary of 2018/19 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Administration	0.78		1,326	176,952		3,788	35,562	216,302	2,000
Sustainability	1.00		1,700	125,797	2,000	420	22,196	150,413	
TOTAL	1.78	-	3,026	302,749	2,000	4,208	57,758	366,715	2,000

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	Program Inputs:				
Personnel Services	163,463	169,738	269,922	269,922	302,749
Contract Services	2,127	2,670	2,000	2,000	2,000
Training & Travel	1,640	4,985	4,208	4,208	4,208
Materials & Supplies	22,331	24,038	57,758	57,758	57,758
TOTAL	189,561	201,431	333,888	333,888	366,715

Department**Name:** Community Development**Program:** Code Enforcement**Budget:** \$ 438,198**Personnel Allocation:** 3.50**Revenue:** \$ 497,000**Program Description**

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

Program Elements

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

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

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

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

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

Program Accomplishments FY 2017/18

- Responded to over 2,200 code enforcement complaints
- Resolved 75% of cases within 12 months
- Adopted citation authority for Code Enforcement Officers to expedite abatement of minor violations
- Initiated enforcement of Shopping Cart Retention Ordinance with retailers
- Performed proactive property maintenance enforcement in the Northwest Quadrant Neighborhood in response to residents' request.

Program Goals FY 2018/19

- Consider implementation of a code enforcement volunteer program.

Program: Code Enforcement

Division Number 414

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Code Enforcement	2.50		4,250	304,093	600	3,200	18,642	326,535	322,000
Resale Inspection	1.00		1,700	111,663				111,663	175,000
TOTAL	3.50	-	5,950	415,756	600	3,200	18,642	438,198	497,000

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	Program Inputs:				
Personnel Services	296,546	324,483	370,154	370,154	415,756
Contract Services		1,300	600	600	600
Training & Travel	2,910	2,245	3,200	3,200	3,200
Materials & Supplies	11,674	12,020	18,642	18,642	18,642
TOTAL	311,130	340,048	392,596	392,596	438,198

*Department**Name:* Community Development*Program:* Planning*Budget:* \$ 940,960*Personnel Allocation:* 7.10*Revenue:* \$ 226,000*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 oversees 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, including monitoring and retention of the City's 1,000+ affordable housing units.

Program Accomplishments FY 2017/18

- Processed entitlements for Oakmont Senior Living, Atherton Place, Bahia Heights, Hamilton Landing Hangar 8, Park-a-Pup and Pacheco Plaza Chase Bank projects, and rezoning of McPhail's site to allow light industrial uses
- Implemented Municipal Code revisions to improve public noticing requirements and update Accessory Dwelling Unit regulations in response to changes in state law
- Completed the Downtown Parking Study
- Assisted in the issuance of RFPs for City-owned properties at Hamilton.

Program Goals FY 2018/19

- Complete adoption of the new General Plan and implementing ordinances, including certification of the environmental impact report
- Process development application for Wood Hollow Hotel, Residence Inn, Hanna Ranch, First and Grant mixed use, Hamilton Square and North Bay Children's Center campus
- Assist property owners in preparing development proposals for the North Redwood Boulevard corridor and former Fireman's Fund site
- Update development impact fees in conjunction with the General Plan adoption
- Improve informational handouts and website, and consider process improvements for planning entitlements.

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Program: Planning

Division Number 421

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Administration	1.10		1,870	165,293	10,000	11,676	16,120	203,089	11,500
General Plan/ Long-Range Planning	2.00		3,400	268,208				268,208	
Private Project Processing	4.00		6,800	469,663				469,663	214,500
TOTAL	7.10	-	12,070	903,164	10,000	11,676	16,120	940,960	226,000

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	Program Inputs:				
Personnel Services	638,366	736,131	870,774	870,774	903,164
Contract Services		3,598	2,000	2,000	10,000
Training & Travel	5,435	5,597	11,676	11,676	11,676
Materials & Supplies	15,923	21,272	15,645	15,645	16,120
TOTAL	659,724	766,598	900,095	900,095	940,960

Department Name: Community Development

Program: Clerical Support Services

Budget: \$ 402,361

Personnel Allocation: 4.50

Revenue: \$ 31,500

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.

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 2017/18

- Continued activity at One-Stop Shop (OSS) serving an average of 35-40 customers each day
- Initiated voice-activated phone scheduling of inspections and automated call-backs to define a two-hour window for next-day inspections.

Program Goals FY 2018/19

- Continue expanding ePermits service, allowing additional types of residential building permits to be obtained with this service
- Continue to digitize permit files and plans in line with the city's retention policies.

Program: Clerical Support Services

Division Number 430

Summary of 2018/19 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<i>Program Elements:</i>									
Dept. Support Services	4.50		7,650	402,361				402,361	31,500
TOTAL	4.50	-	7,650	402,361	-	-	-	402,361	31,500

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
<i>Program Inputs:</i>					
Personnel Services	317,090	346,923	348,139	348,139	402,361
Contract Services					-
Training & Travel					-
Materials & Supplies					-
TOTAL	317,090	346,923	348,139	348,139	402,361

Department**Name:** Community Development**Program:** Building**Budget:** \$ 670,860**Personnel Allocation:** 4.50**Revenue:** \$ 1,025,300**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.

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. 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 2017/18

- Issued building permits for Novato Village senior apartments and for \$6.3M in tenant improvements for BioMarin.
- Performed 8,760 building inspections;
- Over 64% of all building permits processed through the daily One-Stop Shop, typically serving 35-40 property owners and contractors each week; and
- Adopted an EV Charging Station ordinance in compliance with state law.

Program Goals FY 2018/19

- Expand online permit offerings for residential building permits;
- Consider adoption of updated green building code provisions; and
- Update information handouts available to the public online and at the OSS Permit Center.

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Program: Building

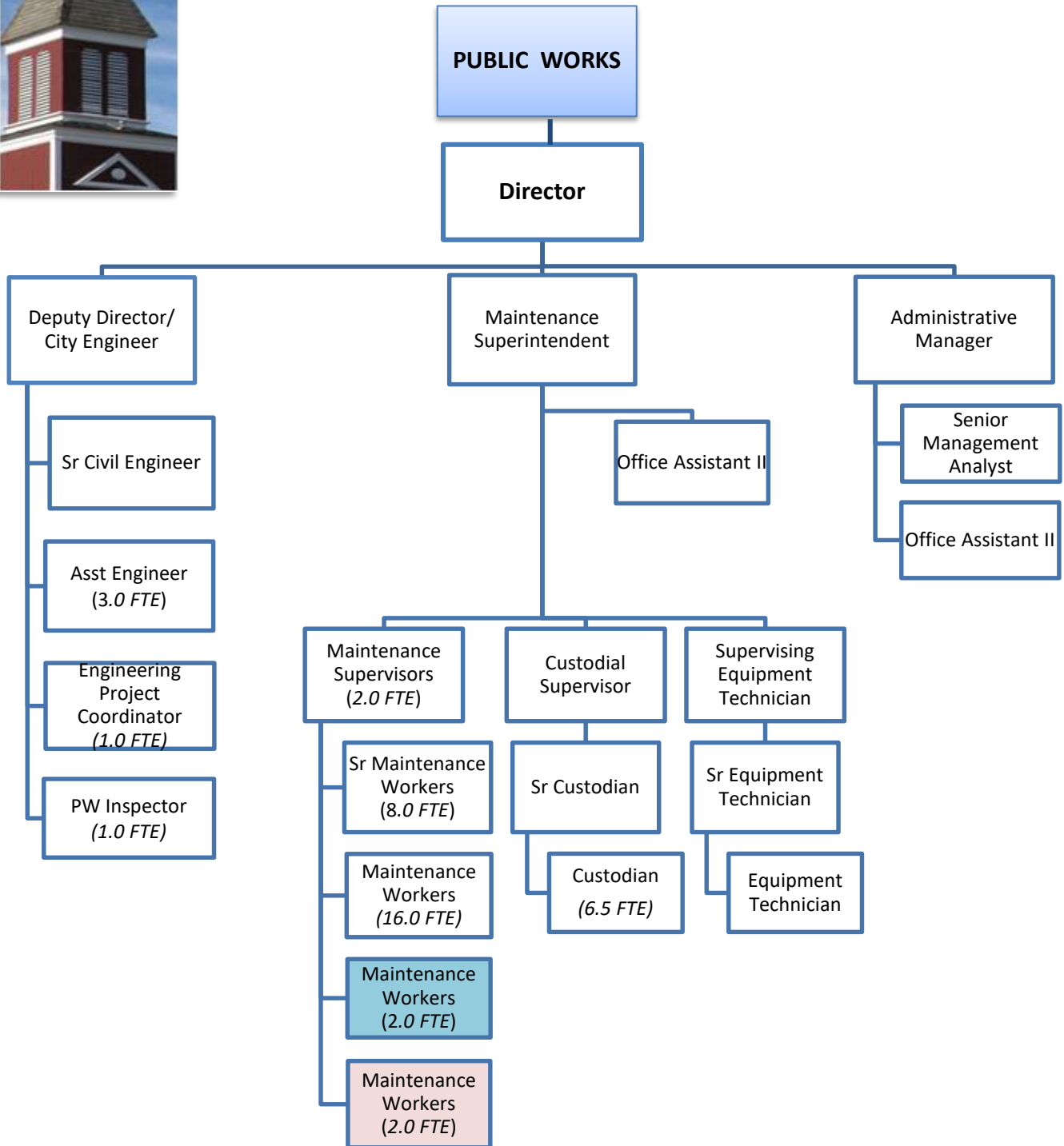
Division Number 441

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Administration & Plan Review	4.50		7,650	600,430	22,608	10,536	37,286	670,860	1,025,300
TOTAL	4.50	-	7,650	600,430	22,608	10,536	37,286	670,860	1,025,300

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	Program Inputs:				
Personnel Services	465,832	455,618	574,028	574,028	600,430
Contract Services	107,413	284,206	22,608	22,608	22,608
Training & Travel	1,489	8,270	10,536	10,536	10,536
Materials & Supplies	24,976	16,682	34,112	34,112	37,286
TOTAL	599,710	764,776	641,284	641,284	670,860

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Limited Term/Parks Measure A Funded

Limited Term/Measure F Funded

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Department Budget Summary

	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Intergovernmental Revenue	10,000	10,000	10,000	-	0.00%
Encroachment and Grading Permits	61,200	61,200	63,000	1,800	2.94%
Engineering Flat Fees	36,000	36,000	110,000	74,000	205.56%
Engineering Cost Recovery	1,000	1,000	80,000	79,000	7900.00%
Engineering Final Site Inspection	60,000	60,000	60,000	-	0.00%
Park & Facilities Rentals	23,600	23,600	24,160	560	2.37%
Miscellaneous Fees	19,500	19,500	19,500	-	0.00%
Department Total	\$211,300	\$211,300	\$366,660	155,360	73.53%

Appropriations					
Engineering Administration	774,480	774,480	767,098	(7,382)	(0.95)%
Engineering Operations			806,494	806,494	-
Project Development	336,394	336,394	152,550	(183,844)	(54.65)%
Capital Projects Engineering	1,126,066	1,126,066	612,506	(513,560)	(45.61)%
<i>Less Capital Projects Reimbursement</i>	<i>(737,500)</i>	<i>(737,500)</i>	<i>(765,000)</i>	<i>(27,500)</i>	<i>3.73%</i>
Maintenance Administration	320,471	320,471	361,825	41,354	12.90%
Street Maintenance	1,324,487	1,324,487	1,440,969	116,482	8.79%
Traffic Operations	450,734	450,734	353,383	(97,351)	(21.60)%
Median Island Maintenance	365,962	365,962	623,834	257,872	70.46%
Parks Maintenance	1,567,176	1,567,176	1,408,963	(158,213)	(10.10)%
Building Maintenance	1,359,177	1,359,177	1,413,557	54,380	4.00%
Department Total	\$6,887,447	\$6,887,447	\$7,176,179	288,732	4.19%

Appropriations by Category					
Salaries	3,422,130	3,275,976	4,052,436	630,306	18.42%
Benefits	1,424,294	1,570,448	912,228	(512,066)	(35.95)%
Contract Services	301,303	301,303	398,942	97,639	32.41%
Training & Travel	47,271	47,271	47,271	-	0.00%
Materials & Supplies	1,692,449	1,692,449	1,765,302	72,853	4.30%
Department Total	\$6,887,447	\$6,887,447	\$7,176,179	\$288,732	4.19%

Personnel Allocation History	2014/15	2015/16	2016/17	2017/18	2018/19
Engineering Administration	2.45	2.45	2.45	2.45	3.10
Engineering Operations					4.25
Project Development	1.75	1.75	1.75	1.75	0.45
Capital Projects Engineering	8.80	8.55	8.55	8.55	4.20
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	4.30
Parks Maintenance	8.08	8.08	9.08	9.08	6.70
Building Maintenance	7.00	7.00	8.50	8.50	8.50
Other Funds	10.07	10.32	12.32	12.32	12.07
Department Total	52.00	52.00	56.50	56.50	55.50

Department Mission Statement

The Public Works Department provides 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.

Department Responsibilities

The Public Works Director manages the Administrative, Engineering and Maintenance Divisions to work collaboratively to achieve 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 the Street Improvement Oversight Commission, Bicycle/Pedestrian Advisory Committee and the Streetscape Committee, as well as to advisory boards of other local agencies including Novato Sanitary District's Solid Waste, Transportation Authority of Marin, Marin Public Works Association (MPWA), regional watershed groups and Safe Routes to Schools.

Administrative Division

The Public Works Administrative Division is responsible for department budget preparation and oversight, personnel functions, contract and grant administration, research, analysis, communication management, public outreach, new technology roll-out, management of city-owned property, special assessment district administration, and clerical support. The Division provides leadership in continuous improvement projects through policy setting, streamlining processes, promoting training and mentoring, project prioritization, department resource tracking, and records management.

Engineering Division

The Deputy Public Works Director serves as the City Engineer and is responsible for management of the Division which consists of the following sections:

- **Engineering Operations** includes management of the Capital Improvement Program (CIP), Council and committee support, Marin Valley Mobile Country Club (MVMCC) support, the Pavement Management Program and Traffic Engineering
- **Permitting** includes review and issuance of encroachment permits and agreements, grading permits, and inspection of private work within the public right-of-way
- **Stormwater and Floodplain Management** includes the Storm Drain and National Pollutant Discharge Elimination System (NPDES) permit compliance, Stormwater Pollution Prevention Program, Marin County Stormwater Pollution Prevention Program (MCSTOPP) liaison, the Federal Emergency Management Administration (FEMA), National Flood Insurance Program (NFIP) and the Community Rating System (CRS)
- **Capital Project Delivery** includes feasibility studies, capital project management environmental review, design, and construction
- **Private Project Engineering** includes review and approval of private projects.

Maintenance Division

The Maintenance Division is responsible for the long-term care of all city-owned land and public facilities, streets, storm drains, pumping facilities, parks, median islands, roadside landscaping, street trees, Community Facility Districts, vehicles and equipment. The Division provides regular services such as street sweeping, debris and leaf removal, graffiti removal, compost and wood chip provision, banner and holiday ornament light placements in Downtown Novato and facilities set-up for public and private events. Seasonal and periodic services include 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.

The Maintenance Superintendent manages Streets Maintenance, the Storm Drain and NPDES Program, Traffic Operations, Medians and Islands, Parks Maintenance, Community Facility District maintenance, Building Maintenance and Equipment/Vehicle Maintenance and Replacement.

Department Accomplishments FY 17/18

The City of Novato Strategic Plan (July 1, 2015 to June 30, 2018) prioritizes the work of the City Departments. The Public Works Department accomplished the following work during Fiscal Year 2017-18 which relates back to identified strategic objectives:

- Successfully partnered with the California Department of Transportation, Marin County Flood Control, North Marin Water District and the California Department of Fish & Wildlife to clean out a section of Rush Creek in preparation for Novato's winter storms
- Worked collaboratively with Marin Transit during final construction, inspections and grand opening of the Redwood and Grant Transit Improvement Project, a downtown transit facility, which opened in September 2017
- Successfully completed Measure A Group 8 & 9 Pavement Rehabilitation Project, which resurfaced and restriped a total of 4.5 miles of public roads
- Received a total of \$1.5 million of One Bay Area Grant funding for Phase 2 of the Downtown SMART station project
- Closed two sidewalk gaps on Arthur Street and Plum Street, as part of a Safe Pathways to Schools grant award
- Installed approximately 500 linear feet of Hamilton Levee toe drain, as part of the Hamilton Levee Seepage Collection System Phase II CIP
- Completed replacement of one priority retaining wall location at Simmons Lane
- Continued partnership with the Downtown Streets Team to help end homelessness through work experience while assisting city staff with city clean-up efforts, particularly in Downtown Novato;
- Collaborated with the Downtown Streets Team on the implementation of a new mobile shower pilot program, and worked with the North Marin Water District to finalize a permanent water connection
- Added \$360,000 in funding for the Grant Avenue Bridge from Caltrans' Highway Bridge Program and continued environmental review and progress on design of improvements for the Grant Avenue Bridge Rehabilitation project
- Collaborated with the Rotary Club of Ignacio, the Parks, Recreation & Community Services Department and the Novato Chess Club to install a permanent outdoor chess table at the intersection of Sherman Ave and Grant Ave. Rotary donated a total of \$2,500 and the Recreation, Cultural & Community Services Commission approved \$1,317 of Public Art Funds to complete this project
- Integrated the Facility Conditions Assessments for buildings and parks into the CIP budget request
- Provided staff support to Council-appointed committees:
 - Bicycle/Pedestrian Advisory Committee
 - Novato Streetscape Committee
 - Street Improvement Oversight Advisory Committee;
- Successfully audited and prepared Public Works permanent documents from 1936 to 1999 that are either digitally scanned or are in the process of being scanned. Currently 576 historical Engineering Project documents are available to view online, and approximately 80% of PW documents have been prepared according to the City of Novato records retention policy
- Provided engineering services for current needs, projects and long-range utility replacement planning at Marin Valley Mobile Country Club.

Department Goals FY 18/19

- Complete renovation of Dogbone Meadow Dog Park (CIP #15-005)
- Complete environmental review and final design for Hill Recreation Area Site Planning project (CIP #01-005)
- Repave Vineyard Road from Wilson Avenue to Sutro Avenue
- Enhance pedestrian crossings throughout the City
- Begin design work for the Novato Boulevard widening project
- Complete Phase 2 of the Downtown SMART Station construction
- Resurface Nave Drive and Bel Marin Keys Boulevard
- Complete Grant Avenue Bridge Rehabilitation project
- Complete the American Disabilities Act (ADA) Self-Evaluation and Transition Plan Update for the public rights-of-way
- Complete the next phase of the document imaging and permanent records retention work
- Construct a new retaining wall and accessible parking spaces and walkways at the Marin Valley Mobile Country Club clubhouse
- Continue to provide engineering services for current needs projects and long-range utility replacement planning at Marin Valley Mobile Country Club.

Department Notes

The Department has several improvement projects prioritized for Fiscal Year 2018/19.

Employee safety is always a number one concern of the department. A new annual training calendar and library of resources will be developed and provided for supervisors to utilize in maintaining adequate safety training for their staff.

The department will continue to work with other local agencies to promote the success of projects serving the community. Key initiatives will be the Downtown SMART Station Phase 2, access improvements near the Novato North-San Marin Station, trash removal within the State right-of-way, and the formulation of a flood mitigation project within the Rush Creek Watershed. Department staff will also play a key role in developing the concept embraced by the community for the Depot Lot at the east end of Grant Avenue.

The department has been making great strides in systematically reviewing and responding to neighborhood traffic concerns, and efforts will continue to identify and develop consistent and appropriate traffic calming improvements citywide.

New technologies offer opportunities for improvements but are often complex and time-consuming in the roll-out and training of staff to best utilize the capabilities of the new systems. Fiscal Year's 2017/18 roll-out of the new financial system will require staff to continue in this fiscal year with further updates to Department directives, procedures, and work flow. For better management and tracking of Department work orders, a cross-departmental team will coordinate with IT to evaluate, select and implement a new Computerized Maintenance Management System (CMMS) for improved deployment and tracking of maintenance resources. SharePoint is an internal online collaboration software tool that is underutilized and would enable better intra-departmental collaboration. During this fiscal year, the Public Works Department will pilot several uses for SharePoint and create a departmental guide and training for utilizing SharePoint.

The Department will continue to integrate the Facility Conditions Assessment and the ADA improvement plans for buildings and parks into this fiscal year's Capital Project work plan.

Department Performance Measures

Public Works Performance Measures	Actual (Est) FY 2017/18	Proposed FY 2018/19
Administration		
Develop a Public Works Employee Policy and Procedure SharePoint library	N/A	Complete
Create a departmental guide and training for utilizing SharePoint	N/A	Complete
Publish public meeting notices within 10 working days prior to meeting	N/A	100%
Post public meeting minutes within 10 working days	N/A	100%
Percent completion of Records Compliance Audit and Electronic Conversion Project for Public Works project files from years 1936 to 1999 (Project started 2015)	82%	100%
Percent completion of Records Compliance Audit and Electronic Conversion Project for Public Works project files from years 2000 to 2005	N/A	100%
Engineering Operations		
Conduct at least 12 safety trainings per year for Engineering staff	12	12
Update City's standard plans and specifications	N/A	Complete
Respond to 100% of traffic engineering related public requests in a timely manner	N/A	100%
Review and update traffic signal timing for all 32 traffic signal locations	N/A	100%
Capital Project Delivery		
Manage Capital Improvement Project expenditures, including engineering staff and consultant charges, within approved CIP budget appropriations	N/A	100%
Conduct at least one public workshop or community meeting for each Capital Project	N/A	100%
Stormwater and Floodplain Management		
Retain FEMA Community Rating of 6 or higher to continue or increase the 20% discount to flood insurance premium rates for Novato residents	6	6
Number of private development plans reviewed for compliance with stormwater pollution prevention	340	400
On-time delivery of Stormwater Program Annual report to the State Water Resources Control Board	Completed	Complete
Permitting		
Review and update permit process, forms and fees	N/A	Complete
Maintenance		
Number of lane miles of pavement cracks filled.	28	30
Number of annual inspections of City's storm drains performed.	340	350
Number of storm drain pipes cleared	45	45
Number of curb miles swept with City street sweeper)	1800	1800
Cubic yards of debris, abandoned furniture and household goods removed from City streets	38	38
Cubic yards of debris removed from encampments	83	80
Percent of staff direct maintenance and repair labor hours spent on preventive Maintenance	43%	>50%
Increase percentage of scheduled maintenance on all patrol vehicles, canine vehicles and unmarked police vehicles within 3,000-mile intervals.	13%	>50%
Maintain 100% compliance with equipment-related environmental regulations	90%	100%
Develop metrics and baselines for all program areas in preparation for implementation of the CMMS work order system.	N/A	Complete

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Department Name: Public Works

Program: Administration

Budget: \$767,098

Personnel Allocation: 3.10

Program Description

Under the direction of the Public Works Director, this program provides leadership and administrative services to support engineering and maintenance functions in the Public Works Department. 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: The Public Works Director sets priorities, directs the work of others, monitors progress on special projects, acts as a liaison to the community and partner agencies and participates on the City's Management Team. The Public Works Administrative Division provides management of property leases and agreements, professional contracts, technology initiatives, public outreach, special projects and general administrative support, and also submits and monitors the department's annual operating budget. This division is responsible for oversight of departmental communications including creating public notices, creating and maintaining departmental and project webpages, managing social media platforms and coordinating public events and workshops. The Administrative Division is also responsible for staff support functions and customer service. The division strives to provide timely support services to members of the public and other city divisions. Some examples of public support services this division provides are: adherence to the Brown Act and timely posting of agendas and minutes for public meetings, maintaining accurate and updated information on the City website and social media sites and sending out public notices for planned and in-progress work in the Public Right of Way.

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.

Council/Committees/Commissions: Under this program element, staff is assigned to assist with timely delivery of staff reports for the City Council Agenda, and to provide support 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.

Program Accomplishments FY 17/18

- Filled the Public Works Administrative Manager vacancy
- Prepared successful grant applications for Lifeline Program
- Created and maintained new project webpages for Crosswalk Improvements, Simmons and Sunset Retaining Wall, Bahia Pump Station, Grant Avenue Bridge Rehabilitation, Lamont Avenue Bicycle Lanes, Measure A Group 10 Pavement Rehabilitation, Novato Boulevard Improvements and Vineyard Road Improvements
- Conducted extensive public outreach on the following: construction projects throughout town that impede traffic flow, PG & E's local projects, annual paving project, Hamilton Levee Seepage Collection System, Bahia Mini Parks, SMART, Novato Boulevard, Vineyard Road, tree removal, Hill Recreation Area Master Planning and the community garden
- Co-hosted the Downtown Novato Chess Table Celebration with the Parks, Recreation and Community Services Department
- Managed the citywide Rotary Club and Marin County Office of Education's annual Job Shadow Day for Novato high school students
- Worked with North Marin Water District to install permanent water connections for the Lieb property and 816 State Access Rd (Downtown Streets Team Mobile Shower site)
- Created and maintained comprehensive tracking spreadsheets for citywide ADA improvements
- Conducted extensive research on feasibility of city usage of electric vehicles
- Uploaded and maintained Novato elevation certificates on the City's website to assist homeowners with flood insurance matters
- Created new Public Works Deadlines calendar to stay better apprised of important deadlines and ensure timely submission of required documents
- Coordinated citywide First Aid/CPR/AED training for staff
- Completed 82% of Records Compliance Audit and completed electronic conversion for all projects from 1936–1999
- Oversaw several major upgrades to the Carlile House, including pest eradication, siding repairs and patchwork, leak repairs, HVAC maintenance, touch up painting and curb painting.

Program Goals FY 18/19

- Assist Engineering in creation of a fiscal year project plan for implementing recommendations from the Facility Conditions Assessment and the ADA improvement plans for buildings and parks
- Develop a new annual training calendar and provide a library of resources for supervisors to utilize in maintaining adequate safety training for their staff
- Develop department directives and procedures for the New World Financial Management System as it pertains to the Public Works work flow
- Form a cross-departmental team and coordinate with Information Services to evaluate, select and implement a new Computerized Maintenance Management System (CMMS) for improved deployment and tracking of maintenance resources
- Complete Records Compliance Audit and Electronic Conversion Project for Public Works project files from years 2000 to 2005
- Pilot several uses for SharePoint and create a departmental guide and training for utilizing SharePoint
- Provide timely posting of public meeting notices, agendas and minutes
- Continue to provide staff support to Council-appointed committees:
 - Bicycle/Pedestrian Advisory Committee
 - Novato Streetscape Committee
 - Street Improvement Oversight Advisory Committee.

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Program: Traffic and Engineering Administration

Division Number 501

Summary of 2018/19 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<i>Program Elements:</i>									
Engineering Administration	3.10	0.64	6,601	538,088	48,776	15,526	164,708	767,098	
TOTAL	3.10	0.64	6,601	538,088	48,776	15,526	164,708	767,098	-

<i>Program Inputs:</i>	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	Personnel Services	311,007	338,051	419,466	419,466
Contract Services	4,098	24,275	48,776	48,776	48,776
Training & Travel	5,493	2,076	15,526	15,526	15,526
Materials & Supplies	294,037	247,331	290,712	290,712	164,708
Debt Service	57,112				
TOTAL	671,747	611,733	774,480	774,480	767,098

PW

Department Name: Public Works

Program: Engineering Operations

Budget: \$ 806,494

Personnel Allocation: 4.25

Revenue: \$ 10,000

Program Description

This program provides engineering support to ongoing activities within the city. Key components include Traffic Engineering, Pavement Management, Storm Water and Floodplain Management, Council and committee support, MVMCC Support, and Permitting.

Program Elements

Traffic Engineering: Duties involve the operation and programming of the city's 32 traffic signals; review and response to requests from the public and city staff on topics such as parking, vehicle speeds, pedestrian and bicycle safety, roadway signs and striping, and traffic regulation; performing radar speed surveys; preparation of Engineering and Traffic Surveys to establish speed limits; collection and analysis of traffic volume data; coordination with Caltrans for the maintenance and operation of state-owned interchanges (US-101 and CA-37); performing Traffic Engineering Investigations; and quality assurance project plan checks for safety and uniformity of design work.

Pavement Management: This section includes citywide pavement data collection, operation of the StreetSaver pavement management computer program, review and interpretation of StreetSaver performance reports, and preparation of annual paving recommendations for consideration under the Capital Improvement Program.

Stormwater and Floodplain Management: Duties include the implementation of the city's Stormwater Pollution Prevention program to protect our waterways as required under the National Pollutant Discharge Elimination System (NPDES) Phase II regulations as well as the management of the Federal Emergency Management Agency (FEMA) National Flood Insurance Program (NFIP). Stormwater activities include participation and coordination with the MCSTOPP, ensuring compliance with new regulations, performing annual stormwater inspections of required sites, and preparation and submittal of the Stormwater Program Annual Report. Under the NFIP, staff provides information to the public on flood insurance, floodplain regulations and flood safety measures. These efforts are documented through the city's participation in the Community Rating System (CRS) whereby residents receive discounts on their annual flood insurance premium rates.

Permitting: Engineering staff review, condition, issue permits, and inspect private and public utility work within the city Right-of-Way to ensure public safety, construction quality, and compliance with laws and regulations. Permit types include Transportation, Grading, Encroachments, and Utilities.

Program Accomplishments FY 17/18

- Expanded traffic engineering program by contracting with a part-time senior-level Traffic Engineer to perform investigations, improve response time to resident requests, coordinate traffic-related regulations with Novato Police Department and review city engineering projects for quality assurance

PW

- Continued implementation of the NPDES “trash regulations” in conjunction with MCSTOPPP to prevent litter from ending up in the city’s waterways
- Reviewed private projects to ensure stormwater pollution best management practices (BMP) were included in all city and private development plans
- Implemented quiet zones at SMART crossings
- Worked closely with maintenance staff to ensure continued compliance with the Department of Fish & Wildlife code under the routine maintenance agreement for the city’s storm drain system activities
- Coordinated with the California Department of Transportation, Marin County Flood Control District, North Marin Water District and the California Department of Fish & Wildlife to clean out a section of Rush Creek in preparation for 2017/2018 winter storms
- Achieved a CRS rating of 6 to provide 15-20% discounts to residents on annual flood insurance premium rates.

Program Goals FY 18/19

- Complete sale agreement with North Marin Water District for a portion of property in Bahia to improve water delivery service and ensure adequate capacity for all residents east of Atherton Avenue
- Review and update Encroachment Permit and Grading Permit standard specifications and fee schedules
- Complete the ADA Self-Evaluation and Transition Plan update for the Public Right-of-Way
- Inventory and document all traffic signal controller hardware and software in use at city-operated locations and look for opportunities to upgrade components or programs to enhance safety for pedestrians in crosswalks and improve traffic operations
- Prepare a five-year pavement management plan to identify prioritized city street locations, types of resurfacing work to be performed, and annual cost estimates
- 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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Program: Engineering Operations

Division Number 503

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<i>Program Elements:</i>									
Storm Water Pollution Prevention	0.40		680	60,051				60,051	
Engineering Operations	1.85		3,145	240,752	7,500	168	248,936	497,356	10,000
Permitting	2.00		3,400	249,087				249,087	
TOTAL	4.25	0.00	7,225	549,890	7,500	168	248,936	806,494	10,000

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
<i>Program Inputs:</i>					
Personnel Services					549,890
Contract Services					7,500
Training & Travel					168
Materials & Supplies					248,936
TOTAL	-	-	-	-	806,494

PW

Department Name: Public Works

Program: Project Development

Budget: \$ 152,550

Personnel Allocation: 0.45

Revenue: \$ 262,000

Program Description

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

This program 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), coordination with partner agencies such as Novato Fire Protection District, North Marin Water District, and Novato Sanitary District, as well as reviewing all engineering aspects of building permit applications including architectural and structural design.

Program Accomplishments FY 17/18

- Staff reviewed approximately 340 private development project plans and tenant improvement plans for compliance with laws and regulations and to ensure proper improvements to the public right-of-way.

Program Goals FY 18/19

- Provide enhanced engineering expertise with interdepartmental coordination for the review, entitlement and permitting of private development projects to ensure orderly and timely development of public and private infrastructure in Novato
- Review and update private development fee schedules.

Program: Project Development

Division Number 50.51

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<i>Program Elements:</i>									
Private Projects Engineering	0.45		765	84,489	50,000	18,061		152,550	262,000
TOTAL	0.45	-	765	84,489	50,000	18,061	-	152,550	262,000

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	<i>Program Inputs:</i>				
Personnel Services	241,442	167,986	259,561	259,561	84,489
Contract Services	56,464	95,886	50,000	50,000	50,000
Materials and Supplies	12,808	14,256	26,833	26,833	18,061
Capital Outlay					
TOTAL	310,714	278,128	336,394	336,394	152,550

PW

Department Name: Public Works

Program: Project Design and Construction Mgmt.

Budget: \$(152,494)

Personnel Allocation: 4.20

Revenue: \$1,500

Program Description

The Capital Project Delivery program provides for the planning, environmental review, design development, right-of-way acquisition, and construction management of Capital Improvement Program (CIP) projects for the city. These projects generally include improvements to transportation, drainage, utilities, parks, and buildings as defined in the Capital Improvement Program.

Program Elements

Capital Project Planning: Staff members working under this element prepare or provide oversight of consultant preparation of feasibility studies or conceptual plans for future capital projects, including the facilitation of public input into these plans. Examples include the development of the Hill Recreation Area Master Plan and the future North Redwood Corridor Study.

Environmental Review: Duties include analysis of project scope to determine exemptions/exclusions or proper level of environmental documentation under the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA), as well as preparation or oversight of consultant preparation of environmental studies, documentation, and public circulation as required.

Design Development: This includes detailed project design work and preparation of construction plans, specifications, and an estimate of probable cost. The public bidding process is also included under this element up until the point when contracts are awarded. Many of the city's transportation, sidewalk, building, and smaller parks projects are designed by Engineering Division staff. Consultants are utilized for the design development of projects when staff resources are strained, or additional technical expertise is required. An example of a consultant-designed project is the Grant Avenue Bridge Rehabilitation, where significant structural engineering expertise is required to prepare the plans and specifications.

Construction Management: This section is specific to the award and administration of CIP construction contracts. Tasks include responses to contractor inquiries, inspection of materials and workmanship to ensure compliance with the contract specifications, documentation and approval of changes, timely and proper payment to contractors for work performed, claims processing, and post-construction contract close-out.

Program Accomplishments FY 17/18

- Successfully completed City's annual paving project where over 4,000 square feet of sidewalks were repaired to eliminate tripping hazards, 44 new accessible curb ramps were installed and 4.5 miles of roadway (28 street sections) were resurfaced
- Completed construction of the Olive Avenue Class II bike lanes from Samrose Avenue to the city limits;
- Completed the DeLong Ave and Ignacio Blvd Highway Interchanges Resurfacing project
- Completed the Arthur and Plum Streets Safe Pathways to Schools Crosswalk Improvements
- Worked with Marin Transit to provide construction oversight and inspections of the downtown transit

PW

facility on Redwood Boulevard

- Continued evaluating and implementing recommendations from the Facility Conditions Assessments for buildings and parks
- Installed of the remainder of Hamilton Levee toe drain and closed out the Hamilton Levee Seepage Collection System Phase II project
- Prepared and received approval for sidewalk gap-closure construction options as a part of the Vineyard Road Resurfacing project
- Began design development of the Hill Recreation Area “Central Hub” project which will eventually install a large synthetic turf athletic field, bocce ball courts, pickleball courts, increase site parking and renovate the existing east field and walking path.

Program Goals FY 18/19

- Complete environmental documentation and begin high-level design of the Novato Boulevard widening project between Diablo Avenue and Grant Avenue
- Enhance pedestrian crossings on DeLong Avenue at Sherman Avenue, Diablo Avenue at George Street, Alameda del Prado at Posada del Sol, Novato Boulevard at McClay Road, Topaz Drive between Mistry Road and Andale Avenue, Redwood Boulevard at Rush Creek Place and Redwood Boulevard just north of San Marin Drive
- Repave Vineyard Road from Wilson Avenue to Sutro Avenue and close the sidewalk gap between Eucalyptus Avenue and just east of Trumbull Ave
- Complete environmental review and progress on design of improvements for the Grant Avenue Bridge Rehabilitation project
- Identify and commence design work for the priority projects identified in the Storm Drain Master Plan
- Reconstruct the retaining wall along Sunset Parkway between San Jose Middle School and Shon Drive.

Program: Project Design & Construction Management

Division Number 50.52

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Training & Travel	Material & Supplies	CIP Reimburse	Total Budget	Program Revenues
	Perm	Temp							
Program Elements:									
Capital Projects Engineering	4.20		7,140	612,506				612,506	1,500
Less: Applied Costs							(765,000)	(765,000)	
TOTAL	4.20	-	7,140	612,506	-	-	(765,000)	(152,494)	1,500

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	Program Inputs:				
Personnel Services	1,057,062	871,534	1,113,640	1,113,640	612,506
Contract Services		21,430			
Training & Travel	5	5	168	168	-
Materials and Supplies	13,279	8,170	12,258	12,258	-
CIP Reimburse	(850,016)	(530,145)	(737,500)	(737,500)	(765,000)
TOTAL	220,330	370,994	388,566	388,566	(152,494)

PW

Department Name: Public Works

Program: Maintenance Administration

Budget: \$361,825

Personnel Allocation: 2.00

Revenue: \$2,000

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 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 17/18

- Played integral role in resurrecting the Redwood Empire Chapter of the Maintenance Superintendent Association, hosted board meeting and chapter training at the Corporation Yard on March 7, 2018 with over 70 attendees
- Installed video cameras around the perimeter of the Corporation Yard to monitor premises and increase security
- Rehabilitated city entrance islands and landscapes
- Contracted external professional pest control advisor in the pursuit of appropriate weed abatement through the City's IPM and conducted staff training in best practices for non-toxic weed control.

Program Goals FY 18/19

- Cross train division staff to broaden skill sets, reduce injuries, and to provide career development
- Contribute end user evaluation of potential Computerized Maintenance Management Systems (CMMS)
- Complete implementation of new Manual on Uniform Traffic Control Devices (MUTCD) standards for all regulatory, informational and directional signage throughout the city as needed
- Implement next phase of recommendations from the Corporation Yard 2.0 process.

Program: Maintenance Administration

Division Number 531

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Administration	2.00		3,400	265,829		985	121,295	388,109	2,000
Less Costs Applied							(26,284)	(26,284)	
TOTAL	2.00	-	3,400	265,829	-	985	95,011	361,825	2,000

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	Program Inputs:				
Personnel Services	236,674	271,670	236,692	236,692	265,829
Contract Services	12,844	5,673	-	-	-
Training & Travel	2,065	797	985	985	985
Materials & Supplies	144,451	178,175	109,078	109,078	121,295
Less Costs Applied	(26,284)	(26,284)	(26,284)	(26,284)	(26,284)
TOTAL	369,750	430,031	320,471	320,471	361,825

PW

Department Name: Public Works

Program: Street Maintenance

Budget: \$1,440,969

Personnel Allocation: 7.68

Revenue: \$1,600

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 inspect and repair city streets, sidewalks and road shoulders daily. This section routinely provides 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 also perform tree removal as needed. 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 manages the City's storm discharge program. Staff maintain two storm water pump stations and provide 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 and provide flood protection services. This section responds to hazardous material spills, including oil and fuel spills. Staff also 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 and the Novato Fire Protection District.

PW

Program Accomplishments FY 17/18

- Worked cooperatively with Caltrans and Marin County Flood District and Water Board to excavate the Rush Creek channel to prevent localized nuisance flooding
- Completed 28 lane miles of crack filling to help raise the City's Pavement Condition Index (PCI) from 69 to 70 on City-owned streets
- 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
- Inspected approximately 340 catch basin inlets, repaired 25 catch basins and rebuilt 3 catch basin concrete structures
- Cleaned 45 storm drain pipes, which equated to 3,375 feet
- Cross-train new maintenance worker personnel in various aspects of the responsibilities of Maintenance Division
- Purchased a new street sweeper which will help with MS4 compliance
- Swept a total of 1,800 curb miles of City streets
- Removed approximately 38 cubic yards of debris, abandoned furniture and household goods from Novato's streets
- Installed a second storm drain on Indian Hill Rd to prevent flooding of private property
- Continued the process of integrating National Pollution Discharge Elimination System (NPDES) Phase II permit requirements into the maintenance program
- Inspected and cleaned city creeks and open space inlets to prevent flooding with the continued assistance from Conservation Corps North Bay, specifically in Pacheco Creek
- Cleaned up 15 encampments throughout the city, resulting in disposing of a total of 83 cubic yards of debris.

Program Goals FY 18/19

- 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
- Support Code Enforcement with administering the City's new shopping cart ordinance.

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Program: Street Maintenance

Division Number 541

Summary of 2018/19 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<i>Program Elements:</i>									
Street Maintenance	5.68		9,656	592,369	75,254	11,908	461,699	1,141,230	1,600
NPDES Program	2.00		3,400	198,397	43,622		57,720	299,739	
TOTAL	7.68	-	13,056	790,766	118,876	11,908	519,419	1,440,969	1,600

<i>Program Inputs:</i>	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Budget Budget 2017/18	Adopted Budget 2018/19
	Personnel Services	625,265	762,936	765,965	765,965
Contract Services	63,140	74,295	51,737	51,737	118,876
Training & Travel	10,801	4,243	11,908	11,908	11,908
Materials & Supplies	409,703	387,811	494,877	494,877	519,419
Capital Outlay		4,890			
TOTAL	1,108,909	1,234,175	1,324,487	1,324,487	1,440,969

PW

Department Name: Public Works

Program: Traffic Operations

Budget: \$353,383

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 from city property. Graffiti abatement is prioritized based on nature, location and content, and Traffic Operations prioritizes removing graffiti in a timely manner. Other tasks include maintaining accurate work logs, managing the section budget, scheduling work, inspecting completed projects and ensuring 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 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.

Striping: Staff are responsible for citywide street striping and pavement markings and administer an annual striping/marketing augmentation contract.

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 conduct minor repairs on traffic signals. Staff maintains a log of all installations, repairs and work orders. Staff also coordinate with the Police Department to provide traffic control assistance in the form of barricades and specialized equipment for emergency operations and special events.

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 17/18

- Continued to replace street warning signs in city's main arterials in accordance with new MUTCD regulations
- Replaced all yellow crosswalks and markings in all school zones
- Continued cross-training of maintenance team in sign fabrication.

PW

Program Goals FY 18/19

- Continue work on upgrading signage throughout the city to comply with MUTCD regulations
- Continue working with volunteers on graffiti abatement program
- Train and develop staff to assume the maintenance responsibilities of traffic signals and streetlights.

Program: Traffic Operations

Division Number 551

Summary of 2018/19 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<i>Program Elements:</i>									
Crosswalks & Street Messages	2.25		3,825	231,570	22,073		99,740	353,383	2,400
TOTAL	2.25	-	3,825	231,570	22,073	-	99,740	353,383	2,400

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
<i>Program Inputs:</i>					
Personnel Services	218,912	236,910	223,936	223,936	231,570
Contract Services	9,315	7,804	22,073	22,073	22,073
Training & Travel					-
Materials and Supplies	168,335	168,318	204,725	204,725	99,740
Capital Outlay		34,400			
TOTAL	396,562	447,432	450,734	450,734	353,383

PW**Department****Name:** Public Works**Program:** Median Islands
Maintenance**Budget:** \$623,834**Personnel Allocation:** 4.30**Revenue:** \$0**Program Description**

Under the direction of the Parks Maintenance Supervisor, this section weed control, turf maintenance, landscape irrigation, litter pick-up and planting on median islands, roadside landscapes around city buildings, in city pedestrian easements and the City's median islands. This section is also responsible for the Community Banner Program, hanging and maintaining the street tree lights along Grant Avenue and the Civic Center and installing seasonal decorations.

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. The Parks Supervisor is also responsible for inspecting newly landscaped areas and irrigation systems.

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. and close coordination with organizations, companies, and citizen groups that have adopted median islands at various locations.

Emergency Services: Staff provides emergency services as necessary. Work includes storm patrol, repairs necessary due to winter storms and flooding, emergency maintenance on damaged trees and hazardous materials spills.

Community Banner Program: This section installs, maintains and removes the DeLong Avenue sign banner and Grant Avenue banners.

Program Accomplishments FY 17/18

- Completed two major Median Improvement Projects, at DeLong and Railroad, and Redwood and Ignacio
- Replanted medians along Redwood corridor at Rowland Blvd
- Re-landscaped San Marin Drive
- Oversaw all adopted islands within city limits
- Re-landscaped the city-owned Carlile house (Novato Chamber building)
- Oversaw the reclaimed water projects along the Redwood Boulevard to the Ignacio Boulevard corridor.

Program Goals FY 18/19

- Reduce water use through reduction of wetscape and incremental installation of hardscape and drought tolerant vegetation
- Create a position or upgrade an existing position to an Irrigation Technician
- Landscape medians at DeLong Ave and Redwood Blvd
- Continue to oversee adopted islands within city limits
- Landscape median from Escallonia Drive to San Marin Drive
- Maintain the Downtown Transit Station landscaping.

Program: Median Island Maintenance

Division Number 561

Summary of 2018/19 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
<i>Program Elements:</i>									
Median Island	4.30		7,310	424,552	23,510	175,772		623,834	
Landscape Maintenance									
TOTAL	4.30	-	7,310	424,552	23,510	175,772	-	623,834	-

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
<i>Program Inputs:</i>					
Personnel Services	187,102	201,895	196,583	196,583	424,552
Contract Services	21,738	28,580	23,510	23,510	23,510
Materials and Supplies	125,433	161,326	145,869	145,869	175,772
Capital Outlay		2,445			-
TOTAL	334,273	394,246	365,962	365,962	623,834

PW

Department Name: Public Works

Program: Parks Maintenance

Budget: \$1,408,963

Personnel Allocation: 6.70

Revenue: \$4,660

Program Description

Under the direction of the Parks Maintenance Supervisor, the section provides landscape maintenance for city parks, 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 inspects all newly landscaped areas and systems. 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 the City's 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 include mowing, turf care, planting, irrigation, tree and shrub trimming, debris and garbage collection, graffiti removal, restroom cleaning, park and playground structure maintenance 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. Selective maintenance of open space areas and fire roads is also included in this section's responsibilities, on an as needed basis.

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 2017/18

- Remodeled and painted the Hamilton Amphitheatre Park restrooms
- Reinstalled the Scottsdale Pond pump motors
- Paved the Josef Hoog Park basketball courts and installed a new basketball hoop and backboard
- Renovated the Margaret Todd Senior Center landscaping
- Trained and added two additional commercial drivers to the Public Works Department

PW

- Renovated the Pioneer Park parking lot landscaping with new plants and trees
- Installed a new concrete fence at Josef Hoog Park, and installed landscaped around the parking lot
- Installed new landscaping at Amphitheater Park around the playgrounds and the stage
- Updated park regulation signs to include both English and Spanish in various park locations
- Repaired, replaced and anchored picnic benches throughout the City's parks.

Program Goals FY 2018/19

- Assist in the Dogbone Meadow Dog Park Renovation Project and assist in creating sustainable, long-term maintenance plans
- Continue renovating the Margaret Todd Senior Center landscaping areas and parking strips
- Continue updating park regulation signs that include both English and Spanish
- Replace the Amphitheatre Park Gazebo
- Replace the viewing scopes along the SF Bay Trail at Hamilton
- Redesign and renovate the Thigpen Sports Courts landscaping
- Plant trees in city parks, including the Firehouse Park, Josef Hoog Park and Pioneer Park.

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Program: Parks Maintenance

Division Number 571

Summary of 2018/19 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	5.95		10,115	607,256	111,720	515,032		1,234,008	4,660
Hamilton Pool	0.75		1,275	69,864	425	104,666		174,955	
TOTAL	6.70	-	11,390	677,120	112,145	619,698	-	1,408,963	4,660

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	Program Inputs:				
Personnel Services	699,276	799,141	864,105	864,105	677,120
Contract Services	83,115	88,817	92,145	92,145	112,145
Materials and Supplies	645,811	589,243	610,926	610,926	619,698
Capital Outlay		2,445			-
TOTAL	1,428,202	1,479,646	1,567,176	1,567,176	1,408,963

PW

Department Name: Public Works

Program: Building Maintenance

Budget: \$1,413,557

Personnel Allocation: 8.50

Revenue: \$ 19,500

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

Emergency Services: Staff provides emergency services and Emergency Operations Center response as necessary to City Hall and city-owned recreational facilities. Staff also provides emergency call out response as required to the Margaret Todd Senior Center (MTSC), a Red Cross designated facility, regarding the start up for the emergency back-up generator. Emergency set-ups and requests are also assigned to custodial staff for MTSC. Staff also 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 custodial services for the special Gymnastics Tournaments that are scheduled several times each year.

Lu Sutton: Staff provides custodial/maintenance services and general cleaning to both child care portables 5 times per week. Staff cleans restrooms, one 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 and the Hamilton Theatre. Staff performs weekly security monitoring of these 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. The City's Administrative Offices are serviced five times weekly. Staff also manages and completes internal service requests such as minor electrical and plumbing repairs, window cleaning, carpet cleaning, floor refinishing and office furniture repair/replacement, removal and rearrangement. Other staff responsibilities include weekly meeting set-up, monitoring various contractors and working with Engineering Division staff to identify warranty repairs.

Program Accomplishments FY 17/18

- Continued to optimize work schedules and shift rotations to best accommodate city operations
- Worked with Engineering Division staff to complete deferred maintenance on city-owned facilities according to the Parks and Facilities Condition Assessment reports

PW

- Provided increased safety training for custodial staff
- Continued to meet staff and maintenance demands for the 922 Machin Ave City Administrative Office Building
- Continued to provide support to the Engineering Division for long-term Capital Improvements Projects as needed, which included:
 - Novato Police Department interior painting
 - Hamilton amphitheater restroom roof replacement
 - Weatherized the Novato Police Department patio
 - Made facility improvements to the recently acquired Lieb Property, including installation of a new water meter, exterior painting and building repairs
 - Monitored the Hill Gymnasium fire equipment
 - Provided continual support for the Novato Arts Center campus and the Carlile House
 - Repaired the Hamilton Field History Museum roof
- Scheduled and provided cleaning and custodial services five days a week to the City Administration Office Building, Lu Sutton and Hamilton Community Gym
- Sealed the subfloor/foundation of the Corporation Yard Administrative Wing
- Continued to monitor and provide support to the Engineering Division for 922 Machin Ave preliminary defects
- Installed a new sports floor at the Downtown Recreation Center and Novato Gymnastics Center
- Continued to work with various user groups and customers to keep up with increased rental demand at the Hamilton Community Gym, Novato Gymnastics Center, the Hamilton Community Center and City Council Chambers, as well as other city-owned facilities
- Implemented an AED inspection program, and installed new AEDs in several City owned facilities
- Continued ADA facility repairs including ADA door installations at the Margaret Todd Senior Center, Novato Police Department and Marin Valley Mobile Country Club
- Continued to work closely with our custodial staff that serves 922 Machin Ave City Administrative Office Building and the Hamilton Community Gym to provide high quality cleaning
- Continued to provide staff coverage for intrusions into City-owned facilities in Hamilton
- Worked with the City's Sustainability Coordinator to install upgraded interior LED lighting and fixtures for the Novato Police Department
- Worked with the City's Sustainability Coordinator to reduce the amount of solid waste by 10% in each City-owned facility
- Assist the Engineering Division in repairing Marin Valley Mobile Country Club water pressure issues
- Performed extensive repairs on the elevator inside 922 Machin Ave City Administrative Office Building.

Program Goals FY 18/19

- Coordinate with the Parks, Recreation and Community Services Department and Building Attendants to improve scheduling custodial setups and cleanups
- Reduce the frequency of intrusions in City-owned Hamilton facilities
- Prepare preliminary cost estimates for old Hamilton Gym roof replacement
- Assist the Engineering Division with Novato Police Department HVAC replacement
- Increase routine maintenance on solar panel infrastructure
- Repaint the exterior of 901 Sherman Ave (Council Chambers)
- Work with Engineering Division to replace the Novato Historical Museum and Hamilton Gymnasium roofs
- Replace all exterior facility lighting with upgraded LED lighting
- Reduce the amount of security false alarms by 30% in City facilities
- Consolidate HVAC vendors into one annual contract, which will allow the City to receive multi-account discounts.

Program: Building Maintenance
 Division Number 591-597

Summary of 2018/19 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	4.00		6,800	395,924	12,200	374,451		782,575	3,000
Novato Museum						2,500		2,500	
DRC/Gym Center	0.74		1,258	62,081	1,859	72,969		136,909	
Lu Sutton Childcare	0.50		850	36,219		3,200		39,419	
Todd Senior Center	2.50		4,250	226,090	1,103	78,773		305,966	16,500
Hamilton Pool						24,945		24,945	
Hamilton Rec Facilities	0.76		1,292	69,540	900	50,803		121,243	
TOTAL	8.50	-	14,450	789,854	16,062	607,641	-	1,413,557	19,500

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	Program Inputs:				
Personnel Services	633,360	660,838	766,476	766,476	789,854
Contract Services	87,271	122,190	13,062	13,062	16,062
Materials and Supplies	537,647	621,084	579,639	579,639	607,641
Capital Outlay					-
TOTAL	1,258,278	1,404,112	1,359,177	1,359,177	1,413,557

PW

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 repairs and regular maintenance of all city vehicles and equipment as well as managing fleet vehicle replacements.

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 monitor the fuel tank systems and the vehicle emissions program. Staff coordinate with outside vendors for certain repair work as needed. 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 auction/sale. This section ensures environmental compliance with city, county, state and federal regulations and programs.

Emergency Services: Staff members provide roadside services in response to vehicle breakdowns as required. Staff monitor hazardous material usage, 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 17/18

- Of the total direct maintenance and repair labor hours, achieved 43% of labor hours in preventive maintenance
- Attained 100% compliance with state environmental regulations and permits.

Program Goals FY 18/19

- Fill open personnel vacancy within the first quarter of the fiscal year
- Achieve over 50% of the direct labor hours in Preventative Maintenance services
- Work with Police Department staff to ensure 75% of police vehicles are serviced every 3,000 miles.

PW**Program: Equipment/Vehicle Maintenance**

Division Number 50.701

Summary of 2018/19 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours							
Program Elements:										
Equipment/Vehicle Maintenance	3.00		5,100	361,098	10,928	487,322		12,705	872,053	872,053
TOTAL	3.00	-	5,100	361,098	10,928	487,322	-	12,705	872,053	872,053

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	Program Inputs:				
Personnel Services	328,868	348,852	349,330	368,350	361,098
Contract Services	9,340	12,698	10,928	10,928	10,928
Materials and Supplies	431,559	328,690	481,391	481,361	487,322
Capital Outlay			-	-	-
Operating Transfers	12,517	13,117	13,824	13,824	12,705
TOTAL	782,284	703,357	855,473	874,463	872,053

Department Name: Public Works

Program: Equipment/Vehicle Replacement

Budget: \$885,052

Personnel Allocation: 0.00

Revenue: \$928,036

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: Vehicles need to be replaced for a variety of reasons, including but not limited to costly maintenance, poor performance, high mileage and more efficient vehicles have been made available. 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.

Vehicles scheduled for replacement during FY 2018/19 are listed below.

Unit #	Description	Budget Replacement Amount
1163	2007 Ford F350 Crew Cab / Flat Bed	\$66,610
1175	2004 Asphalt Roller	\$56,070
1178	2011 Kubota Mower	\$25,340
1186	2011 Ford F150 Extra Cab Pickup	\$26,120
2202	2014 Ford Interceptor	\$37,300
2203	2014 Ford Interceptor	\$39,300
2260	2003 Ford E350 Club Wagon	\$33,730
2268	2014 Ford Interceptor	\$45,000
2272	2014 Ford Interceptor	\$37,300
3324	2008 Chevrolet Express	\$28,675
3359	2007 Chevrolet Colorado	\$24,220
Total		\$419,680

Program: Equipment/Vehicle Replacement

Division Number 50.702

Summary of 2018/19 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				419,680		419,680	553,036
MERA	218,217		247,155			465,372	321,000
TOTAL	218,217	-	247,155	419,680	-	885,052	928,036

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
Program Inputs:					
Contract Services	192,862	204,564	204,564	204,564	218,217
Materials & Supplies	486,611	601,650	-	8,175	-
Debt Service	246,761	246,782	247,053	247,053	247,155
Capital Outlay	26,102		1,129,025	1,129,025	419,680
Operating Transfers			388,609	388,609	-
TOTAL	952,336	1,052,996	1,969,251	1,977,426	885,052

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PW

Department Name: Public Works

Program: Hamilton CFD

Budget: \$653,458

Personnel Allocation: 3.07

Revenue: \$829,036

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 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 2017/18

- 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
- Trimmed all Sycamore trees along North Hamilton Parkway.

Program Goals FY 2018/19

- 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 the Hangar Ave. corridor
- Trim and prune the Hamilton area pear and palm trees.

Program: Hamilton Community Facilities

Division Number 50.581

Summary of 2018/19 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	590,938
Landscape Maintenance	2.00		3,400	186,303	29,600	130,211	6,582	352,696	8,098
Pump Station #1	0.58		986	55,724		28,000	1,909	85,633	
Pump Station #2	0.32		544	31,081	350	25,000	1,053	57,484	
Levee	0.17		289	15,836	25,000	10,750	75,559	127,145	230,000
TOTAL	3.07	-	5,219	288,944	54,950	224,461	85,103	653,458	829,036

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	Program Inputs:				
Personnel Services	268,399	275,796	268,366	273,292	288,944
Contract Services	2,991	35,485	90,000	65,000	54,950
Materials & Supplies	151,822	230,145	216,050	243,739	209,961
Debt Service/Settlements	2,862	2,703	14,500	14,500	14,500
Operating Transfers	39,240	90,077	634,145	644,588	85,103
TOTAL	465,314	634,206	1,223,061	1,241,119	653,458

PW

Department Name: Public Works

Program: Pointe Marin CFD

Budget: \$225,887

Personnel Allocation: 2.00

Revenue: \$195,198

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 2017/18

- Placed new wood chips on the center islands at Pacheco Plaza
- Began implementing City's IPM program
- Performed weed abatement and routine maintenance
- Trimmed and chipped the retention ponds.

Program Goals FY 2018/19

- Continue to upgrade landscaping by removing older plants and installing drought-tolerant and deer-resistant plants
- Remove dead plants and plant new trees
- Continue to improve the landscape maintenance schedule.

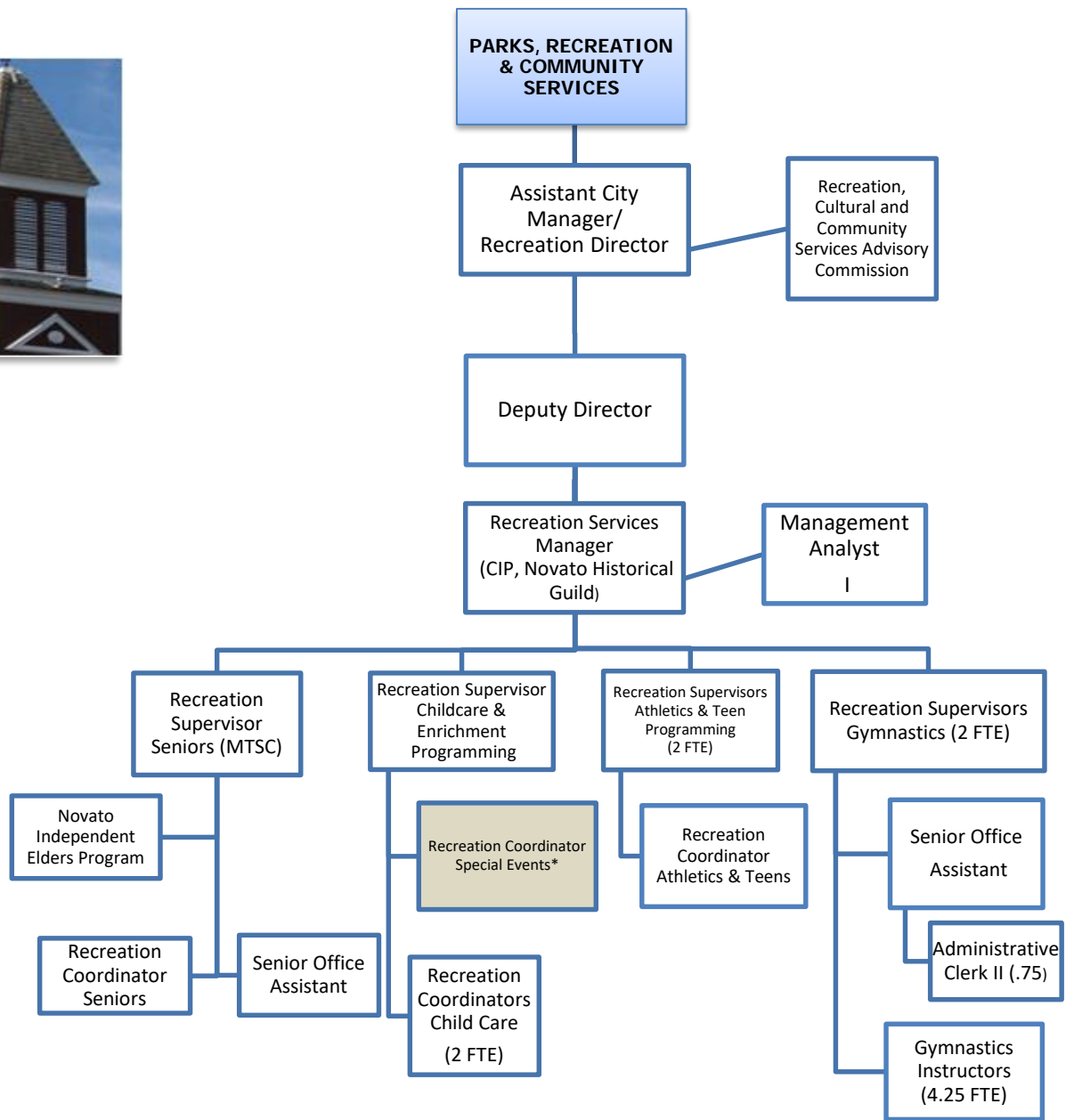
Program: Pointe Marin Community Facilities

Division Number 50.581

Summary of 2018/19 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	186,303	300	32,785	6,499	225,887	195,198
TOTAL	2.00	-	3,400	186,303	300	32,785	6,499	225,887	195,198

<i>Program Inputs:</i>	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	Personnel Services	124,543	142,352	173,178	173,178
Contract Services			300	300	300
Materials & Supplies	49,811	38,782	29,369	28,834	32,785
Capital Outlay	3,859				
Operating Transfers	6,286	6,043	6,219	6,219	6,499
TOTAL	184,499	187,177	209,066	208,531	225,887



Funded partially by Parks Measure A

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Department Budget Summary

	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Program Fees:					
Administration	52,500	52,500	61,100	8,600	16.38%
Childcare & Enrichment	680,000	680,000	700,000	20,000	2.94%
Senior Citizens Programs	178,500	178,500	196,000	17,500	9.80%
Athletics Programs	1,112,600	1,112,600	1,134,600	22,000	1.98%
Donations & Grants	38,000	38,000	13,000	(25,000)	(65.79)%
Facilities Rentals	240,500	240,500	285,500	45,000	18.71%
Miscellaneous	9,300	9,300	9,300	-	0.00%
Department Total	\$2,311,400	\$2,311,400	\$2,399,500	88,100	3.81%

Appropriations

Administration	798,561	798,561	623,366	(175,195)	(21.94)%
Childcare & Enrichment	806,587	806,587	846,822	40,235	4.99%
Museum Administration	7,476	7,476	7,928	452	6.05%
Senior Citizens Programs	433,656	433,656	448,519	14,863	3.43%
Athletics Programs	1,481,682	1,481,682	1,685,327	203,645	13.74%
Department Total	\$3,527,962	\$3,527,962	\$3,611,962	84,000	2.38%

Appropriations by Category

Salaries	2,346,881	2,346,881	2,572,502	225,621	9.61%
Benefits	531,686	531,686	372,600	(159,086)	(29.92)%
Contract Services	260,291	260,291	259,426	(865)	(0.33)%
Training & Travel	39,650	39,650	34,526	(5,124)	(12.92)%
Materials & Supplies	349,454	349,454	372,908	23,454	6.71%
Department Total	\$3,527,962	\$3,527,962	\$3,611,962	\$84,000	2.38%

Personnel Allocation History

	2014/15	2015/16	2016/17	2017/18	2018/19
Administration	4.57	5.15	5.15	5.23	3.38
Childcare & Enrichment	4.48	4.08	4.83	4.73	4.73
Museum Administration	0.05	0.05	0.05	0.05	0.05
Senior Citizens Programs	2.58	2.58	2.58	3.10	3.10
Athletics Programs	9.17	9.14	9.14	9.54	11.54
Other Funds	-	-	0.50	0.50	0.50
Department Total	20.85	21.00	22.25	23.15	23.30

Department Mission Statement

Enrich individual and community life.

Department Vision Statement

To provide access to safe and innovative parks, recreation programs and community services in order to enhance the quality of life in the City of Novato.

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.

PRCS strives to foster a sense of community in Novato and provides opportunities for all ages to be healthy and active. Parks and recreation programs contribute significantly to the health, safety and stability of our city. By providing recreational opportunities, PRCS strengthens family connections, promotes cultural diversity, builds better and more desirable communities, and creates a higher quality of life for residents. Our robust parks and recreation program encourages public engagement and creates a lively community atmosphere where people want to reside. Our programs play an important role in healthy living by providing a well-rounded experience through exciting and innovative programming that all can enjoy.

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, 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 10th year of

operation. PRCS also has partnerships with the Novato Senior Citizens Club, Novato Gymnastics Boosters and Covia (Novato Independent Elders Program), 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 two divisions: Administration, Recreation and Community Services.

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.

Recreation and Community Services Division

The Recreation and Community Services Division plans and implements recreational, cultural and educational programs, activities, classes, services and special events.

Department Accomplishments FY 2017/18

- PRCS provides entry level job training to 100+ part-time teens and young adults
- Expanded teen programming through Middle School Summer Drop-in Program at the Downtown Recreation Center
- Implemented new mobile friendly recreation management software with easier online interface and improved accessibility
- Processed 14,346 program registrations including 4,841 online registrations
- Online registrations increased by over 3,000
- Published three Guides a year: winter/spring, summer, and fall with all PRCS programs, classes, special events and rental information
- Total pool attendance was 26,312 (737 participants took swim lessons)
- Tripled the number of community-wide special events
- Expanded Pre-K program offerings with new summer camps
- Expanded and improved dance program through partnership with Splitz Dance Academy.

Department Goals FY 2018/19

- Provide recreation opportunities for all ages
- Complete Dogbone Meadow renovation (Fall 2018)
- Break ground on the Hill Recreation Area "Central Hub" CIP (Spring 2019)
- Collaborate with Novato Live Well Network to build first community garden (Spring 2019)
- Continue to provide and expand special event opportunities city wide
- Expand our health focus in City facilities, programs and events
- Increase year-round teen programming with new classes and special events

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 2018/19 fiscal year:

Strategic Plan Goal: Living Well Together Improve and develop facilities and programs to increase citywide recreational opportunities.

PRCS Goal: Break ground on the Hill Recreation Area CIP Spring 2019

Strategic Plan Goal: Living Well Together 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.

PRCS Goal: Collaborate with Novato Live Well Network to build first community garden (Spring 2019)

Strategic Plan Goal: Great Places Create inviting natural and built places and spaces for contemplation, play, arts, and connection while celebrating our history.

PRCS Goal: Complete Dogbone Meadow renovation (ribbon cutting Fall 2018)

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," providing access to safe and innovative parks, recreation programs and community services in order to enhance the quality of life in the City of Novato."

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
- 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
- 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: \$623,366

Personnel Allocation: 3.38

Revenue: \$135,600

Program Description

Under the direction of the PRCS Director, administration manages and coordinates all PRCS programs, activities, facilities and community outreach efforts. Administration oversees program registration; facility reservations and use policies; publication of the 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 Guide: PRCS publishes and mails all Novato residents a recreation activity guide three times 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 three-time 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. We are joining the School District’s efforts to be more environmentally friendly and to embrace innovative technology by moving from paper to a digital flyer delivery using the “Peachjar” website.

Special Events: PRCS oversees the City’s Special Events Program, which experienced tremendous growth and success during the 17/18 fiscal year. The Special Events Team added eleven brand new events for the community in 2017, expanded to three concert series, doubled the monthly concerts offered in the Spring and Summer series, as well as reintroduced, and expanded, the Sundays on Sherman event series that had been on hiatus since 2015.

Event Series	Jan – Dec 2015	Jan – Dec 2016	Jan – Dec 2017	Jan – Dec 2018
Novato LIVE Concerts (Feb., Mar., Apr.)	3	3	3	6
Concerts On The Green (Jun., Jul., Aug.)	3	3	3	6
Sundays On Sherman (Jul., Sept.)	1	0	2	2
Sundays on Sherman Winter Edition (Dec.)	0	1	1	1
Hamilton Amphitheater Concerts (Jul., Aug.)	0	0	2	2
Movies in The Park	0	0	3	3

Family Fun Performance Nights (Sep., Oct., Nov.)	0	0	3	3
Middle School Dance (Sept.)	0	0	1	1
Holiday Double Feature (Dec.)	0	0	1	1
TOTAL	7	7	19	25

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 2017/18

- Processed nearly 14,346 registrations for participation in programs, classes, memberships and activities;
- Childcare and Enrichment programs served participants a total of 6,591 times, a 20% increase from the prior year
- 225 families participated in the Youth Financial Assistance program
- PRCS and Public Works collaborated to develop an updated Hill Recreation Area Master Plan that prioritizes key elements identified by the community while delivering the project within budget
- The PRCS Department's social media efforts increased significantly and yielded overwhelmingly positive results. The Department's Facebook followers increased to 1501, which is an increase of over 200% since 2016. The PRCS Department currently has 914 followers on Twitter, and 565 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 2017 season was just under \$60,000 in net revenue received by PRCS
- Daily pool attendance at Hamilton was down in Summer 2017. Total daily attendance for the season was just over 25,000. 863 children completed a swim class or came to the pool as part of a camp experience, all of whom were taught that health and water safety is a priority
- The County of Marin provided \$10,000 in funding to help provide financial scholarships for low income youth to participate in PRCS programs

PRCS

- Implemented new recreation registration software improving responsiveness and online customer service.

Program Goals FY 2018/19

- 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 601

Summary of 2018/19 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues		
	Perm FTE	Temp FTE	Total Hours								
<i>Program Elements:</i>											
601	Administration		2.61	4,437	347,002	38,241	14,524	102,589	502,356	74,000	
	Less Administration Applied							(20,000)	(20,000)		
605	Activities Guide		0.17	289	21,240	8,000	106	34,133	63,479	8,000	
607	Hamilton Pool							6,000	6,000	53,600	
608	Special Events		0.60	0.37	1,785	71,531			71,531		
TOTAL			3.38	0.00	4,726	439,773	46,241	14,630	122,722	623,366	135,600

	Previous Actual	Previous Actual	Adopted Budget	Adjusted Budget	Adopted Budget
	2015/16	2016/17	2017/18	2017/18	2018/19
<i>Program Inputs:</i>					
Personnel Services	654,629	566,115	607,433	607,433	439,773
Contract Services	60,947	57,722	48,031	48,031	46,241
Training & Travel	11,948	12,915	19,754	19,754	14,630
Materials & Supplies	97,971	109,623	143,343	143,343	142,722
Administration Applied	(19,919)	(10,468)	(20,000)	(20,000)	(20,000)
TOTAL	805,576	735,907	798,561	798,561	623,366

Department Name: Parks, Recreation and Community Services

Program: Child Care & Enrichment

Budget: \$846,822

Personnel Allocation: 4.73

Revenue: \$741,300

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.

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, Play-Well 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 including Taekwondo, creative writing, theater, public speaking, and engineering are offered year round Our Novato Preschool Program includes Tiny Tot and Pre-K classes throughout the school year at the Hamilton Community Center and Lu Sutton Child Care site. PRCS Preschool Staff meet regularly with Novato Unified Kindergarten

Teachers and attend NUSD teacher trainings in order to align program curriculum and expectations for optimum Kindergarten preparation. The Hamilton Dance Studio, located at the Hamilton Community Center, offers a variety of dance classes for all ages through a new partnership with Splitz Dance Academy. This space was formerly operated by PRCS Staff under the program title "Novato School of Dance". Splitz Dance Academy, like Novato School of Dance, includes performance opportunities and summer dance camps.

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 Splitz Dance Academy, formerly 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 2017/18

- Tripled summer camp offerings for preschool aged participants
- Hamilton West Wing has seen a 22% growth in rented hours since F/Y 16/17, and a 76% growth in rented hours since F/Y 15/16.

Total West Wing Rented Hours F/Y 15/16	Total West Wing Rented Hours F/Y 16/17	Total West Wing Rented Hours F/Y 17/18
1,026 Hours	1,477.5 Hours	1,805 Hours

- Camp Ton-Of-Fun continues to average over 90 participants per week. Attendance for this popular camp continues to grow each summer with a 6% increase since 2015, and a 26% increase since the camps inception in 2013
- Developed new partnership with Splitz Dance Academy to offer dance classes at the Hamilton Dance Studio, after seeing tremendous decline in enrollment for the PRCS Novato School of Dance program.
- Theater classes continue to grow in popularity and have seen an 8% growth in attendance since FY 16/17
- Lu Sutton Child Care served a total of 680 students.

Program Goals FY 2018/19

- Continue to increase program visibility and promotion by creating high quality marketing materials, including new flyers, e-mail notifications, permanent signs, banners and social media content
- Continue to improve class registration procedures for parents and staff through use of new online registration system
- Expand teen program offerings
- Explore opportunities to create a Counselor In Training (CIT) Program during the summer months
- Explore opportunities to expand Camp Ton-Of-Fun due to high demand
- Retain high quality staff, credentialed teachers and contract instructors.

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Program: Childcare & Enrichment

Division Number 612

Summary of 2018/19 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<i>Program Elements:</i>									
6172 Child Care	4.73	4.90	18,235	611,439	130,998	4,580	99,805	846,822	741,300
TOTAL	4.73	4.90	18,235	611,439	130,998	4,580	99,805	846,822	741,300

<i>Program Inputs:</i>	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	Personnel Services	589,729	627,421	596,204	596,204
Contract Services	103,539	75,229	130,998	130,998	130,998
Training & Travel	423	1,535	4,580	4,580	4,580
Materials & Supplies	77,738	67,937	74,805	74,805	99,805
TOTAL	771,429	772,122	806,587	806,587	846,822

Department Name: Parks, Recreation and Community Services

Program: Museum Administration

Budget: \$7,928

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. 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.

Program Accomplishments FY 2017/18

- The Hamilton Field History Museum and Novato History Museum served more than 3,200 visitors
- The museums continue to be successfully operated by volunteer staff who have contributed nearly 6,500 volunteers hours
- Increased public access to the museums by implementing "Past Perfect" software allowing easy access to collections online

Program Goals FY 2018/19

- Increase awareness and attendance of the museums through public outreach
- Support museum operation through facility support

Program: Museum Administration

Division Number 627

Summary of 2018/19 Resources Used by Program Element:

	Employees			Total Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<i>Program Elements:</i>									
6207 Museum Administration	0.05		85	7,668		50	210	7,928	
TOTAL	0.05	0.00	85	7,668	0	50	210	7,928	0

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
<i>Program Inputs:</i>					
Personnel Services	8,806	9,204	7,216	7,216	7,668
Contract Services			0	0	0
Training & Travel			50	50	50
Materials & Supplies			210	210	210
TOTAL	8,806	9,204	7,476	7,476	7,928

Department Name: Parks, Recreation and Community Services

Program: Senior Citizens

Budget: \$448,519

Personnel Allocation: 3.10

Revenue: \$230,000

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 around the belief that active and engaged adults live healthier happier lives. 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 Covia (formerly 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, cribbage, canasta, 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 17/18

- The Senior Center served more than 80,000 visitors 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. The Senior Club provided more than 10,362 experiences for adults and seniors in the past year
- The partnership with Covia (formerly Episcopal Senior Communities) for Novato Independent Elders Program continues to successfully serve thousands of Novato's older adults
 - More than 27,192 people participated in NIEP programs
- The Fall Bridge Tournament raised \$623 to help support MTSC
- Staff pursued professional development through attendance at events such a webinar by Regional Government Services, a NorCal Senior Symposium hosted by the CPRS Aging and Activities Section in Emeryville, and participation in Leadership Novato
- MTSC hosted a booth at the Marin County Senior Information Fair, which had 4,000 attendees in 2017
- Approximately 1,500 people attended the annual Holiday Crafts Faire
- Began offering the following new classes: Ballroom Dance, a Ukulele Workshop Series, Guided Life-Story Writing, Zumba Gold, Essentrics, Voice Overs, and Mat Pilates
- Hosted Breakfast with Santa with 100 people attending in December of 2017
- Celebrated the Margaret Todd Senior Center's 25th anniversary with a special event on March 27th
- Hosted the Center's first in-house Spring Crafts Market. Vendor participation doubled from the 2017 event at Novato City Hall
- Purchased 330 new chairs for the Senior Center and some of the surrounding classrooms
- New Auditorium wall panels, flyer racks, sewing tables and audio-visual equipment purchased
- New handicapped door capabilities added to an existing door
- Also received several generous donations totaling over \$3,000 from community members.

Program Goals FY 2018/19

- 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 Spring Crafts Market, 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
- Work with Covia to continue providing programs and services through the Novato Independent Elders Program at the Margaret Todd Senior Center.

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Program: Senior Citizens

Division Number 631

Summary of 2018/19 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<i>Program Elements:</i>									
Program Management	2.20	0.67	5,142	257,931	1,826	1,547	15,508	276,812	75,000
Senior Classes	0.90	0.81	3,212	124,022	47,685			171,707	155,000
TOTAL	3.10	1.48	8,354	381,953	49,511	1,547	15,508	448,519	230,000

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	<i>Program Inputs:</i>				
Personnel Services	256,408	287,069	367,090	367,090	381,953
Contract Services	47,263	50,932	49,511	49,511	49,511
Training & Travel	258	473	1,547	1,547	1,547
Materials & Supplies	14,956	14,600	15,508	15,508	15,508
TOTAL	318,885	353,074	433,656	433,656	448,519

Department Name: Parks, Recreation and Community Services

Program: Athletics

Budget: \$1,685,327

Personnel Allocation: 11.54

Revenue: \$1,292,600

Program Description

The Recreation Division is comprised of Athletics and Gymnastics programs, both of which offer year-round recreational sports programs for all ages, from one year olds to adults. Sports activities include instructional, recreational and competitive programs. Participants are encouraged to experience a variety of recreational and competitive sports in a safe environment. Programs focus on building self-esteem, promoting teamwork and sportsmanship and having fun while learning new skills. PRCS emphasizes learning basic skills before competing, developing a sense of fair play, encouraging a love for the game and participation in active recreation that supports life-long health and wellness.

The Athletics program staff also manages athletic facility rentals throughout the year.

Program Elements

Children’s Athletics: Year-round recreational and instructional sports programs are offered for youth ages 3 to 12. Programs include basketball leagues, flag football leagues and soccer, baseball, basketball, lacrosse, tennis and football sports camps. Basketball and flag football leagues are coached by community volunteers. Programs for children emphasize fundamental skills, sportsmanship, teamwork and developing self-esteem.

Teen Programs and Athletics: Teen programs include a variety of special interest and life skills classes designed for middle and high school students, such as babysitting safety. Teen programs include 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, Old Hamilton Gymnasium, Hamilton Community Gymnasium, Thigpen Multi-Use Sports Courts and the Downtown Recreation Center.

Program Accomplishments FY 2017/18

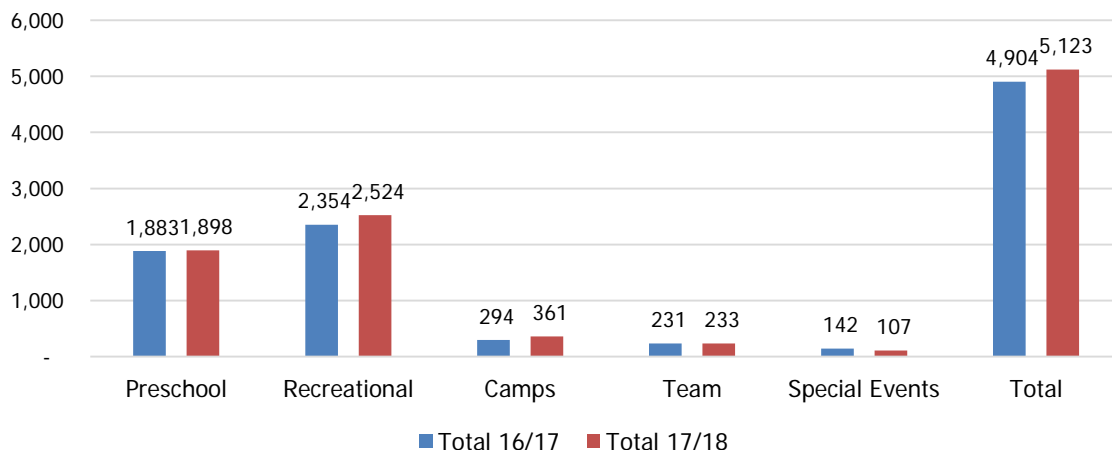
Athletics Accomplishments:

- 2,700 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, etc.
- 3,989 hours of outdoor recreation space was rented to Little League, Novato Girls Softball, NUSD, NYSA, Novato Lacrosse, etc.
- Over 1,500 games were played in recreation athletic leagues
- Over 1,300 youth participated in athletic camps and classes
- Offered 35 hours per week of indoor/outdoor Pickle Ball drop-ins with an annual attendance of 3,200.

Gymnastics Accomplishments:

- Over 5,000 youth registered for gymnastics classes and camps
- Nearly 700 athletes participated in city-sponsored gymnastics meets, attracting gymnastics clubs and athletes from across Northern California:
 - 2017 Novato Fall Classic gymnastics meet - 231 participants
 - 2018 Novato Spring Classic gymnastics meet - 450 participants
- The Novato Gymnastics Team qualified 29 gymnasts to State Championships, and Novato gymnasts earned top finishes on Vault, Uneven Bars, Balance Beam, Floor Exercise and in the All Around
 - Novato gymnasts earned 34 top three placements including two All-Around Champions and 11 Individual Event Champions
- The Novato Gymnastics Team qualified 10 optional level gymnasts to Regional Championships
- Five gymnastics staff members attended the 2017 USA Gymnastics National Congress in Anaheim, CA, attending informational sessions and workshops instructed by the nation's top gymnastics experts
- Novato Gymnastics was voted "Best Childrens Indoor Sport Center" in Marin County by the Pacific Sun two years in a row (2017 and 2018).

Gymnastics Registrants 16/17 & 17/18



Program Goals FY 2018/19

- Hire and train additional staff to adequately maintain current program offerings
- Provide additional staff training and development opportunities
- 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 641

Summary of 2018/19 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
<i>Program Elements:</i>									
Athletics	4.09	5.00	17,345	778,793	30,925	4,519	97,700	911,937	568,000
Gymnastics	7.45	1.94	16,706	725,476	1,751	9,200	36,963	773,390	724,600
TOTAL	11.54	7.31	34,821	1,504,269	32,676	13,719	134,663	1,685,327	1,292,600

	Previous Actual 2015/16	Previous Actual 2016/17	Adopted Budget 2017/18	Adjusted Budget 2017/18	Adopted Budget 2018/19
	<i>Program Inputs:</i>				
Personnel Services	1,263,644	1,364,244	1,300,624	1,300,624	1,504,269
Contract Services	62,904	31,271	31,751	31,751	32,676
Training & Travel	10,414	12,577	13,719	13,719	13,719
Materials & Supplies	134,698	167,514	135,588	135,588	134,663
TOTAL	1,471,660	1,575,606	1,481,682	1,481,682	1,685,327

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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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	(391,039)	(397,448)	(483,104)	(483,104)
Revenues				
Other	2,400	0	0	34,176
Subtotal Revenues	<u>2,400</u>	<u>0</u>	<u>0</u>	<u>34,176</u>
Transfers In:				
General Fund	271,939	86,658	117,069	290,080
Other Funds	4,735,778	6,713,736	5,936,962	21,866,164
TOTAL FINANCING AVAILABLE	<u>4,619,078</u>	<u>6,402,946</u>	<u>5,570,927</u>	<u>21,707,316</u>
Expenditures	5,016,526	6,885,766	6,054,031	6,304,951
Carryovers from Prior Year				15,885,469
Transfers Out		284		
Other				
Total Expenditures & Transfers Out	<u>5,016,526</u>	<u>6,886,050</u>	<u>6,054,031</u>	<u>22,190,420</u>
Fund Balance - End Fiscal Year	<u>(397,448)</u>	<u>(483,104)</u>	<u>(483,104)</u>	<u>(483,104)</u>



Five-Year Capital Improvement Program
Fiscal Years 2018/19-22/23

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 2018/19 (including carryover)	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	
General Funds:							
101	General Fund	290,080					290,080
	11-005 City Administrative Offices						
111	Measure F	5,560,802					5,560,802
	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						
	18-012 Police CAD & RMS						
	19-003 Lieb Property Deferred Maintenance						
116	Emergency and Disaster Response Reserve	300,000					300,000
	11-012 Technology Planning & Efficiency						
	18-006 Downtown SMART Station Phase II						
117	Civic Center	28,369					28,369
	11-006 Civic Center Planning						
118	Facilities Long-Term Maintenance	1,188,207	550,000	500,000	500,000	500,000	3,238,207
	15-005 Dogbone Meadow Renovations						
	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						
	19-004 Hamilton Pool Resurfacing						
	19-006 Margaret Todd Exterior Siding & Roof						
	19-007 Exterior Painting - City Hall, Admin, Police						
119	Infrastructure Long-Term Maintenance	778,358	550,000	250,000	350,000	200,000	2,128,358
	15-014 Storm Drain Improvements FY 14/15						
	15-016 Traffic, Bicycle, Pedestrian Enhancements FY 14/15						
	15-017 Vineyard Road Improvements						
	18-001 Measure A Group 10 Pavement Rehabilitation						
	18-006 Downtown SMART Station Phase II						
	19-001 Measure A Group 11 Pavement Rehabilitation						
	20-001 Annual Pavement Rehabilitation 2020						
	21-001 Annual Pavement Rehabilitation 2021						
	22-001 Annual Pavement Rehabilitation 2022						
Total General Funds		8,145,816	1,100,000	750,000	850,000	700,000	11,545,816
Special Revenue Funds:							
212	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						
213	Parking Improvement	20,000					20,000
	14-002 Downtown SMART Station Phase 3						
214	Subdivision Park Trust (Quimby Fees)	624,000					624,000
	01-005 Hill Recreation Area Site Planning						
	14-008 Old Hamilton Gym Determination						
215	Art in Public Places	21,116					21,116
	11-019 Public Art Projects						
218	Hamilton Community Facilities District	75,000					75,000
	19-002 Hamilton Pump Station Cathodic Protection						
220	Hamilton Arts Center	600,000	100,000	200,000	100,000	100,000	1,100,000
	19-005 Hamilton Arts Center Deferred Maintenance						
221	Chapter 27 Assessments	6,920					6,920
	02-008 Sherman Ave/Cain Lane Improvements						



Capital Improvement Program

Five-Year Capital Improvement Program Fiscal Years 2018/19-22/23

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 2018/19 (including carryover)	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	
Special Revenue Funds:							
229	Gas Tax	2,262,248	1,120,000	1,160,000	1,040,000	1,140,000	6,722,248
	97-001 Olive Avenue Improvements Phase 3						
	00-015 Railroad Avenue Ditch Drainage						
	09-003 Grant Ave Bridge						
	15-013 SMART Access Improvements						
	15-015 Traffic Signal Upgrade Program						
	15-017 Vineyard Road Improvements						
	16-013 Lamont Avenue Bike Lanes						
	17-005 ADA ROW Transition Plan						
	17-006 Novato Blvd. Multi Use Path - Sutro to Stafford Lake						
	17-007 Novato Bridge Improvements - Group 1						
	18-001 Measure A Group 10 Pavement Rehabilitation						
	19-001 Measure A Group 11 Pavement Rehabilitation						
	20-001 Annual Pavement Rehabilitation 2020						
	21-001 Annual Pavement Rehabilitation 2021						
	22-001 Annual Pavement Rehabilitation 2022						
234	Capital Grants	2,976,671	3,659,034				6,635,705
	09-003 Grant Ave Bridge						
	14-002 Downtown SMART Station Phase 3						
	15-017 Vineyard Road Improvements						
	16-013 Lamont Avenue Bike Lanes						
	18-001 Measure A Group 10 Pavement Rehabilitation						
235	Marin County Street Improvements (vrf)	456,206		100,000	450,000	100,000	1,106,206
	15-017 Vineyard Road Improvements						
	18-006 Downtown SMART Station Phase II						
	21-001 Annual Pavement Rehabilitation 2021						
236	Measure A Street Projects	2,352,119	1,630,000	10,080,000	550,000	550,000	15,162,119
	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						
	18-001 Measure A Group 10 Pavement Rehabilitation						
	18-006 Downtown SMART Station Phase II						
	19-001 Measure A Group 11 Pavement Rehabilitation						
	20-001 Annual Pavement Rehabilitation 2020						
	21-001 Annual Pavement Rehabilitation 2021						
	22-001 Annual Pavement Rehabilitation 2022						
237	Parks Measure A	164,000					164,000
	15-005 Dogbone Meadow Renovations						
238	Clean Storm Water Capital Improvement	82,789					82,789
	97-001 Olive Avenue Improvements Phase 3						
	14-003 Corp. Yard Phase 2 Planning						
240	Restricted Revenue	811,600					811,600
	97-001 Olive Avenue Improvements Phase 3						
	99-007 Redwood/San Marin Improvements						
	01-005 Hill Recreation Area Site Planning						
	12-005 Rule 20A UUD Olive Redwood to Railroad						
	15-005 Dogbone Meadow Renovations						
	15-013 SMART Access Improvements						
	15-017 Vineyard Road Improvements						
241	Development Impact Fees:						
	Streets & Intersections	913,587	408,462	2,726,539			4,048,588
	99-007 Redwood/San Marin Improvements						
	01-004 Novato Blvd. Improvements / Diablo to Grant						
	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	1,157,854					1,157,854
	01-005 Hill Recreation Area Site Planning						
	Civic Facilities	7,485					7,485
	11-006 Civic Center Planning						
	14-002 Downtown SMART Station Phase 3						
	Drainage	206,977					206,977
	97-001 Olive Ave Improvements						
	00-015 Railroad Avenue Ditch Drainage						
Total Special Revenue Funds		13,013,085	6,917,496	14,429,889	2,140,000	2,216,700	38,717,170



Capital Improvement Program

Five-Year Capital Improvement Program Fiscal Years 2018/19-22/23

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 2018/19 <small>(including carryover)</small>	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	
Proprietary Funds:							
602	Equipment Replacement 18-006 Downtown SMART Station Phase II	997,343					997,343
	Total Proprietary Funds	997,343	-	-	-	-	997,343
Other Funding:							
	Utility Reimbursements 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	34,176	325,225	491,650	105,300	663,300	1,619,651
	Total Other Funding	34,176	325,225	491,650	105,300	663,300	1,619,651
	TOTALS	22,190,420	8,342,721	15,671,539	3,095,300	3,580,000	52,879,980



Capital Improvement Program

Comprehensive Capital Project List

Project		Funding Sources & Uses - FY 2017/18	Prior Years Budgets	New Funding FY 2018/19	Proposed Future Funding				Total
No.	Name				FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	
MUNICIPAL FACILITIES (MUNI)									
11-005	City Offices Under construction; scheduled for completion September 2013, General Fund		15,087,500						15,087,500
11-006	Civic Center Master Planning Determine use of Civic Center campus. Civic Center; DIF Civic		50,000						50,000
14-003	Corporation Yard Phase II Planning Plan and implement stormwater improvements at Corporation Yard Clean Stormwater		70,000	45,000					115,000
17-002	Accessibility Enhancements - Municipal Facilities (FY 16/17-20/21) Continue ADA improvements on municipal facilities as needed Facilities Long-Term Maintenance		120,000	20,000	20,000		25,000	50,000	235,000
18-008	Civic Facilities Deferred Maintenance Group 3 Repairs in various buildings identified in Facilities Condition Study Facilities Long-Term Maintenance		100,000		20,000			200,000	320,000
18-009	Police Department ADA Access, Paint & Waterproofing Upgrade accessibility to the Police building and eliminate water intrusion in the lower level of the building Facilities Long-Term Maintenance		240,000	100,000					340,000
18-010	Police Department HVAC Replacement Analysis Develop preliminary plans and cost estimates to replace HVAC system for the Police building Facilities Long-Term Maintenance		30,000						30,000
19-005	Hamilton Arts Center Deferred Maintenance ADA modifications, window replacement, floor treatments, plumbing and electrical upgrades Hamilton Arts Center			600,000	100,000	200,000	100,000	100,000	1,100,000
19-006	Margaret Todd Senior Center Exterior Siding & Roof Replace roof and siding at the Margaret Todd Center Facilities Long-Term Maintenance				400,000				400,000
19-007	Exterior Painting - City Hall, Administrative, Police Department Repaint exterior surfaces of downtown City facilities Facilities Long-Term Maintenance			100,000					100,000
PARKS, RECREATION & COMMUNITY FACILITIES (PRCF)									
01-005	Hill Recreation Area Site Planning Implement recreation and parking improvements for site. Quimby; Measure F; DIF Parks; PCA Grant; Gas Tax (RMRA)		4,921,930	2,306,951					7,228,881
11-019	Public Arts Project Funding Identify additional sites for public art. Art in Public Places		64,616						64,616
14-008	Old Hamilton Gym Determination and Scoping Evaluate and potentially implement repairs needed at old Hamilton Gym Quimby		65,000						65,000
15-005	Dogbone Meadow Renovations Create new small dog area in partnership with Friends of Dogbone Meadow; install new fencing, pathway, and shade structure Facilities Long Term Maintenance; Restricted Revenue; Parks Measure A		800,000						800,000
16-007	Reservoir Hill Vista Trail & Scottsdale Marsh Add decomposed granites to existing path and add interpretive signage Facilities Long-Term Maintenance		76,000						76,000
17-003	Accessibility Enhancements - Community Facilities FY 16/17-20/21 Improve ADA accessibility at community facilities and parks Facilities Long-Term Maintenance		40,000	20,000	20,000		25,000	50,000	155,000
17-004	Hoog Park ADA and Playground Improvements Replace playground equipment and implement access improvements Facilities Long Term Maintenance					450,000			450,000
18-007	Parks Deferred Maintenance Group 3 Perform parks repairs and address deferred maintenance in various city parks Facilities Long-Term Maintenance		100,000		90,000			200,000	390,000
19-003	Lieb Property Deferred Maintenance Secure and preserve building and features of the property Measure F			100,000					100,000
19-004	Hamilton Pool Resurfacing Restore and preserve Hamilton pool surface Facilities Long-Term Maintenance					500,000			500,000
TECHNOLOGY AND ORGANIZATIONAL INVESTMENTS (TOI)									
11-012	Technology Planning & Efficiencies Invest in technology enhancements to improve efficiency and effectiveness of City staff. Conduct research, purchase software and provide training on new technological improvements. General Fund; DIF General Government; Insurance Reserve; Emergency Reserve; Measure F		3,444,100						3,444,100
18-012	Police Department CAD & Records Management Acquire fully-integrated public safety software system for CAD, RMS, MDT and other related modules Measure F		1,000,000						1,000,000



Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses - FY 2017/18	Prior Years Budgets	New Funding FY 2018/19	Proposed Future Funding				Total
					FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	
TRANSPORTATION, DRAINAGE & UTILITIES (TDU)									
97-001	Olive Ave Impts, Phase 3		752,292		760,000	600,000			2,112,292
	Complete construction. Clean Stormwater; DIF Drainage; Measure B; Utility Reimb.; Measure A; Gas Tax; Restricted Revenue; Infrastructure Long-Term Maint								
98-008	Storm Drainage Master Plan		344,000	50,000					394,000
	Complete master plan and identify clean storm water improvements. Clean Stormwater; DIF Drainage								
99-007	Redwood Blvd at San Marin Improvements		56,604				730,000		786,604
	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		1,200,000	11,500,000			15,164,764
	Continue right-of-way acquisition. Project development begins FY 15/16. DIF Streets; Measure A								
02-008	Sherman Avenue/Cain Lane Improvements		84,513				30,000		114,513
	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		1,659,291		3,609,034				5,268,325
	Complete environmental process for construction in FY 15/16. Gas Tax; DIF Transit/Bike; Infrastructure Long-Term Maint; Grant - HBBR								
11-020	San Marin at Simmons Lane Intersection Improvements		183,433						183,433
	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								
14-002	Downtown SMART Station Phase 3		110,000	50,000	500,000				660,000
	Plan and construct basic improvements to former SMART depot site DIF Civic; Parking Improvement; Facilities Long-Term Maint								
15-010	Streetlight Project Phase 3		1,158,600						1,158,600
	Retrofit all remaining streetlights in the City with energy efficient LED fixtures Measure F								
15-013	SMART Access Improvements		200,000						200,000
	Construct access improvements to/from two new SMART stations Gas Tax; Restricted Revenue								
15-014	Storm Drain Improvements FY 14/15		282,090			200,000	200,000	200,000	882,090
	Implement improvements/repairs identified in storm drain master plan Infrastructure Long Term Maint.; DIF Drainage								
15-015	Traffic Signal Improvements Scoping & Preliminary Design		75,000	50,000	30,000	80,000	80,000	30,000	345,000
	Design, plan and specifications, and grant funding research Measure F; Infrastructure Long-Term Maint.; Gas Tax								
15-016	Traffic, Bicycle, Pedestrian Enhancements through 2023		80,000	150,000	100,000	100,000	200,000	100,000	730,000
	Provide safety enhancements and ADA compliance. Measure F; Infrastructure Long-Term Maint.								



Capital Improvement Program

Comprehensive Capital Project List

Project		Funding Sources & Uses - FY 2017/18	Prior Years Budgets	New Funding FY 2018/19	Proposed Future Funding				Total
No.	Name				FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	
TRANSPORTATION, DRAINAGE & UTILITIES (TDU)									
15-017	Vineyard Road Improvements Pavement rehabilitation. Project development scheduled for FY 14/15. Measure A: Infrastructure Long-Term Maint.; Restricted Rev.; Federal Grants		1,215,757	600,000					1,815,757
16-011	North Redwood Corridor Study Project study report DIF Streets & Intersections		200,000			200,000			400,000
16-013	Lamont Avenue Bike Lanes Improve bicycle connectivity between existing bike lanes and proposed SMART multi-use path Gas Tax; TDA, TFCA Grants		460,000						460,000
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			100,000			180,000
17-007	Novato Bridge Improvements - Group 1 Repair/upgrade various bridges in Novato Gas Tax		75,000			200,000			275,000
18-001	Measure A Group 10 Pavement Rehabilitation Project scheduled for funding FY 18/19. Measure A; Gas Tax; Infrastructure Long-Term Maint		246,480	1,688,000					1,934,480
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	50,000	30,000	30,000	30,000	30,000	200,019
18-006	Downtown SMART Station Phase II Complete construction of downtown transit station at Grant & Railroad Avenues Measure A; Marin VRF; Equipment Replacement; Emergency Reserve; Infrastructure LT Maint		2,794,716	300,000					3,094,716
19-001	Measure A Group 11 Pavement Rehabilitation Project scheduled for funding FY 19/20. Measure A; Gas Tax; Infrastructure Long-Term Maint				850,000				850,000
19-002	Hamilton Pump Station Cathodic Protection Install active direct current cathodic protection system to prevent equipment corrosion Hamilton CFD			75,000					75,000
20-001	Annual Pavement Rehabilitation 2020 Project scheduled for funding FY 20/21 Measure A; Gas Tax; Infrastructure Long-Term Maint					950,000			950,000
21-001	Annual Pavement Rehabilitation 2021 Project scheduled for funding FY 21/22 Measure A; Gas Tax; Infrastructure Long-Term Maint; Marin VRF						1,450,000		1,450,000
22-001	Annual Pavement Rehabilitation 2022 Project scheduled for funding FY 22/23 Measure A; Gas Tax; Infrastructure Long-Term Maint							900,000	900,000
TOTAL FUNDING ALL PROJECTS			40,174,591	6,304,951	8,342,721	15,671,539	3,095,300	3,580,000	77,169,102

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

Sub-Object Number	Sub-Object Name	Definition
940	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 940 sub-object.
950	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 950 sub-object.
960	Construction	Construction includes direct costs for contracts which result in a completed project. Utility hookups and utility relocation costs are also charged to the 960 sub-object. Equipment/Furnishings are also included in this sub-object, and include the direct costs for purchasing materials or manufactured products for the capital improvement project.
970	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 970 sub-object.

**Municipal Facilities
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Accessibility Enhancements Municipal Facilities

Project No.: 17-002

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 the first two years and no funding for the third year and \$25,000 for fourth and \$50,000 for the fifth year. 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.

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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	5,000	10,000	5,000	5,000	5,000	10,000	40,000
Construction	960	20,000	75,000	15,000	15,000	20,000	35,000	180,000
Construction Mgt	970	5,000	5,000	0		0	5,000	15,000
TOTAL		30,000	90,000	20,000	20,000	25,000	50,000	235,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Facilities Long-Term Maint. (118)	940	20,000	5,000	5,000		5,000	10,000	45,000
Facilities Long-Term Maint. (118)	960	87,500	12,500	12,500		17,500	35,000	165,000
Facilities Long-Term Maint. (118)	970	12,500	2,500	2,500		2,500	5,000	25,000
TOTAL		120,000	20,000	20,000	0	25,000	50,000	235,000
CARRYOVER		90,000						



City Administrative Offices

Project No.: 11-005

Funded

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

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

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

Basis for Schedule: This project was substantially complete in fall of 2013. Fairlure to reach an agreement on final billing with Contractor has prevented closing out the project.

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

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	1,615,371						1,615,371
Construction	960	11,139,981	290,080					11,430,061
Construction Mgt	970	1,582,667						1,582,667
Equip/Furnish	960	459,401						459,401
TOTAL		14,797,420	290,080	0	0	0	0	15,087,500

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
General Fund (101)	940	1,615,371						1,615,371
General Fund (101)	960	11,315,061						11,330,061
General Fund (101)	970	1,597,667						1,582,667
General Fund (101)	960	459,401						459,401
Civic Center Fund (117)	960	100,000						100,000
TOTAL		15,087,500	0	0	0	0	0	15,087,500
CARRYOVER		290,080						

Civic Center Master Planning

Project No.: 11-006

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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	14,146	35,854					50,000
TOTAL		14,146	35,854	0	0	0	0	50,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Civic Center (117)	940	37,800						37,800
DIF Civic (241)	940	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

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. Additional funds are being programmed in 19/20 and 22/23 for repairs and maintenance of the facilities that would reach the end of useful service life and require repair/replacement.

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

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	2,000	8,000	2,000			10,000	22,000
Construction	960	17,000	70,000	17,000			185,000	289,000
Construction Mgt	970	1,000	2,000	1,000			5,000	9,000
TOTAL		20,000	80,000	20,000	0	0	200,000	320,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	21/21	21/22	22/23	Total
Facilities Long-Term Maint. (118)	940	5,000		2,000			10,000	17,000
Facilities Long-Term Maint. (118)	960	90,000		17,000			185,000	292,000
Facilities Long-Term Maint. (118)	970	5,000		1,000			5,000	11,000
TOTAL		100,000	0	20,000	0	0	200,000	320,000
CARRYOVER		80,000						



Corporation Yard Phase 2 Planning

Project No.: 14-003

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 18/19.

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

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	41,647	20,000					61,647
Construction	960		53,353					53,353
Construction Mgt	970							0
TOTAL		41,647	73,353	0	0	0	0	115,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Clean Storm Water CIP (238)	940	38,537	10,000					48,537
Clean Storm Water CIP (238)	960	26,463	35,000					61,463
Clean Storm Water CIP (238)	970	5,000		0				5,000
TOTAL		70,000	45,000	0	0	0	0	115,000
CARRYOVER		28,353						

Exterior Building Painting (NPD, City Hall and Admin)

Project No.: 19-007

Funded

Project Objective: Repaint the exterior surfaces of Novato Police Dept, City Hall, and the south facade of the City Administration Office.

Project Description and Background: Novato Police Dept, City Hall, and the south facade of the City Administration Office are all in need of exterior paint. Work would include prepping the exterior surfaces (scraping, caulking, etc.) and repainting.

Basis for Cost Estimate: The cost estimate is based on painting projects recently undertaken by the building maintenance team.

Basis for Schedule: Due to limited contractor availability, it is likely that the the three buildings will be painted separately over the course of the 2018/19 fiscal year.

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

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940		5,000					5,000
Construction	960		95,000					95,000
TOTAL		0	100,000	0	0	0	0	100,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
LTM Facilities (118)	940		5,000					5,000
LTM Facilities (118)	960		95,000					95,000
TOTAL		0	100,000	0	0	0	0	100,000
CARRYOVER		0						



Hamilton Arts Center Deferred Maintenance

Project No.:19-005

Funded

Project Objective: Remediate the highest priority deferred maintenance and capital renewal projects, including American for Disabilities (ADA) modifications, window replacement, floor treatments, plumbing and electrical upgrades all within the guidelines of recommended historical preservation.

Project Description and Background: This project will consolidate the recommended priority maintenance and capital renewal efforts into a series of contracts to address key building improvements identified in the 2013 Faithful and Gould Facility Condition Assessments and the subsequent update to the Americans with Disabilities Act (ADA) Transition Plan. Historical analysis and seismic retrofit assessments will be included in this project.

The Hamilton Army Air Field Discontiguous Historic District was established on the National Historical Registry in 1998. In 2000, the City of Novato (through the Novato Public Finance Authority) acquired the 'Building 500 complex' at Hamilton, a group of buildings located in the historic center of the former Hamilton Field military base. Building 500, the former base Headquarters building, is considered the key historical building of the district. The buildings are leased to several tenants, the main tenant being the Marin Museum of Contemporary Art (MarinMOCA), other tenants include individual artists and Beso Bistro Café. The rental revenue and associated operating and building reserves for maintenance and capital expenses are captured in Special Fund 220, The Hamilton Arts Center Fund.

Basis for Cost Estimate: Is based on the Facilities Condition Assessment Report 2013 and estimated modification identified in the City's updated Americans with Disabilities Act (ADA) Transition Plan.

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940		60,000	10,000	20,000	10,000	10,000	110,000
Construction	960		480,000	80,000	160,000	80,000	80,000	880,000
Construction Mgt	970		60,000	10,000	20,000	10,000	10,000	110,000
TOTAL		0	600,000	100,000	200,000	100,000	100,000	1,100,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Hamilton Arts Center (220)	940		60,000	10,000	20,000	10,000	10,000	110,000
Hamilton Arts Center (220)	960		480,000	80,000	160,000	80,000	80,000	880,000
Hamilton Arts Center (220)	970		60,000	10,000	20,000	10,000	10,000	110,000
TOTAL		0	600,000	100,000	200,000	100,000	100,000	1,100,000
CARRYOVER		0						

Margaret Todd Senior Center Exterior Siding and Roof

Project No.: 19-006

Funded

Project Objective: The project will replace the roof and siding of the Margaret Todd Senior Center.

Project Description and Background: The roof and siding of the Margaret Todd Senior Center have reached the end of their useful service life. The plywood siding and roof are 25-years old as of 2018. Maintenance costs to repair leaks and patch dry-rot in the siding have been increasing over the last few years and are expected to increase until the original materials are replaced. Staff will evaluate long-service life/low-maintenance siding options such as fiber-cement products when developing this project and will engage with Senior Center members and staff when making material selections.

Basis for Cost Estimate: Consultation with city custodial staff and informal estimates from industry professionals.

Basis for Schedule: Project development is scheduled to start in mid-2019 when funding is available and construction would likely take place during summer/fall of the same year.

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

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	0		10,000				10,000
Construction	960	0		390,000				390,000
TOTAL		0	0	400,000	0	0	0	400,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
LTM Facilities (118)	940			10,000				10,000
LTM Facilities (118)	960			390,000				390,000
TOTAL		0	0	400,000	0	0	0	400,000



Police Department Equal Access, Paint and Waterproofing

Project No.: 18-009

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: \$240,000 was budgeted for this project in 2017/18. The front entry doors were retrofit to meet accessibility code, many of the interior spaces have been painted, and an injection-method for concrete crack sealing was tested below the front entry way (with limited success.) A conceptual design was prepared to provide accessible parking spaces along Machin Ave. adjacent to the front entrance ramp. It appears that full replacement of the front entry tile and waterproof membrane will be required. An additional \$100,000 is added to the project for fiscal year 18/19 to cover the waterproofing costs and to prepare construction documents for the accessible parking spaces.

Basis for Schedule: This project was anticipated to be developed and implemented during the 17/18 and continues through fiscal year 18/19. Construction will be coordinated with NPD staff to maintain public access and minimize impacts to facility operations.

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

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	40,000	30,000					70,000
Construction	960	95,000	170,000					265,000
Construction Mgt	970	5,000	0					5,000
TOTAL		140,000	200,000	0	0	0	0	340,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Facilities Long-Term Maint. (118)	940	40,000	30,000					70,000
Facilities Long-Term Maint. (118)	960	190,000	70,000					260,000
Facilities Long-Term Maint. (118)	970	10,000	0					10,000
TOTAL		240,000	100,000	0	0	0	0	340,000
CARRYOVER		100,000						

Police Department HVAC Replacement Analysis

Project No.: 18-010

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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	10,000	20,000					30,000
TOTAL		10,000	20,000	0	0	0	0	30,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Facilities Long-Term Maint. (118)	940	30,000						30,000
TOTAL		30,000		0	0	0	0	30,000
CARRYOVER		20,000						



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**Parks, Recreation & Community Facilities
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Accessibility Enhancements Parks

Project No.: 17-003

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: Per the City's ADA transition plan we are required to remove all the barriers within the community parks. The following table shows an estimate of the required funding with the exception of no funding for fiscal year 20/21. 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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	2,500	2,500	2,500		5,000	10,000	22,500
Construction	960	20,000	30,000	15,000		15,000	35,000	115,000
Construction Mgt	970	2,500	2,500	2,500		5,000	5,000	17,500
TOTAL		25,000	35,000	20,000	0	25,000	50,000	155,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Facilities Long-Term Maint. (118)	940	7,500	2,500	2,500		5,000	10,000	27,500
Facilities Long-Term Maint. (118)	960	27,500	15,000	15,000		15,000	35,000	107,500
Facilities Long-Term Maint. (118)	970	5,000	2,500	2,500		5,000	5,000	20,000
TOTAL		40,000	20,000	20,000	0	25,000	50,000	155,000
CARRYOVER		15,000						

Dogbone Meadow Park Renovations

Project No.: 15-005

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 fifteen years old, and renovations are required, including to the fencing, pathway and shade structure.

Basis for Cost Estimate: Costs are based on engineer's estimates of probable cost as of 95% design completion.

Basis for Schedule: The project is scheduled for construction in FY 18/19.

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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	199,000	0					199,000
Construction	960	7,000	550,000					557,000
Construction Mgt	970		44,000					44,000
TOTAL		206,000	594,000	0	0	0	0	800,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Parks Measure A (237)	940	86,000						86,000
Parks Measure A (237)	960	160,000						160,000
Parks Measure A (237)	970	4,000						4,000
Facilities Long-Term Maint. (118)	940	113,000						113,000
Facilities Long-Term Maint. (118)	960	412,000	(22,000)					390,000
Facilities Long-Term Maint. (118)	970	18,000	22,000					40,000
Restricted Revenue (240)	960	7,000						7,000
TOTAL		800,000	0	0	0	0	0	800,000
CARRYOVER		594,000						



Hamilton Pool Resurfacing

Project No.: 19-003

Funded

Project Objective: Restore and preserve the condition of the Hamilton pool surface

Project Description and Background: For the past two years the maintenance cost to repair and patch sections of the pool surface has increased. The finished plaster surface is delaminating from gunite structure. It is anticipated that a full plaster resurfacing of the pool will be required in the next 2-3 years.

Basis for Cost Estimate: Based on contractors proposals the preliminary cost estimate to complete this project is about 500,000.

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

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

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	0			20,000			20,000
Construction	960	0			470,000			470,000
Construction Mgt	970	0			10,000			10,000
TOTAL		0	0	0	500,000	0	0	500,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Facilities Long-Term Maint. (118)	940	0			20,000			20,000
Facilities Long-Term Maint. (118)	960	0			470,000			470,000
Facilities Long-Term Maint. (118)	970	0			10,000			10,000
TOTAL		0	0	0	500,000	0	0	500,000
CARRYOVER		0						



Hill Recreation Area

Project No.: 01-005

Funded

Project Objective: Prepare a Master Plan for the Hill Recreation Area and implement improvements.

Project Description and Background: Three separate CIP projects existing in the past to study site parking and bocce courts, prepare a master site improvements plan, and consider installation of synthetic turf playing fields. In 2017/18, all three CIP projects were merged to simplify cost tracking as work on the Master Plan was nearly complete and included improvements such as additional parking, bocce courts, pickleball courts, and synthetic turf fields. Following a budget-based value engineering process in early 2018, a downscaled "Central Hub" project based on the larger Master Plan was agreed upon by park users and approved by Novato City Council to advance to construction. The project Environmental Document will be based on a buildout of the entire Master Plan, which includes an "East Expansion" phase that will add an additional synthetic turf field as well as additional pickleball courts and improvements along Hill Road.

Basis for Cost Estimate: A preliminary cost estimate range of \$9M-12M was prepared as part of the finalized Master Plan. The 17/18 budget was prepared with a \$5,500,000 target construction capital project estimate, a construction contingency of \$700,000 and approximately \$600,000 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 modified Master Plan and Central Hub first project were approved in early 2018, environmental documentation and preparation of final design and construction documents are anticipated to be completed by the end of 2018. Construction is planned to commence in early 2019 barring any major setbacks or delays during the design phase.

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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	600,000		0				600,000
Construction	960	0	3,200,000	3,200,000				6,400,000
Construction Mgt	970	0	114,441	114,441				228,882
TOTAL		600,000	3,314,441	3,314,441	0	0	0	7,228,882
Funding Source	Sub Object	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Quimby (214)	940	356,257						356,257
Quimby (214)	960	412,400						412,400
Quimby (214)	970							-
DIF-Rec & Cultural (241)	940	347,624						347,624
DIF-Rec & Cultural (241)	960	536,261	387,926					924,187
DIF-Rec & Cultural (241)	970	33,388						33,388
Restricted Revenue (240)	960	236,000						236,000
Measure F (111)	940							-
Measure F (111)	960	2,833,388	1,500,000					4,333,388
Measure F (111)	970	166,612						166,612
Facilities Long-Term Maint. (118)	960		28,000					28,000
Gas Tax (229)	960		391,025					391,025
TOTAL		4,921,930	2,306,951	0	0	0	0	7,228,881
CARRYOVER		1,923,197						



Hoog Park Playground and ADA Improvements

Project No.: 17-004

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: The project is scheduled for FY 2021/22.

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

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	0				50,000		50,000
Construction	960	0				370,000		370,000
Construction Mgt	970	0				30,000		30,000
TOTAL		0	0	0	0	450,000	0	450,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Facilities Long-Term Maint. (118)	940	0				50,000		50,000
Facilities Long-Term Maint. (118)	960	0				370,000		370,000
Facilities Long-Term Maint. (118)	970	0				30,000		30,000
TOTAL		0	0	0	0	450,000	0	450,000
CARRYOVER		0						



Lieb Property Deferred Maintenance

Project No.: 19-003

Funded

Project Objective: Secure and preserve buildings and features of the recently acquired Lieb Property (1521-1525 Hill Rd.) until a future site use plan is prepared and implemented.

Project Description and Background: Work includes new building roofs on three houses and the large barn, new exterior paint on the buildings and barn, removal/replacement of lead water pipes in the cottage, North Marin Water District water service hookups to the property, tree trimming, brush clearing and fire fuel reduction (including mowing of defensible space), removal of fuel storage tanks, and analysis/repairs to the existing septic system as needed.

Basis for Cost Estimate: \$100,000 of Measure F funding was appropriated for Lieb Property deferred maintenance during the 17/18 fiscal year. The original funds were allocated for tree trimming, municipal water connections/plumbing, and building roof repairs and charged directly to Measure F. It has since been determined that an additional \$100,000 is needed to complete the balance of work described above. Given the larger expenditures required, a CIP is proposed to complete the remaining deferred maintenance work identified.

Basis for Schedule: The deferred maintenance work at the Lieb Property has been ongoing since late 2017 and is anticipated to continue through the 2018/19 fiscal year.

Revenue Considerations: No funding is shown prior to 18/19 in the table below because the \$100,000 original funding was appropriated as a direct charge to Measure F by Public Works as no CIP existed for the work at the time.

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940		10,000					10,000
Construction	960		90,000					90,000
TOTAL		0	100,000	0	0	0	0	100,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Measure F (111)	940	0	10,000					10,000
Measure F (111)	960	0	90,000					90,000
TOTAL		0	100,000	0	0	0	0	100,000
CARRYOVER		0						

Old Hamilton Gymnasium Parking Lot Resurfacing

Project No.: 14-008

Funded

Project Objective: Resurface the Hamilton Gymnasium parking lot.

Project Description and Background: Parking lot serving the Hamilton Gymnasium is in need of resurfacing. Based on the current and projected future use of the sports facilities it was determined that resurfacing of the parking lot will serve better purpose than the originally proposed cost study.

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

Basis for Schedule: Construction is scheduled for 2018-19 construction season.

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

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	1,000	6,000					7,000
Construction	960	0	55,000					55,000
Construction Mgt	970	0	3,000					3,000
TOTAL		1,000	64,000	0	0	0	0	65,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Quimby (214)	940	65,000						65,000
Quimby (214)	960							0
Quimby (214)	970							0
TOTAL		65,000	0	0	0	0	0	65,000
CARRYOVER		64,000						



Parks Deferred Maintenance 2017-2023

Project No.: 18-007

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 2017-2023 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 and continues through the next two Fiscal Year 18/19 and 19/20. We are proposing to add \$90,000 in fiscal year 19/20 to the budget to cover the cost for the ongoing maintenance.

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

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	5,000	5,000	10,000			20,000	40,000
Construction	960	30,000	55,000	75,000			175,000	335,000
Construction Mgt	970	693	4,307	5,000			5,000	15,000
Furnishings/Equipment	960							0
TOTAL		35,693	64,307	90,000	0	0	200,000	390,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Facilities Long-Term Maint. (118)	940	5,000		10,000			20,000	35,000
Facilities Long-Term Maint. (118)	960	30,000		75,000			175,000	280,000
Facilities Long-Term Maint. (118)	970	5,000		5,000			5,000	15,000
Facilities Long-Term Maint. (118)	960	60,000						60,000
TOTAL		100,000	0	90,000	0	0	200,000	390,000
CARRYOVER		64,307						

Public Art Projects Funding

Project No. 11-019

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. City staff are working on protocols for receiving public art submissions and awarding money for public arts projects.

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

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	715	9,285					10,000
Construction Mgt	970	0	15,676					15,676
Equip/Furnish	960	42,785	(3,845)					38,940
TOTAL		43,500	21,116	0	0	0	0	64,616

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Art in Public Places (215)	940	10,000						10,000
Art in Public Places (215)	970	15,676						15,676
Art in Public Places (215)	960	38,940						38,940
TOTAL		64,616	0	0	0	0	0	64,616
CARRYOVER		21,116						



Reservoir Hill Vista Trail Rehabilitation

Project No.: 16-007

Funded

Project Objective: This project will add decomposed granite to existing path where the existing material has been removed with use over time. For FY 18/19 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 18/19 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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	5,100	4,900					10,000
Construction	960	0	59,083					59,083
Construction Mgt	970	0	5,000					5,000
Equipment/ Furnishings	970	1,917	0					1,917
TOTAL		7,017	68,983	0	0	0	0	76,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Facilities Long-Term Maint. (118)	940	10,000						10,000
Facilities Long-Term Maint. (118)	960	61,000						61,000
Facilities Long-Term Maint. (118)	970	5,000						5,000
TOTAL		76,000	0	0	0	0	0	76,000
CARRYOVER		68,983						



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**Technology and Organizational Investments
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Police Department Computer-Aided Dispatch & Records Mgm't

Project No.: 18-012

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: \$1M of Measure F funds were approved for this project as a part of the 17/18 budget.

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Equipment/Furnishings	960	200,000	800,000					1,000,000
TOTAL		200,000	800,000	0	0	0	0	1,000,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Measure F	960	1,000,000						1,000,000
TOTAL		1,000,000	0	0	0	0	0	1,000,000
CARRYOVER		800,000						



Technology Planning and Efficiencies

Project No.: 11-012

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 computerized maintenance and asset management software for the Public Works Department. Implement Phase One of records management through new retention schedules and staff training.

Basis for Cost Estimate: Costs are based on an estimate of staff time, consultants, software costs and infrastructure costs.

Basis for Schedule: Work is ongoing, expected to be completed by summer, 2019.

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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	1,632,117	45,900					1,678,017
Equip/Furnish	960	1,511,983	254,100					1,766,083
TOTAL		3,144,100	300,000	0	0	0	0	3,444,100

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
DIF-Gen Government (327)	940	136,640						136,640
DIF-Gen Government (327)	960	58,560						58,560
General Fund (101)	940	62,160						62,160
General Fund (101)	960	41,440						41,440
Measure F (201)	940	676,100						676,100
Measure F (201)	960	2,078,000						2,078,000
Insurance Reserve (298)	940	60,000						60,000
Insurance Reserve (298)	960	20,000						20,000
Emergency Reserve (299)	940	201,200						201,200
Emergency Reserve (299)	960	80,000						80,000
Equipment Replacement (605)	960	30,000						30,000
TOTAL		3,444,100	0	0	0	0	0	3,444,100
CARRYOVER		300,000						



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ADA Right-of-Way Transition Plan

Project No.: 17-005

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 18/19. 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 2018/19 and take approximately 12 months to complete.

Revenue Considerations: Gas Tax is the identified funding source.

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	30,000	70,000					100,000
TOTAL		30,000	70,000	0	0	0	0	100,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Gas Tax (229)	940	100,000						100,000
TOTAL		100,000	0	0	0	0	0	100,000
CARRYOVER		70,000						



2021 Annual Pavement Rehabilitation

Project No.: 21-001

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 21/22.

Basis for Schedule: The project is scheduled for FY 2021/22.

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

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	0				150,000		150,000
Construction	960	0				1,200,000		1,200,000
Construction Mgt	970	0				100,000		100,000
TOTAL		0	0	0	0	1,450,000	0	1,450,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Gas Tax (229)	940	0				150,000		150,000
Gas Tax (229)	960	0				100,000		100,000
SB1 Gas Tax (229)	960	0				100,000		100,000
Infrastructure L-T Maint. (1	970	0				100,000		100,000
Measure B (235)	960	0				450,000		450,000
Measure A (236)	960	0				550,000		550,000
TOTAL		0	0	0	0	1,450,000	0	1,450,000
CARRYOVER		0						



2022 Annual Pavement Rehabilitation

Project No.: 22-001

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 funds that will be available in FY 22/23.

Basis for Schedule: The project is scheduled for FY 2022/23.

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

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	0					100,000	100,000
Construction	960	0					750,000	750,000
Construction Mgt	970	0					50,000	50,000
TOTAL		0	0	0	0	0	900,000	900,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Gas Tax (229)	940	0					100,000	100,000
Gas Tax (229)	960	0					150,000	150,000
Infrastructure L-T Maint. (119)	960	0					50,000	50,000
Infrastructure L-T Maint. (119)	970	0					50,000	50,000
Measure A (236)	960	0					550,000	550,000
TOTAL		0	0	0	0	0	900,000	900,000
CARRYOVER		0						



Downtown Smart Station Phase II

Project No.: 18-006

Partially 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 depot property.

Basis for Cost Estimate: The original Phase II cost estimate was \$3.1M, however SMART submitted a cost proposal to the city from their design-build contractor in March 2018 for \$5.2M, a \$2.1M difference. The increase was largely due to the increased demand for Positive Train Control (PTC) hardware and software because of a federal mandate for PTC systems to be installed on Class I railroad mainlines by December 31, 2018.

Basis for Schedule: Construction of the Downtown SMART Phase II work is intended to take place along with SMART's Larkspur Extension contract. This will allow for cost savings and efficiencies during construction and testing as the specialized railroad contractor will be mobilized on the SMART corridor. Work on the Larkspur Extension contract is underway as of spring 2018.

Revenue Considerations: The City was previously awarded a \$1.45M One Bay Area Grant (OBAG2) comprised of federal funding sources to construct the downtown SMART station. The first phase of the SMART project cannot accept federal funds, so a funding swap was coordinated to replace the federal grant funding with local funds. Additional local funds were approved along with the funding swap in 2017/18 for a total of \$3.1M, including the \$300K of LTM-Infrastructure funds in 2018/19 as shown in the table below. Initial cost estimates used to determine funding have increased from \$3.1M to \$5.2M. City staff are actively seeking additional grant funding and other opportunities to make up the \$2.1M difference to construct this project.

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Construction	960		2,794,716	300,000				3,094,716
TOTAL		0	2,794,716	300,000	0	0	0	3,094,716

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Measure A (OBAG2) (236)	960	488,510						488,510
Measure B (OBAG2) (235)	960	456,206						456,206
Measure A (236)	960	550,000						550,000
Infrastructure L-T Maint. (119)	960		300,000					300,000
Emergency & Disaster Response (116)	960	300,000						300,000
Equipment Replacement (602)	960	1,000,000						1,000,000
TOTAL		2,794,716	300,000	0	0	0	0	3,094,716
CARRYOVER		2,794,716						



Downtown SMART Station Phase 3

Project No.: 14-002

Partially Funded

Project Objective: To plan and construct 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 has constructed a multi-use path on the easement on a portion of the site to 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. Public outreach meetings were held on March 17 and April 19, 2018 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 improvements 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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	16,245	70,000					86,245
Construction	960	73,000	0	450,000				523,000
Construction Mgt	970	755		50,000				50,755
TOTAL		90,000	70,000	500,000	0	0	0	660,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Facilities Long-Term Maint. (118)	940		50,000					50,000
DIF Civic (241)	940	27,000						27,000
Parking Imprvmnt (213)	960	73,000						73,000
Parking Imprvmnt (213)	970	10,000						10,000
OBAG Grant (234)	960			500,000				500,000
TOTAL		110,000	50,000	500,000	0	0	0	660,000
CARRYOVER		20,000						



Grant Avenue Bridge Rehabilitation

Project No.: 09-003

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 be removed.

Basis for Cost Estimate: Project development costs are an estimate to complete environmental, design, and right-of-way phases of the project. Construction costs are based on an estimate prepared by the consultant perform engineering design services. 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 2018, with construction anticipated during FY 2019/20.

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

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	629,291	480,000					1,109,291
Construction	960	0	500,000	3,035,179				3,535,179
Construction Mgt	970	0	50,000	573,855				623,855
TOTAL		629,291	1,030,000	3,609,034	0	0	0	5,268,325

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
DIF-Transit/Bike (241)	940	64,908						64,908
DIF-Transit/Bike (241)	960							0
Gas Tax (229)	940	198,546						198,546
Gas Tax (229)	960	57,350		100,000				157,350
Gas Tax (229)	970	5,735		100,000				105,735
Grant HBP (234)	940	845,837						845,837
Grant HBP (234)	960	442,650		2,685,179				3,127,829
Grant HBP (234)	970	44,265		473,855				518,120
Infrastructure L-T Maint. (119)	960			250,000				250,000
TOTAL		1,659,291	0	3,609,034	0	0	0	5,268,325
CARRYOVER		1,030,000						

Hamilton Pump Station Cathodic Protection

Project No.: 19-002

Funded

Project Objective: To develop and install an active direct current cathodic protection system to prevent equipment corrosion at the Hamilton Pump Station.

Project Description and Background: Hamilton Levee maintenance crews have noticed some corrosion beginning to develop on some the Hamilton Pump Station equipment. There are sacrificial anodes installed to prevent corrosion, but it appears that the existing passive system may be inadequate to properly protect the pump station equipment. An active direct current cathodic protection system should be designed to protect and extend the useable life of the critical and expensive pump station equipment.

Basis for Cost Estimate: The project cost is based on preliminary design and installation cost proposals from electrical contractors.

Basis for Schedule: It is anticipated that a direct current cathodic protection system could be designed and installed at the Hamilton Pump Station

Revenue Considerations: Hamilton CFD funds are proposed for this project--specifically CFD savings from the Hamilton Levee Seepage Collection project (CIP #12-017.) \$765,000 total CFD dollars were budgeted for the Hamilton Levee Seepage Collection project, but the project was completed for approximately \$675,000, leaving a balance of about \$90,000 to be used toward this project.

Project Expenditures	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	0	25,000					25,000
Construction	960	0	50,000					50,000
TOTAL		0	75,000	0	0	0	0	75,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Hamilton CFD (218)	940	0	25,000					25,000
Hamilton CFD (218)	960	0	50,000					50,000
TOTAL		0	75,000	0	0	0	0	75,000
CARRYOVER		0						

Lamont Avenue Class 2 Bicycle Lanes

Project No.: 16-013

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 recently installed 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 2018/19.

Revenue Considerations: The funding source for this project is a Transproation 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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop (410)	940	40,000	4,000					44,000
Construction (430)	960	0	386,000					386,000
Construction Mgt (440)	970	0	30,000					30,000
TOTAL		40,000	420,000	0	0	0	0	460,000

Funding Source	Sub Object	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Gas Tax (229)	940	14,000						14,000
Gas Tax (229)	960	68,138						68,138
Gas Tax (229)	970	30,000						30,000
TFCA Grant (234)	960	44,000						44,000
TFCA Grant (234)	960	273,862						273,862
TDA Grant (234)	940	30,000						30,000
TOTAL		460,000	0	0	0	0	0	460,000
CARRYOVER		420,000						



Measure A Group 10 Pavement Rehabilitation

Project No.: 18-001

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 on the projected revenue available for street paving--Typically made up of Gas Tax, TAM Measures A, 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 \$1.552M grant requires a minimum \$240K local match to make up the \$1.792M available. After reasonable estimates for project development, construction management, and capital contingency costs, the target construction contract value will be around \$1.635M.

Basis for Schedule: The project is scheduled for FY 18/19.

Revenue Considerations: TAM Measure A and Gas Tax are typical funding sources for this type of annual paving project, but the funds exchange has replaced these sources with a \$1.552M grant. \$240K minimum local match is to be funded by new Senate Bill 1 Gas Tax.

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	42,530	100,000					142,530
Construction	960		1,673,825					1,673,825
Construction Mgt	970		118,125					118,125
TOTAL		42,530	1,891,950	0	0	0	0	1,934,480

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Infrastructure L-T Maint. (119)	940	142,530						142,530
SB1 Gas Tax (229)	960		225,825					225,825
SB1 Gas Tax (229)	970		14,175					14,175
Grant OBAG2 (234)	960		1,448,000					1,448,000
Grant OBAG2 (234)	970	103,950						103,950
TOTAL		246,480	1,688,000	0	0	0	0	1,934,480
CARRYOVER		203,950						

Measure A Group 11 Pavement Rehabilitation

Project No.: 19-001

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 19/20. 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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	0		100,000				100,000
Construction	960	0		700,000				700,000
Construction Mgt	970	0		50,000				50,000
TOTAL		0	0	850,000	0	0	0	850,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Gas Tax (229)	940	0		100,000				100,000
SB1 Gas Tax (229)	960	0		100,000				100,000
Infrastructure L-T Maint. (119)	960	0		50,000				50,000
Infrastructure L-T Maint. (119)	970	0		50,000				50,000
Measure A (236)	960	0		550,000				550,000
TOTAL		0	0	850,000	0	0	0	850,000
CARRYOVER		0						



Measure A Group 12 Pavement Rehabilitation

Project No.: 20-001

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 funds that will be available in FY 20/21.

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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	0			100,000			100,000
Construction	960	0			800,000			800,000
Construction Mgt	970	0			50,000			50,000
TOTAL		0	0	0	950,000	0	0	950,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Gas Tax (229)	940	0			100,000			100,000
Gas Tax (229)	960	0			100,000			100,000
SB1 Gas Tax (229)	960	0			100,000			100,000
Infrastructure L-T Maint. (119)	960	0			50,000			50,000
Infrastructure L-T Maint. (119)	970	0			50,000			50,000
Measure A (236)	960	0			550,000			550,000
TOTAL		0	0	0	950,000	0	0	950,000
CARRYOVER		0						

MTC Pavement Management System Phase IV

Project No.: 18-003

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 June 30, 2017. 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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	30,019	50,000	30,000	30,000	30,000	30,000	200,019
TOTAL		30,019	50,000	30,000	30,000	30,000	30,000	200,019

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Gas Tax (229)	940	30,019						30,019
SB1 Gas Tax (229)	940		50,000	30,000	30,000	30,000	30,000	170,000
TOTAL		30,019	50,000	30,000	30,000	30,000	30,000	200,019
CARRYOVER		0						

North Redwood Boulevard Corridor Streetscape Study

Project No.: 16-011

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, but will likely occur within the next two years due to other citywide initiatives. An additional \$200,000 is programmed for FY 21/22 to supplement other funding as conceptual design services and community outreach efforts are estimated at \$400,000. Additional funding would be required for environmental documentation, design and construction phases.

Revenue Considerations: Development Impact Fees (Streets and Intersections) and future SB1 Gas Tax dollars are the identified funding sources for the conceptual design work. Staff will seek grant funding for

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	670	0	0	199,330	200,000		400,000
TOTAL		670	0	0	199,330	200,000	0	400,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
DIF Streets & Ints (241)	940	200,000						200,000
SB1 Gas Tax (229)	940	0				200,000		200,000
TOTAL		200,000	0	0	0	200,000	0	400,000
CARRYOVER		199,330						



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

Project No.: 17-006

Partially Funded

Project Objective: To partner with the County of Marin to construct improvements to the bicycle and pedestrian path 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 need to realign/reconstruct the existing path 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 potential trail easement acquisitions and future construction. Marin County Parks is the lead agency on this project.

Basis for Cost Estimate: Preliminary work is estimated at \$150,000 to \$200,000. An agreement will be entered into with the County to define roles, responsibilities, and cost sharing. 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 acquisition, 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 acquisition 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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	0			30,000			30,000
Construction	960	0			150,000			150,000
TOTAL		0	0	0	180,000	0	0	180,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Gas Tax (229)	940	80,000	(50,000)					30,000
Gas Tax (229)	960	0	50,000		100,000			150,000
TOTAL		80,000	0	0	100,000	0	0	180,000
CARRYOVER		80,000						



**Novato Boulevard Improvements
Between Diablo Avenue and Grant Avenue (AGP-1)**

Project No.: 01-004

Funded

Project Objective: To enhance safety and reduce traffic congestion on Novato Boulevard between Diablo Avenue and Grant Avenue.

Project Description and Background: 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 segment of Novato Blvd. to accommodate future traffic conditions as well as bike lanes and sidewalks in each direction. Three-lane and five-lane alternatives are being considered as of spring 2018. The traffic signals on Novato Blvd. at Diablo, 7th-Tamalpais, and Grant will be reconstructed. Right-of-way acquisitions are anticipated for either alternative, with the 5-lane option requiring significantly more takes. 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: Previous costs estimates were based on the City Council approved Project Study Report, CIP Project 97-003, for a 4-lane alternative (two lanes each direction with a raised center median) that was developed about 15 years ago. Currently, 3-lane and 5-lane alternatives are being considered. The preliminary cost estimate for the 3-lane alternative is \$10-15M including right-of-way acquisitions and the 5-lane alternative estimate range is \$20-25M.

Basis for Schedule: Environmental documentation (CEQA only) is underway, and should be complete by early 2019. Right-of-way acquisition will follow, and could take several years if the 5-lane alternative is selected. Detailed project design will take approximately 12-18 months to complete and would likely coincide with right-of-way acquisition if the 3-lane alternative is selected. Construction would follow right-of-way acquisition and is estimated to take 12-18 months to complete for the 3-lane option, slightly longer for the 5-lane option.

Revenue Considerations: The Citywide Development Impact Fees - Streets and Intersections and TAM Measure A Major Streets and Roads funds are the major revenue sources for these improvements. Deferred improvement agreements along this section will also be invoked.

Project Expenditure	Sub Object	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	1,001,942	514,764	200,000				1,716,706
Acquisition	950	448,058		1,000,000				1,448,058
Construction	960	0		450,000	5,350,000	5,350,000		11,150,000
Construction Mgt	970	0		50,000	400,000	400,000		850,000
TOTAL		1,450,000	514,764	1,700,000	5,750,000	5,750,000	0	15,164,764

Funding Source	Sub Object	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
DIF-St/Intersections (241)	940	547,307						547,307
DIF-St/Intersections (241)	950	685,075		200,000				885,075
DIF-St/Intersections (241)	960	0			1,800,000			1,800,000
DIF-St/Intersections (241)	970	0			200,000			200,000
Measure A (236)	940	547,307						547,307
Measure A (236)	950	685,075		1,000,000				1,685,075
Measure A (236)	960	0			9,300,000			9,300,000
Measure A (236)	970	0			200,000			200,000
TOTAL		2,464,764	0	1,200,000	11,500,000	0	0	15,164,764
CARRYOVER		1,014,764						

Novato Bridge Assessment

Project No.: 17-007

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: The initial work should take place in FY 2018/19 with construction in FY 2021/22.

Revenue Considerations: Gas Tax is the identified funding source.

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	0	75,000			10,000		85,000
Construction	960	0				171,000		171,000
Construction Mgt	970	0				19,000		19,000
TOTAL		0	75,000	0	0	200,000	0	275,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Gas Tax (229)	940	75,000						75,000
SB1 Gas Tax (229)	940					10,000		10,000
SB1 Gas Tax (229)	960					171,000		171,000
SB1 Gas Tax (229)	970					19,000		19,000
TOTAL		75,000	0	0	0	200,000	0	275,000
CARRYOVER		75,000						



Olive Avenue Improvements, Phase III

Project No.: 97-001

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. 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 18/19 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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	150,000	72,000					222,000
Construction	960	0	476,451	684,000	540,000			1,700,451
Construction Mgt	970	0	53,841	76,000	60,000			189,841
TOTAL		150,000	602,292	760,000	600,000	0	0	2,112,292

Funding Source	Sub Object	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Bond B	940	41,651						41,651
Clean Storm Water CIP (238)	940	9,789						9,789
Clean Storm Water CIP (238)	960	20,000						20,000
Clean Storm Water CIP (238)	970	2,445						2,445
DIF Drainage (241)	940	13,183						13,183
DIF Drainage (241)	960	79,589						79,589
DIF Drainage (241)	970	9,730						9,730
Gas Tax (229)	940	50,000						50,000
Measure A (236)	940	45,000						45,000
Measure A (236)	960	113,386						113,386
Measure A (236)	970	9,329						9,329
Utility Reimbursement	940	413						413
Utility Reimbursement	960	4,125						4,125
Utility Reimbursement	970	206						206
Restricted Revenue (240)	940	61,964						61,964
Restricted Revenue (240)	960	259,351						259,351
Restricted Revenue (240)	970	32,131						32,131
Infrastructure L-T Maint. (119)	960			180,000				180,000
Infrastructure L-T Maint. (119)	970			20,000				20,000
SB1 Gas Tax (229)	960			504,000	540,000			1,044,000
SB1 Gas Tax (229)	970			56,000	60,000			116,000
TOTAL		752,292	0	760,000	600,000	0	0	2,112,292
CARRYOVER		602,292						



Pedestrian Access to Transit & Crosswalk Improvements

Project No.: 18-002

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 George St., and Alameda Del Prado at Posada Del Sol. City Council approved addition of North Redwood Blvd. (at the Novato North-San Marin Smart Station), Topaz Dr. (between Misty Rd. and Andale Ave.), Sunset Parkway (near Ignacio Blvd.), and Palmer Dr. (between Oak Grove Dr. and White Oak Way) at the February 27, 2018 meeting.

Basis for Cost Estimate: The total project cost is estimated at \$545,000 as approved at the February 27, 2018 City Council meeting. 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 \$454,000.

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

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	57,000						57,000
Construction	960	234,000	110,000					344,000
Construction Mgt	970	34,000						34,000
TOTAL		325,000	110,000	0	0	0	0	435,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
LTP Grant (236)	940	21,900						21,900
LTP Grant (236)	960	264,600						264,600
LTP Grant (236)	970	13,500						13,500
Gas Tax (229)	940	35,100						35,100
Gas Tax (229)	960	79,400						79,400
Gas Tax (229)	970	20,500						20,500
TOTAL		435,000	0	0	0	0	0	435,000
CARRYOVER		110,000						

Railroad Avenue Ditch Drainage Improvements

Project No.: 00-015

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 has completed reconstructing railroad tracks; however the subject drainage work was not included the permitting secured by SMART. The schedule will be dependent upon completion of the Storm Drain Master Plan, the 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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	115,214	9,300					124,514
Construction	960	0	215,520					215,520
Construction Mgt	970	0	18,500					18,500
TOTAL		115,214	243,320	0	0	0	0	358,534

Funding Source	Sub Object	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Bond B	940	61,785						61,785
DIF-Drainage (241)	940	26,753						26,753
DIF-Drainage (241)	960	59,180						59,180
DIF-Drainage (241)	970	3,661						3,661
Gas Tax (229)	940	43,904						43,904
Gas Tax (229)	960	148,793						148,793
Gas Tax (229)	970	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

Partially Funded

Project Objective: To improve safety and reduce traffic congestion.

Project Description and Background: This project is listed in the 1996 General Plan Update 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. This project originally proposed to 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. An update to the General Plan (2035) is underway that may modify the scope of work of this project.

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. The preliminary construction cost estimate was \$6,032,203. The project scope and estimate will need to be updated following the General Plan update.

Basis for Schedule: This project is on hold pending the update to the General Plan (2035.) Further project development will be pending private development north of San Marin Drive, coordination with Caltrans for work proposed with the state right-of-way, 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. Future SB1 Gas Tax revenues have been programmed for potential project development costs in FY 2022/23. Grant funding will likely be required for future construction capital.

Project Expenditure	Sub Object	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	1,501					785,103	786,604
Construction	960	0						0
Construction Mgt	970	0						0
Equip/Furnish	960	0						0
TOTAL		1,501	0	0	0	0	785,103	786,604

Funding Source	Sub Object	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Dev Impact-St/Int (241)	940	26,000						26,000
Dev Impact-St/Int (241)	960	0						0
Dev Impact-St/Int (241)	970	0						0
SB1 Gas Tax (229)	940	0					730,000	730,000
Rest Rev - Buck Center (240)	960	30,604						30,604
TOTAL		56,604	0	0	0	0	730,000	786,604
CARRYOVER		55,103						

Redwood Boulevard Improvements North of San Marin (NP-2)

Project No.: 05-002

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 during the timeframe that the San Marin Business Park (near Wood Hollow Drive and Meadow Crest Road) proceeds with development. This 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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop (410)	940	0		128,462				128,462
Acquisition (420)	950	0			100,000			100,000
Construction (430)	960	0			542,308			542,308
Construction Mgt (440)	970	0			54,231			54,231
TOTAL		0	0	128,462	696,539	0	0	825,001

Funding Source	Sub Object	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Dev Impact-St/Int (241)	940	0		128,462				128,462
Dev Impact-St/Int (241)	950	0			100,000			100,000
Dev Impact-St/Int (241)	960	0			542,308			542,308
Dev Impact-St/Int (241)	970	0			54,231			54,231
TOTAL		0	0	128,462	696,539	0	0	825,001
CARRYOVER		0						

**Rule 20A Underground Utility District 16 Novato Boulevard from
Diablo Avenue to Boulevard Terrace**

Project No.: 12-004

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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	5,913	39,087					45,000
Construction	960	0		400,000	200,000			600,000
Construction Mgt	970	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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Dev Impact-St/Int (241)	940	7,500						7,500
Dev Impact-St/Int (241)	960	0		75,000	25,000			100,000
Dev Impact-St/Int (241)	970	0		5,000	5,000			10,000
Measure A (236)	940	7,500						7,500
Measure A (236)	960	0		75,000	25,000			100,000
Measure A (236)	970	0		5,000	5,000			10,000
Utility Reimbursement	940	30,000						30,000
Utility Reimbursement	960	0		250,000	150,000			400,000
Utility Reimbursement	970	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

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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	8,881		58,619				67,500
Construction	960	0			450,000			450,000
Construction Mgt	970	0			45,000			45,000
TOTAL		8,881	0	58,619	495,000	0	0	562,500

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Underground Utility (212)	940	22,275						22,275
Underground Utility (212)	960	0			148,500			148,500
Underground Utility (212)	970	0			14,850			14,850
Utility Reimbursement	940	0		45,225				45,225
Utility Reimbursement	960	0			301,500			301,500
Utility Reimbursement	970	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

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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	4,265				130,735		135,000
Construction	960	0					900,000	900,000
Construction Mgt	970	0					90,000	90,000
TOTAL		4,265	0	0	0	130,735	990,000	1,125,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Underground Utility (212)	940	29,700						29,700
Underground Utility (212)	960	0					297,000	297,000
Underground Utility (212)	970	0					29,700	29,700
Utility Reimbursement	940	0				105,300		105,300
Utility Reimbursement	960	0					603,000	603,000
Utility Reimbursement	970	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

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 Olive Ave. Phase III Widening project (CIP #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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	57,675	5,000					62,675
Construction	960	0	344,300					344,300
Construction Mgt	970	0	15,402					15,402
TOTAL		57,675	364,702	0	0	0	0	422,377

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Underground Utility (212)	940	34,598						34,598
Underground Utility (212)	960	228,481						228,481
Underground Utility (212)	970	7,202						7,202
Restricted Revenue (240)	940	28,077						28,077
Restricted Revenue (240)	960	115,819						115,819
Restricted Revenue (240)	970	8,200						8,200
TOTAL		422,377	0	0	0	0	0	422,377
CARRYOVER		364,702						

San Marin Drive at Simmons Lane Intersection Improvements

Project No.: 11-020

Partially 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: Further project development work pending General Plan update. Construction is not currently scheduled.

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

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	5,755	67,678					73,433
Construction	960	0		427,470				427,470
Construction Mgt	970	0		37,503				37,503
TOTAL		5,755	67,678	464,973	0	0	0	538,406

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
DIF-St/Intersections (241)	940	73,433						73,433
DIF-St/Intersections (241)	960	100,000						100,000
DIF-St/Intersections (241)	970	10,000						10,000
TOTAL		183,433	0	0	0	0	0	183,433
CARRYOVER		177,678						

Sherman Avenue/Cain Lane Improvements

Project No.: 02-008

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. This project is likely to require design and construction of retaining walls, grading, and new sidewalk on Sherman Avenue where it intersects Cain Lane and will be subject to Specific Plan streetscaping improvements as well.

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: 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. Future project design work is proposed from new revenues from anticipated SB1 "Road Maintenance & Rehabilitation Account" local streets and roads funding. Construction capital is not programmed at this time.

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	53,627				60,886		114,513
Acquisition	950	0						0
Construction	960	0						0
Construction Mgt	970	0						0
TOTAL		53,627	0	0	0	60,886	0	114,513

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Chapter 27 (221)	940	11,057						11,057
Measure B	940	49,488						49,488
Measure A (236)	940	20,888						20,888
Measure A (236)	960	3,080						3,080
SB1 Gas Tax (229)	940	0				30,000		30,000
TOTAL		84,513	0	0	0	0	0	114,513
CARRYOVER		30,886						

SMART Access Improvements

Project No.: 15-013

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 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 18/19.

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 was approved to fund additional pedestrian enhancements at the SMART stations (such as accessible crosswalks) in 17/18.

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	65,000	0					65,000
Construction	960	50,000	75,000					125,000
Construction Mgt	970	0	10,000					10,000
TOTAL		115,000	85,000	0	0	0	0	200,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Gas Tax (229)	940	85,000						85,000
Gas Tax (229)	960	5,000						5,000
Gas Tax (229)	970	10,000						10,000
Restricted Revenue (240)	960	85,000						85,000
Restricted Revenue (240)	970	15,000						15,000
TOTAL		200,000	0	0	0	0	0	200,000
CARRYOVER		85,000						



Storm Drain Improvements Group 1

Project No.: 15-014

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 18/19, and this project would fund the first group of repairs or replacements identified.

Basis for Cost Estimate: Costs cannot be estimated until scope is defined; however a starting amount has been programmed. Funding for future projects will be evaluated upon completion of the Storm Drain Master Plan.

Basis for Schedule: Project to be developed upon completion of the Storm Drain Master Plan. Project design is anticipated in FY 19/20 with construction in subsequent years.

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, therefore these funds will be programmed after project scope/locations are finalized.

Project Expenditure	Sub Objects	Prior to						Total
		18/19	18/19	19/20	20/21	21/22	22/23	
Proj Develop	940	7,165	625,434					632,599
Construction	960		226,923					226,923
Construction Mgt	970		22,568					22,568
TOTAL		7,165	874,925	0	0	0	0	882,090

Funding Source	Sub Objects	Prior to						Total
		18/19	18/19	19/20	20/21	21/22	22/23	
Infrastructure L-T Maint. (119)	940	26,000			200,000	200,000	200,000	626,000
Infrastructure L-T Maint. (119)	960	181,000						181,000
Infrastructure L-T Maint. (119)	970	18,108						18,108
DIF-Drainage (241)	940	6,599						6,599
DIF-Drainage (241)	960	45,923						45,923
DIF-Drainage (241)	970	4,460						4,460
TOTAL		282,090	0	0	200,000	200,000	200,000	882,090
CARRYOVER		274,925						



Storm Drainage Master Plan

Project No.: 98-008

Funded

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 2018.

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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	344,000	50,000					394,000
TOTAL		344,000	50,000	0	0	0	0	394,000

Funding Source	Sub Object	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Infrastructure L-T Maint. (119)	940		50,000					50,000
Clean Storm Water CIP (238)	940	275,200						275,200
DIF-Drainage (241)	940	68,800						68,800
TOTAL		344,000	50,000	0	0	0	0	394,000
CARRYOVER			0					



Streetlight Retrofit Project Phase 3

Project No.: 15-010

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 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	12,661						12,661
Construction	960	897,339	93,600					990,939
Equip/Furnish	960	75,000						75,000
Construction Mgt	970	75,000	5,000					80,000
TOTAL		1,060,000	98,600	0	0	0	0	1,158,600

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Measure F (111)	940	12,661						12,661
Measure F (111)	960	1,065,939						1,065,939
Measure F (111)	970	80,000						80,000
TOTAL		1,158,600	0	0	0	0	0	1,158,600
CARRYOVER		98,600						



Traffic Signal Upgrade Program

Project No.: 15-015

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, modern battery back-up systems, and hardware/software upgrades to run more efficient programs and provide safety enhancements such as leading pedestrian intervals (LPIs) where appropriate.

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 traffic signal deficiency through the remaining 5-year CIP cycle.

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. Costs include \$40,000 in 2018-19 for a consultant services contract with a senior-level registered Traffic Engineer who will investigate the signal operations and make recommendations for improvements. The total Traffic Engineer contract costs are estimated to be \$100,000 for 2018-19, however \$60,000 will be provided from CIP 15-016, "Traffic, Bicycle, and Pedestrian Improvements" for shared work under the scope of that project. Additional funds will support construction capital or material procurement through small contracts initiated under this project, as change orders to other ongoing CIP projects, or through the ongoing signal maintenance contract. This project also serves as a basis for compatible grant funding opportunities.

Basis for Schedule: Traffic signals receive routine monthly maintenance to ensure safe operation, but are not receiving upgrades or enhancements. This program is an ongoing effort to improve Novato's signalized intersections. The program goal is to modernize all signals citywide by the end of 2023 through this project, other CIP projects (such as 01-004 "Novato Blvd Improvements"), and future grant funding opportunities.

Revenue Considerations: Measure F was identified for the project development phase in 14/15 and subsequent project expenditures. Infrastructure Long Term Maintenance and new SB1 Gas Tax are proposed to continue the project and fund more expensive equipment replacement like detection conversion and signal pole/mast arm installations.

Project Expenditures	Sub Objects	Prior to						Total
		18/19	18/19	19/20	20/21	21/22	22/23	
Proj Develop	940	13,393	40,000	15,000	35,000	10,000	10,000	123,393
Equipment	960	1,000	50,607	35,000	35,000	80,000	20,000	221,607
TOTAL		14,393	90,607	50,000	70,000	90,000	30,000	345,000

Funding Source	Sub Objects	Prior to						Total
		18/19	18/19	19/20	20/21	21/22	22/23	
Measure F (111)	940	15,000						15,000
Infrastructure L-T Maint. (119)	940	10,000						10,000
Infrastructure L-T Maint. (119)	960	50,000			50,000	50,000		150,000
SB1 Gas Tax (229)	960			10,000	10,000	10,000	10,000	40,000
SB1 Gas Tax (229)	940		50,000	20,000	20,000	20,000	20,000	130,000
TOTAL		75,000	50,000	30,000	80,000	80,000	30,000	345,000
CARRYOVER			60,607					



Traffic, Bicycle and Pedestrian Improvements through 2023

Project No.:15-016

Funded

Project Objective: To provide improvements for bicyclists, pedestrians, drivers and residents by implementing traffic calming features, crosswalk/walkway enhancements, bicycle facilities, and traffic congestion relief measures.

Project Description and Background: As areas of interest 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. Locations for 2018/19 will include but are not limited to a new crosswalk and increased lighting levels on Leafwood Avenue and all-way stop controls at the intersection of Hill Rd. and Indian Valley Rd.

Basis for Cost Estimate: Costs include \$50,000-\$100,000 for an annual consultant services contract with a senior-level registered Traffic Engineer who will investigate issues and make recommendations for implementation. 2018/19 contract costs are estimated to be \$100,000, however \$40,000 will be provided from CIP 15-015, "Traffic Signal Upgrade Program" as the consultant contract will also review all of Novato's signals and prepare recommendations for upgrades. Additional funds will support construction capital through small contracts initiated under this project or as change orders to other ongoing CIP projects. This project also serves as a basis for compatible grant funding opportunities like the Safe Routes to Schools program.

Basis for Schedule: This is an ongoing capital program that is proposed to continue through the remainder of the 5-year CIP cycle.

Revenue Considerations: This project was previously funded by Infrastructure Long Term Maintenance

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	44,123	60,000	100,000	75,000	100,000	75,000	454,123
Construction	960	30,711	30,000	30,000	30,000	120,000	30,000	270,711
Construction Management	970	4,650						4,650
Equipment	960	516						516
TOTAL		80,000	90,000	130,000	105,000	220,000	105,000	730,000

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Infrastructure L-T Maint. (119)	940	44,123						44,123
Infrastructure L-T Maint. (119)	960	30,711						30,711
Infrastructure L-T Maint. (119)	970	4,650						4,650
Infrastructure L-T Maint. (119)	960	516						516
SB1 Gas Tax (229)	940		60,000	100,000	100,000	100,000	100,000	460,000
SB1 Gas Tax (229)	960		90,000			100,000		190,000
TOTAL		80,000	150,000	100,000	100,000	200,000	100,000	730,000
CARRYOVER			0					



Vineyard Road Improvements

Project No.:15-017

Funded

Project Objective: To perform pavement maintenance on the Vineyard Road from Sutro Avenue to Wilson Avenue, stripe bicycle lanes where pavement width accommodates, and close sidewalk gaps as approved by City Council.

Project Description and Background: This project will consist of comprehensive pavement rehabilitation (4" Cold In-Place Recycling) of the existing roadway with localized dig-outs and patches as needed; inclusion of Class II and Class III bicycle facilities through the project limits where feasible based on pavement width; replacement of any damaged existing curb and gutter; upgrade to ADA curb ramps and accessibility features as mandated; replacement of pavement striping and markings; relocation and/or installation new traffic signs will be included within the project limits. At the February 27, 2018 meeting, City Council approved addition of sidewalk gap closure along the south side of Vineyard Road between Eucalyptus Avenue to the existing sidewalk east of Trumbull Avenue; construction of a midblock crosswalk at the Dominic Drive connector and a new sidewalk along the north edge of the "porkchop" island at the intersection of Vineyard Road and Mill Road.

Basis for Cost Estimate: Costs are based on the engineer's estimate of probable cost as of 95% design completion.

Basis for Schedule: Project Development started in 14/15. The project must be submitted for Caltrans Authorization to Proceed with Construction (scheduled for Summer/Fall 2018).

Revenue Considerations: Project Development is funded by Gas Tax, Long Term Maintenance and Restricted Revenue. Construction will be funded by a federal PCA / STP Grant, New SB1 Gas Tax and Long Term Maintenance.

Project Expenditure	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Proj Develop	940	113,975						113,975
Construction	960		1,631,782					1,631,782
Construction Mgt	970		70,000					70,000
TOTAL		113,975	1,701,782	0	0	0	0	1,815,757

Funding Source	Sub Objects	Prior to 18/19	18/19	19/20	20/21	21/22	22/23	Total
Gas Tax (229)	940	63,975						63,975
Infrastructure L-T Maint. (119)	940	20,000						20,000
Infrastructure L-T Maint. (119)	960	67,782	50,000					117,782
PCA/ STP Fed Grant (234)	960	1,014,000						1,014,000
Restricted Revenue (240)	940	30,000						30,000
Restricted Revenue (240)	970	20,000						20,000
SB1 Gas Tax (229)	960		500,000					500,000
SB1 Gas Tax (229)	970		50,000					50,000
TOTAL		1,215,757	600,000		0	0	0	1,815,757
CARRYOVER		1,101,782						



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These funds account for the special tax assessments in the Hamilton and Pointe Marin Community Facilities districts that are used for landscape and equipment maintenance.

Fund 218 Hamilton Community Facilities — Accounts for assessments for landscape maintenance and pump and levee maintenance for the Hamilton Community Facilities District.

Fund 219 Pointe Marin CFD — Accounts for the revenues and expenditures in connection with landscape maintenance for the Pointe Marin Community Facilities District.



Fund 218 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	92,933	259,771	532,105	224,721
Revenues				
Investment Earnings	2,393	2,496	3,000	1,950
Special Tax Assessment	561,497	575,762	569,119	588,988
Other	230,000	230,000	230,000	230,000
Subtotal Revenues	<u>793,890</u>	<u>808,258</u>	<u>802,119</u>	<u>820,938</u>
Transfers In:				
General Fund				
San Pablo CFD	7,153	7,868	8,683	8,098
TOTAL FINANCING AVAILABLE	<u>893,976</u>	<u>1,075,897</u>	<u>1,342,907</u>	<u>1,053,757</u>
Expenditures				
Interfund Loan Interest Payment	2,703	2,703		
Transfers Out:				
Debt Service-POB Fund	9,698	9,698	9,698	10,103
Capital Projects	80,379	26,442	608,488	75,000
Total Expenditures & Transfers Out	<u>634,205</u>	<u>543,792</u>	<u>1,118,186</u>	<u>653,458</u>
Fund Balance - End Fiscal Year	<u>259,771</u>	<u>532,105</u>	<u>224,721</u>	<u>400,299</u>



Fund 219 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	567,804	567,787	623,298	608,836
Revenues				
Investment Earnings	3,878	5,408	4,200	4,250
Special Tax Assessment	193,667	187,285	188,285	190,948
Subtotal Revenues	<u>197,545</u>	<u>192,693</u>	<u>192,485</u>	<u>195,198</u>
TOTAL FINANCING AVAILABLE	<u>765,349</u>	<u>760,480</u>	<u>815,783</u>	<u>804,034</u>
Expenditures	191,340	130,782	200,725	219,388
Transfers Out:				
Debt Service-POB Fund	6,222	6,400	6,222	6,499
Total Expenditures & Transfers Out	<u>197,562</u>	<u>137,182</u>	<u>206,947</u>	<u>225,887</u>
Fund Balance - End Fiscal Year	<u>567,787</u>	<u>623,298</u>	<u>608,836</u>	<u>578,147</u>



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The General Fund is the primary operating fund of the city. The city has also established a number of other funds used for various city operations that are not part of the main day-to-day functions. The City's various General Funds and revenue sources are as follows:

Fund 111 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.

Fund 112 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.

Fund 113 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.

Fund 114 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.

Fund 115 Insurance Reserve — Accounts for set aside monies to meet uninsured losses to city facilities and other property, as well as general liability and workers' compensation claim settlements.

Fund 116 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 117 Civic Center — Accounts for the accumulation of resources to be used for City Hall.

Fund 118 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.

Fund 119 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.

Fund 121 Risk Mitigation Reserve — The reserve was created in FY 2015/16 using a portion of the unassigned Measure F fund balance in order to mitigate risk from various external forces. During the FY 2017/18 budget process, Council directed staff to move the reserve into a separate, newly-established fund.

Fund 111 - Measure F

This fund was created to track revenues and expenditures from Measure F, a five-year ½ cent local sales tax increase approved by Novato voters in November, 2010. The purpose of Measure F is to offset/prevent additional budget cuts and to maintain/restore vital general city services. Measure F expired March 31, 2016. The fund will remain open until all funds have been expended.

	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	13,334,686	15,203,689	13,501,470	8,349,307
Revenues				
Sales Tax	3,739,016	46,164	25,000	15,000
Investment Earnings	98,797	136,014	110,000	85,000
Other Revenues	14,985	12,888	4,500	18,750
Subtotal Revenues	3,852,798	195,066	139,500	118,750
TOTAL FINANCING AVAILABLE	17,187,484	15,398,755	13,640,970	8,468,057
Expenditures	488,409	1,030,316	800,000	1,553,019
Transfers Out:				
Risk Mitigation Reserve			3,000,000	
Debt Service-POB Fund	14,170	10,227	28,190	20,458
CIP	1,459,216	834,742	1,441,473	5,560,802
Equipment Replacement	22,000	22,000		
Information Technology Replacement			22,000	22,000
Total Expenditures & Transfers Out	1,983,795	1,897,285	5,291,663	7,156,279
Fund Balance - End Fiscal Year	15,203,689	13,501,470	8,349,307	1,311,778
Risk Mitigation Reserve ⁽¹⁾	(3,000,000)	(3,000,000)		
Available Funds - End Fiscal Year	12,203,689	10,501,470	8,349,307	1,311,778

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, was adopted by City Council 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 per direction from City Council.

Fund 112 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Available Funds - Begin Fiscal Year			499,931	2,508,656
Revenues				
Investment Earnings		877	11,000	12,000
Proceeds from Property Sales		500,018	1,997,725	
Subtotal Revenues	<u>0</u>	<u>500,895</u>	<u>2,008,725</u>	<u>12,000</u>
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	<u>0</u>	<u>500,895</u>	<u>2,508,656</u>	<u>2,520,656</u>
Expenditures		964		
Transfers Out				
Total Expenditures & Transfers Out	<u>0</u>	<u>964</u>	<u>0</u>	<u>0</u>
Available Funds - End Fiscal Year	<u>0</u>	<u>499,931</u>	<u>2,508,656</u>	<u>2,520,656</u>

Fund 113 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Available Funds - Begin Fiscal Year	30,504	41,963	40,785	48,600
Revenues				
Investment Earnings				
Intergovernmental Reimbursements	91,060	67,384	67,384	67,384
Subtotal Revenues	<u>91,060</u>	<u>67,384</u>	<u>67,384</u>	<u>67,384</u>
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	<u>121,564</u>	<u>109,347</u>	<u>108,169</u>	<u>115,984</u>
Expenditures	77,359	66,991	58,000	66,095
Transfers Out				
Debt Service-POB Fund	2,242	1,571	1,569	1,289
Total Expenditures & Transfers Out	<u>79,601</u>	<u>68,562</u>	<u>59,569</u>	<u>67,384</u>
Available Funds - End Fiscal Year	<u>41,963</u>	<u>40,785</u>	<u>48,600</u>	<u>48,600</u>

Summary of 2018/19 Resources Used by Program Element:

<i>Program Elements:</i>	Employees		Personnel	Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Total Hours						
Administration	0.25	520	32,700	16,440	16,955	1,289	67,384	67,384
TOTAL	<u>0.25</u>	<u>520</u>	<u>32,700</u>	<u>16,440</u>	<u>16,955</u>	<u>1,289</u>	<u>67,384</u>	<u>67,384</u>

Fund 114 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	1,375	1,384	1,397	1,409
Revenues				
Investment Earnings	9	13	12	12
Subtotal Revenues	<u>9</u>	<u>13</u>	<u>12</u>	<u>12</u>
TOTAL FINANCING AVAILABLE	<u>1,384</u>	<u>1,397</u>	<u>1,409</u>	<u>1,421</u>
Expenditures				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>1,384</u>	<u>1,397</u>	<u>1,409</u>	<u>1,421</u>

Fund 115 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	1,131,556	1,069,688	882,151	1,009,637
Revenues				
Investment Earnings	7,173	6,402	6,100	6,200
Other		22,400	125,686	
Subtotal Revenues	<u>7,173</u>	<u>28,802</u>	<u>131,786</u>	<u>6,200</u>
Transfers In				
General Fund		300,000	250,000	
TOTAL FINANCING AVAILABLE	<u>1,138,729</u>	<u>1,398,490</u>	<u>1,263,937</u>	<u>1,015,837</u>
Expenditures	48,528	474,501	254,300	
Transfers Out				
Capital Projects Fund	20,513	41,838		
Total Expenditures & Transfers Out	<u>69,041</u>	<u>516,339</u>	<u>254,300</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>1,069,688</u>	<u>882,151</u>	<u>1,009,637</u>	<u>1,015,837</u>
Reserved for Long-Term Obligations		(324,446)	(324,446)	(324,446)
Available Funds - End Fiscal Year	<u>1,069,688</u>	<u>557,705</u>	<u>685,191</u>	<u>691,391</u>

Long-Term Obligations:

Loan to Redevelopment Obligation Retirement Fund



Fund 116 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	6,257,508	6,957,300	7,562,618	8,233,519
Revenues				
Investment Earnings				
Equity Transfer				
Other				
Subtotal Revenues	-	-	-	-
Transfers In				
General Fund	699,792	1,205,318	1,006,647	
TOTAL FINANCING AVAILABLE	6,957,300	8,162,618	8,569,265	8,233,519
Expenditures		600,000		400,000
Transfers Out:				
General Fund				
Capital Projects Fund			335,746	300,000
Total Expenditures & Transfers Out	-	600,000	335,746	700,000
Fund Balance - End Fiscal Year	6,957,300	7,562,618	8,233,519	7,533,519
Reserved for Long-Term Obligations		(1,716,438)	(1,561,438)	(1,406,438)
Available Funds - End Fiscal Year	6,957,300	5,846,180	6,672,081	6,127,081

Long-Term Obligations:

- Loan to Redevelopment Obligation Retirement Fund
- Loan to Parks Measure F Fund



Fund 117 - Civic Center

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

	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	132,634	133,541	126,751	131,396
Revenues				
Investment Earnings	907	1,256	1,150	1,175
Other				
Subtotal Revenues	907	1,256	1,150	1,175
Transfers In				
Capital Projects			3,495	
TOTAL FINANCING AVAILABLE	133,541	134,797	131,396	132,571
Expenditures				
Transfers Out				
Capital Projects		8,046		28,369
Total Expenditures & Transfers Out	0	8,046	0	28,369
Fund Balance - End Fiscal Year	133,541	126,751	131,396	104,202

Fund 118 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	748,645	1,024,366	844,171	997,809
Revenues				
Investment Earnings	6,607	9,604	9,000	9,200
Other	2,549			
Subtotal Revenues	<u>9,156</u>	<u>9,604</u>	<u>9,000</u>	<u>9,200</u>
Transfers In				
General Fund	558,625	572,600	586,915	307,500
TOTAL FINANCING AVAILABLE	<u>1,316,426</u>	<u>1,606,570</u>	<u>1,440,086</u>	<u>1,314,509</u>
Expenditures				
Transfers Out				
Capital Projects	292,060	762,399	442,277	1,188,207
Total Expenditures & Transfers Out	<u>292,060</u>	<u>762,399</u>	<u>442,277</u>	<u>1,188,207</u>
Fund Balance - End Fiscal Year	<u>1,024,366</u>	<u>844,171</u>	<u>997,809</u>	<u>126,302</u>

Fund 119 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	453,018	594,631	837,240	417,449
Revenues				
Investment Earnings	3,897	8,376	7,500	7,600
Subtotal Revenues	<u>3,897</u>	<u>8,376</u>	<u>7,500</u>	<u>7,600</u>
Transfers In				
General Fund	558,625	572,600	400,000	499,090
TOTAL FINANCING AVAILABLE	<u>1,015,540</u>	<u>1,175,607</u>	<u>1,244,740</u>	<u>924,139</u>
Expenditures	128,218			
Transfers Out				
Capital Projects	292,691	338,367	827,291	517,286
Total Expenditures & Transfers Out	<u>420,909</u>	<u>338,367</u>	<u>827,291</u>	<u>517,286</u>
Fund Balance - End Fiscal Year	<u>594,631</u>	<u>837,240</u>	<u>417,449</u>	<u>406,853</u>

Fund 121 - Risk Mitigation Reserve

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. As part of the budget adoption process for FY 17/18, Council directed staff to move the reserve from the Measure F Fund to a separate, newly-established fund.

	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	0	0	0	3,000,000
Revenues				
Other				
Subtotal Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers In				
Measure F			3,000,000	
TOTAL FINANCING AVAILABLE	<u>0</u>	<u>0</u>	<u>3,000,000</u>	<u>3,000,000</u>
Expenditures				
Transfers Out				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>0</u>	<u>0</u>	<u>3,000,000</u>	<u>3,000,000</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:

Fund 210 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.

Fund 211 Clean Stormwater — This fund manages revenues and expenditures for the city's clean stormwater program, preventing pollutant discharge flowing into creeks and wetlands.

Fund 212 Underground Utilities Trust — Accounts for resources utilized for undergrounding overhead utilities.

Fund 213 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.

Fund 214 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.

Fund 215 Art in Public Places — Accounts for fees paid by developers to be used for public art projects.

Fund 216 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.

Fund 217 Automation Surcharge — Accounts for revenues and expenditures to maintain the city's database and permit software. The expenditures are funded by surcharges on construction permits.

Fund 220 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.

Fund 221 Chapter 27 Assessment — Accounts for assessment district activities to complete missing frontage improvements, often in cooperation with property owners.

Funds 222-226 & 228 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.

Fund 227 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.

Fund 229 State Gas Tax — Accounts for the city's share of gasoline tax revenues that are restricted to the maintenance and construction of city streets.

Fund 230 Justice Assistance Grant — Accounts for revenues and expenditures associated with the grant.

Fund 231 Special Police Projects — Accounts for resources restricted to law enforcement activities such as crime prevention and DARE programs.

Fund 232 State COPS Grant — This fund was established to track activity related to the grant.

Fund 233 Operating Grants — This fund was established to track revenue and expenditures for private grants.

Fund 234 Capital Grants — This fund was established to record revenue and expenditure activity for federal and state grants that are primarily used for projects within the city's Capital Improvement Program. Pursuant to the requirement of the granting authority, grant-related transactions must be reported in a separate fund.

Fund 235 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.

Fund 236 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.

Fund 237 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.

Fund 238 Clean Stormwater CIP – Accounts for the capital improvement element of the city's Clean Storm Water program.

Fund 239 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.

Fund 240 Restricted Revenue – Accounts for funds received from developers to be used mostly on future capital projects.

Fund 241 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.

Fund 242 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.

Fund 243 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 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	3,368,337	2,644,672	2,740,527	2,793,356
Revenues				
Investment Earnings	8,257	42,923	24,585	26,750
Affordable Housing Fees	168,224	96,313	109,500	110,000
Other	47,043	38,127		
Subtotal Revenues	<u>223,524</u>	<u>177,363</u>	<u>134,085</u>	<u>136,750</u>
Transfers In				
General Fund				
Hamilton Trust Fund	52,350	52,373	54,500	56,000
TOTAL FINANCING AVAILABLE	<u>3,644,211</u>	<u>2,874,408</u>	<u>2,929,112</u>	<u>2,986,106</u>
Expenditures				
Transfers Out	998,810	133,125	135,000	168,886
Debt Service-POB Fund	729	756	756	759
Total Expenditures & Transfers Out	<u>999,539</u>	<u>133,881</u>	<u>135,756</u>	<u>169,645</u>
Fund Balance - End Fiscal Year	<u>2,644,672</u>	<u>2,740,527</u>	<u>2,793,356</u>	<u>2,816,461</u>
Reserved for Long-Term Obligations	(2,657,438)	(2,657,438)	(2,657,438)	(2,657,438)
Available Funds - End Fiscal Year	<u>(12,766)</u>	<u>83,089</u>	<u>135,918</u>	<u>159,023</u>
Long-Term				
Loan to Eden Housing for senior rental housing project				
Loans to Habitat for Humanity				

Summary of 2018/19 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	18,886	150,000	759	169,645	136,750
TOTAL	<u>0.12</u>	<u>250</u>	<u>18,886</u>	<u>150,000</u>	<u>759</u>	<u>169,645</u>	<u>136,750</u>

Fund 211 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	11,549	(7,660)	1,806	3,029
Revenues				
Investment Earnings	(738)	(523)	600	625
Special Assessments	369,956	367,009	368,530	371,000
Subtotal Revenues	<u>369,218</u>	<u>366,486</u>	<u>369,130</u>	<u>371,625</u>
Transfers In:				
General Fund				
Other Funds				
TOTAL FINANCING AVAILABLE	<u>380,767</u>	<u>358,826</u>	<u>370,936</u>	<u>374,654</u>
Expenditures:				
County of Marin-Collection Fees	15,869	15,800	15,900	15,900
County of Marin-One Time Stormwater Fee	140,000			
JPA Contribution-MCSTOPP	178,647	166,412	205,672	228,172
Other	8,911	29,808	31,335	7,800
Transfers Out:				
General Fund		100,000	70,000	75,000
Clean Storm Water Capital Improvement Fund	45,000	45,000	45,000	45,000
Total Expenditures & Transfers Out	<u>388,427</u>	<u>357,020</u>	<u>367,907</u>	<u>371,872</u>
Fund Balance - End Fiscal Year	<u>(7,660)</u>	<u>1,806</u>	<u>3,029</u>	<u>2,782</u>



Fund 212 - Underground Utilities

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

	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	966,962	973,587	982,743	989,743
Revenues				
Investment Earnings	6,625	9,156	7,000	7,300
Subtotal Revenues	<u>6,625</u>	<u>9,156</u>	<u>7,000</u>	<u>7,300</u>
TOTAL FINANCING AVAILABLE	<u>973,587</u>	<u>982,743</u>	<u>989,743</u>	<u>997,043</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>973,587</u>	<u>982,743</u>	<u>989,743</u>	<u>722,530</u>

Fund 213 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	71,692	71,696	43,202	18,798
Revenues				
Investment Earnings	489	671	600	625
Other				
Subtotal Revenues	<u>489</u>	<u>671</u>	<u>600</u>	<u>625</u>
TOTAL FINANCING AVAILABLE	<u>72,181</u>	<u>72,367</u>	<u>43,802</u>	<u>19,423</u>
Expenditures	485	538	524	550
Transfers Out:				
Capital Projects Fund		28,627	24,480	20,000
Total Expenditures & Transfers Out	<u>485</u>	<u>29,165</u>	<u>25,004</u>	<u>20,550</u>
Fund Balance - End Fiscal Year	<u>71,696</u>	<u>43,202</u>	<u>18,798</u>	<u>(1,127)</u>

Fund 214 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	1,028,490	898,115	381,097	385,439
Revenues				
Investment Earnings	6,273	5,523	5,500	3,500
Developer in Lieu Fees	7,644	0		30,000
Subtotal Revenues	<u>13,917</u>	<u>5,523</u>	<u>5,500</u>	<u>33,500</u>
TOTAL FINANCING AVAILABLE	<u>1,042,407</u>	<u>903,638</u>	<u>386,597</u>	<u>418,939</u>
Expenditures				
Transfers Out:				
General Fund	500	500	500	500
Capital Projects Fund	143,792	282,041	658	624,000
Equity Transfer		240,000		
Total Expenditures & Transfers Out	<u>144,292</u>	<u>522,541</u>	<u>1,158</u>	<u>624,500</u>
Fund Balance - End Fiscal Year	<u>898,115</u>	<u>381,097</u>	<u>385,439</u>	<u>(205,561)</u>
Reserved for Long-Term Obligations			(353,793)	(353,793)
Available Funds - End Fiscal Year	<u>898,115</u>	<u>381,097</u>	<u>31,646</u>	<u>(559,354)</u>

Fund 215 - Art in Public Places

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

	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	132,986	114,985	125,379	132,389
Revenues				
Investment Earnings	859	1,144	1,100	1,125
Developer in Lieu Fees	7,855	9,250	23,695	1,500
Subtotal Revenues	<u>8,714</u>	<u>10,394</u>	<u>24,795</u>	<u>2,625</u>
TOTAL FINANCING AVAILABLE	<u>141,700</u>	<u>125,379</u>	<u>150,174</u>	<u>135,014</u>
Expenditures	1,000			
Transfers Out:				
Capital Projects Fund	25,715		17,785	21,116
Total Expenditures & Transfers Out	<u>26,715</u>	<u>0</u>	<u>17,785</u>	<u>21,116</u>
Fund Balance - End Fiscal Year	<u>114,985</u>	<u>125,379</u>	<u>132,389</u>	<u>113,898</u>

Fund 216 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	490,007	438,091	295,258	90,023
Revenues				
Investment Earnings	3,157	3,398	3,000	3,050
Service Charges	75,450	92,573	85,000	76,000
			56,765	
Subtotal Revenues	<u>78,607</u>	<u>95,971</u>	<u>144,765</u>	<u>79,050</u>
Other Financing Sources				
General Fund				0
TOTAL FINANCING AVAILABLE	<u>568,614</u>	<u>534,062</u>	<u>440,023</u>	<u>169,073</u>
Expenditures	129,066	238,804	350,000	150,000
Transfers Out:				
Debt Service-POB Fund	1,457			
Total Expenditures & Transfers Out	<u>130,523</u>	<u>238,804</u>	<u>350,000</u>	<u>150,000</u>
Fund Balance - End Fiscal Year	<u>438,091</u>	<u>295,258</u>	<u>90,023</u>	<u>19,073</u>



Fund 217 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	202,499	160,066	118,866	86,700
Revenues				
Investment Earnings	1,146	1,126	1,000	1,050
Service Charges	79,584	98,649	90,000	80,000
Subtotal Revenues	<u>80,730</u>	<u>99,775</u>	<u>91,000</u>	<u>81,050</u>
TOTAL FINANCING AVAILABLE	<u>283,229</u>	<u>259,841</u>	<u>209,866</u>	<u>167,750</u>
Expenditures				
Transfers Out:				
Debt Service-POB Fund	3,195	2,095	2,095	2,063
Total Expenditures & Transfers Out	<u>119,968</u>	<u>138,880</u>	<u>121,071</u>	<u>103,447</u>
Fund Balance - End Fiscal Year	<u>160,066</u>	<u>118,866</u>	<u>86,700</u>	<u>62,240</u>

Summary of 2018/19 Resources Used by Program Element:

	Employees		Personnel	Contract/ Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Total Hours						
<i>Program Elements:</i>								
Administration	0.50	1,040	53,447	10,000	40,000	2,063	105,510	81,050
TOTAL	<u>0.50</u>	<u>1,040</u>	<u>53,447</u>	<u>10,000</u>	<u>40,000</u>	<u>2,063</u>	<u>105,510</u>	<u>81,050</u>



Fund 220 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	969,583	1,100,645	954,487	1,141,322
Revenues				
Investment Earnings	6,780	8,029	6,500	6,600
Rental Income	416,757	460,318	456,860	463,900
Subtotal Revenues	<u>423,537</u>	<u>468,347</u>	<u>463,360</u>	<u>470,500</u>
TOTAL FINANCING AVAILABLE	<u>1,393,120</u>	<u>1,568,992</u>	<u>1,417,847</u>	<u>1,611,822</u>
Expenditures				
Capital Projects				600,000
Total Expenditures & Transfers Out	<u>292,475</u>	<u>614,505</u>	<u>276,525</u>	<u>878,895</u>
Fund Balance - End Fiscal Year	<u>1,100,645</u>	<u>954,487</u>	<u>1,141,322</u>	<u>732,927</u>



Fund 221 - Chapter 27 Assessments

This fund accounts for assessment district activities to complete missing frontage improvements, often in cooperation with property owners.

	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	234,692	236,656	239,220	241,540
Revenues				
Investment Earnings	1,609	2,228	2,000	2,050
Service Charges	355	336	320	300
Other				
Subtotal Revenues	<u>1,964</u>	<u>2,564</u>	<u>2,320</u>	<u>2,350</u>
Transfers In:				
General Fund				
TOTAL FINANCING AVAILABLE	<u>236,656</u>	<u>239,220</u>	<u>241,540</u>	<u>243,890</u>
Expenditures				
Transfers Out:				
Capital Projects Fund				6,920
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,920</u>
Fund Balance - End Fiscal Year	<u>236,656</u>	<u>239,220</u>	<u>241,540</u>	<u>236,970</u>



Fund 222 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	18,545	26,681	29,850	46,161
Revenues				
Special Assessments	53,279	54,739	73,795	61,808
Investment Earnings	143	243	125	130
Other				
Subtotal Revenues	53,422	54,982	73,920	61,938
TOTAL FINANCING AVAILABLE	71,967	81,663	103,770	108,099
Expenditures	45,286	51,813	57,609	55,938
Total Expenditures & Transfers Out	45,286	51,813	57,609	55,938
Fund Balance - End Fiscal Year	26,681	29,850	46,161	52,161



Fund 223 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	68,974	69,446	70,100	70,775
Revenues				
Investment Earnings	472	654	675	700
Subtotal Revenues	<u>472</u>	<u>654</u>	<u>675</u>	<u>700</u>
TOTAL FINANCING AVAILABLE	<u>69,446</u>	<u>70,100</u>	<u>70,775</u>	<u>71,475</u>
Expenditures				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>69,446</u>	<u>70,100</u>	<u>70,775</u>	<u>71,475</u>



Fund 224 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	3,701	1,177	3,061	2,599
Revenues				
Special Assessments	9,189	9,470	9,920	10,189
Investment Earnings	15	11	40	45
Subtotal Revenues	<u>9,204</u>	<u>9,481</u>	<u>9,960</u>	<u>10,234</u>
TOTAL FINANCING AVAILABLE	<u>12,905</u>	<u>10,658</u>	<u>13,021</u>	<u>12,833</u>
Expenditures	11,728	7,597	10,422	10,447
Total Expenditures & Transfers Out	<u>11,728</u>	<u>7,597</u>	<u>10,422</u>	<u>10,447</u>
Fund Balance - End Fiscal Year	<u>1,177</u>	<u>3,061</u>	<u>2,599</u>	<u>2,386</u>



Fund 225 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	43,742	41,197	48,449	51,487
Revenues				
Special Assessments	17,340	20,400	21,090	21,234
Investment Earnings	307	445	450	460
Other	2,252			
Subtotal Revenues	<u>19,899</u>	<u>20,845</u>	<u>21,540</u>	<u>21,694</u>
TOTAL FINANCING AVAILABLE	<u>63,641</u>	<u>62,042</u>	<u>69,989</u>	<u>73,181</u>
Expenditures	22,444	13,593	18,502	44,896
Total Expenditures & Transfers Out	<u>22,444</u>	<u>13,593</u>	<u>18,502</u>	<u>44,896</u>
Fund Balance - End Fiscal Year	<u>41,197</u>	<u>48,449</u>	<u>51,487</u>	<u>28,285</u>



Fund 226 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	100,039	103,796	108,430	112,830
Revenues				
Special Assessments	5,873	6,038	6,200	6,444
Investment Earnings	693	990	1,000	1,025
Subtotal Revenues	<u>6,566</u>	<u>7,028</u>	<u>7,200</u>	<u>7,469</u>
TOTAL FINANCING AVAILABLE	<u>106,605</u>	<u>110,824</u>	<u>115,630</u>	<u>120,299</u>
Expenditures	2,809	2,394	2,800	2,850
Total Expenditures & Transfers Out	<u>2,809</u>	<u>2,394</u>	<u>2,800</u>	<u>2,850</u>
Fund Balance - End Fiscal Year	<u>103,796</u>	<u>108,430</u>	<u>112,830</u>	<u>117,449</u>



Fund 227 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	30,178	35,051	40,042	30,981
Revenues				
Special Assessments	13,143	13,500	13,545	13,585
Investment Earnings	243	404	425	430
Subtotal Revenues	<u>13,386</u>	<u>13,904</u>	<u>13,970</u>	<u>14,015</u>
TOTAL FINANCING AVAILABLE	<u>43,564</u>	<u>48,955</u>	<u>54,012</u>	<u>44,996</u>
Expenditures	1,369	1,045	14,348	7,530
Transfers Out				
Hamilton CFD	7,144	7,868	8,683	8,098
Total Expenditures & Transfers Out	<u>8,513</u>	<u>8,913</u>	<u>23,031</u>	<u>15,628</u>
Fund Balance - End Fiscal Year	<u>35,051</u>	<u>40,042</u>	<u>30,981</u>	<u>29,368</u>



Fund 228 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	9,969	10,037	10,131	10,221
Revenues				
Investment Earnings	68	94	90	95
Subtotal Revenues	68	94	90	95
TOTAL FINANCING AVAILABLE	10,037	10,131	10,221	10,316
Expenditures				
Total Expenditures & Transfers Out	0	0	0	0
Fund Balance - End Fiscal Year	10,037	10,131	10,221	10,316

Fund 229 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	1,101,817	1,154,265	933,907	1,204,149
Revenues				
Investment Earnings	8,255	10,288	8,500	8,600
Intergovernmental Revenue	1,185,578	1,061,613	1,516,570	2,308,640
Sale of Property				
Other				
Subtotal Revenues	<u>1,193,833</u>	<u>1,071,901</u>	<u>1,525,070</u>	<u>2,317,240</u>
TOTAL FINANCING AVAILABLE	<u>2,295,650</u>	<u>2,226,166</u>	<u>2,458,977</u>	<u>3,521,389</u>
Expenditures	168			
Transfers Out:				
General Fund	817,000	817,000	817,000	817,000
Capital Projects Fund	324,217	475,259	437,828	2,278,320
Total Expenditures & Transfers Out	<u>1,141,385</u>	<u>1,292,259</u>	<u>1,254,828</u>	<u>3,095,320</u>
Fund Balance - End Fiscal Year	<u>1,154,265</u>	<u>933,907</u>	<u>1,204,149</u>	<u>426,069</u>



Fund 230 -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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	(1,412)	394	0	0
Revenues				
Grants	5,480	0		
Subtotal Revenues	5,480	0	0	0
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	4,068	394	0	0
Expenditures	3,674	394	0	
Fund Balance - End Fiscal Year	394	0	0	0



Fund 231 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	115,271	154,526	137,633	107,933
Revenues				
Investment Earnings	783	1,256	1,100	1,125
Crime Prevention				
Intergovernmental Revenue	99,452	62,861	81,500	31,400
Other	44,865	5,896	10,700	11,000
Subtotal Revenues	<u>145,100</u>	<u>70,013</u>	<u>93,300</u>	<u>43,525</u>
Transfers In				
General Fund	7,000	7,000	7,000	7,000
TOTAL FINANCING AVAILABLE	<u>267,371</u>	<u>231,539</u>	<u>237,933</u>	<u>158,458</u>
Expenditures	112,845	93,906	130,000	80,400
Transfers Out				
Equipment Replacement				
Total Expenditures & Transfers Out	<u>112,845</u>	<u>93,906</u>	<u>130,000</u>	<u>80,400</u>
Fund Balance - End Fiscal Year	<u>154,526</u>	<u>137,633</u>	<u>107,933</u>	<u>78,058</u>

Fund 232 - State COPS Grant

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

	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Available Funds - Begin Fiscal Year	266,196	386,604	458,110	342,761
Revenues				
Intergovernmental	173,027	187,741	145,000	100,000
Subtotal Revenues	<u>173,027</u>	<u>187,741</u>	<u>145,000</u>	<u>100,000</u>
TOTAL FINANCING AVAILABLE	<u>439,223</u>	<u>574,345</u>	<u>603,110</u>	<u>442,761</u>
Expenditures	52,619	95,192	235,000	240,000
Transfers Out				
Equipment Replacement				
Capital Projects Fund		21,043	25,349	0
Total Expenditures & Transfers Out	<u>52,619</u>	<u>116,235</u>	<u>260,349</u>	<u>240,000</u>
Available Funds - End Fiscal Year	<u>386,604</u>	<u>458,110</u>	<u>342,761</u>	<u>202,761</u>



Fund 233 - Operating Grants Fund

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

	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	21,070	21,336	21,687	21,987
Revenues				
Investment Earnings	266	351	300	305
Subtotal Revenues	<u>266</u>	<u>351</u>	<u>300</u>	<u>305</u>
TOTAL FINANCING AVAILABLE	<u>21,336</u>	<u>21,687</u>	<u>21,987</u>	<u>22,292</u>
Expenditures				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>21,336</u>	<u>21,687</u>	<u>21,987</u>	<u>22,292</u>



Fund 234 -Capital 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	468	468	2,008	0
Revenues				
Grants	631,488	1,148,341	433,387	2,976,671
Investment Earnings				
Subtotal Revenues	<u>631,488</u>	<u>1,148,341</u>	<u>433,387</u>	<u>2,976,671</u>
Transfers In		284		
Federal Grants Fund				
TOTAL FINANCING AVAILABLE	<u>631,956</u>	<u>1,149,093</u>	<u>435,395</u>	<u>2,976,671</u>
Expenditures				
Transfers Out				
Capital Projects Fund	631,488	1,147,085	435,395	2,976,671
Total Expenditures & Transfers Out	<u>631,488</u>	<u>1,147,085</u>	<u>435,395</u>	<u>2,976,671</u>
Fund Balance - End Fiscal Year	<u>468</u>	<u>2,008</u>	<u>0</u>	<u>0</u>



Fund 235 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	196,470	2,655	461,049	921,255
Revenues				
Investment Earnings	452	2,188	4,000	1,500
Intergovernmental Revenue		456,206	456,206	
Subtotal Revenues	<u>452</u>	<u>458,394</u>	<u>460,206</u>	<u>1,500</u>
TOTAL FINANCING AVAILABLE	<u>196,922</u>	<u>461,049</u>	<u>921,255</u>	<u>922,755</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	194,267			456,206
Total Expenditures & Transfers Out	<u>194,267</u>	<u>0</u>	<u>0</u>	<u>456,206</u>
Fund Balance - End Fiscal Year	<u>2,655</u>	<u>461,049</u>	<u>921,255</u>	<u>466,549</u>

Fund 236 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	1,457,352	868,661	753,081	652,782
Revenues				
Investment Earnings	11,287	10,651	5,500	5,600
Intergovernmental Revenue	552,175	588,510	838,510	747,495
Other				
Subtotal Revenues	<u>563,462</u>	<u>599,161</u>	<u>844,010</u>	<u>753,095</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>2,020,814</u>	<u>1,467,822</u>	<u>1,597,091</u>	<u>1,405,877</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	530,371	714,741	944,309	2,297,119
Equity Transfers	621,782			
Total Expenditures & Transfers Out	<u>1,152,153</u>	<u>714,741</u>	<u>944,309</u>	<u>2,297,119</u>
Fund Balance - End Fiscal Year	<u>868,661</u>	<u>753,081</u>	<u>652,782</u>	<u>(891,242)</u>

Fund 237 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	439,662	485,175	(351,002)	(202,762)
Revenues				
Investment Earnings	2,837	5,163	4,400	4,450
Intergovernmental Revenue	384,922	390,710	405,715	430,554
Other				
Subtotal Revenues	<u>387,759</u>	<u>395,873</u>	<u>410,115</u>	<u>435,004</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>827,421</u>	<u>881,048</u>	<u>59,113</u>	<u>232,242</u>
Expenditures	195,516	211,298	237,000	267,348
Transfers Out:				
General Fund	22,176	121,198		
Capital Projects Fund	118,332	118,332	18,475	164,000
Pension Obligation Bonds	6,222	6,222	6,400	8,170
Equity Transfer		775,000		
Total Expenditures & Transfers Out	<u>342,246</u>	<u>1,232,050</u>	<u>261,875</u>	<u>439,518</u>
Fund Balance - End Fiscal Year	<u>485,175</u>	<u>(351,002)</u>	<u>(202,762)</u>	<u>(207,276)</u>
Reserved for Long-Term Obligations			620,000	465,000
Available Funds - End Fiscal Year	<u>485,175</u>	<u>(351,002)</u>	<u>417,238</u>	<u>257,724</u>

Summary of 2018/19 Resources Used by Program Element:

	Employees		Personnel	Contract/ Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Total Hours						
Program Elements:								
Administration	2.50	5,200	215,848	29,000	22,500	172,170	439,518	435,004
TOTAL	<u>2.50</u>	<u>5,200</u>	<u>215,848</u>	<u>29,000</u>	<u>22,500</u>	<u>172,170</u>	<u>439,518</u>	<u>435,004</u>



Fund 238 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	250,594	176,656	208,384	231,264
Revenues				
Investment Earnings	1,659	1,822	2,000	2,025
Developer in Lieu Fees				
Other				
Subtotal Revenues	<u>1,659</u>	<u>1,822</u>	<u>2,000</u>	<u>2,025</u>
Transfers In:				
Clean Storm Water Fund	45,000	45,000	45,000	45,000
TOTAL FINANCING AVAILABLE	<u>297,253</u>	<u>223,478</u>	<u>255,384</u>	<u>278,289</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	120,597	15,094	24,120	82,789
Total Expenditures & Transfers Out	<u>120,597</u>	<u>15,094</u>	<u>24,120</u>	<u>82,789</u>
Fund Balance - End Fiscal Year	<u>176,656</u>	<u>208,384</u>	<u>231,264</u>	<u>195,500</u>

Fund 239 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	260,969	262,756	265,228	267,628
Revenues				
Investment Earnings	1,787	2,472	2,400	2,430
Subtotal Revenues	<u>1,787</u>	<u>2,472</u>	<u>2,400</u>	<u>2,430</u>
TOTAL FINANCING AVAILABLE	<u>262,756</u>	<u>265,228</u>	<u>267,628</u>	<u>270,058</u>
Transfers Out				
Capital Projects	0			
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>262,756</u>	<u>265,228</u>	<u>267,628</u>	<u>270,058</u>

Fund 240 - Restricted Revenue

This fund has been established to hold funds received from developers to be used mostly on future capital projects. Funds are held as liabilities until they are used, at which point they become revenues to the city. Details of the individual accounts can be found in the Appendices section of the Adopted Budget document on page 431.

	Previous Actual 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Proposed Budget 2018/19
Fund Balance - Begin Fiscal Year	0	0	0	0
Revenues				
Project Fees	1,669	383	247,645	811,600
Subtotal Revenues	<u>1,669</u>	<u>383</u>	<u>247,645</u>	<u>811,600</u>
TOTAL FINANCING AVAILABLE	<u>1,669</u>	<u>383</u>	<u>247,645</u>	<u>811,600</u>
Expenditures	1,669	383	2,815	
Transfers Out				
Capital Projects			244,830	811,600
Total Expenditures & Transfers Out	<u>1,669</u>	<u>383</u>	<u>247,645</u>	<u>811,600</u>
Fund Balance - End Fiscal Year	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Reserved for Future Projects	1,501,801	1,942,673	1,708,500	921,900
Available Funds - End Fiscal Year	<u>1,501,801</u>	<u>1,942,673</u>	<u>1,708,500</u>	<u>921,900</u>

Fund 241 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	11,870,351	12,154,111	11,771,880	11,804,597
Revenues				
Investment Earnings	81,067	107,135	100,000	105,000
Developer in Lieu Fees				
- Streets & Intersections	269,370	111,900	35,000	95,000
- Recreational & Cultural Facilities	91,993	81,185	25,000	65,000
- Civic Facilities	24,199	14,996	5,000	15,000
- Transit/Bicycle Facilities	11,371	3,839	1,200	6,000
- Corporation Yard	5,836	2,439	750	5,000
- General Governmental Systems	10,127	6,525	1,800	9,000
- Open Space	24,731	17,404	5,000	20,000
- Drainage	39,956	31,874	8,500	35,000
Subtotal Revenues	<u>558,650</u>	<u>377,297</u>	<u>182,250</u>	<u>355,000</u>
TOTAL FINANCING AVAILABLE	<u>12,429,001</u>	<u>12,531,408</u>	<u>11,954,130</u>	<u>12,159,597</u>
Transfers Out:				
General Fund	78,919	45,677	48,000	38,175
Capital Projects Fund	195,971	33,851	101,533	2,285,903
Equity Transfer		680,000		
Total Expenditures & Transfers Out	<u>274,890</u>	<u>759,528</u>	<u>149,533</u>	<u>2,324,078</u>
Fund Balance - End Fiscal Year	<u>12,154,111</u>	<u>11,771,880</u>	<u>11,804,597</u>	<u>9,835,519</u>
Reserved for Long-Term Obligations	(116,463)	(524,050)	(931,637)	(931,637)
Available Funds - End Fiscal Year	<u>12,037,648</u>	<u>11,247,830</u>	<u>10,872,960</u>	<u>8,903,882</u>

Long-Term Obligations:

Loan to Redevelopment Obligation Retirement Fund



Fund 242 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	425,315	426,617	320,321	320,321
Revenues				
Investment Earnings	2,447	756	0	0
Subtotal Revenues	<u>2,447</u>	<u>756</u>	<u>0</u>	<u>0</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>427,762</u>	<u>427,373</u>	<u>320,321</u>	<u>320,321</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	1,145	107,052	0	0
Total Expenditures & Transfers Out	<u>1,145</u>	<u>107,052</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>426,617</u>	<u>320,321</u>	<u>320,321</u>	<u>320,321</u>
Reserved for Long-Term Obligations		(170,211)	(340,422)	(340,422)
Available Funds - End Fiscal Year	<u>426,617</u>	<u>150,110</u>	<u>(20,101)</u>	<u>(20,101)</u>
Long-Term Obligations:				
Loan to Redevelopment Obligation Retirement Fund				



Fund 243 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	765,885	472,569	(1,153,646)	(984,416)
Revenues				
Investment Earnings	6,175	9,367	3,000	3,100
Rental Income	38,375	39,490	40,680	41,200
Equity Transfer/Measure F				
Loan Proceeds			155,950	155,950
Subtotal Revenues	<u>44,550</u>	<u>48,857</u>	<u>199,630</u>	<u>200,250</u>
Transfers In				
Hamilton Art Center		270,000		
TOTAL FINANCING AVAILABLE	<u>810,435</u>	<u>791,426</u>	<u>(954,016)</u>	<u>(784,166)</u>
Expenditures				
Transfers Out:				
General Fund	13,000	13,000	13,000	13,000
Capital Projects Fund	305,024	1,867,458		
Total Expenditures & Transfers Out	<u>337,866</u>	<u>1,945,072</u>	<u>30,400</u>	<u>70,100</u>
Fund Balance - End Fiscal Year	<u>472,569</u>	<u>(1,153,646)</u>	<u>(984,416)</u>	<u>(854,266)</u>
Reserved for Long-Term Obligations			2,200,000	2,123,660
Available Funds - End Fiscal Year	<u>472,569</u>	<u>(1,153,646)</u>	<u>1,215,584</u>	<u>1,269,394</u>

Long-Term Obligations:

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



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:

Fund 501 General Obligation Bonds — Accounts for the accumulation of resources and payment of interest and principal for general obligation and Measure B bonds.

Fund 502 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	1,747,766	1,737,309	1,794,819	1,863,726
Revenues				
Taxes	1,778,128	1,845,806	1,865,635	1,604,825
Investment Earnings	6,715	10,269	12,000	12,250
Subtotal Revenues	<u>1,784,843</u>	<u>1,856,075</u>	<u>1,877,635</u>	<u>1,617,075</u>
TOTAL FINANCING AVAILABLE	<u>3,532,609</u>	<u>3,593,384</u>	<u>3,672,454</u>	<u>3,480,801</u>
Debt Service	26,580	27,880	26,425	26,425
Expenditures	1,768,720	1,770,685	1,782,303	1,761,436
Total Expenditures & Transfers Out	<u>1,795,300</u>	<u>1,798,565</u>	<u>1,808,728</u>	<u>1,787,861</u>
Fund Balance - End Fiscal Year	<u>1,737,309</u>	<u>1,794,819</u>	<u>1,863,726</u>	<u>1,692,940</u>



Fund 502 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	(3,200)	(700)	0	0
Revenues				
Investment Earnings				
Subtotal Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers In	1,245,726	1,292,935	1,340,773	1,391,387
TOTAL FINANCING AVAILABLE	<u>1,242,526</u>	<u>1,292,235</u>	<u>1,340,773</u>	<u>1,391,387</u>
Debt Service	1,243,226	1,292,235	1,340,773	1,391,387
Total Expenditures & Transfers Out	<u>1,243,226</u>	<u>1,292,235</u>	<u>1,340,773</u>	<u>1,391,387</u>
Fund Balance - End Fiscal Year	<u>(700)</u>	<u>0</u>	<u>0</u>	<u>0</u>



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Proprietary Funds consist of Internal Service and Enterprise funds. Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other government units, on a cost reimbursement basis. Enterprise funds are used to account for the financial activities of an entity that provides goods or services to the public for a fee that makes the entity self-supporting.

Fund 601 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.

Fund 602 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.

Fund 603 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.

Fund 651 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	(949,942)	(971,616)	(1,093,664)	(1,243,074)
Revenues				
Charges to Departments	653,480	639,208	550,590	872,053
Other				
Subtotal Revenues	<u>653,480</u>	<u>639,208</u>	<u>550,590</u>	<u>872,053</u>
TOTAL FINANCING AVAILABLE	<u>(296,462)</u>	<u>(332,408)</u>	<u>(543,074)</u>	<u>(371,021)</u>
Expenditures	662,037	747,409	686,153	859,348
Transfers Out				
Debt Service-POB Fund	13,117	13,847	13,847	12,705
Other				
Total Expenditures & Transfers Out	<u>675,154</u>	<u>761,256</u>	<u>700,000</u>	<u>872,053</u>
Fund Balance - End Fiscal Year	<u>(971,616)</u>	<u>(1,093,664)</u>	<u>(1,243,074)</u>	<u>(1,243,074)</u>

Fund 602 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	6,837,826	7,017,047	7,018,219	7,264,969
Revenues				
Charges to Departments	724,091	731,258	705,695	553,036
Investment Earnings	29,290	163,523	43,000	44,000
Investment Earnings-Interfund Loans				
Other	57,837	14,722		10,000
Subtotal Revenues	<u>811,218</u>	<u>909,503</u>	<u>748,695</u>	<u>607,036</u>
Transfers In				
General Fund	399,000	459,393	462,000	321,000
Measure F	22,000	22,000		
TOTAL FINANCING AVAILABLE	<u>8,070,044</u>	<u>8,407,943</u>	<u>8,228,914</u>	<u>8,193,005</u>
Equipment Acquisition	601,650	592,006	496,970	419,680
MERA	451,347	468,476	464,318	465,372
Transfers Out				
Capital Projects		30,000	2,657	997,343
Information Technology Fund		299,242		
Total Expenditures & Transfers Out	<u>1,052,997</u>	<u>1,389,724</u>	<u>963,945</u>	<u>1,882,395</u>
Fund Balance - End Fiscal Year	<u>7,017,047</u>	<u>7,018,219</u>	<u>7,264,969</u>	<u>6,310,610</u>
Reserved for Long-Term Obligations	(746,077)	(746,077)	(765,626)	(765,626)
Reserved Proceeds from Sale of Property	(1,062,500)	(1,062,500)	(1,062,500)	(62,500)
Available Funds - End Fiscal Year	<u>5,208,470</u>	<u>5,209,642</u>	<u>5,436,843</u>	<u>5,482,484</u>

Long-Term Obligations:

Loan to General Fund

Loan to Redevelopment Obligation Retirement Fund

Fund 603 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	802	807	354,571	379,771
Revenues				
Charges to Departments		39,859	95,000	95,000
Investment Earnings	5	2,666	3,200	3,250
Subtotal Revenues	<u>5</u>	<u>42,525</u>	<u>98,200</u>	<u>98,250</u>
Transfers In				
Measure F		22,000	22,000	22,000
Equipment Replacement Fund		299,243		
TOTAL FINANCING AVAILABLE	<u>807</u>	<u>364,575</u>	<u>474,771</u>	<u>500,021</u>
Expenditures		10,004	95,000	231,245
Total Expenditures & Transfers Out	<u>0</u>	<u>10,004</u>	<u>95,000</u>	<u>231,245</u>
Fund Balance - End Fiscal Year	<u>807</u>	<u>354,571</u>	<u>379,771</u>	<u>268,776</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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	12,100,757	13,217,876	14,313,479	15,019,324
Revenues				
Investment Earnings	26,478	39,462	38,000	40,000
Rental Income	2,393,892	2,403,750	2,411,860	2,411,975
Utility Reimbursements	695,461	742,354	740,710	757,785
Other	12,867	154,842	10,395	10,460
Subtotal Revenues	<u>3,128,698</u>	<u>3,340,408</u>	<u>3,200,965</u>	<u>3,220,220</u>
TOTAL FINANCING AVAILABLE	<u>15,229,455</u>	<u>16,558,284</u>	<u>17,514,444</u>	<u>18,239,544</u>
Expenditures				
Debt Service	1,822,552	2,069,600	2,330,205	2,341,955
Transfers Out - General Fund	189,027	175,205	164,915	147,430
Total Expenditures & Transfers Out	<u>2,011,579</u>	<u>2,244,805</u>	<u>2,495,120</u>	<u>2,489,385</u>
Fund Balance - End Fiscal Year	<u>13,217,876</u>	<u>14,313,479</u>	<u>15,019,324</u>	<u>15,750,159</u>
Reserved for Long-Term Obligations	(6,371,857)	(5,895,888)	(5,406,251)	(4,902,475)
Available Funds - End Fiscal Year	<u>6,846,019</u>	<u>8,417,591</u>	<u>9,613,073</u>	<u>10,847,684</u>
Long-Term Obligations:				
Loan from Bank of Marin				



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Fiduciary funds include both trust and agency funds. The city maintains one permanent trust fund, the Hamilton Trust. Agency funds are fiduciary funds which are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. None of these funds are subject to the budgeting of revenues and expenditures by the city.

Fund 701 Hamilton Trust — This fund was established to receive payments from the developer of the Navy property at Hamilton, pursuant to a development agreement. The funds are maintained in three separate accounts and invested through an outside investment firm, PFM. 80% of the investment earnings from two of the three funds, Municipal Services and General City Mitigation, are transferred to the General Fund and used to maintain city infrastructure and facilities. Investment earnings from the third fund, Senior Housing, supports the city's affordable housing program.

Agency Funds — The city's agency funds are listed below. Fund balances are on page 373.

- Fund 801 Unclaimed Property
- Fund 802 Redevelopment Obligation Retirement
- Fund 803 Buck Center Deposit in Trust
- Fund 804 Pacheco Assessment District
- Fund 805 Pacheco Valle CFD
- Fund 806 Vintage Oaks Special Tax
- Fund 807 Golden Gate Assessment District
- Fund 808 Hamilton CFD Bond Administration
- Fund 809 Pointe Marin CFD

Fund 701 - 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 2015/16	Previous Actual 2016/17	Projected Actual 2017/18	Adopted Budget 2018/19
Fund Balance - Begin Fiscal Year	32,580,473	32,767,707	32,433,520	32,480,130
Revenues				
Investment Earnings	12,411	8,369	8,500	1,000
Bond/Notes Investment Earnings	345,266	409,510	392,110	450,000
Other	165,256	(368,281)	5,000	79,610
Subtotal Revenues	<u>522,933</u>	<u>49,598</u>	<u>405,610</u>	<u>530,610</u>
TOTAL FINANCING AVAILABLE	<u>33,103,406</u>	<u>32,817,305</u>	<u>32,839,130</u>	<u>33,010,740</u>
Expenditures	29,230	29,078	29,500	30,500
Transfers Out				
General Fund-Operations	254,119	302,334	275,000	475,000
Affordable Housing Programs	52,350	52,373	54,500	56,000
Total Expenditures & Transfers Out	<u>335,699</u>	<u>383,785</u>	<u>359,000</u>	<u>561,500</u>
Fund Balance - End Fiscal Year	<u>32,767,707</u>	<u>32,433,520</u>	<u>32,480,130</u>	<u>32,449,240</u>
Investments	(31,001,098)	(30,315,697)	(30,400,000)	(30,400,000)
Reserved for Long-Term Obligations	(2,200,000)	(2,200,000)	(2,123,660)	(2,047,320)
Available Funds - End Fiscal Year	<u>(433,391)</u>	<u>(82,177)</u>	<u>(43,530)</u>	<u>1,920</u>
Long-Term Receivables:				
NPFA/SMART Station Loan (initiated FY 16/17)				



Fiduciary Funds Summary Table

Fund #	FUND DESCRIPTION	Actual	Projected	Projected
		Cash Balance 6/30/17	Cash Balance 6/30/18	Cash Balance 6/30/19
801	Unclaimed Property	20,500	20,500	20,500
802	Redevelopment Obligation Retirement Fund	1,134,784	1,200,000	1,300,000
803	Buck Center Deposit in Trust	1,000,000	1,000,000	1,000,000
804	Pacheco Assessment District Redemption	74,191	74,191	74,191
805	Pacheco Valle CFD	26,180	26,750	27,500
806	Vintage Oaks Special Tax	2,343,955	2,377,155	2,400,000
807	Golden Gate Assessment District Redemption	170,319	175,000	180,000
808	Hamilton CFD Bond Administration	660,194	675,000	690,000
809	Pointe Marin CFD	587,373	620,000	650,000
TOTAL FIDUCIARY FUNDS		6,017,496	6,168,596	6,342,191

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

CaIPERS: 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-Marin 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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Employee Compensation & Benefits Summary

FY 18/19 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	1,298	1,304	35,000	3.5%
	City Manager	278,025	51,493	14,167	44,063	11.9%
	Public Engagement/EDD	430,683	81,792	22,666	59,687	17.4%
	City Clerk	<u>203,101</u>	<u>37,471</u>	<u>10,368</u>	<u>43,482</u>	<u>17.9%</u>
	Department Totals	935,809	172,055	48,505	182,231	10.3%
Administrative Services	Administration	147,078	27,840	7,696	18,989	24.7%
	Human Resources	381,262	71,425	19,777	70,211	18.0%
	Finance	447,706	79,016	20,946	93,659	14.7%
	Information Technology	470,944	89,284	25,328	85,276	22.6%
	Citywide Programs	<u>45,478</u>	<u>2,652</u>	<u>732</u>	<u>1,632</u>	<u>0.1%</u>
	Department Totals	1,492,470	270,218	74,479	269,766	7.2%
Police	Administration	774,691	257,235	76,208	182,077	32.0%
	Technical Services	1,301,910	231,643	60,781	269,697	17.5%
	Professional Standards	308,244	69,137	25,919	50,339	18.0%
	Investigations	728,119	240,568	76,285	193,075	34.3%
	Patrol	4,900,025	1,506,121	487,551	1,200,455	30.1%
	Traffic	493,297	161,727	51,488	131,550	34.7%
	Special Police Services	<u>684,367</u>	<u>208,651</u>	<u>59,927</u>	<u>162,627</u>	<u>88.4%</u>
	Department Totals	9,190,653	2,675,082	838,160	2,189,819	30.0%
Community Development	Administration	228,003	42,533	11,767	32,215	26.6%
	Code Enforcement	284,405	55,131	15,274	76,219	23.8%
	Planning	681,923	129,136	35,839	92,107	28.5%
	Clerical Services	288,993	52,893	13,017	60,475	49.6%
	Building	<u>435,801</u>	<u>85,079</u>	<u>23,655</u>	<u>79,550</u>	<u>19.4%</u>
	Department Totals	1,919,124	364,772	99,553	340,566	26.2%
Public Works	Administration	726,177	149,129	41,400	119,252	46.6%
	Project Development	62,652	11,999	3,325	9,838	4.3%
	Capital Project Mgmt.	446,435	85,508	23,775	80,563	11.2%
	Maintenance Admin.	180,761	34,981	9,689	50,088	17.0%
	Street Maintenance	523,156	101,398	28,146	166,215	10.7%
	Traffic Operations	153,123	29,736	8,255	48,711	7.9%
	Median Islands	277,368	54,050	15,007	93,134	18.1%
	Parks Maintenance	445,428	86,528	24,023	145,164	8.2%
	Building Maintenance	<u>525,426</u>	<u>98,040</u>	<u>27,510</u>	<u>166,388</u>	<u>14.2%</u>
	Department Totals	3,340,524	651,370	181,127	879,353	14.9%
Parks, Recreation & Community Services	Administration	395,615	71,371	19,769	66,207	15.5%
	Children's Programs	490,109	61,111	16,981	58,067	15.4%
	Cultural Programs	5,870	1,156	319	641	1.0%
	Senior Programs	276,135	44,042	12,233	61,775	14.7%
	Athletic Programs	<u>1,164,053</u>	<u>167,549</u>	<u>38,214</u>	<u>172,668</u>	<u>14.1%</u>
	Department Totals	2,331,782	345,230	87,515	359,357	14.0%
General Fund Totals		19,210,363	4,478,726	1,329,341	4,221,092	20.0%



Employee Compensation & Benefits Summary

FY 18/19 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	471,507	83,853	20,458	118,770	16.2%
RDA Successor Agency Admin	23,922	4,655	1,289	4,123	1.9%
Affordable Housing Programs	14,466	2,735	759	1,685	1.7%
Automation Surcharge	43,686	7,418	2,063	7,343	11.0%
Hamilton CFD	186,042	36,380	10,103	66,524	10.6%
Pointe Marin CFD	119,587	23,400	6,499	43,316	15.3%
Parks Measure A	150,339	29,411	8,170	53,737	23.1%
Equipment Maintenance	<u>237,618</u>	<u>45,772</u>	<u>12,705</u>	<u>77,708</u>	<u>7.2%</u>
Other Funds Totals	1,247,166	233,624	62,045	373,206	17.5%
Citywide Totals	20,457,529	4,712,351	1,391,387	4,594,299	19.9%



FY 18/19 Budgeted Operating Transfers

Transfers Out	Transfers In											Totals
	101 General Fund	118 Facilities Long-Term Maintenance	119 Infrastructure Long-Term Maintenance	210 Affordable Housing Prog	218 Hamilton CFD	231 Special Projects	301 Capital Improvements Program	238 Clean Stormwater CIP	502 Pension Obligation Bonds	602 Equipment Replacement	603 Technology Replacement	
101 General Fund		307,500	499,090			7,000	290,080		1,329,341	321,000		2,754,011
111 Measure F Sales Tax							5,560,802		20,458		22,000	5,603,260
113 RDA Successor Agency									1,289			1,289
116 Emergency Reserve							300,000					300,000
117 Civic Center							28,369					28,369
118 Facilities L/T Maintenance							1,188,207					1,188,207
119 Infrastructure L/T Maintenance							517,286					517,286
210 Affordable Housing Programs									759			759
211 Clean Stormwater	75,000							45,000				120,000
212 Underground Utility							274,513					274,513
213 Parking Improvement							20,000					20,000
214 Quimby	500						624,000					624,500
215 Art in Public Places							21,116					21,116
217 Automation Surcharge									2,063			2,063
218 Hamilton CFD							75,000		10,103			85,103
219 Pt Marin CFD									6,499			6,499
220 Hamilton Arts Center							600,000					600,000
221 Ch 27 Assessments							6,920					6,920
227 San Pablo Assessment Dist					8,098							8,098
229 Gas Tax	817,000						2,278,320					3,095,320
234 Capital Grants							2,976,671					2,976,671
235 Marin VRF							456,206					456,206
236 Streets Measure A							2,297,119					2,297,119
237 Parks Measure A							164,000		8,170			172,170
238 Clean Stormwater CIP							82,789					82,789
240 Restricted Revenue							811,600					811,600
241 DIF	38,175						2,285,903					2,324,078
243 NPFA	13,000											13,000
601 Equipment Maint									12,705			12,705
602 Equipment Replacement							997,343					997,343
701 Hamilton Trust	475,000			56,000								531,000
	1,418,675	307,500	499,090	56,000	8,098	7,000	21,856,244	45,000	1,391,387	321,000	22,000	25,931,994



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CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 2018-043

RESOLUTION ESTABLISHING THE APPROPRIATIONS LIMIT OF \$105,058,711 FOR THE FISCAL YEAR 2018/19

WHEREAS, Proposition 4 (Gann Initiative) was approved by California voters in 1979. The proposition places restrictions on the amount of revenue which can be appropriated by a local agency in a fiscal year. In addition, the proposition requires a local agency to adopt an annual appropriations limit for its proceeds of taxes; and

WHEREAS, Proposition 111 was approved by California voters in 1990. This proposition provides that each City may choose for its growth factor the growth in California per capita personal income or the growth in the non-residential assessed valuation due to new construction within the City, and may choose for its population factor the population growth within the City or its County; and that the factors are annual elections; and

WHEREAS, Fiscal Year 2018/19 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 2017, 3.67%; and
• The County of Marin population increase for the calendar year 2017 as determined by the California Department of Finance, 0.17%.

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 2018/19 appropriations limit; and that the appropriations limit for Fiscal Year 2018/19 is established to be \$105,058,711.

* * * * *

I HEREBY CERTIFY that the foregoing is a true copy of the resolution adopted by the City Council of the City of Novato, Marin County, California, at a meeting thereof, held on the 26th day of June, 2018, by the following vote, to wit:

AYES: Councilmembers Lucan, Athas, Eklund, Drew, Fryday
NOES: Councilmembers
ABSTAIN: Councilmembers
ABSENT: Councilmembers

res5168



Levie Hellen

City Clerk of the City of Novato

Approved as to form:

Rebecca J. Cook

City Attorney of the City of Novato

CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 2018-045

RESOLUTION ADOPTING THE FINAL CITY OF NOVATO OPERATING AND CAPITAL IMPROVEMENT BUDGETS FOR FISCAL YEAR JULY 1, 2018 THROUGH JUNE 30, 2019, 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 2018/19 and Capital Improvement Program for FY 2018/19 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 2018/19 and has held a budget hearing on May 14, 2018 as recommended prior to adoption of the final budgets.

NOW, THEREFORE BE IT RESOLVED that the City Council of the City of Novato finds as follows:

1. That the budget for FY 2018/19 presented by the City Manager in the document "City of Novato Proposed Budget, Fiscal Year 2018/2019," is hereby approved and adopted as amended on the attachment "City of Novato Proposed Budget FY 18/19 Errata", attached hereto as Attachment 2 and incorporated herein by reference.
2. That the total General Fund operating budget is \$37,652,305 and is hereby appropriated for Department expenses as follows:

Central Administration	\$2,337,917
Administrative Services	\$6,176,634
Police	\$15,530,519
Community Development	\$2,819,094
Public Works	\$7,176,179
Parks, Recreation & Community Services	\$3,611,962
Total Operating Budget	\$37,652,305

3. That the transfers to other funds in the amount of \$2,754,011 is hereby appropriated as follows :

Capital Projects (Fund 301)	\$290,080
Police Special Projects (Fund 281)	\$7,000
Facilities Long-Term Maintenance (Fund 323)	\$307,500
Infrastructure Long-Term Maintenance (Fund 324)	\$499,090
Pension Obligation Bonds Debt Service (Fund 503)	\$1,329,341
Equipment Replacement (Fund 605)	\$321,000

4. That \$22,190,420 is hereby appropriated for Capital Improvement Programs for Fiscal Year 2018/19 from the funds and for the amounts listed on pages 240-242 in the FY 2018/19 Proposed Budget document, including continuing appropriations (carry-overs) from FY 2017/18, and the Capital Improvement Program is amended to add the projects identified as set forth in Attachment 1, attached hereto and incorporated herein by reference.

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 page 206 of the Proposed Budget document:

Measure F Sales Tax (Fund 111)	\$7,156,279
Successor Agency Administration (Fund 113)	\$67,384
Emergency Reserve (Fund 116)	\$700,000
Civic Center (Fund 117)	\$28,369
Facilities Long-Term Maintenance (Fund 118)	\$1,188,207
Infrastructure Long-Term Maintenance (Fund 119)	\$778,358
Affordable Housing Programs (Fund 210)	\$169,645
Clean Storm Water (Fund 211)	\$371,872
Underground Utility (Fund 212)	\$274,513
Parking Improvement (Fund 213)	\$20,550



Subdivision Park Trust (Quimby) (Fund 214)	\$624,500
Art in Public Places (Fund 215)	\$21,116
General Plan Surcharge (Fund 216)	\$150,000
Automation Surcharge (Fund 217)	\$105,510
Hamilton Community Facilities District (Fund 218)	\$653,458
Pointe Marin Community Facilities District (Fund 219)	\$225,887
Hamilton Arts Center (Fund 220)	\$878,895
Chapter 27 Assessment (Fund 221)	\$6,920
San Marin Landscape Assessment District (Fund 222)	\$55,938
Wildwood Glen Landscape Assessment Dist. (Fund 224)	\$10,447
Hillside Assessment District (Fund 225)	\$44,896
Downtown Landscape & Lighting District (Fund 226)	\$2,850
San Pablo Assessment District (Fund 227)	\$15,628
Gas Tax (Fund 229)	\$3,079,248
Police Special Projects (Fund 231)	\$80,400
State COPS Grant (Fund 232)	\$240,000
Capital Grants (Fund 234)	\$2,976,671
Marin VRF (Fund 235)	\$456,206
Measure A (Fund 236)	\$2,352,119
Parks Measure A (Fund 237)	\$457,156
Clean Storm Water CIP (Fund 238)	\$82,789
Restricted Revenue (Fund 240)	\$811,600
Development Impact Fees (Fund 241)	\$2,324,078

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Capital Improvement Projects (Fund 301)	\$22,190,420
G.O. Bond Debt Service (Fund 501)	\$1,787,861
Pension Obligation Bonds Debt Service (Fund 502)	\$1,391,387
Equipment/Vehicle Maintenance (Fund 601)	\$872,053
Equipment Replacement (Fund 602)	\$1,882,395
Technology Replacement (Fund 603)	\$231,245
Hamilton Trust (Fund 701)	\$561,500

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

Marin Valley Mobile Country Club (Fund 651)	\$2,491,384
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* * * * *

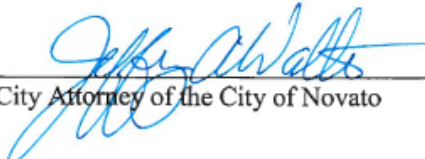
I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the City Council of the City of Novato, Marin County, California, at a meeting hereof, held on the 26th day of June, 2018, by the following vote, to wit:

AYES: Councilmembers Lucan, Athas, Fryday
 NOES: Councilmembers Eklund, Drew
 ABSTAIN: Councilmembers
 ABSENT: Councilmembers



 City Clerk of the City of Novato

Approved as to form:



 City Attorney of the City of Novato

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CITY OF NOVATO PUBLIC FINANCE AUTHORITY

RESOLUTION NO. NPFA 2018-02

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, 2018 THROUGH JUNE 30, 2019 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, 2018 through June 30, 2019; 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, 2018 through June 30, 2019 and all resolutions and conflicts are expressly repealed.

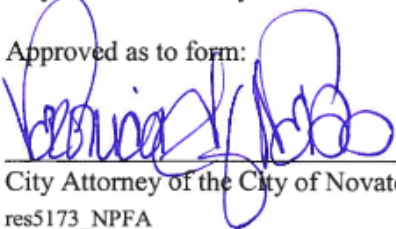
* * * * *

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 26th day of June, 2018, by the following vote, to wit:

- AYES: Boardmembers Lucan, Athas, Fryday
- NOES: Boardmembers Eklund, Drew
- ABSTAIN: Boardmembers
- ABSENT: Boardmembers



City Clerk of the City of Novato

Approved as to form:


City Attorney of the City of Novato
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CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 2018-046

RESOLUTION AUTHORIZING PERSONNEL
ALLOCATION CHANGES AS PART OF THE
FISCAL YEAR 2018/19 CITY BUDGET

WHEREAS, the City Council has engaged in several budget workshops from April 2018 through June 2018 to discuss the proposed FY 2018/19 operating and capital budgets; and

WHEREAS, the City Manager has recommended certain personnel changes within several City Departments; and

WHEREAS, the proposed personnel changes will create organizational efficiencies, address increased service needs, provide subject matter expertise within the organization and create structure for succession planning and development; and

WHEREAS, the Proposed City of Novato 2018/19 Budget has been available to the public since May 25, 2018 and includes the proposed personnel changes.

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 2018/19 Budget			
Beginning Authorized Personnel Total		208.50	
Position Additions/Eliminations/Reclassifications			
Department	Position	FTE	Term / Notes
Community Development	Office Assistant II from 0.50 to 1.0 FTE	0.50	Reclassified
Human Resources Division	Principal Management Analyst to Senior Management Analyst/Risk Management	-	Reclassified
	Management Analyst I to Human Resource Analyst	-	Reclassified
	Office Assistant II to Human Resources Assistant	-	Reclassified
Finance Division	Accounting Supervisor – end of Limited Term (CIP)	(0.83)	Eliminated
Information Technology Division	IT Business Analyst – 2yr extension of Limited Term (Measure F)	-	Extension of Limited Term period (2 yr)
Parks, Recreation, and Community Services	Administrative Technician	(1.00)	Eliminated
	Recreation Coordinator (Grant Funded)	(0.50)	Grant Ended
	Recreation Services Manager to Deputy Director	-	Reclassified
	Office Assistant II to Senior Office Assistant	0.25	Reclassified
	Recreation Coordinator	1.00	New
	Administrative Technician to Management Analyst I	-	Reclassified
	Gymnastics Instructor	0.75	New
Police	School Resource Officer	1.00	New
Public Works	Public Works Inspector	(1.00)	Eliminated
Total Position Additions/Eliminations/Reclassifications		0.17	
Ending Authorized Personnel Total		208.67	

* * * * *

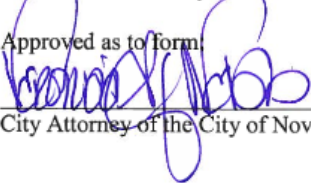


I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the City Council of the City of Novato, Marin County, California, at a meeting hereof, held on the 26th day of June, 2018, by the following vote, to wit:

AYES:	Councilmembers	Athas, Lucan, Fryday
NOES:	Councilmembers	Drew, Eklund
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None



City Clerk of the City of Novato

Approved as to form:


City Attorney of the City of Novato

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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.

STRATEGIC PLAN — July 1, 2015 to June 30, 2018

- 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)

STRATEGIC PLAN — July 1, 2015 to June 30, 2018



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)

STRATEGIC PLAN — *July 1, 2015 to June 30, 2018*

- 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)

STRATEGIC PLAN — July 1, 2015 to June 30, 2018

- 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)

STRATEGIC PLAN — July 1, 2015 to June 30, 2018

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)



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