

CITY OF NOVATO | CALIFORNIA

ADOPTED BUDGET FISCAL YEAR 2019/20

PRESENTED BY ADAM MCGILL | Acting City Manager

ERIC LUCAN | Mayor • DENISE ATHAS | Mayor Pro Tem

PAM DREW • PAT EKLUND 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.



**CITY OF NOVATO
Adopted Budget
Fiscal Year 2019/20**

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October 4, 2019

Honorable Mayor and City Council Members
Novato, California

Subject: FY 2019/20 Final Budget for the City of Novato

Honorable Mayor and Members of the City Council:

I am pleased to present the City of Novato Final Budget for Fiscal Year 2019/20. However, to maintain a historical record this budget and its accompanying documents including the majority of this memo was prepared and implemented by the previous city administration team. 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. The proposed General Fund Operating and Capital Budgets total \$70.7 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 stable economy the City can achieve moderate increases in our major revenue categories such as; Sales Tax, Property Tax and Business License. Overall, the City's FY 2019/20 budget is stable.

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 revenue is projected to provide \$2.7 million this fiscal year to provide 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 Final 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 2019/20 final budget also includes 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 is stable it has also brought an increased demand for services. The increased demand for services coupled with mandatory operational increases will require our organization to begin developing strategies for revenue generation and new fiscal sustainability policies and strategies over the next few years.

The 2019-20 final 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 – For the Police Department focus is to continue services to assist the department’s goals; maintaining staff support for Police Officer recruitment and hiring; continue training to support both existing and newly-hired staff; and continue the crime analysis staffing, the Novato Response Team and two (2) School Resource Officers to support and strengthen our partnership with the Novato Unified School District. The final budget for the City of Novato increases sworn staff by one (1) officer for a total of 61 sworn officers and the reclass of a Records Specialist to a Community Services Officer to enhance and further support community engagement, online presence and community events.

Invest in Maintenance – This budget recommends funding to resurface pavement on City streets, provide public property repairs, maintain underground drainage systems, semi-annual inspections and cleaning of open space inlets, ditches and creeks and continue the partnership with the Downtown Streets Team Volunteer Work Experience program. Capital improvements and renovations are also planned at parks and facilities, including the construction a functional Sonoma Marin Area Rail Transit station at the historic site in downtown Novato, construction of Hill Recreation Area, and new downtown parking spaces with crosswalk enhancements; plus implementation of a computer maintenance management system and renovate irrigation systems to reduce water and incremental installation of hardscape and drought tolerant vegetation throughout the City.

Implement Climate Action Plan – In response to community and Council’s desire to implement the City’s Climate Action Plan, the budget continues funding the 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 energy efficiencies, water conservation and waste reduction targets for City-owned facilities. In addition, the budget continues support for the Green Film Series, other public outreach and education events and develop and implement targeted community action campaigns focused on renewable electricity.

Support Youth and Senior Programs – The final budget continues to support the programs, classes and special events offered through the Parks, Recreation and Community Services Department including the many skill-based learning opportunities, and health and well-being activities, including the popular “FREE” summer concert series held throughout the months of June, July & August.

Foster Economic Development – The budget continues funding business retention and attraction activities for local businesses and funding for a Pilot Tenant Assistance Program, plus FREE Business Development Workshops including:

- Sexual Harassment Training- a mandatory training as required by the State of California
- Maximize your Advertising Dollars -Social Media Advertising Strategies
- Finders Keepers – An employee recruitment and retention workshop

The restructured management and support staffing from prior years will contribute to a stronger and more robust economic development effort.

Invest in Employees – The budget invests in our employees by continuing a focus on enhanced technology to best serve our community; employee safety and wellness training, in addition to

reward and recognition programs. The City recently engaged in the meet and confer process and approved two-year term MOUs for all bargaining units.

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. The development of a strategic plan was a disciplined process and included input from all levels in the organization as well as stakeholders and community residents. After a series of eleven meetings and workshops throughout 2018 and early 2019, all of which were open to the public, the City Council adopted the FY 2018/19 – FY 20/21 on January 15, 2019.

FY 2019/20 OPERATING BUDGET

The Final FY 2019/20 budget as presented is a balanced budget with revenues of \$39,819,551 and appropriations of \$39,824,029. If operational activities remain consistent, as anticipated, staff believes that FY 19/20 will have an estimated \$355,700 year-end fund balance. It is important to highlight that the final budget is balanced without the use of one-time funds nor any proposed new revenue sources.

For FY 2018/19 City departments are on track to spend less than what was budgeted. Position vacancies and salary savings contribute significantly to the overall amount of unspent general fund fund balance. This fact, coupled with some unanticipated one-time funds, staff is projecting a General Fund fund balance in FY 2018/19 of \$500,000, which carries forward as the Beginning Fund Balance for FY 2019/20.

Final Budget FY 2019/20	
Beginning Fund Balance	500,000
Revenues	39,819,551
Transfers In	2,382,045
Total Revenues and Transfers In	42,201,596
Appropriations	39,824,029
Transfers Out	2,846,867
Total Appropriations and Transfers Out (Total Use of Funds)	42,670,896
Savings Factor	(325,000)
Ending Fund Balance	355,700

The final 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.

However, in the course of normal business operations there are annual increases in costs for services and unforeseen mandatory costs that the City must absorb into the budget in order to maintain our existing high level of service. This year's budget process focused on fiscal challenges the City faces over the next several years. The majority being:

- Increase costs associated with CALPERS
- Utility Increases
- Liability Insurance premium
- Animal Services
- Unfunded Accrued Liability
- Impact fee study
- Labor negotiations
- November district City Council elections

Facing these costs increases and future fiscal challenges, the FY 2019/20 budget was developed using a "Zero-based" budget methodology. This method requires that all expenses start at zero and be justified for the new fiscal year. The objective is to develop a budget with zero increases and fund only materials and services necessary for city operational activities. This budget approach develops an avenue to achieve core costs savings and efficiencies throughout the fiscal year.

Furthermore, the strategic focus in the development of the budget was to identify ways in which to relieve the general fund from liabilities, cash flow restrictions and assigned fund balances that restrict its ability to utilize funds for day to day operational activities. The reallocation of appropriations, reclassification of assigned fund balances, consolidation of funds, elimination of inter-fund loans, reduction of transfers out and reclassification of capital improvement expenditures will allow the general fund to operate independently with minimal liabilities and not limit the general fund's ability to provide essential resources for the City's primary operational activities. Some of these investments will result in ongoing decreased liability and maintenance costs.

GENERAL FUND REVENUE & EXPENDITURE TRENDS

REVENUE

General Fund revenues and transfers-in are projected to increase to \$42.2 million this year. With a few exceptions, City revenues are increasing. To highlight a few changes, Taxes are expected to increase by 2.7% or \$876,307; and noteworthy that Measure C revenue, is estimated to contribute at \$2.7 million to the General Fund this year. The other large contributor to City revenues is the increase in property tax and related revenues, an estimated change of \$529,970 or 3.5% from the prior year's budget. Likewise, Service Charges continue to perform well, projected to increase nearly \$235,945, or 7.4%. This increase is led by popular senior programs, active athletic programs and other recreation revenues as well as increase in Plan Checking fees.

Given that approximately 70% of the city's expenditures are personnel costs which are appropriated for the purposes of providing services and programs for the residents of Novato; staff recommendation going forward is that the City should develop new and or enhanced revenue generation strategies during FY 2019/20 and implement strategies to address future revenue constraints.

Budgeted Revenues			
Revenue Type	FY 18/19 Adopted Budget	FY 19/20 Adopted Budget	Change
Taxes	32,564,580	33,440,887	876,307
Licenses & Permits	1,170,315	1,379,000	208,685
Intergovernmental *	255,390	460,094	204,704
Service Charges	3,174,465	3,410,410	235,945
Fines, Forfeits & Penalties	532,200	591,200	59,000
Use of Money & Property	528,260	469,760	(58,500)
Miscellaneous Revenue	44,600	68,200	23,600
REVENUE TOTAL	38,269,810	39,819,551	1,549,741
Transfers In	1,418,675	2,382,045	963,370
TOTAL	39,688,485	42,201,596	2,513,111
% Budget Change			6.3%
* Includes grant-funded positions			

APPROPRIATIONS

Expenditures continue to increase in several key areas: employee compensation, most notably PERS retirement, contributions toward medical premiums, and workers compensation. Utilities and liability insurance costs also continue to rise. These expenditures trends are expended to continue for the foreseeable future.

Budgeted Appropriations			
Departments	FY 18/19 Adopted Budget	FY 19/20 Adopted Budget	Change
Central Administration	2,337,917	2,844,680	506,763
Administrative Services	6,176,634	7,051,033	874,399
Police	15,530,519	16,096,340	565,821
Community Development	2,819,094	2,947,003	127,909
Public Works	7,176,179	7,268,028	91,849

Parks, Recreation & Community Services	3,611,962	3,616,945	4,983
TOTAL APPROPRIATIONS	37,652,305	39,824,029	2,171,724
Transfers Out	2,754,011	2,846,867	92,856
TOTAL Use of Funds	40,406,316	42,670,896	2,264,580
% Budget Change			5.6%

There are a few proposed personnel changes within the FY 2019/20 budget, for which staff has worked diligently to limit any expenditure increases to the General Fund. Overall, staffing levels are reduced by .17 FTE.

Personnel Changes 2019/20 Budget			
	Beginning Authorized Personnel Total		<u>208.67</u>
<u>Positions Eliminated</u>			
Department	Position	FTE	
Central Administration	Hamilton Property Project Manager	(1.00)	Eliminated (LT)
Administrative Services	Accounting Supervisor	(0.17)	Eliminated (LT)
Administrative Services	IT Business Analyst	(1.00)	Eliminated (LT)
Total Position Eliminated			(2.17)
<u>Positions Additions</u>			
Department	Position	FTE	
Administrative Services/Human Resources	Sr. Office Assistant	1.00	New
Police	Officer	1.00	New
Total Position Additions			2.00
	Ending Authorized Personnel Total		<u>208.50</u>

MEASURE F BUDGET

This fiscal year, only a residual amount (\$7,500) of Measure F tax revenue is expected; as the tax ended on March 31, 2016. Measure C was approved by the voters as a replacement of Measure F; however, approved at a 50% reduction in revenue source from Measure F. As the City Council has purposefully been judicious in the expenditure of Measure F funds, the remaining unallocated balance is budgeted to be exhausted during FY 2019/20. The Measure F budget includes funding for these projects, as well as continuing to fund previously approved positions and projects. Remaining funds are planned to complete several significant IT Technology projects and service improvements, emergency preparedness planning, local economic development activities, reduce general fund liabilities and improve 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.

FY 2019/20 CAPITAL IMPROVEMENT PROGRAM BUDGET

Each fiscal year the City's five-year Capital Improvement Program (CIP) is updated based on citywide priorities, needs, capital revenue and community input. Annual updates to the CIP program with a mid-year review of individual project schedule and expenditures to determine if additional funding may be required for ongoing projects. Five-year revenue projections are prepared for fund sources that support capital projects and specific capital needs are matched with revenue capacity to create the first draft CIP proposal. All capital projects are organized in the following categories:

- Municipal Facilities
- Parks, Recreation and Community Facilities
- Transpiration Drainage and Utilities
- Technology and Organizational Investments

The City's FY 2019/20 Capital improvement Program includes 55 individual projects with approximately \$28 million in approved carryover and new appropriated capital funds. Capital Projects funding is supported by several sources: regional, state or federal grants, gas taxes, Measure F, Parks Measure A, building maintenance funds, and development impact fees all combined to fund critical capital projects.

FY 2019/20 Capital Improvement Highlights:

- Finalization of the Environmental Impact Report and commencement of the right-of-way acquisition for Novato Boulevard Improvement – Diablo to Grant
- Pavement resurfacing and restriping of Nave Drive and Bel Marin Keys Boulevard
- Begin construction on the Hill Recreations Area "Central Hub"
- Preparation of a five-year paving program where street segments selected for future pavement rehabilitation projects will be available to the public
- Completion of the Downtown SMART Phase II project
- Environmental documentation and preparation of construction document for the Community Garden at the Lieb Property
- Installation of new downtown parking spaces, crosswalk enhancements, traffic controls and traffic calming measures at 12 separate locations throughout the city
- Completion and adoption of the final Storm Drain Master Plan

ACCOMPLISHMENTS FOR FY 2018/19

The positive feedback we received from the community is in part due to the organization's successful completion of numerous accomplishments across all city departments. In FY 2018/2019, 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 performed street repairs with skin patching and dig outs that support Capital Improvement Program (CIP) street improvements, frontage improvements along Olive

Avenue were completed and a section of Vineyard Road from Wilson Avenue to Sutro Avenue was repaved and closed the sidewalk gap between Eucalyptus Avenue. The City's annual paving project repaired sidewalks to eliminate tripping hazards, along with miles of roadways resurfaced. Vineyard Road Improvements a comprehensive pavement rehabilitation project utilizing Cold-in-Place recycling project is nearing completion on Vineyard road. The project included repaving the roadway surface to enhance vehicular and cycle safety improve accessibility, and repair existing pedestrian infrastructure.

- **Emergency Preparedness** - The City achieved a FEMA Community Rating System of 6 to provide 15-20% discounts to residents on annual flood insurance premium rates. Efforts included cleaning streets and maintaining creeks in preparation for Novato's winter storms. Staff inspected and cleared all creek inlets to prevent flooding in collaboration with the Conservation Corps North Bay. Staff participated in area-wide emergency response exercises and refresher training in Emergency Operations Center activation and PG&E public Safety Power shutoff trainings; Offered Get Ready (emergency preparation) classes to the public.
- **General Plan** – Involving a process that has been ongoing for several years, the City published its draft General Plan 2035 and conducted four months of public outreach at nearly 50 venues and completed the General Plan draft the Environmental Impact Review and adoption documents.
- **Hamilton Properties** – Staff concluded the multi-year process of transferring the “lands-to-parks” restrictions from several City-owned properties in Hamilton to an alternative piece of open space property, also owned by the City. This accomplishment 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.
- **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
 - 14,500 program registrations were processed. The Hamilton Field History Museum and Novato History Museum continue to serve more than 3,200 visitors per calendar year
 - The Fall 2018 Trash to Treasures Flea Market sold out with 45 booths, a 50% increase.
 - A new all-time high of 600 people attended the two-day 2018 Holiday Crafts Faire in December. • Participation in Spring 2019 adult classes increased and were at capacity in some cases.

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 staff's hard work and dedication. The operating and capital budgets are truly the results of a large team of individuals working together.

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 services levels that resident's value; now is the time for staff to begin developing proposals and recommendation 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.

Despite the risks and uncertainties, 2019/20 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,



Adam McGill
Acting 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 2019 is 262,879, which is an increase of .0% from the 2018 population of 262,803. Novato, which covers 28 square miles, has a population of 54,115 as of January 2019, a slight decrease of -.01% from the previous year's population of 54,161, according to the State of California Finance Department. Total number of households in Novato is 21,840. Novato's population by ethnic group is 67% White, 18.8% Hispanic, 6.6% Asian, 2.2% Black, 4.4% Mixed, and 1% all other; the median age is 45 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, serving four-year terms. The City of Novato recently changed the method that City Councilmembers are elected with the adoption of Ordinance 1650. Previously, all five Councilmembers were elected at-large. Under the new district-based election system, all five Councilmembers will be elected by district. The mayor is selected for a one-year term from among the members of the City Council. The City operates under a council-manager form of government. The City Council appoints the City Manager and City Attorney.

The City of Novato has 208.5 authorized full-time equivalent employees and delivers municipal services through six departments:

- Central Administration (City Manager, City Clerk, City Attorney, Economic Development, Environmental Sustainability)
- Administrative Services (Finance, Human Resources, Information Technology, Citywide Programs)
- Police (Administration, Operations, Services)
- Community Development (Planning, Building, Code Enforcement)
- Public Works (Engineering and Maintenance)
- Parks, Recreation and Community Services (Sports leagues, Facility rentals, Youth classes, Senior programs)

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 August 2019, Marin County maintains a strong labor market with the labor force at 141,900 and had an unemployment rate of 2.4 percent, down from a revised 2.5 percent in July 2019, and below the year-ago estimate of 2.5 percent. This compares with an unadjusted unemployment rate of 4.2 percent for California and 3.8 percent for the nation during the same period. A total of 28,200 individuals are employed in Novato with the majority employed in Health Care and Social Assistance, Retail Trade, Professional, Scientific and Technical Services.

Education

The Novato Unified School District (NUSD) is responsible for the education of 7,600 students. There are eight elementary schools, three middle schools, two comprehensive high schools and five alternative education programs. Class Size Reduction has been implemented in Grades K-3 at all elementary schools at 22:1.

The College of Marin serves approximately 13,000 students each year at its two campuses: one in Kentfield and Indian Valley in Novato. The college offers more than 60 academic programs leading to over 30 Associate Degrees and over 15 Certificates 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 a global biotechnology company, and the city's largest employer with 1,005 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 and offers



51 stores and 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.



There are 4,508 active businesses registered for business licenses with the City of Novato. The larger businesses, with more than 200 employees are listed below.

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

Compay	Type of Industry	Number of Employees
Biomarin Pharmaceuticals	Pharmaceuticals	1005
Novato Unified School District	School District	803
2K /Visual concepts entertainment	Video game developer	660
Bradley Electric	Electrical contractors	342
Costco Wholesale	Bulk food , merchandise outlet	316
Novato Community Hospital	Hospital	304
City of Novato	City Government	290
Ultragenix	Pharmaceuticals	275
Safeway Stores	Grocery	250
Novato Healthcare Center	Convalescent	233

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 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 and sports fields, including five major city parks: Miwok, Pioneer, Hamilton Amphitheater, South Hamilton and Hoog. 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, Sundays on Sherman, and the Downtown Farmers' Market held each Tuesday throughout the summer.



4th of July Parade

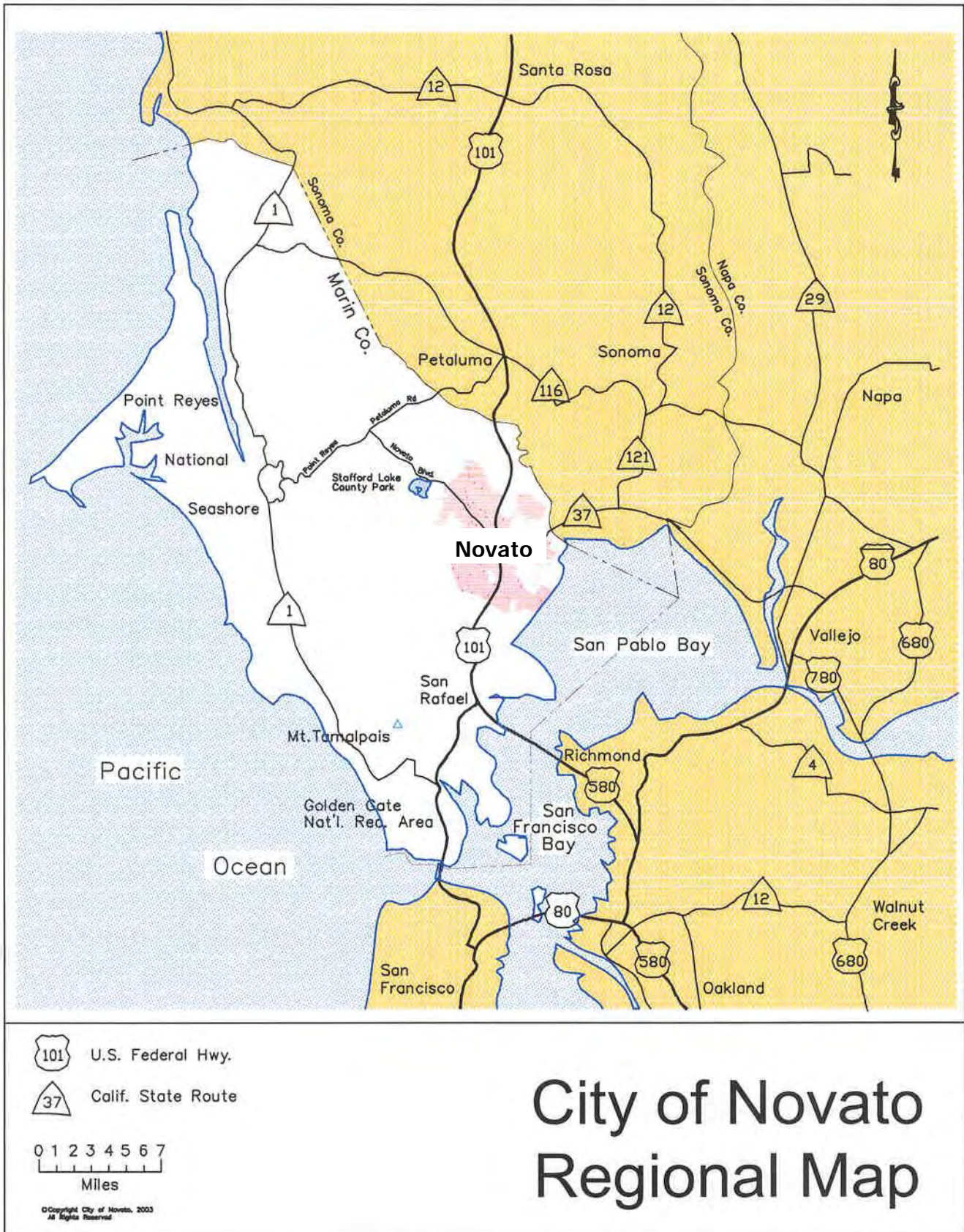


Art, Wine & Music Festival



Clean & Green Day





City of Novato Regional Map

Novato at a Glance



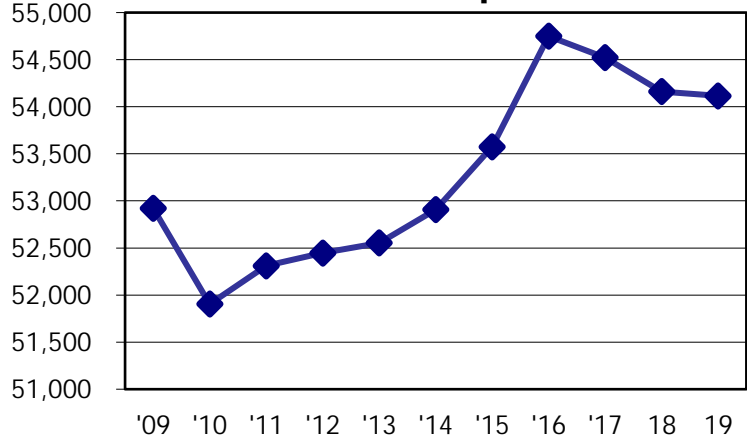
General Information

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

Population

Population 54,115
 Median Age 45 years
 Population per square mile 1,891.5
 Population age:
 0 to 17 years 20.5%
 18 to 54 years 44.4%
 55 to 64 years 16.4%
 65 years and older 18.8%

Novato Population



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

Population by Ethnic Group

White 67.0%
 Hispanic 18.8%
 Asian 6.6%
 Mixed 4.4%
 Black 2.2%
 Other 1.0%

Types of Homes

Single Family 58.8%
 Townhomes 15.5%
 Small Apartment Building 6.0%
 Apartment Complexes 17.5%
 Mobile Homes 2.2%

Labor Market

Total Employment 28,200
 Unemployment Rate 2.4%

Homeownership

Owner Occupied households 66.6%
 Renter Occupied Households 33.4%
 Vacant Occupied Households 39.0%

Largest Employers

Biomarin Pharmaceuticals 1005
 Novato Unified School District 803
 2K /Visual concepts entertainment 660
 Bradley Electric 342
 Costco Wholesale 316
 Novato Community Hospital 304

Educational Attainment (Age 25 and older)

Bachelor's degree or higher 44.8%
 Some college/Associate degree 32.5%
 High school graduate 15.9%
 Less than High School 6.8%

Housing

Housing Units 21,840
 Persons Per Household 2.51
 Vacancy Rate (Marin) 2.8%
 Median Household Income \$89,812
 Average Household Income \$125,877
 Median Home Value \$857,400
 Average Home Price \$825,000

Schools

Elementary Schools 8
 Middle Schools 3
 High Schools 2
 Alternative Education 5
 Projected Enrollment 7,600

Sources:

<https://datausa.io/profile/geo/novato-ca/>
 California Department of Finance
 California Employment Development Department
 Marin County Assessor's Office
 Novato Unified School District
 Cushman & Wakefield (Market Beat)
 U.S. Census Bureau (2013-2017)
 coldwellbanker.com

The Budget Process

Development of the City's annual budget is a labor intensive six (6) month process beginning in December of the prior calendar year and ending in June of the next year. The city's budget is developed with significant staff analysis, research, and statistical projections of all city revenues and expenditures. The budget is initiated and facilitated through a series of internal meetings with city departments, public outreach and input, updates and presentations to the City Council and the public hearing. The schedule that follow outlines the major elements in the budget development process.

December

- Mid-year financial report and presentation of current year budget projections

January

- Base budgets and payroll budgeting for next fiscal year
- Implemented citywide "Zero-Based Budgeting" Methodology

March

- 5- year updated Five-Year General Fund forecast through FY 2023/24
- Held Community Budget Workshop to provide an overview of the City's budget

April

- FY 2019/20 Operating Budget presentation
- FY 2019/20 Capital Improvement Projects Budget presentation
- FY 2019/20 Operating Budget presentation to Novato Citizens Finance/Advisory Oversight Committee
- FY 2019/20 Capital Improvement Projects Budget presentation to Novato Citizen Finance/Advisory Oversight Committee

May

- Proposed City Budget document available to the public
- City Council budget workshop and preliminary budget direction given to staff
- Discussion on Operating Budget and Measure F funding with Novato Citizens Finance/Advisory Oversight Committee

June

- City Council budget hearing held to receive public testimony
- Adoption of the City Budget and updated revisions report

July

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

August-September

- Final budget document prepared

October-November

- Monitor and evaluate budget

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.

CIP Budget Development Process

Each fiscal year the City's five-year Capital Improvement Program (CIP) is updated based on citywide priorities and needs, capital revenue projections, and community input. The annual CIP update process begins in January as part of the mid-year review and preparation for the upcoming annual budget. Individual project schedules and expenditures are reviewed to determine if additional funding may be required for ongoing projects. Five-year revenue projections are prepared for fund sources that support capital projects and specific capital needs are matched with revenue capacity to create the first draft CIP budget proposal.

Updates to the CIP typically include the removal of completed projects, new or modified funding for ongoing projects that will continue into the next fiscal year, and proposed new projects that may be planned, designed, and/or implemented during the next five years. CIP projects are organized by the following categories:

- Municipal Facilities
- Parks, Recreation and Community Facilities
- Transportation, Drainage and Utilities
- Technology and Organizational Investments

The CIP is developed utilizing the community input, recommendations for committees/commissions, guidance from the City Council and from the following planning documents and sources:

- The City's General Plan and Strategic Plan;
- Citywide pavement condition reports;
- The Bicycle & Pedestrian Master Plan;
- The Americans with Disabilities Act Transition Plan;
- Traffic engineering investigations & recommendations;
- Public input and requests;
- The Community-Based Transportation Plan;
- Parks and municipal buildings Facility Condition Assessment Reports (FCARs);
- Recommendations by committees:
 - Street Improvement Oversight Advisory Committee (SIOAC);
 - Recreation, Cultural & Community Services Advisory Commission (RCCSAC);
 - Novato Streetscape Committee;
 - Bicycle/Pedestrian Advisory Committee (B/PAC).

New Funding Sources

The results of the November 2018 election secured almost \$1,300,000 in new annual transportation infrastructure funding for the city with the approval of Marin County Measure AA (the extension of the TAM Measure A ½-cent transportation sales tax) and the rejection of Proposition 6 (which would've repealed the gas taxes and vehicle registration fees imposed by Senate Bill 1 in 2017.)

With this significant increase in transportation infrastructure funding, staff recommended the City Council approved reducing CIP reliance on the city's general fund by decreasing "Infrastructure Long-Term Maintenance" expenditures in the foreseeable future. This proposed change supports the fiscal sustainability of the city and does so without jeopardizing capital project funding levels. The general fund will continue to support to the "Facilities Long-Term Maintenance" fund at a level the general fund can maintain annually to support the maintenance needs of the city's municipal buildings and parks.

2019/20 Capital Improvement Highlights

Key capital projects and significant milestones for the 2019/20 Fiscal Year include:

- Finalization of the Environmental Impact Report and commencement of the right-of-way acquisition process for CIP 01-004, "Novato Boulevard Improvements – Diablo to Grant;"
- Pavement resurfacing and restriping of Nave Drive and Bel Marin Keys Boulevard as a part of CIP 18-001, "Measure A (Group 10);"
- Begin construction on the Hill Recreation Area "Central Hub" project, CIP 01-005;
- Preparation of a five-year paving program where street segments selected for future pavement rehabilitation projects will be made available to the public on the city's website;
- Completion of the Downtown SMART Phase 2 project in late 2019 and anticipated revenue service in early 2020 following safety testing of the system;
- Environmental documentation and preparation of construction documents for CIP 19-010, the Community Garden at the Lieb Property;
- Installation of new downtown parking spaces, crosswalk enhancements, traffic controls, and traffic calming measures at 12 separate locations throughout the city; and
- Completion and adoption of the final Storm Drain Master Plan, CIP 98-008.

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. Future budgets 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, as funds are available or as fiscally sustainable by the General Fund.
- 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.

The City's governmental activities long-term debt issued and outstanding is comprised of the following:

Type of Indebtedness	Amount	Outstanding as of:
General Obligation Bonds: Series 2007 (Measure B) Series 2013 Refunding Note	\$2,485,000 \$4,612,123	August 1, 2019 August 1, 2019
Pension Obligation Bonds	\$15,091,066	June 30, 2019
Clean Renewal Energy Bonds (CREBs)	\$399,847	June 30, 2019



Capital Leases	\$34,688	June 30, 2019
Marin Emergency Radio Authority (MERA)	\$515,578	June 30, 2019
Compensated Absences	\$1,437,127	June 30, 2018 (available after 2018/19 audit)

Measure B General Obligation 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.

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, 2035. The bonds are obligations of the city and are payable from legally available funds.

Clean Renewable Energy Bonds

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.

Capital Leases

The city has entered into various capital lease agreements with Dell Financial and Xerox Corporation to replace outdated copiers with multifunction copiers/printers/scanners. The leases bear interest rate ranging from 2.10-4.81%, the leases are for four- and five-year terms, ending in 2020 and 2011.

Marin Emergency Radio Authority (MERA)

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), utilized by police and public works staff. Annual bond payments are approximately \$247,000. This debt will be 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.

Compensated Absences

At June 30, 2018, accrued compensated absences totaled \$1,437,127 and are recorded in the general long-term debt account group.

Business-Type Activities

Type of Indebtedness	Maturity	Interest Rate	Authorized and Issued	Outstanding as of June 30, 2019
Bank of Marin Senior Revenue Bonds	2028	2.8050%	\$7,900,000	\$4,902,470

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. All the gross revenues with respect to the Park are pledged to secure the loan repayments. Principal and interest payments are due monthly in the amount of \$54,264, with the loan maturing in December 2027.

Hamilton Tax Allocation Bonds

Type of Indebtedness	Maturity	Refinancing Savings	Authorized and Issued	Outstanding as of October 10, 2019*
Successor Agency to the Dissolved Redevelopment Agency of the City of Novato Tax Allocation Bonds	September 1, 2040	\$1,711,897	\$34,835,000	\$34,835,000 (Settlement date of 2019 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 for obligations incurred by the agency under an owner participation agreement. An additional \$17 million of Hamilton Tax Allocation Bonds were issued on March 24, 2011. The bonds were payable from and secured by tax increment revenues allocated to the agency from the project area. 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.

On September 12, 2019, the Successor Agency to the Dissolved Redevelopment Agency of the City of Novato sold \$34,835,000 of Tax Allocation Refunding Bonds to refinance prior obligations. The proceeds from the sale refunded three series of bonds (Series 2005, Series 2005A, and Series 2011) and paid off a loan from the California Infrastructure and Economic Development Bank. The refinancing generated total cash flow savings of \$1,711,897 for City of Novato through the final maturity in September 1, 2040. The refinancing is supported solely from tax increment distributed



by the County from the Redevelopment Property Tax Trust Fund but the cash flow savings will be realized by the City in the form of increased residual tax increment receipts.

Other Long-Term Debt Outstanding

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.

In-Substance Defeased Debt Outstanding

There was no aggregate in-substance defeased debt outstanding at June 30, 2018.

Interfund Loans and Internal Financing Loans

Interfund loans at June 30, 2019 are summarized below:

Interfund Loans		Outstanding at June 30, 2019
Loan From	Loan To	
Equipment Replacement	General Fund	\$154,318*
RDA Successor Agency	Housing Successor Agency	\$22,278,234
Hamilton Trust Fund	Novato Public Financing	\$2,044,508

*Unaudited

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 plus any accrued interest paid annually, accruing at the annual average rate of return on the City's investment portfolio. Any unused project monies will revert directly to the Equipment Replacement Fund at project completion. The balance of the loan outstanding at June 30, 2018 is \$224,318, with a \$70,000 payment in 2019, the unaudited balance will be \$154,318.

In 2017, the Hamilton Trust Fund loaned the Novato Public Financing Authority \$2,123,660 for the partial financing of the City's SMART rail station. The loan bears interest at a rate of 3.65%. Principal and interest payments are due each September 1 and March 1 through March 2037. The city will repay the debt at a rate of \$155,950, 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, 2019 is 2,044,508.

Interfund loans repaid

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 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. The City funds included in this process: General Fund, Subdivision Trust, Insurance Reserve, Emergency Reserve, Development Impact Fees, Community Facilities, NPFA and Equipment Replacement were paid in full as a result of the City Council approved settlement agreement with the State Department of Finance in 2018 and have been removed from the Interfund loan table. There are no further loan reimbursement requests at this time.

In 2017, the Emergency and Disaster Reserve Fund of the General Fund loaned the Parks Measure A fund \$620,000 to help fund the purchase of the Lieb property. The loan was to be repaid over 5 years at \$155,000 per year plus interest at the annual average rate of return on the City's investment portfolio. Having a direct relationship to improving, preserving and maintaining City-owned property the City Council adopted the FY 2019/20 final budget resolution that included the transfer of \$465,000 from the City Owned Property Fund to repay the loan to the Emergency Reserve fund on behalf of the Parks Measure A Fund.

Other Post Employment Benefit (OPEB)

The following table presents the City's net pension liability and proportionate share of the net pension liability for the CalPERS Safety pension plan, 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. This report was prepared by Bartel Associates, for the City of Novato CalPERS Safety pension Plan.

**Sensitivity of Proportionate Share of Net Pension Liability (Asset)
to Changes in the Discount Rate**

	Discount Rate		
	6.15% (1% Decrease)	7.15% (Current Rate)	8.15% (1% Increase)
■ Measurement Date	6/30/2018		
■ Fiscal Year End	6/30/2019		
■ Net Pension Liability	\$ 39,425,797	\$ 25,441,586	\$ 13,984,029

Calculations are based on information provided in actuarial valuation reports prepared by CalPERS and on the "Schedules of Employer Allocations for Components of Net Pension Liability and Schedule of Collective Pension Amounts", prepared by Cal PERS and Audited by KPMG.

The following table presents the City's net pension liability and proportionate share of the net pension liability for the CalPERS Miscellaneous plan, 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. This report was prepared by CalPERS Actuarial Office, for the City of Novato CalPERS Miscellaneous Plan.

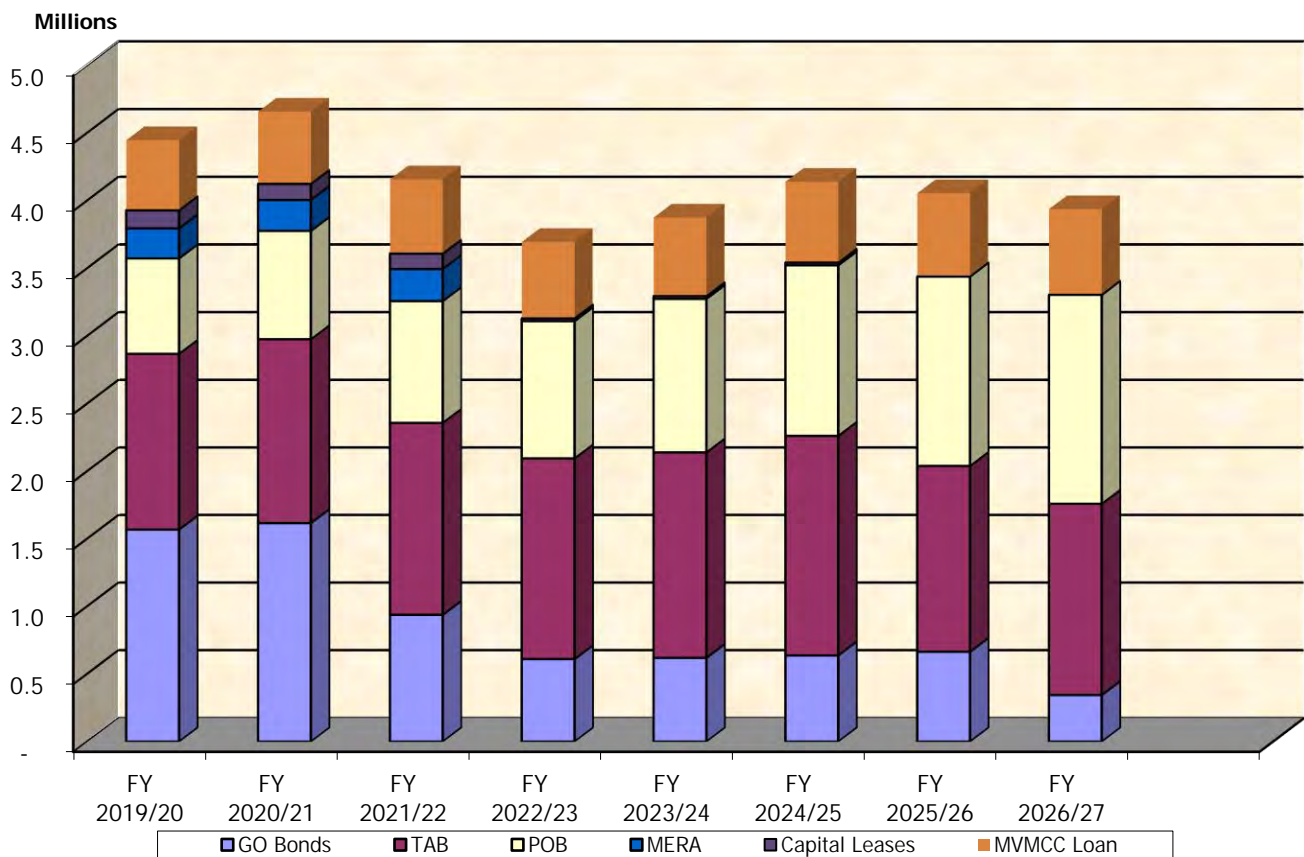
Sensitivity of the Net Pension Liability to Changes in the Discount Rate

	Discount Rate -1% 6.15%	Current Discount Rate 7.15%	Discount Rate + 1% 8.15%
Plan's Net Pension Liability/(Asset)	\$34,350,681	\$22,066,626	\$11,811,564

Annual Debt Service

The following chart illustrates the annual debt service obligations through 2026/27.

**Annual Debt Service Obligation
FY 2019/20 - 2026/27**



Special Assessment Debt

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, 2019
Golden Gate Plaza, Assessment District No. 93-1	\$200,000
Vintage Oaks Public Improvements, Community Facilities District No. 1	\$10,426,853
Hamilton Field, Community Facilities District No. 1994-1	\$8,288,162
Pointe Marin, Community Facilities District No. 2002-1	\$7,705,000
Pacheco Valle Community Facilities District	\$277,785

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 not 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:

The city acts as an agent for the property owners by collecting the assessments and forwarding the collections to the trustee for the Assessment District No. 1993-1 (Golden Gate Plaza). At June 30, 2019, the outstanding principal of this assessment district bond issue was \$200,000.

The city acts as an agent for the property owners by collecting the assessments and forwarding the collections to the trustee for the Vintage Oaks, Community Facilities District special tax bond refinancing loan. At June 30, 2019, the outstanding principal of this special tax bond refinancing loan was \$10,426,853.

The city acts as an agent for the property owners by collecting the assessments and forwarding the collections to the trustee for the Hamilton Field, Community Facilities District 2014 loan refinancing. At June 30, 2019, the outstanding principal of this loan refinancing was \$8,288,162.

The city acts as an agent for the property owners by collecting the assessments and forwarding the collections to the trustee for the Pointe Marin, Community Facilities District special tax bonds. The original bond was refunded in August 2007. At June 30, 2019, the outstanding principal of this special tax refunding bond issue was \$7,705,000.



Debt Limit

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

**Computation of Debt Limit Margin
Fiscal Years 2015/16 through 2018/19**

	2015/16	2016/17	2017/18	2018/19
Total Assessed Valuation	9,620,829,608	10,131,788,560	10,659,674,037	11,231,812,753
Debt Limitation (15% of Assessed Valuation)	1,443,124,441	1,519,768,284	1,589,951,106	1,684,771,913
Less GO Bonds Outstanding	11,819,330	10,373,907	8,874,967	7,097,123
Legal Debt Margin	1,431,305,111	1,509,394,377	1,581,076,139	1,677,674,790



"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 "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.

For FY 2019/20 the city's appropriation limit is \$109,092,561 and the city's tax proceeds estimated to be \$33,440,887. The city's available capacity as a percent of appropriation is 66.72%, which means the city is at 33.28% of its limit and therefore will not exceed the appropriation limit in the near future.

Appropriations Limit Worksheet

FY 2019-20

Calculation of Factor

Per Capita Change (Inflation)	3.85%
County Population Change	-0.01%
Per Capita converted to a ratio	1.0385
Population converted to a ratio	0.9999

Adjustment Factor	1.038396
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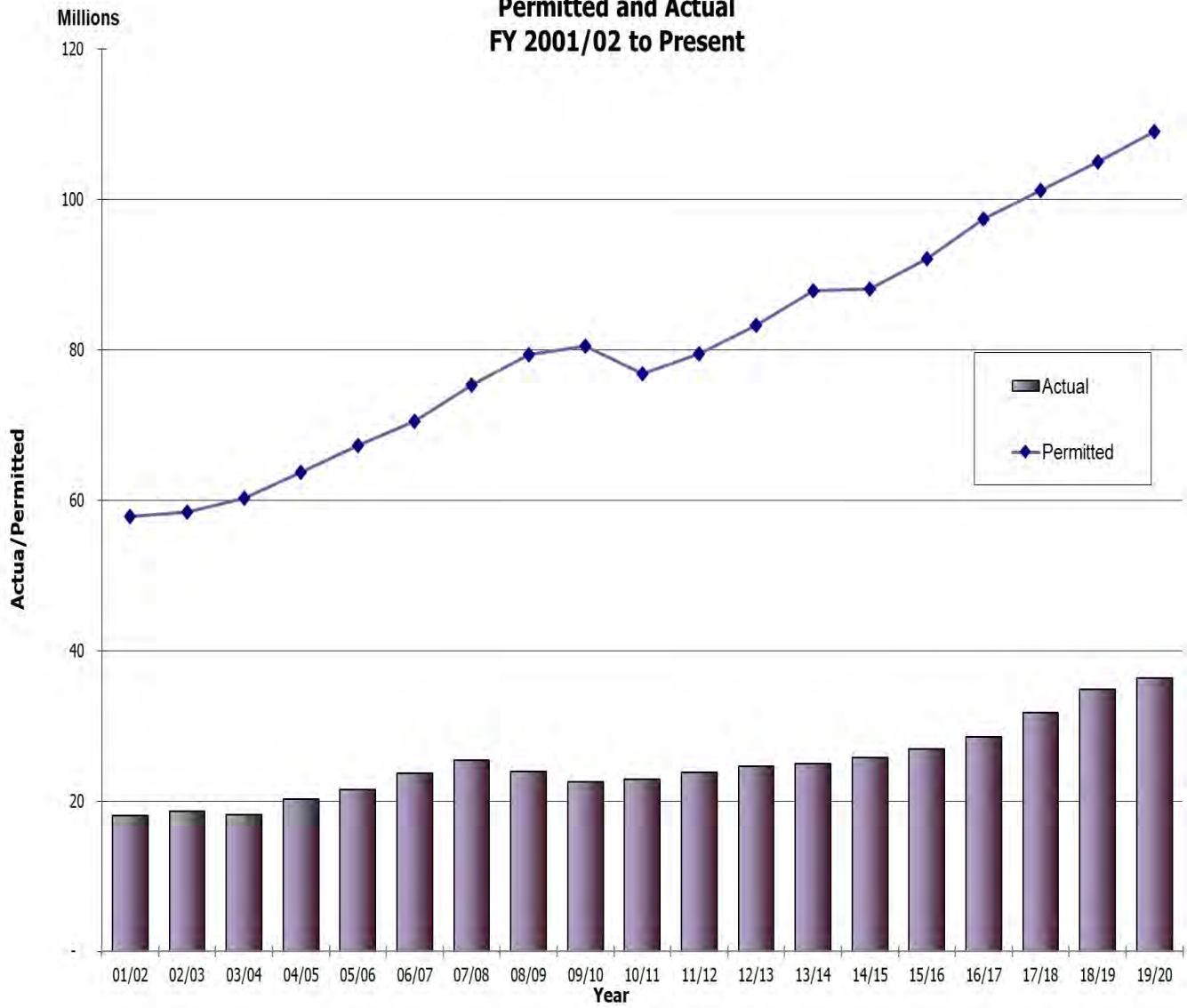
Fiscal Year 2018-19 Appropriations Limit	\$105,058,71
Adjustment Factor - Inflation factor x Population fact	<u>1.038396</u>
Fiscal Year 2019-20 Appropriations Limit	\$109,092,561

Revenues Subject to the Appropriation Limit

Taxes	33,440,887
Inter-governmental Revenue	2,866,710
Total	<u>36,307,597</u>

Fiscal Year 2019-20 Appropriations Limit	109,092,561
Remaining appropriation capacity	72,784,964
Available capacity as percent of appropriation	66.72%

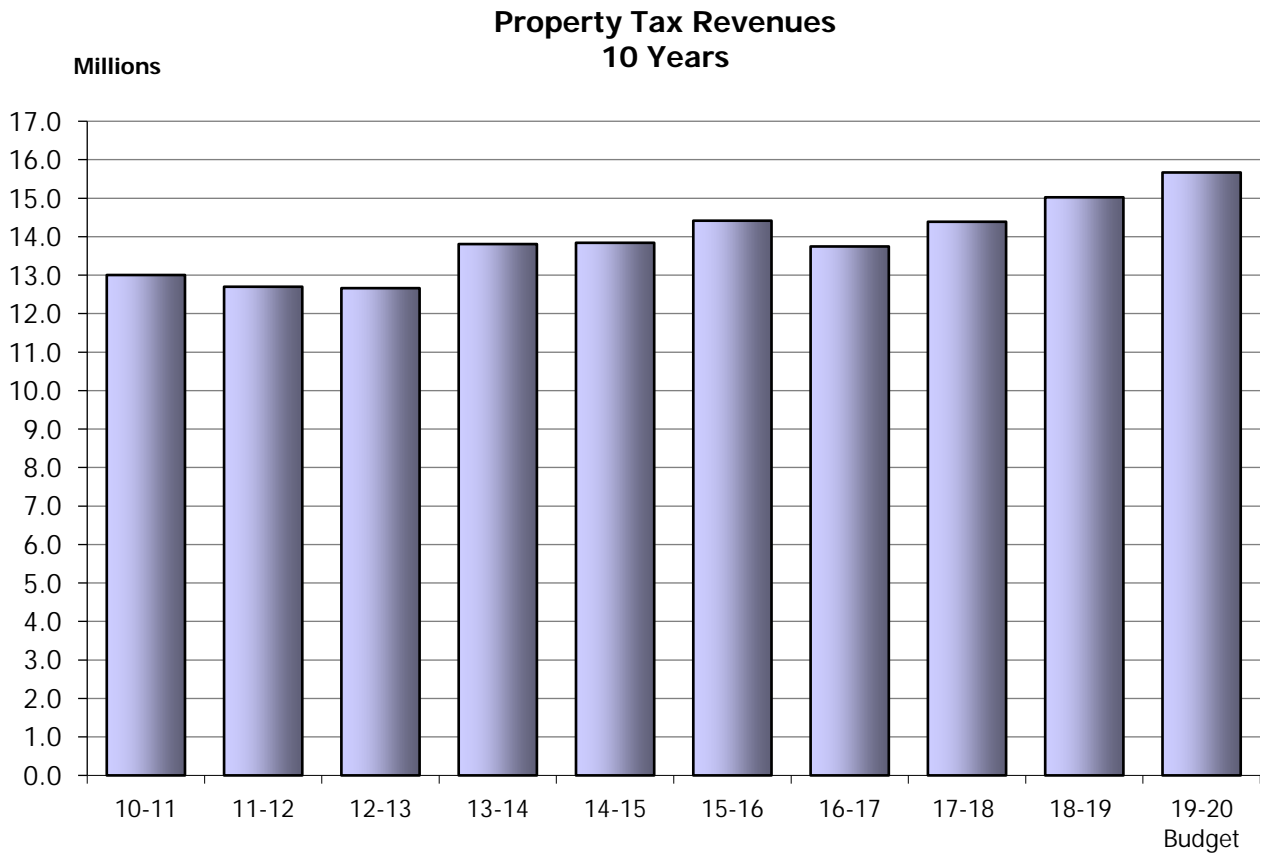
**Gann Appropriations Limit
Permitted and Actual
FY 2001/02 to Present**



General Fund Revenue

Property Taxes

Description: Property tax is imposed on real property (land and permanent improvements) and tangible personal property (furniture, fixtures and equipment). The general tax levy rate is 1% of assessed value, adjusted by an annual inflation factor not to exceed 2%. Property in the State of California is generally reassessed only upon change of ownership. Property in Novato is assessed by the Assessor for the County of Marin, except for certain public utility property, which is assessed by the State Board of Equalization. Cities and other local agencies, such as schools, special districts, and the County of Marin share in the countywide property tax pool for purchases made within the county, but not within a specific jurisdiction.



Overview: Approximately 19.3% or \$7.7 million of the city’s General Fund revenue is derived from local property tax. 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 2019/20, property tax revenue relating to replaced VLF is projected to be \$5.2 million. The city also receives excess ERAF (Education Revenue Augmentation Fund) from the county based on property taxes shifted from the city to the state. Based on increases in the ERAF shift for FY 2005/06, the city's excess ERAF refund has more than doubled.

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

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

Outlook: With continued strength in the local housing market, and the increase in assessed valuation recently received from the county, property tax revenue is projected to increase approximately 3.5% in FY 2019/20. This increase is estimated to increase at approximately 3.5 to 4% annually over the next few years.

Tax Distribution Percentages - City of Novato

District (Based on Tax Rate Area 10-017) Representative Sample	Factor After Tax Shifts
Novato Unified School District	31.0%
County General Fund	16.0%
Educational Revenue Augmentation Fund (State of California)	14.8%
Novato Fire Protection District	14.5%
City of Novato	7.0%
Marin Community College District	6.6%
Other Agencies	10.1%
Total	100%

Factors above do not include excess ERAF amount that fluctuates every year and is not a guaranteed source of revenue.

Source: Marin County Department of Finance



Assessed Valuation

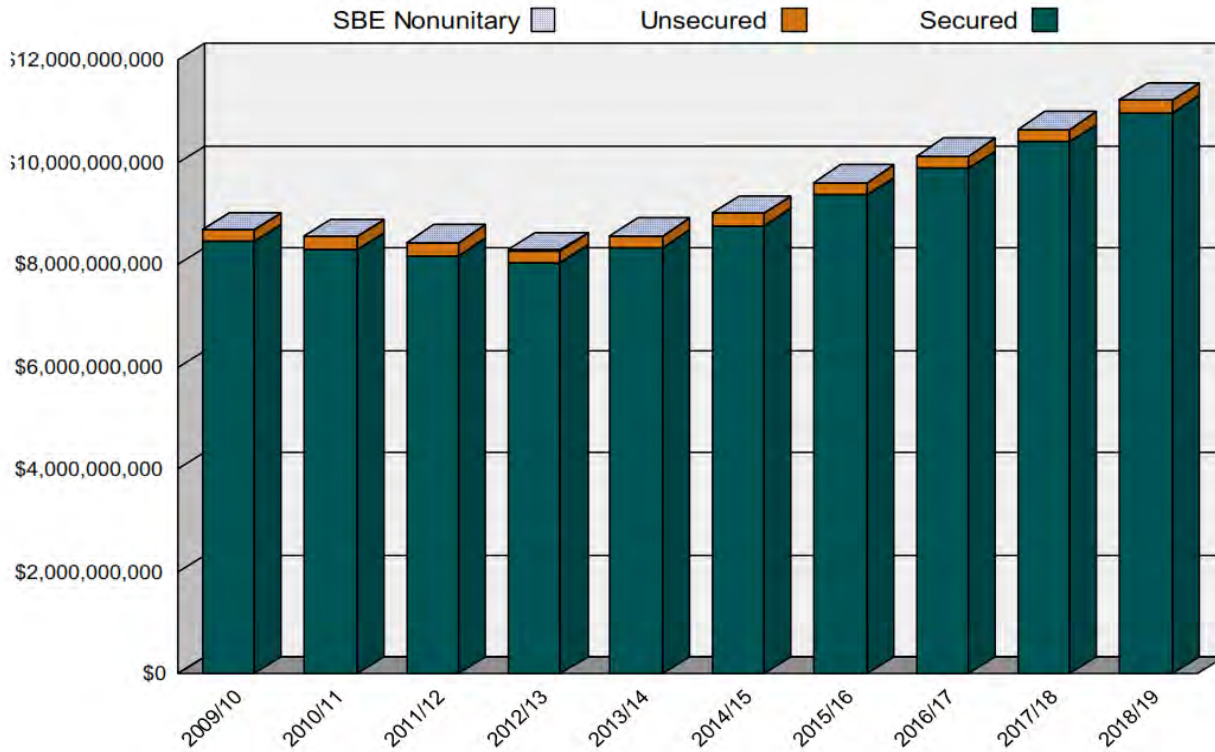
The County Assessor of Marin County assesses all real and personal property in the City of Novato for tax purposes except public utility property, which is assessed by the State Board of Equalization. California law exempts \$7,000 of the assessed valuation of an owner-occupied dwelling. Effective with 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 table and chart below (prepared by Marin County Assessor's Office) present the city's net taxable valuation from FY 2009/10 to FY 2018/19 in addition to showing the changes in the city's real property assessed valuation over the same time period.



THE CITY OF NOVATO NET TAXABLE ASSESSED VALUE HISTORY

2009/10 - 2018/19 Taxable Property Values

Lien Year	Secured	Unsecured	SBE Nonunitary	Net Total AV	% Change
2009/10	\$8,458,455,500	\$231,739,612	\$925,353	8,691,120,465	
2010/11	\$8,297,943,728	\$253,463,267	\$925,353	8,552,332,348	-1.60%
2011/12	\$8,191,641,940	\$249,601,902	\$1,420,159	8,442,664,001	-1.28%
2012/13	\$8,052,899,556	\$236,012,641	\$799,300	8,289,711,497	-1.81%
2013/14	\$8,347,479,192	\$222,877,519	\$799,300	8,571,156,011	3.40%
2014/15	\$8,775,764,325	\$238,641,627	\$799,300	9,015,205,252	5.18%
2015/16	\$9,367,806,940	\$252,223,368	\$799,300	9,620,829,608	6.72%
2016/17	\$9,886,803,331	\$244,185,929	\$799,300	10,131,788,560	5.31%
2017/18	\$10,409,307,665	\$249,567,072	\$799,300	10,659,674,037	5.21%
2018/19	\$10,978,715,679	\$251,497,924	\$1,599,150	11,231,812,753	5.37%



Data Source: Marin County Assessor 0/ - 2018/19 Combined Tax Rolls

Prepared On 8/26/2019 By MV

This report is not to be used in support of debt issuance or continuing disclosure statements without the written consent of HdL, Coren & Cone



THE CITY OF NOVATO 2018/19 ROLL SUMMARY

Taxable Property Values

	Secured	Nonunitary Utilities	Unsecured
Parcels	17,918	2	2,161
TRAs	18	2	16
Values			
Land	4,846,514,196	1,599,150	4,608,526
Improvements	6,389,587,473	0	75,085,659
Personal Property	110,298,671	0	116,906,700
Fixtures	117,183,226	0	68,984,545
Aircraft	0	0	0
Total Value	\$11,463,583,566	\$1,599,150	\$265,585,430
Exemptions			
Real Estate	457,528,323	0	10,478,851
Personal Property	18,085,996	0	2,711,179
Fixtures	9,253,568	0	897,476
Aircraft	0	0	0
Homeowners*	73,885,000	0	0
Total Exemptions*	\$484,867,887	\$0	\$14,087,506
Total Net Value	\$10,978,715,679	\$1,599,150	\$251,497,924

Combined Values	Total
Total Values	\$11,730,768,146
Total Exemptions	\$498,955,393
Net Total Values	\$11,231,812,753

* Note: Homeowner Exemptions are not included in Total Exemptions

Data Source: Marin County Assessor 2018/19 Combined Tax Rolls
 This report is not to be used in support of debt issuance or continuing disclosure statements without the written consent of HdL, Coren & Cone

THE CITY OF NOVATO
ASSESSED VALUE OF TAXABLE PROPERTY
 2009/10 - 2018/19 Taxable Property Values

Category	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Residential	6,674,078,454	6,561,771,444	6,593,303,394	6,447,644,682	6,739,467,650	7,148,968,258	7,657,987,962	8,117,965,453	8,549,723,792	8,962,342,796
Commercial	1,400,313,093	1,354,453,126	1,214,987,587	1,215,504,308	1,225,832,582	1,237,684,443	1,277,328,747	1,290,822,448	1,320,886,751	1,384,907,358
Industrial	278,297,838	279,488,171	279,845,144	284,916,160	285,633,440	291,634,608	327,257,110	364,834,620	420,191,570	511,922,020
Institutional	19,419,476	22,105,454	25,607,231	26,284,411	25,721,200	28,081,769	36,301,262	49,409,758	60,163,790	57,922,072
Irrigated	304,376	311,302	312,505	326,918	322,946	649,484	661,699	667,425	684,836	159,905
Miscellaneous	0	0	0	0	0	0	0	0	0	0
Vacant	86,042,263	79,814,231	77,586,079	78,223,077	70,501,374	68,745,763	68,270,160	63,103,627	57,656,926	61,461,528
SBE Nonunitary	925,353	925,353	1,420,159	799,300	799,300	799,300	799,300	799,300	799,300	1,599,150
Unsecured	231,739,612	253,463,267	249,601,902	236,012,641	222,877,519	238,641,627	252,223,368	244,185,929	249,567,072	251,497,924
Exempt	[0]	[0]	[0]	[0]	[0]	[0]	[0]	[0]	[0]	[0]
TOTALS	8,691,120,465	8,552,332,348	8,442,664,001	8,289,711,497	8,571,156,011	9,015,205,252	9,620,829,608	10,131,788,560	10,659,674,037	11,231,812,753
Total Direct Rate	0.14822	0.14776	0.15016	0.14798	0.07678	0.07671	0.07619	0.07596	0.07569	0.07505

Data Source: Marin County Assessor 2009/10 - 2018/19 Combined Tax Rolls
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Sales Tax

Description: Sales and Use Tax is imposed on most retail transactions. The sales tax rate in Novato is 8.5% with a breakdown of this rate is provided below:

The Novato sales tax rate is **8.50%**

Taxing Jurisdiction	Rate
California state sales tax	6.00%
Marin County sales tax	0.25%
Novato tax	0.25%
Special tax	2.00%
Combined Sales Tax:	8.50%

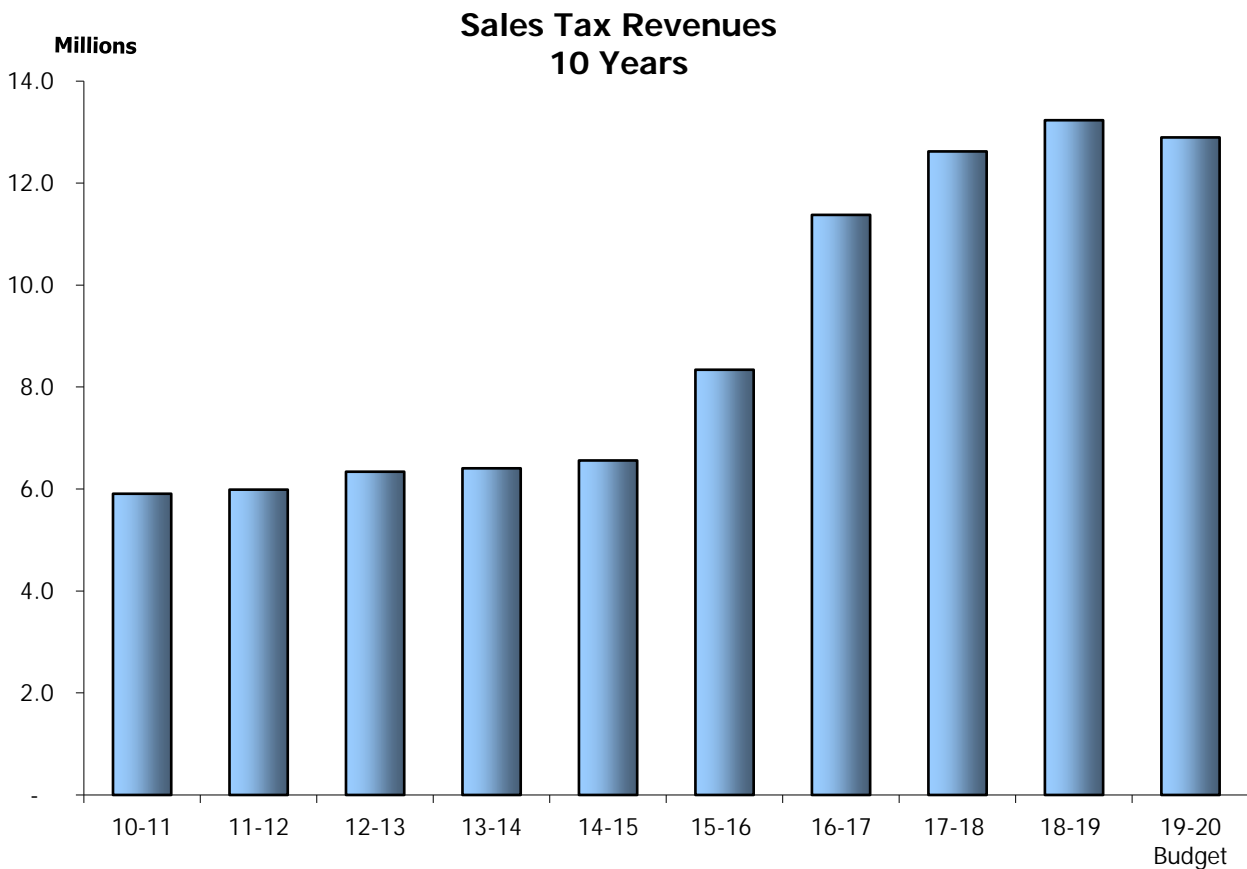
8.50% tax breakdown



Sales tax region name: Novato. Tax rates last updated in September 2019

Source: salestaxhandbook.com

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.

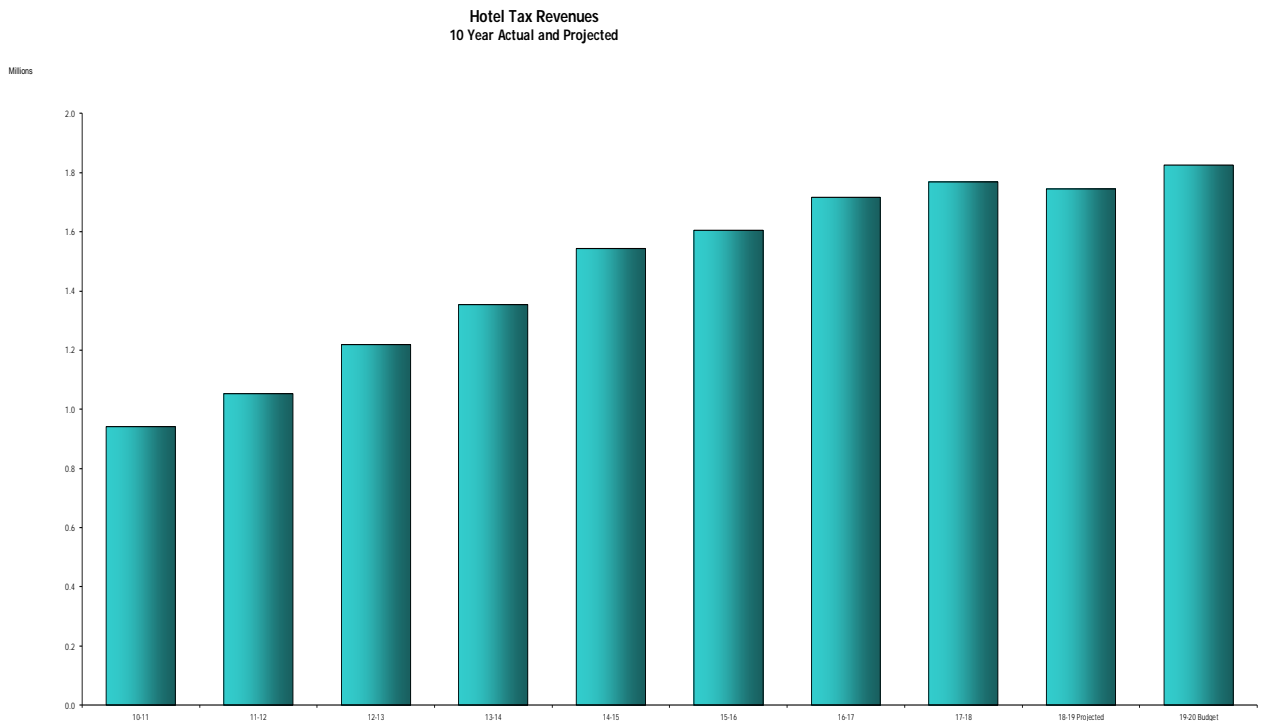
Overview: With the passage of Proposition 57 (the Triple Flip) in March 2004, the state shifted 25% of the city's sales tax allocation to the state to pay for recovery bonds. The sales tax take-away was replaced with an equal amount of property taxes. The Triple Flip ended in FY 2015/16 and the city is again receiving the full 1% general sales tax from the state. Sales tax revenue, including Measure C, is expected to account for \$12.9 million, or 32% of all General Fund revenues for FY 2019/20.

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 City’s current TOT tax rate is 12%, including 2% imposed by the County of Marin. Effectively, the City has a 10% TOT rate, for which the city shares a portion of those revenues with 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 2019/20 is \$1.82 million.



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 CPI, are generating approximately \$1.3 million annually. Franchise fees are 5% of gross revenue and are estimated to be \$1.7 million for FY 2019/20.

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. Business license revenue is expected to return to increase of 3% to 4% annually, while revenue from franchise fees are expected to remain flat.

Licenses and Permits

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

Outlook: With a strong economy and an easing in the credit markets, construction spending has increased over the past few years for both residential and non-residential projects. This revenue category is budgeted at \$1.3 million for FY 2019/20.

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 several years ago, the state diverted 50% of cities' vehicle code fines to state uses.

Outlook: Beginning in FY 1998/99, the state returned 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 and is currently averaging \$220,000 annually and is expected to maintain that level.

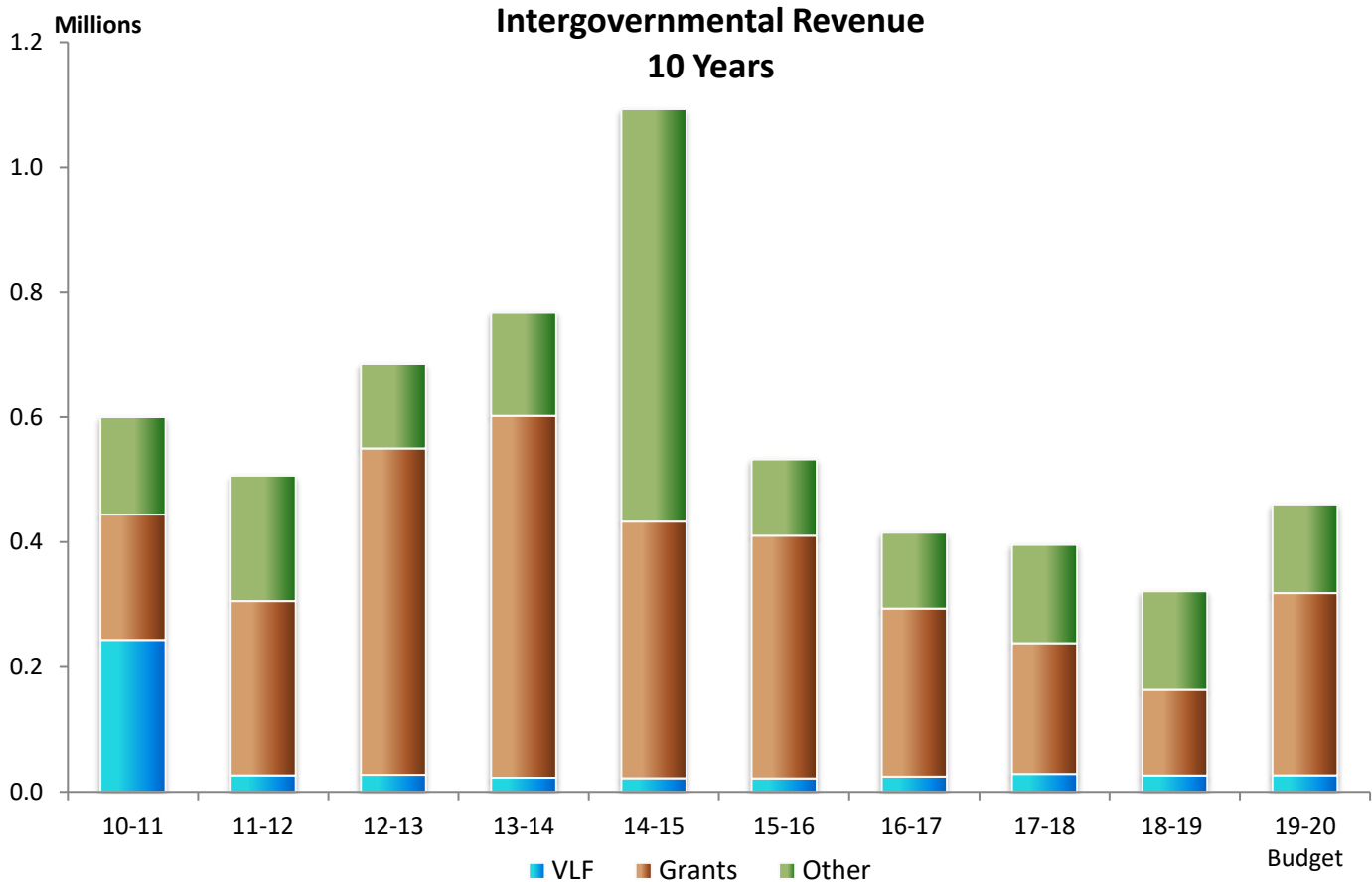
Revenue from Use of Money and Property

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: 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 maintain solid annual increases.

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. Revenues are received from abandoned vehicles, peace officer training and Coordination of Probation Enforcement (COPE) grant reimbursements, and payments from various other public sector entities. A new \$157,744 grant received in FY 2019/20 dedicated to funding a police officer.

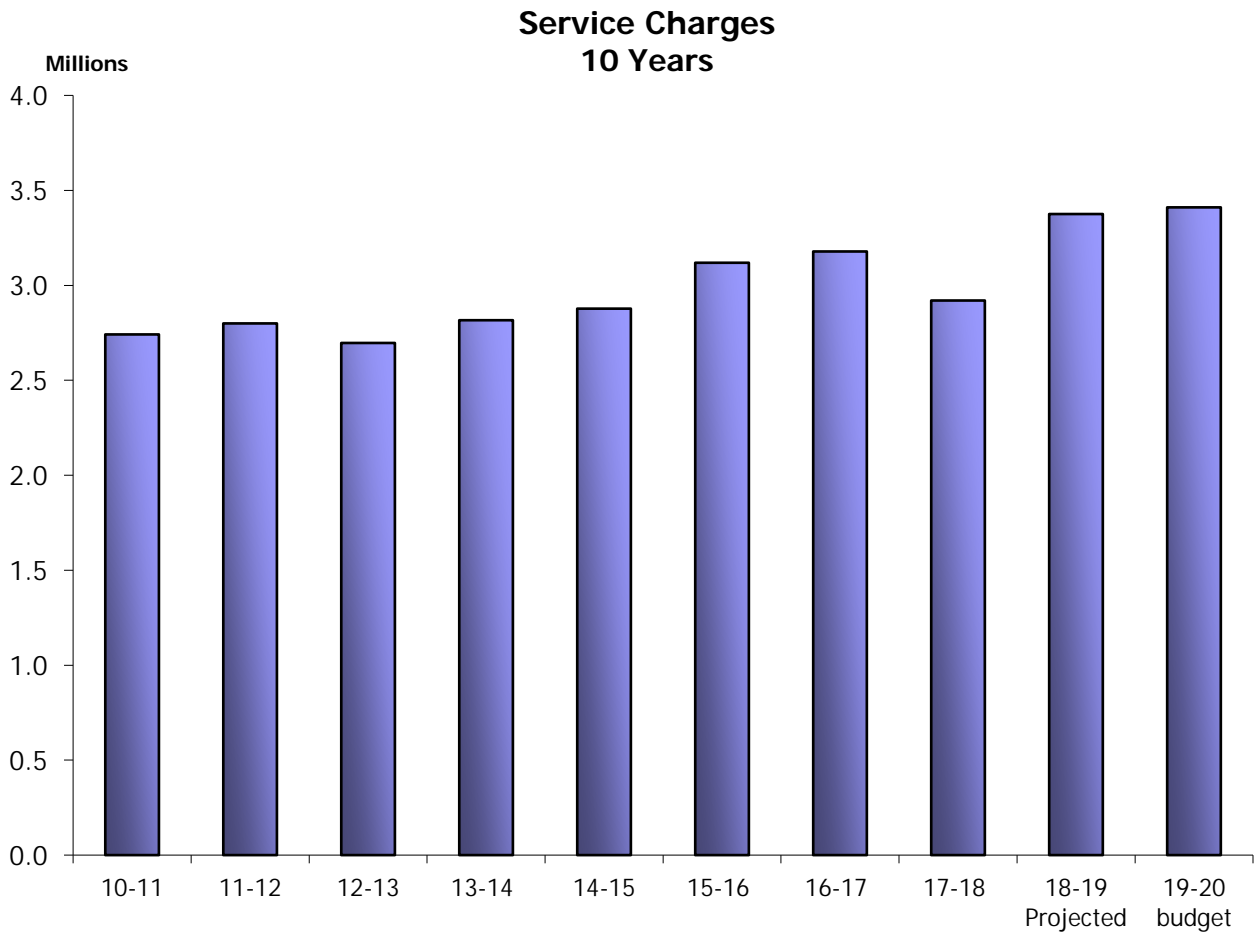


Overview: Until 1998, the largest source of funds in this category was Motor Vehicle in Lieu (MVL) Tax, which was assessed at 2% of a vehicle’s value. At that time, the MVL was reduced in two stages to 0.65%. The state backfilled the resulting loss of local revenues until 2005, when, following the passage 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. In FY 2014/15 the city received \$141,000 for state mandated reimbursements, which included a backlog of payments covering several previous years.

Outlook: As this revenue source is 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, other intergovernmental revenues are expected to increase by 2% annually.

Other Charges and Revenues

Description and Overview: The majority of this revenue category includes program fees for Parks, Recreation and Community Services (PRCS), budgeted at 2.5 million for FY 2019/20. Other revenues in this category include planning, zoning and engineering-related fees, police service charges and general government charges. These fees are budgeted at \$1.1 million.



Outlook: Revenues from recreation programs declined 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 realigned programs, staffing and implemented new efficiencies. As a result, PRCS revenues have maintained a steady growth which is expected to continue. Other service charges are expected to increase by 2% to 3% annually.

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 was utilized to maintain vital city services that would otherwise have been greatly reduced or eliminated. It also allowed time for the city to make decisions and implement processes to reduce costs, improve revenues and become fiscally sustainable in the long-term.

Measure F expired on March 31, 2016. The remaining balance of Measure F funds are expected to be exhausted during FY 2019/20. Remaining funds are allocated to complete several significant IT projects and service improvements, emergency preparedness planning, local economic development activities, reduce general fund liabilities and improve 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.

Gas Tax – 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 repair the state's roads. Novato received approximately \$350,000 in FY 2017/18 and could receive as much as \$800,000 annually in future years. These funds have increased Novato's available funding for ongoing street maintenance and improvement projects. In November 2018, the California voters rejected Proposition 6, which would have repealed the increases to gas taxes and vehicle fees increased by Senate Bill 1.

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.

With the dissolution of redevelopment agencies in California in 2011, housing programs that were formerly administered by the Redevelopment Agencies reverted to the city as Successor Agency. These funds historically received monies from developers as negotiated to assist in providing below market rate housing for purchase or rent. The remaining assets from both funds are fully obligated to outside non-profits to assist with their housing programs.

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

Quimby Fees - Subdivision Park Trust or Quimby Fees are in-lieu fees paid by residential subdivision developers. Collected fees are restricted to Parks and Recreation purposes and are to be used to serve residents of the subdivision from which the fees were received. As fees are received, individual capital projects are recommended to Council for funding. For FY 2019/20 Quimby fees are projected to be \$350,000, with \$300,000 allocated to fund a portion of the Hill Recreation Area Master Plan.

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. Fees may include charges for drainage improvements, traffic and roadway improvements and other capital improvements such as parks and public buildings. These impact fees are projected to be \$250,000 for FY 2019/20, as several major projects that have been under construction are scheduled for completion and occupancy.

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 \$370,000 for FY 2019/20.

Hamilton Trust – This fund was established to receive payments from the developer of the Navy property at Hamilton, pursuant to a development agreement; 80% of the projected investment earnings

are transferred to the General Fund and used to maintain City infrastructure and facilities. The corpus of the funds (approximately \$32 million) is invested through PFM Asset Management.

Financial Trends FY 2019/20 through FY 2023/24

The city maintains and annually updates a General Fund five-year forecast to support budget planning and to project revenue and expenditure trends. The forecast assists staff and the City Council with budget preparation as well as long-term financial planning. The forecast is created based on growth rates and revenue/expenditure assumptions. The primary factors and assumptions utilized in the forecast include the following:

- Property tax growth trends
- Sales tax growth trends
- Transient occupancy tax growth trends (occupancy rates and room rates)
- Contribution rates for CalPERS retirement benefits
- Departmental expenditure trends

A fiscal analysis of the past 3 - 5 years of the City's revenue and expenditure were reviewed to develop trends and develop a baseline for projected amounts. The sales & use tax revenue projections were provided by its consultant HdL. The general real estate and housing trend within the county were reviewed, in addition to analyzing department expenditures trends to determine a reasonable growth rate for major expenditure categories.

Although, the forecast is only a baseline scenario, and projections under guided with a specific set of assumptions but are not predictions of actual financial results of the city's general fund activities. The city's budget and financial decisions are managed dynamically over time, thus overriding assumptions that may have been reasonable but may change as other specific revenue enhancing or expenditure control strategies are implemented.

A five-year General fund financial forecast was originally presented to the City Council, on March 9, 2019; after completing the development of the FY 2019/20 budget, staff updated the financial forecast and present to the City Council and the public on June 25, 2019.

City staff's efforts to manage expenditures in FY18/19, is projected to result in \$500,000 of available funds at the end of the year. When combined with strategies to relieve the General Fund of one-time and capital costs (e.g., capital contributions, Marin Emergency Radio Authority debt service, etc.), the FY 2019/20-year operating deficit is reduced and now generates a projected ending unassigned funds of \$355,700. Under this scenario, the projected operating results are positive over the forecast period.



**City of Novato - Five Year
General Fund Financial**

0% Salary
increase

Forecast

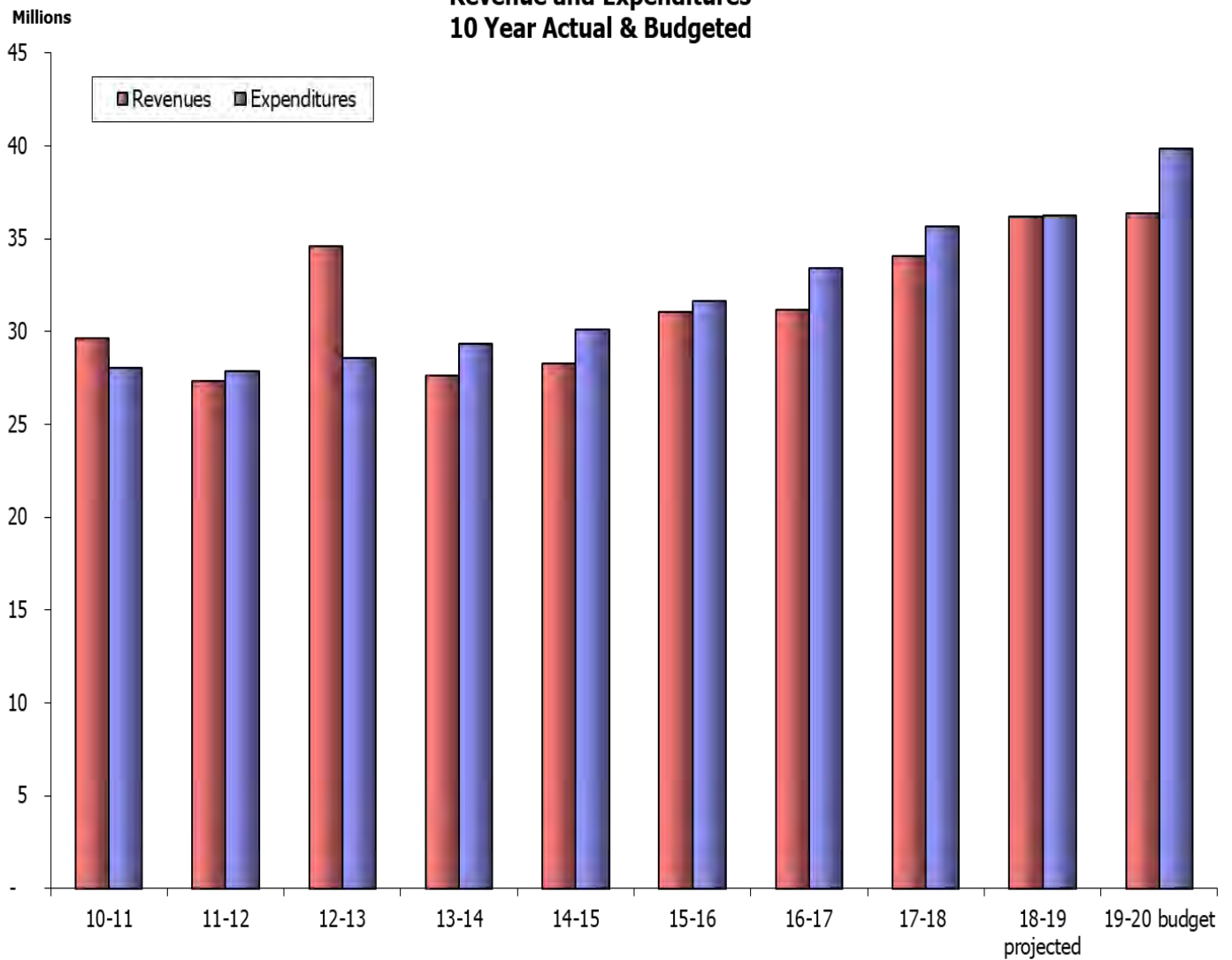
as of June 25, 2019

	Amended	Proposed	Forecast			
	Budget 2018/2019	Budget 2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Revenues	38,549,590	39,799,551	41,013,829	42,159,298	43,341,578	44,561,964
Transfers In	<u>1,918,675</u>	<u>1,939,500</u>	<u>1,372,500</u>	<u>1,372,500</u>	<u>1,364,500</u>	<u>1,364,500</u>
TOTAL REV'S & TRANSFERS IN	40,468,265	41,739,051	42,386,329	43,531,798	44,706,078	45,926,464
Expenditures	37,961,485	39,361,484	39,908,820	40,775,850	41,957,303	42,662,447
Position Vacancy / Savings Factor	(650,000)	(325,000)	-	-	-	-
Current Year Budget Amendments	-	-	-	-	-	-
Transfers Out	<u>3,254,011</u>	<u>2,846,867</u>	<u>2,037,012</u>	<u>2,101,312</u>	<u>2,169,450</u>	<u>2,176,065</u>
TOTAL EXP'S & TRANSFERS OUT	40,565,496	41,883,351	41,945,832	42,877,162	44,126,752	44,838,511
Additional revenues:						
- Cannabis (ongoing)	-	-	-	-	-	-
- Developer impact (recovery)	-	-	-	-	-	-
- Sale of property	-	-	-	-	-	-
- Other one-time	-	-	-	-	-	-
Operating Results - Surplus/(Deficit)	(97,231)	(144,300)	440,497	654,636	579,326	1,087,952
Deficit as % of Revenue	0.2%	0.3%				
Beginning Unassigned Funds	-	500,000	355,700	796,197	1,450,833	2,030,159
Ending Unassigned Funds	(97,231)	355,700	796,197	1,450,833	2,030,159	3,118,111
Ending Available Fund Balance*	12,848,948	12,464,821	12,464,821	12,464,821	12,464,821	12,464,821
	from projections	includes xfer and expenses	before xfer of unassigned	before xfer of unassigned	before xfer of unassigned	before xfer of unassigned

* Emergency Reserve / Property Reserve

The following chart is a ten-year review comparing revenues to expenditures form FY 2010/11 to FY 2019/20. All years are actuals, except for FY 2018/19, which is show as projected and FY 2019/20, is shown as the adopted budget. This chart does not include operating transfers.

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





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)

Below is a summary of employee benefits for each labor unit, based on the August 27, 2019 adopted tentative agreements.



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)	contribution is based on enrollment level Employee Only \$1,050; Employee+1 \$1,725; Employee + Family \$1,975 or the Kaiser Permanente (Region 1) health coverage premium whichever is greater.							
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							
Employee PERS Retirement-Tier 1	12%	12%	9.5%	9.5%	9.5%	9.5%	9.5%	9.5%
Employee PERS Retirement-Tier 2 (hired after 9/25/11)	12%	12%	9.5%	9.5%	9.5%	9.5%	9.5%	9.5%
Employee PERS Retirement-PEPRA 3 (new members after 1/1/13)	12%	12%	7.25%	7.25%	7.25%	7.25%	7.25%	7.25%
PERS 4th Level Survivor	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
Long-Term Disability (optional)			\$9.78	\$9.78	\$9.78	\$9.78	\$22.44	\$9.78
Life Insurance	\$10	\$10	\$10	\$10	\$10	\$10	\$20	
Bilingual Pay	3%	3%	3%	3%	3%	3%	3%	5%
Longevity Pay (<i>Legacy</i>)	10yr 5%	10yr 5%						
	15yr 5%	15yr 5%						
	20yr 5%	20yr 5%						
Longevity Pay (<i>New</i>)				10yr 1%				
				15yr 1%				
		7yr 2.5%		20yr 1%				
		9yr 2.5%		25yr 1%				
		10yr 5%		30yr 1%				
				35yr 1%				
Tuition Reimbursement (up to)	\$150/fy	\$150/fy	\$150/fy	\$150/fy	\$200/fy	\$1,250/fy	\$5,000/fy (Chief of Police); \$150 (all others)	\$150/fy
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%	3%						10%
Certificate Pay-POST Advanced	5%	5%						2.50%
Specialty Assignment Pay: Task Force; School Resource; K-9; Traffic;		3.5%						
Specialty Assignment Pay: FTO		5% (max 7.5% with multiple assignment)						
Specialty Assignment Pay: Investigator		5%						
Specialty Assignment Pay: Investigator; NRT; Professional Standards; Traffic	2.5%							
		(Sergeants)						
Performance Pay							\$10,000 City Manager; \$3,000 dept heads \$2,000 non-dept heads	



Employee Compensation & Benefits continued

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
Uniform	\$500 at hire then \$80/mo.	\$800 at hire then \$80/mo.		\$300 annual/maint staff; \$120 annual/maint clerk;				\$50
Boot Allowance				\$200 annual/maint staff and building inspectors	\$300 annual/inspectors and engineer			
Post Retirement Medical	\$200	\$150						
Deferred Compensation Match							up to \$2,000 annual	
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
Vacation Accrual-Annual	80-176 hrs	80-176 hrs	80-184 hrs	80-184 hrs	80-184 hrs	80-184 hrs	2 wks-Year 1 3 wks-Years 2-4 4 wks-Year 5 on	80-184 hrs
Vacation Accrual Limit	320 hrs	320 hrs	270 hrs	270 hrs	270 hrs	270 hrs	270 hrs (excess paid off)	270 hrs
Optional Vacation Buy Back	80 hrs/yr	40 hrs/yr	40 hrs/yr	40 hr/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	108 hrs/yr	108 hrs/yr	108 hrs/yr	108 hrs/yr	108 hrs/yr	120 hrs/yr
Administrative Leave	120 hrs/yr at Chief of Police option		90 hrs/yr			108 hrs/yr	90 hrs/yr; + up to 90 hrs/yr at City Manager option	



Novato per Capita General Revenue Information

Novato was ranked 9th out of 12 of the largest cities within Sonoma and Marin Counties, having a per capita general revenue income of \$581.57 for the fiscal year ending June 30, 2017; the latest data available from the California State Controller’s Office. The average per capita general revenue income for towns and cities within Marin and Sonoma Counties was \$868.05.

RANK	CITY	POPULATION	GENERAL REVENUE	PER CAPITA GENERAL REVENUE
1	Mill Valley	14,669	23,229,334	1,583.57
2	Larkspur	12,588	16,522,982	1,312.60
3	San Rafael	60,020	65,256,291	1,087.24
4	San Anselmo	12,908	13,718,587	1,062.80
5	Fairfax	7,721	7,343,594	951.12
6	Tiburon	9,362	8,822,379	942.36
7	Santa Rosa	177,017	123,934,138	700.13
8	Rohnert Park	43,178	28,644,880	663.41
9	Novato	54,161	31,498,363	581.57
10	Petaluma	62,251	34,762,366	558.42
11	Town of Windsor	28,356	14,533,638	512.54
12	Cloverdale	9,257	4,265,798	460.82

Source: State Controller’s Report

Modifications from the published Proposed Budget to the FY 2019/20 Adopted Budget

Modifications from the published Proposed Budget to the Adopted Budget include staff updates, changes as directed by the City Council at the budget hearing and by adoption of the final budget resolution.

General Fund

Appropriation increases of \$277,910 were distributed to the various operating departments listed below and offset by a reduction of \$277,910 to the Transfer Out to the Emergency & Disaster Response Reserve Fund (Fund 116). These changes appear in the this published Adopted budget document and have a \$0 net impact to the General Fund ending fund balance.

General Fund budget modifications:

<u>Fund</u>	<u>Dept / Div</u>	<u>Printed Proposed Budget</u>	<u>Amount</u>	<u>Revised Budget</u>	<u>Notes</u>
101	Police / Patrol	8,732,389	(133,841)	8,598,548	Correct assigned program for one Police Officer
101	Police / Patrol	8,598,548	19,475	8,618,023	Correct grant funded position costs
101	Police / Traffic	764,819	133,841	898,660	Correct assigned program for one Police Officer
101	Police/Traffic	898,660	16,000	914,660	Reclass of Records Specialist to CSO
101	Public Works / Maintenance Admin	355,230	11,275	366,505	Data entry error
101	Administrative Services/Citywide Programs-Community Sponsorships	3,164,461	25,000	3,189,461	Council direction to increase the Community Sponsorships budget
101	Administrative Services/Citywide Programs-Risk Management	3,189,461	151,160	3,340,621	Staff was informed in June, 2019 by Bay Cities that the City's insurance liability and worker's compensation premiums will increase by \$151,160 for FY 2019/20
101	Administrative Services/Human Resources	793,792	55,000	848,792	Sr. Office Assistant
101	Operating Transfers / Emergency Reserves	281,373	(277,910)	3,463	Revise transfer out to Emergency Reserve due to: correct grant funded position costs, data entry error, community sponsorships increases and Bay city insurance

Measure F Fund

Budget requests added to the Measure F Fund include:

- \$450,000 contribution to Section 115 Pension Trust
- \$442,545 set-aside for 2019 labor expenses

Budget requests removed from the Measure F Fund and added to the City Owned Property Fund, 112 include the following:

- \$465,000 payment of the balance of the Parks Measure A loan from the Emergency Disaster Response Reserve Fund #116 related to the purchase of the Lieb Property.
- \$350,000 for the Hamilton Pool resurface, an extension of the life of a City asset
- \$65,000 City Hall generator, to mitigate potential risks to expensive network servers

These items a direct relationship to improving, preserving and maintaining City Owned Property:

City Owned Property Fund 112

Reassign the projected fund balance of \$1,1190,298 to Fund 116 (General Fund Emergency Disaster Response Fund. The purpose of this action is to reduce interfund transactions within the same General Fund. This action creates efficient financial accounting best practices in accordance with government accounting standards. These changes are in addition to the budget modifications listed in the paragraph above for this fund.

Risk Mitigation Reserve

Reassign \$3 million reserve balance to Fund 116 General Fund – Emergency & Disaster Response Reserve. This action is to reduce interfund transactions within the same General Fund and creates efficient financial accounting best practices in accordance with government accounting standards.

The FY 2019/20 budget does not assume nor include the appropriation or spending of the projected fund balances from either the City Owned Property Fund or the Risk Mitigation Reserve Funds during this budget year.

RDA Successor Agency

The City was advised that the administrative activity of the Successor Agency should be recorded and reported in the Redevelopment Obligation Retirement Fund, rather than in the General Fund. This misclassification has caused confusion with auditors and the State Department of Finance; therefore, this fund has been removed from the budget document and activity will be recorded in the appropriate fund.

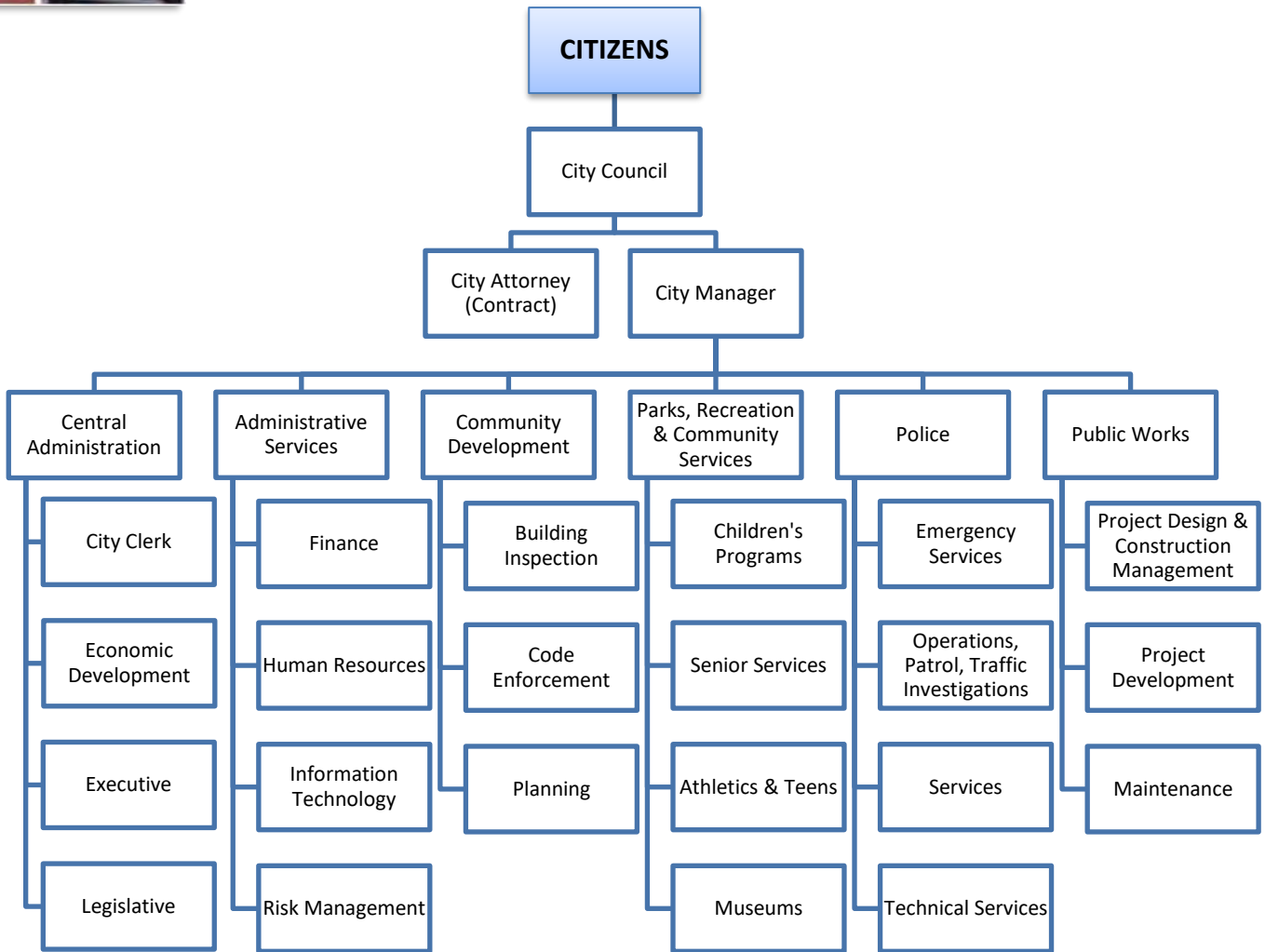
Capital Improvement Projects

There were minor changes to two Capital Improvement projects: Hill Recreation Area and 2020 Annual Pavement Rehabilitation Project.

- Add \$104,000 of Long-Term Maintenance Infrastructure dollars for the exchanged Carmel Hill grant funds to the Hill Recreation Area project.
- Vehicle Registration Fees (VRF) of \$450,000 were shown in error, the correct amount is \$430,00 and moved to FY 2019/20.



Functional Organization Chart





General Fund Summary

	Adopted Budget FY 2018/19	Adjusted Budget FY 2018/19	Projected Actual FY 2018/19	Adopted Budget FY 2019/20	Adopted to Adopted Increase/(Decrease)	
					Dollar	Percent
Beginning Available Fund Balance	77,831	0	0	500,000		
Interfund Loan-Equipment Replacement		0				
Revised Fund Balance	77,831	0	0	500,000		
Revenues						
Taxes	32,564,580	32,814,580	32,811,940	33,440,887	876,307	2.7%
Licenses & Permits	1,170,315	1,170,315	1,365,000	1,379,000	208,685	17.8%
Intergovernmental Revenue	255,390	276,370	294,885	460,094	204,704	80.2%
Service Charges:						
General Government	246,665	246,665	245,860	246,610	(55)	0.0%
Zoning & Subdivision	187,000	187,000	166,000	167,000	(20,000)	(10.7)%
Plan Check Fees	192,500	192,500	302,500	303,000	110,500	57.4%
Engineering Fees	250,000	250,000	230,000	216,000	(34,000)	(13.6)%
Parks, Recreation & Community Services	2,091,700	2,091,700	2,141,100	2,275,700	184,000	8.8%
Police Services	98,000	106,000	199,500	110,000	12,000	12.2%
Other Services	108,600	108,600	90,300	92,100	(16,500)	(15.2)%
Fines & Forfeitures	532,200	532,200	591,000	591,200	59,000	11.1%
Use of Money & Property	528,260	528,260	531,550	469,760	(58,500)	(11.1)%
Misc Revenue	44,600	45,400	254,000	68,200	23,600	52.9%
Subtotal Revenues	38,269,810	38,549,590	39,223,635	39,819,551	1,549,741	4.0%
Transfers In	1,418,675	1,918,675	1,677,000	2,382,045	963,370	67.9%
Total Revenues and Transfers In	39,688,485	40,468,265	40,900,635	42,201,596	2,513,111	6.3%
Total Financing Available	39,766,316	40,468,265	40,900,635	42,701,596	2,935,280	7.4%
Appropriations						
Central Administration	2,337,917	2,510,617	2,299,165	2,844,680	506,763	21.7%
Administrative Services	6,176,634	6,217,319	5,835,370	7,051,033	874,399	14.2%
Police	15,530,519	15,559,805	14,953,115	16,096,340	565,821	3.6%
Community Development	2,819,094	2,819,094	2,838,025	2,947,003	127,909	4.5%
Public Works	7,176,179	7,242,694	6,927,960	7,268,028	91,849	1.3%
Parks, Recreation & Community Services	3,611,962	3,611,956	3,393,960	3,616,945	4,983	0.1%
Subtotal Appropriations	37,652,305	37,961,485	36,247,595	39,824,029	2,171,724	5.8%
Transfers Out	2,754,011	3,254,011	4,153,040	2,846,867	92,856	3.4%
Total Use of Funds	40,406,316	41,215,496	40,400,635	42,670,896	2,264,580	5.6%
Unspent Appropriations	650,000	650,000		325,000		
Ending Available Fund Balance	10,000	(97,231)	500,000	355,700		



General Fund Revenue Detail

	Adopted Budget FY 2018/19	Adjusted Budget FY 2018/19	Projected Actual FY 2018/19	Adopted Budget FY 2019/20	Adopted to Adopted Increase/(Decrease)	
					Dollar	Percent
Taxes						
Real Estate Property Tax	7,426,230	7,426,230	7,428,000	7,698,000	271,770	3.7%
Property Tax Administration Fee	(110,000)	(110,000)	(111,880)	(113,000)	(3,000)	2.7%
Property Tax in Lieu of VLF	5,020,040	5,020,040	5,093,000	5,220,842	200,802	4.0%
ERAF Refund	1,470,040	1,470,040	1,480,000	1,530,000	59,960	4.1%
RDA Property Tax Increment	166,400	166,400	162,620	169,125	2,725	1.6%
ROPS Residual Property Tax	348,400	348,400	358,650	360,000	11,600	3.3%
In Lieu Property Taxes/MVMHCC	77,240	77,240	77,240	80,330	3,090	4.0%
Unsecured Property Tax	144,040	144,040	141,000	146,600	2,560	1.8%
Supplemental Property Tax	218,400	218,400	180,000	188,000	(30,400)	(13.9)%
Real Property Transfer Tax	362,085	362,085	360,000	372,948	10,863	3.0%
General Sales and Use Tax	9,462,030	9,712,030	9,695,000	9,696,020	233,990	2.5%
General Sales and Use Tax-Measure C	2,648,625	2,648,625	2,650,000	2,700,000	51,375	1.9%
Public Safety Sales Tax	471,500	471,500	488,000	500,200	28,700	6.1%
Hotel Tax	1,786,590	1,786,590	1,825,000	1,826,822	40,232	2.3%
Business License Tax	1,267,310	1,267,310	1,249,310	1,320,000	52,690	4.2%
Franchise Tax	1,800,450	1,800,450	1,731,000	1,740,000	(60,450)	(3.4)%
Residential Development Tax	5,200	5,200	5,000	5,000	(200)	(3.8)%
Subtotal	32,564,580	32,814,580	32,811,940	33,440,887	876,307	2.7%
Licenses and Permits						
Building Permits	523,000	523,000	670,000	670,000	147,000	28.1%
Electric, Plumbing and Mechanical	295,000	295,000	345,000	352,000	57,000	19.3%
Inspection Fees-Code Compliance	80,500	80,500	83,000	85,000	4,500	5.6%
Residential Resale Inspection	175,000	175,000	172,000	172,000	(3,000)	(1.7)%
Grading & Inspections-Engineering	63,000	63,000	66,000	70,000	7,000	11.1%
Parking Permits	13,315	13,315	-	-	(13,315)	(100.0)%
Police Permits	8,000	8,000	14,000	15,000	7,000	87.5%
Tree Removal Permit	4,000	4,000	6,000	6,000	2,000	50.0%
Home Occupation Permit	8,500	8,500	9,000	9,000	500	5.9%
Subtotal	1,170,315	1,170,315	1,365,000	1,379,000	208,685	17.8%
Intergovernmental Revenue						
Motor Vehicle In-Lieu-Rev Code	28,000	28,000	26,185	26,500	(1,500)	(5.4)%
Secured Homeowners' Exemption	34,340	34,340	34,200	34,400	60	0.2%
Officer Stand and Train POST	4,000	10,480	45,250	45,250	41,250	1031.3%
State Mandated Costs	2,000	16,800	1,250	4,200	2,200	110.0%
SMIP Fees	300	-	-	-	(300)	(100.0)%
Abandoned Vehicle Program	36,000	36,000	42,000	42,000	6,000	16.7%
Federal COPE Grant	134,000	134,000	134,000	134,000	0	-
Novato Sanitary District	10,000	10,000	10,000	10,000	0	-
Reimbursement from Other Agencies	6,750	6,750	2,000	6,000	(750)	(11.1)%
NUSD grant	-	-	-	157,744	157,744	-
Subtotal	255,390	276,370	294,885	460,094	204,704	80.2%



General Fund Revenue Detail

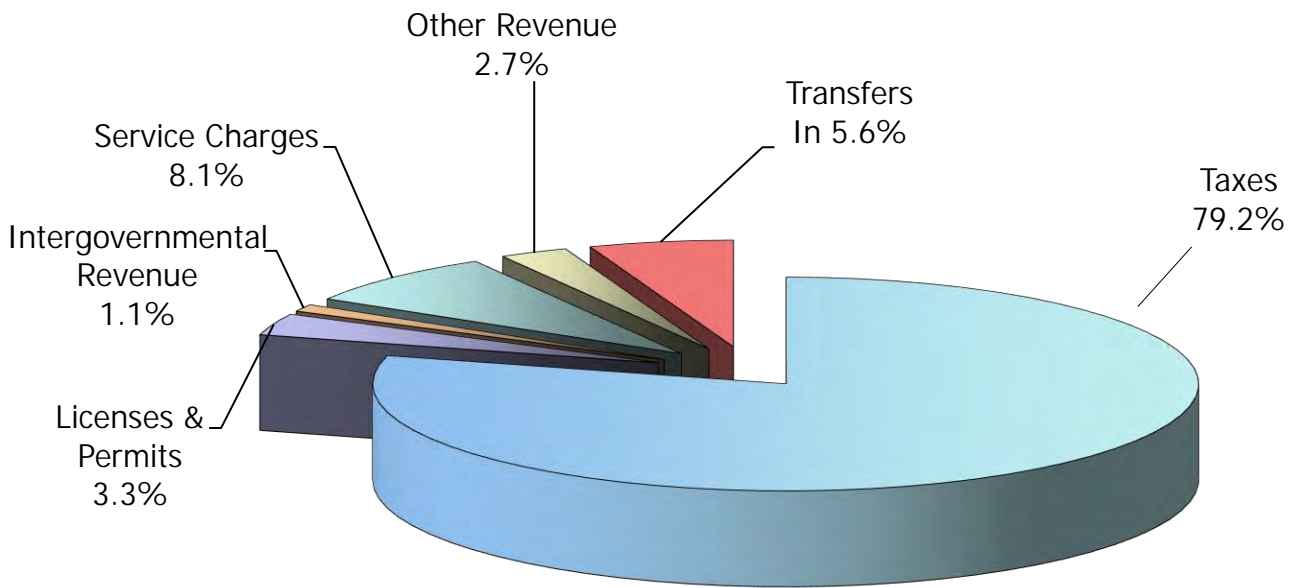
	Adopted Budget FY 2018/19	Adjusted Budget FY 2018/19	Projected Actual FY 2018/19	Adopted Budget FY 2019/20	Adopted to Adopted Increase/(Decrease)	
					Dollar	Percent
Service Charges						
General Government Charges						
Business License Application Fee	18,955	18,955	15,500	16,000	(2,955)	(15.6)%
Publications and Reports	310	310	360	400	90	29.0%
Administrative Fees	160,000	160,000	160,000	160,000	0	-
MVMCC City Cost Reimbursement	50,000	50,000	50,000	50,000	0	-
Cost Recovery Fees - Clerical	6,500	6,500	6,500	6,500	0	-
NSF Check Charges	310	310	300	310	0	-
Special Event Insurance Reimb.	3,090	3,090	4,200	4,400	1,310	42.4%
Administrative Fees-Training	7,500	7,500	9,000	9,000	1,500	20.0%
Subtotal	246,665	246,665	245,860	246,610	(55)	0.0%
Zoning and Subdivision Charges						
Planning Flat Fees	9,000	9,000	12,000	12,000	3,000	33.3%
Cost Recovery - Private Project	177,000	177,000	154,000	154,000	(23,000)	(13.0)%
Final Site Inspection	1,000	1,000	-	1,000	0	-
Subtotal	187,000	187,000	166,000	167,000	(20,000)	(10.7)%
Plan Checking Fees						
Building Plan Check Fees	137,000	137,000	200,000	200,000	63,000	46.0%
Building Plan Check/Planning	15,000	15,000	18,500	19,000	4,000	26.7%
Building Plan Check/School District	2,000	2,000	-	-	(2,000)	(100.0)%
Energy Plan Check Fees	38,000	38,000	84,000	84,000	46,000	121.1%
Crime Prevention Plan Check	500	500	-	-	(500)	(100.0)%
Subtotal	192,500	192,500	302,500	303,000	110,500	57.4%
Engineering Fees						
Engineering Flat Fees	110,000	110,000	65,000	70,000	(40,000)	(36.4)%
Engineering Cost Recovery	80,000	80,000	25,000	26,000	(54,000)	(67.5)%
Final Site Inspection	60,000	60,000	140,000	120,000	60,000	100.0%
Subtotal	250,000	250,000	230,000	216,000	(34,000)	(13.6)%
Police Service Charges						
DUI Accident	4,000	4,000	6,000	6,000	2,000	50.0%
Vehicle Impound Fees	28,000	28,000	35,000	35,000	7,000	25.0%
Special Police Services	10,000	18,000	101,500	12,000	2,000	20.0%
Alarm Services	42,000	42,000	42,000	42,000	0	-
Record Releases	14,000	14,000	15,000	15,000	1,000	7.1%
Subtotal	98,000	106,000	199,500	110,000	12,000	12.2%
Parks, Recreation, and Community Services						
Administration	61,100	61,100	31,100	31,100	(30,000)	(49.1)%
Child Care and Enrichment	700,000	700,000	700,000	700,000	0	-
Senior Citizens	196,000	196,000	210,000	238,000	42,000	21.4%
Athletics Programs	1,134,600	1,134,600	1,200,000	1,306,600	172,000	15.2%
Subtotal	2,091,700	2,091,700	2,141,100	2,275,700	184,000	8.8%
Other Service Charges						
Legal Fees Recovered	38,000	38,000	30,000	30,000	(8,000)	(21.1)%
Administration Fee - Consult Contracts	46,500	46,500	35,000	35,000	(11,500)	(24.7)%
Construction Signs	1,500	1,500	300	300	(1,200)	(80.0)%
Plan Storage Fees	21,000	21,000	25,000	25,200	4,200	20.0%
City Surcharge	1,600	1,600	-	1,600	0	100.0%
Subtotal	108,600	108,600	90,300	92,100	(16,500)	(15.2)%
Total Service Charges	3,174,465	3,182,465	3,375,260	3,410,410	235,945	7.4%



General Fund Revenue Detail

	Adopted Budget FY 2018/19	Adjusted Budget FY 2018/19	Projected Actual FY 2018/19	Adopted Budget FY 2019/20	Adopted to Adopted Increase/(Decrease)	
					Dollar	Percent
<u>Fines, Forfeits and Penalties</u>						
Vehicle Code Fines	222,200	222,200	222,000	222,200	0	-
Code Enforcement Fines	201,500	201,500	200,000	200,000	(1,500)	(0.7)%
Parking Fines	90,000	90,000	130,000	130,000	40,000	44.4%
Business License Penalties	13,500	13,500	36,000	36,000	22,500	166.7%
Cost Recovery Penalties	5,000	5,000	3,000	3,000	(2,000)	(40.0)%
Subtotal	532,200	532,200	591,000	591,200	59,000	11.1%
<u>Use of Money and Property</u>						
Investment Earnings Allocation	125,000	125,000	40,000	40,000	(85,000)	(68.0)%
Other Interest	1,100	1,100	250	260	(840)	(76.4)%
Margaret Todd Senior Center	37,500	37,500	36,000	37,000	(500)	(1.3)%
O'Hair Property	72,500	72,500	70,500	72,500	0	-
Other Property Rentals	292,160	292,160	384,800	320,000	27,840	9.5%
Subtotal	528,260	528,260	531,550	469,760	(58,500)	(11.1)%
<u>Miscellaneous Revenue</u>						
Sale of Equipment - Auction	650	650	-	-	(650)	(100.0)%
Private Donations/Contributions	13,000	13,000	15,000	10,000	(3,000)	(23.1)%
Miscellaneous Reimbursements	10,700	10,700	80,000	36,200	25,500	238.3%
Brochure Advertising	8,000	8,500	9,000	10,000	2,000	25.0%
Miscellaneous Revenue	12,250	12,550	150,000	12,000	(250)	(2.0)%
Subtotal	44,600	45,400	254,000	68,200	23,600	52.9%
Total Revenues	38,269,810	38,549,590	39,223,635	39,819,551	1,549,741	4.0%
<u>Transfers In</u>						
Measure F				442,545		
Clean Stormwater Fund	75,000	75,000	70,000	65,000	(10,000)	-
Development Impact Fund	38,175	38,175	1,500	2,000	(36,175)	(94.8)%
Gas Tax Fund	817,000	817,000	817,000	917,000	100,000	12.2%
Measure A Streets		500,000	500,000	617,000	617,000	100.0%
Hamilton Trust Fund	475,000	475,000	275,000	325,000	(150,000)	(31.6)%
NPFA Capital Projects Fund	13,000	13,000	13,000	13,000	0	-
Subdivision Trust Fund	500	500	500	500	0	-
Subtotal	1,418,675	1,918,675	1,677,000	2,382,045	963,370	67.9%
General Fund Totals	39,688,485	40,468,265	40,900,635	42,201,596	2,513,111	6.3%

General Fund Revenues by Category Fiscal Year 2019/20



Taxes	\$33,440,887
Licenses & Permits	1,379,000
Intergovernmental Revenue	460,094
Service Charges	3,410,410
Other Revenue	1,129,160
*Transfers In	<u>2,382,045</u>
General Fund Total	\$42,201,596

*details listed on previous page



General Fund Appropriation Detail

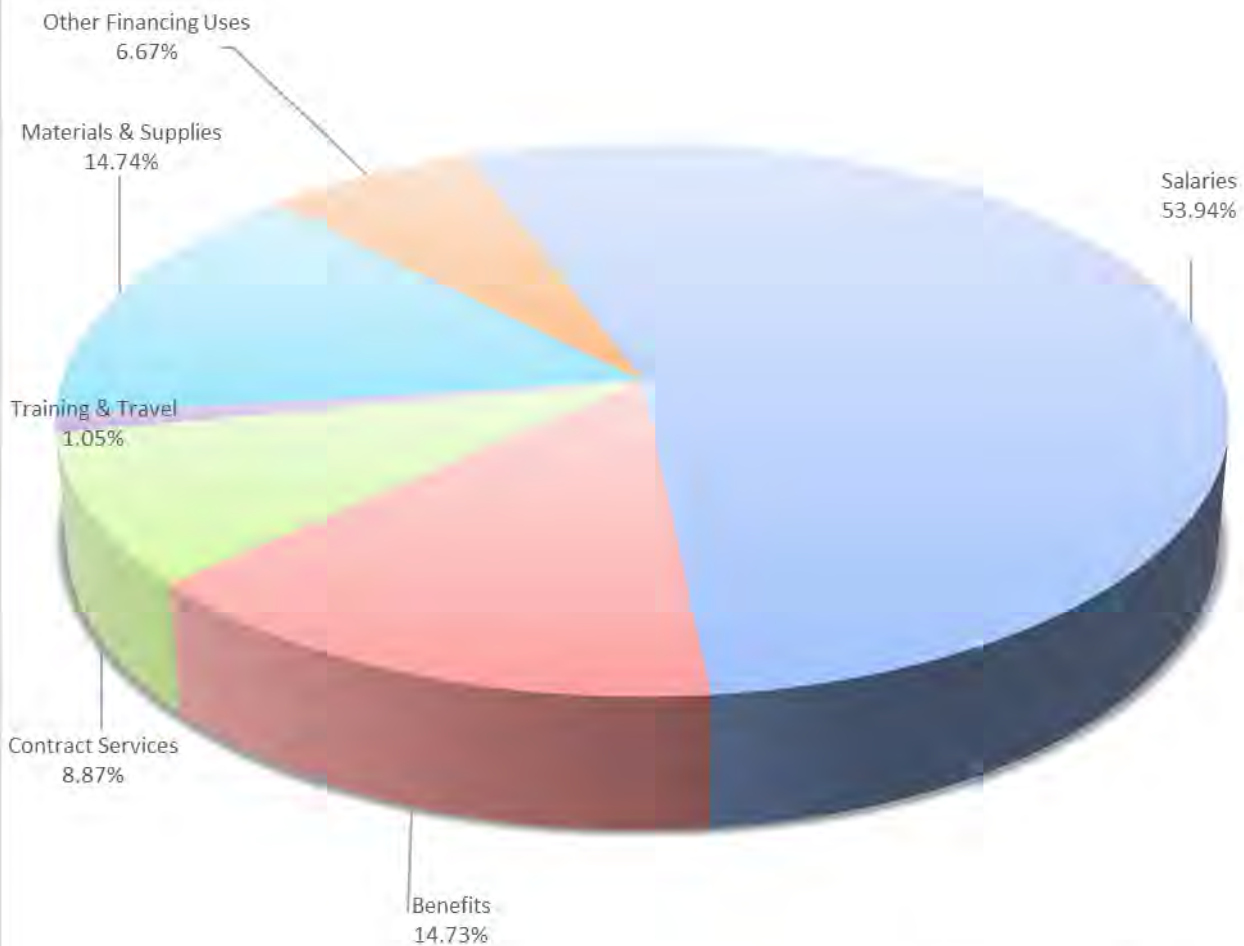
	Adopted Budget FY 2018/19	Adjusted Budget FY 2018/19	Projected Actual FY 2018/19	Adpoted Budget FY 2019/20	Adopted to Adopted Increase/(Decrease) Amount	Percent
Central Administration						
City Council	74,328	74,328	72,300	83,622	9,294	12.5%
City Manager	458,183	458,183	458,580	768,477	310,294	67.7%
Communications & Economic Development	899,162	898,662	787,015	988,214	89,052	9.9%
City Clerk	343,244	516,444	468,270	541,367	198,123	57.7%
City Attorney	563,000	563,000	513,000	463,000	(100,000)	(17.8)%
Subtotal	2,337,917	2,510,617	2,299,165	2,844,680	506,763	21.7%
Administrative Services						
Administration	210,444	210,444	218,750	352,164	141,720	67.3%
Human Resources	987,053	994,051	892,465	848,792	(138,261)	(14.0)%
Finance	781,231	791,231	972,830	814,815	33,584	4.3%
Information Technology Services	1,222,428	1,216,115	1,024,850	1,252,096	29,668	2.4%
Citywide Programs	2,975,478	3,005,478	2,726,475	3,783,166	807,688	27.1%
Subtotal	6,176,634	6,217,319	5,835,370	7,051,033	874,399	14.2%
Police						
Administration	1,346,891	1,346,895	1,363,330	1,273,688	(73,203)	(5.4)%
Technical Services	2,136,672	2,151,474	2,066,185	1,983,825	(152,847)	(7.2)%
Professional Standards	608,353	646,833	655,695	632,616	24,263	4.0%
Investigations	1,254,062	1,232,062	994,195	1,430,211	176,149	14.0%
Patrol	8,187,747	8,043,020	7,860,730	8,618,023	430,276	5.3%
Traffic	869,431	880,131	841,015	914,660	45,229	5.2%
Special Police Services	1,127,363	1,259,390	1,171,965	1,243,317	115,954	10.3%
Subtotal	15,530,519	15,559,805	14,953,115	16,096,340	565,821	3.6%
Community Development						
Administration	366,715	366,715	415,500	216,426	(150,289)	(41.0)%
Code Enforcement	438,198	438,198	333,575	383,158	(55,040)	(12.6)%
Planning	940,960	940,960	861,915	1,010,715	69,755	7.4%
Clerical Support Services	402,361	402,361	335,575	454,677	52,316	13.0%
Building Inspection	670,860	670,860	891,460	882,027	211,167	31.5%
Subtotal	2,819,094	2,819,094	2,838,025	2,947,003	127,909	4.5%



General Fund Appropriation Detail

	Adopted Budget FY 2018/19	Adjusted Budget FY 2018/19	Projected Actual FY 2018/19	Adpoted Budget FY 2019/20	Adopted to Adopted Increase/(Decrease) Amount	Percent
Public Works						
Engineering Administration	767,098	767,098	688,310	698,074	(69,024)	(9.0)%
Engineering Operations	806,494	806,494	726,440	812,839	6,345	0.79%
Project Development	152,550	197,550	156,170	147,899	(4,651)	(3.0)%
Capital Projects Engineering	612,506	646,506	538,265	675,305	62,799	10.3%
<i>Less : Capital Projects Reimbursement</i>	(765,000)	(799,000)	(477,170)	(765,000)	0	0.0%
Maintenance Administration	361,825	361,825	365,665	366,505	4,680	1.3%
Street Maintenance	1,440,969	1,450,969	1,292,330	1,427,370	(13,599)	(0.9)%
Traffic Operations	353,383	353,383	245,210	337,928	(15,455)	(4.4)%
Island Maintenance	623,834	623,834	657,870	749,031	125,197	20.1%
Parks Maintenance	1,408,963	1,408,278	1,272,845	1,191,159	(217,804)	(15.5)%
Building Maintenance	1,413,557	1,425,757	1,462,025	1,606,918	193,361	13.7%
City Owned property				20,000		
Subtotal	7,176,179	7,242,694	6,927,960	7,268,028	91,849	1.3%
Parks, Recreation, and Community Services						
Administration	631,294	647,227	618,675	659,266	27,972	4.4%
Child Care and Enrichment	846,822	846,822	795,755	802,940	(43,882)	(5.2)%
Cultural Programs/Museum Admin.	-	-	7,810	-	0	-
Senior Citizens	448,519	448,519	442,680	364,679	(83,840)	(18.7)%
Athletics Programs	1,685,327	1,669,388	1,529,040	1,790,060	104,733	6.2%
Subtotal	3,611,962	3,611,956	3,393,960	3,616,945	4,983	0.1%
SUBTOTAL APPROPRIATIONS	37,652,305	37,961,485	36,247,595	39,824,029	2,171,724	5.8%
Transfers Out						
Debt Service-POB	1,329,341	1,329,341	1,331,335	1,392,834	63,493	4.8%
Emergency Response & Disaster Reserve			896,315	3,463		
Police Special Projects	7,000	7,000	7,000	7,000	0	0.0%
Capital Projects	290,080	790,080	790,800	617,000	326,920	112.7%
Long-Term Maintenance-Facilities	307,500	307,500	307,500	150,000	(157,500)	(51.2)%
Long-Term Maintenance-Infrastructure	499,090	499,090	499,090	250,000	(249,090)	(49.9)%
Equipment Maintenance				200,000		
Equipment Replacement	321,000	321,000	321,000	226,570	(94,430)	(29.4)%
Subtotal	2,754,011	3,254,011	4,153,040	2,846,867	(110,607)	3.4%
TOTAL APPROPRIATIONS	40,406,316	41,215,496	40,400,635	42,670,896	2,061,117	5.6%

General Fund Appropriations by Category Fiscal Year 2019/20



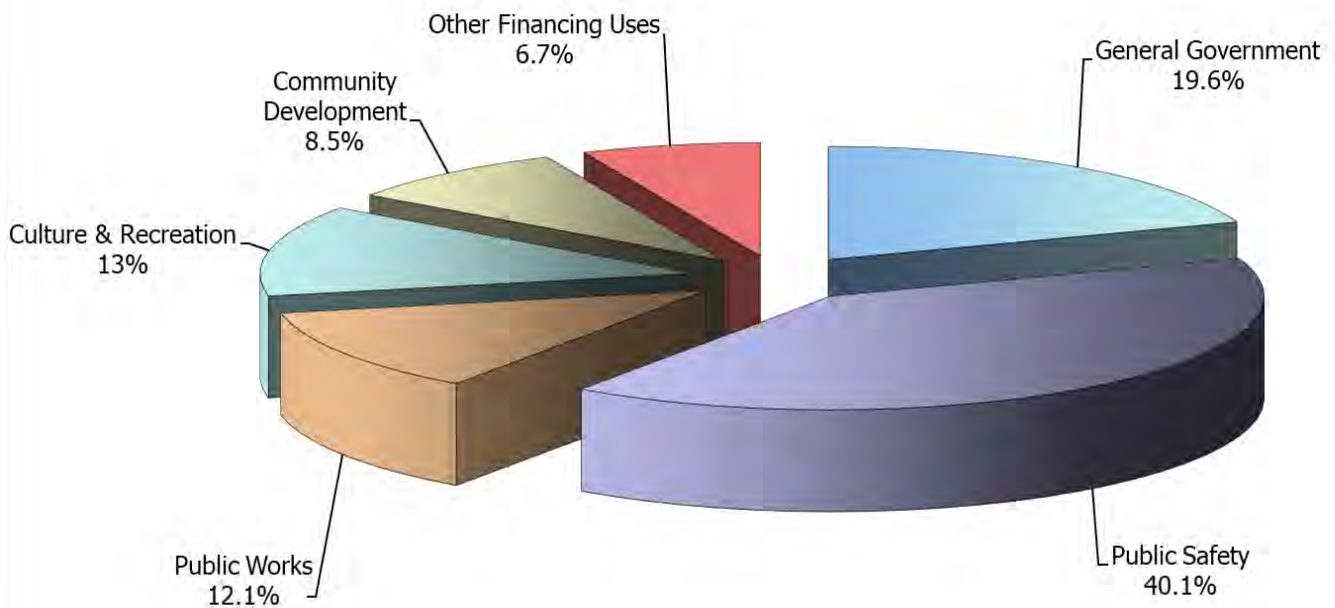
Salaries	\$23,016,969
Benefits	6,285,983
Contract Services	3,783,487
Materials & Supplies	6,287,581
Training & Travel	450,009
*Transfers Out	<u>2,846,867</u>
General Fund Total	\$42,670,896

* details listed on prveious page



General Fund Appropriation Summary by Function						
	Adopted	Adjusted	Projected	Adopted	Adopted to Adopted	
	Budget	Budget	Actual	Budget	Increase/(Decrease)	
Function	FY 2018/19	FY 2018/9	FY 2018/19	FY 2019/20	Amount	Percent
General Government	7,218,790	7,422,675	6,938,871	8,364,992	1,146,202	15.88%
Public Safety	16,553,242	16,582,528	16,003,482	17,125,853	572,611	3.46%
Public Works	4,782,851	4,837,851	4,674,337	5,150,278	367,427	7.68%
Culture & Recreation	5,641,901	5,663,416	5,185,071	5,549,300	(92,601)	-1.64%
Community Development	3,455,515	3,455,015	3,445,834	3,633,606	178,091	5.15%
Other Financing Uses	2,754,011	3,254,011	4,153,040	2,846,867	92,856	3.37%
Total Appropriations	40,406,310	41,215,496	40,400,635	42,670,896	2,264,586	5.60%

General Fund Appropriations by Function Fiscal Year 2019/20



Function	Budget
General Government	8,364,992
Public Safety	17,125,853
Public Works	5,150,278
Culture & Recreation	5,549,300
Community Development	3,633,606
*Transfers Out	2,846,867
Total	\$42,670,896

* details listed on General Fund
Appropriation Detail table



General Fund Revenue Detail History

	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19
Taxes						
Secured Property Taxes	5,588,067	5,867,290	6,261,795	6,649,712	6,942,233	7,428,000
Property Tax Administration Fee	198,828	(92,343)	(84,791)	(105,232)	(108,647)	(111,880)
Property Tax in Lieu of 1/4 Sales	2,183,793	1,994,895	1,638,144			
Property Tax in Lieu of VLF	3,888,518	4,089,032	4,363,020	4,593,231	4,834,069	5,093,000
ERAF Refund	1,544,705	1,258,293	1,221,315	1,495,087	1,519,947	1,480,000
RDA Property Tax Increment	120,783	130,977	144,213	151,276	156,912	162,620
ROPS Residual Property Tax	63,113	187,924	474,134	514,871	274,117	358,650
In Lieu Property Taxes/MVMHCC	69,660	70,980	72,408	73,800	75,768	77,240
Property Taxes/Unsecured	126,753	136,198	129,270	132,445	138,034	141,000
Supplemental Assessments	224,392	197,877	195,943	158,570	182,531	180,000
Real Property Transfer Taxes	303,813	334,380	443,159	284,070	368,485	360,000
Sales and Use Taxes	5,990,530	6,108,890	7,387,264	8,539,096	9,521,781	9,695,000
Sales Tax-Measure C			501,774	2,407,257	2,615,894	2,650,000
Sales Tax-Public Safety	416,257	451,578	451,003	430,495	484,053	488,000
Hotel Taxes (TOT)	1,353,995	1,543,636	1,645,111	1,647,873	1,773,629	1,825,000
Business License Taxes	943,416	1,003,745	1,068,446	1,185,298	1,292,676	1,249,310
Franchise Taxes	1,504,227	1,534,708	1,624,400	1,689,146	1,706,149	1,731,000
Residential Development Tax	4,450	5,080	3,510	6,330	4,160	5,000
Subtotal	24,525,300	24,823,140	27,540,118	29,853,325	31,781,791	32,811,940
Licenses and Permits						
Building Permits	545,115	582,981	535,587	611,779	593,231	670,000
Electrical, Plumbing, Mechanical	239,536	210,535	241,072	347,568	324,132	345,000
Inspection Fees-Code Compliance	80,268	82,275	80,375	81,533	82,444	83,000
Residential Resale Inspection	191,406	192,024	192,894	179,486	171,315	172,000
Grading & Inspections-Eng	42,804	39,648	43,808	63,146	92,629	66,000
Parking Permits	2,797	2,851	2,610	4,925	3,922	0
Police Permits	15,978	14,330	19,259	13,734	23,859	14,000
Home Occupation Permit	12,708	11,165	10,164	13,090	12,628	9,000
Tree Removal Permit	5,300	8,400	8,460	7,400	4,600	6,000
Subtotal	1,135,912	1,144,209	1,134,229	1,322,661	1,308,760	1,365,000
Intergovernmental Revenue						
Motor Vehicle In-Lieu	22,637	21,866	21,617	24,527	28,700	26,185
Homeowners' Exemption	36,617	35,996	35,337	34,516	34,445	34,200
POST Reimbursements	40,231	32,808	27,208	8,165	25,580	45,250
Mandated Cost Reimb	15,336	536,284	4,599	41,683	17,054	1,250
State Emergency Telephone	3,289	0	0	0	0	0
SMIP Fees	489	399	352	716	0	0
Abandoned Vehicle Program	37,200	35,235	39,156	38,884	41,976	42,000
Federal COPE Grant	131,757	134,000	134,000	108,875	139,156	134,000
Federal COPS Grant	316,760	117,625	113,305	0	0	0
Health & Human Services Grant	94,996	49,991	50,000	32,453	2,026	0
Other Grants	9,933	0	0	0	0	0
NC3TF Reimbursement	42,799	109,138	117,903	109,462	70,186	0
North Marin Water District	2,400	2,400	2,400	1,200	0	0
Novato Sanitary District	10,000	10,000	10,000	10,000	10,000	10,000
Reimbursement-Other Agencies	0	6,529	2,867	7,215	38,024	2,000
Miscellaneous	3,049	486	375	539	282	0
Subtotal	767,493	1,092,757	559,119	418,235	407,429	294,885



General Fund Revenue Detail History

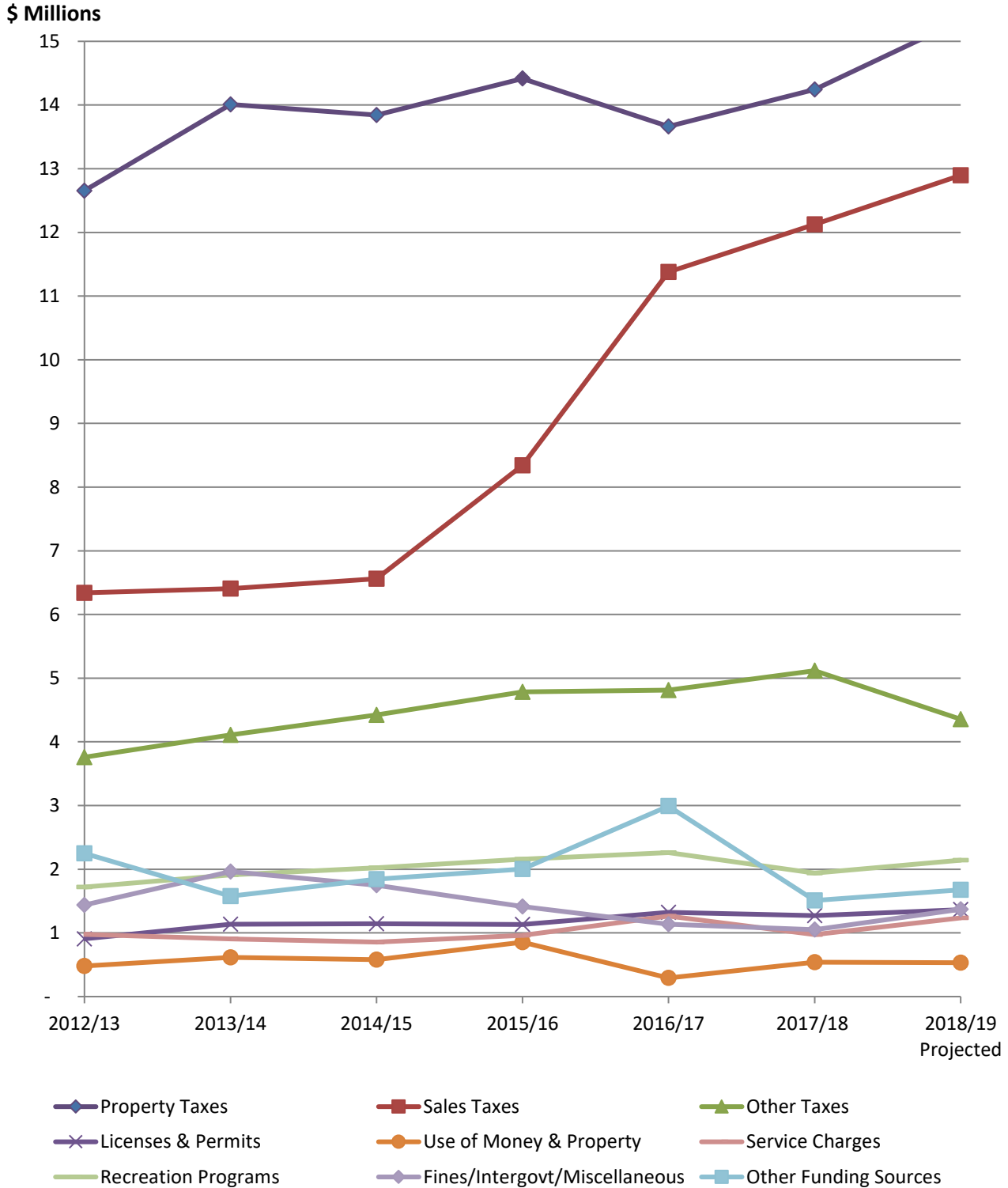
	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19
Service Charges						
General Government Charges	239,257	168,553	186,594	407,777	244,149	245,860
Zoning & Subdivision Charges	123,154	125,222	208,739	205,159	222,006	166,000
Plan Checking Fees	249,402	279,072	188,074	232,426	226,400	302,500
Engineering Fees	98,188	83,605	97,022	156,168	140,451	230,000
Police Service Charges	113,016	105,324	115,207	107,498	137,001	199,500
Other Service Charges	81,595	93,992	167,344	155,560	149,078	90,300
Subtotal	904,612	855,768	962,980	1,264,588	1,119,085	1,234,160
Recreation Income						
Administration	140,271	217,156	183,657	78,542	67,747	31,100
Child Care & Enrichment	568,666	560,182	716,365	768,454	705,125	700,000
Senior Programs	167,279	179,534	182,206	213,177	218,455	210,000
Athletics	1,035,454	1,064,519	1,073,546	1,200,894	1,113,658	1,200,000
Subtotal	1,911,670	2,021,391	2,155,774	2,261,067	2,104,985	2,141,100
Fines, Forfeits and Penalties						
Vehicle Code Fines	295,359	263,570	220,302	237,059	212,615	222,000
Investigative Fees	216,322	199,424	209,208	235,321	214,679	200,000
Parking Fines	102,797	90,191	99,244	116,929	142,636	130,000
Business License Penalties	14,261	13,636	9,071	15,957	21,481	36,000
Cost Recovery Penalties	4,606	3,743	12,009	4,910	9,281	3,000
Subtotal	633,345	570,564	549,834	610,176	600,692	591,000
Use of Money and Property						
Investment Earnings	31,100	37,255	37,230	97,982	104,384	40,000
Investment Earnings/Other	104,369	26,784	345,505	(268,990)	(323,415)	250
Investment Earnings/Cont. Rsrv.	3,889	1,701	494	0	0	0
Margaret Todd Rental	42,649	43,232	40,033	34,730	52,630	36,000
Downtown Bldgs. Custodial Fees	3,532	3,858	2,351	3,916	2,512	1,500
Hamilton Commissary	48,000	8,000	0	0	0	0
Rental Income/O'Hair	56,026	59,805	64,526	68,814	71,565	70,500
Other Property Rental	209,808	271,580	238,186	235,940	263,694	345,044
Parks	40,410	49,118	49,294	43,742	46,233	38,256
Bus Shelter Advertising	76,740	76,740	76,740	76,740	38,370	0
Subtotal	616,523	578,073	854,359	292,874	255,973	531,550
Miscellaneous Revenue						
Donations/Contributions	20,951	15,815	13,000	13,000	13,800	15,000
Sale of Property	4,722	1,187	1,256	997	0	0
Misc Reimbursements	8,585	22,517	282,618	58,106	63,055	80,000
Brochure Advertising	7,220	10,380	9,020	9,240	10,980	9,000
Other Revenue	505,729	26,431	0	25,197	22,710	150,000
Insurance/Litigation Settlements	15,762	9,843	706	500	0	0
Subtotal	562,969	86,173	306,600	107,040	110,545	254,000
Subtotal Revenues	31,057,824	31,172,075	34,063,013	36,129,966	37,689,260	39,223,635



General Fund Revenue Detail History

	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19
Other Financing Sources						
Transfers In						
Clean Stormwater	142,000	125,000	0	100,000	70,000	70,000
Development Impact Fees	99,273	80,551	78,919	45,677	16,379	1,500
Emergency Response Reserve						0
Gas Tax	817,000	817,000	817,000	817,000	817,000	817,000
Hamilton Trust	250,530	209,455	254,119	302,334	251,811	275,000
Measure A Streets						500,000
Measure A Parks	0	25,000	22,176	0	0	0
Measure F Sales Tax	253,779	325,970	0	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	0	0	68,741	0	0	0
Debt Proceeds/Equity Transfers						
Miscellaneous	0	245,343	750,000	1,711,962		0
Subtotal	1,576,082	1,841,819	2,004,455	2,990,473	1,168,690	1,677,000
Total Revenues & Transfers	32,633,906	33,013,894	36,067,468	39,120,439	38,857,950	40,900,635

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





General Fund Appropriation Detail History

	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19
Central Administration						
City Council	74,994	82,084	82,836	74,213	78,859	72,300
City Manager	535,920	836,773	965,149	1,028,131	417,617	458,580
Communications/EDD					712,405	787,015
City Clerk	320,199	292,681	364,620	243,119	432,732	468,270
City Attorney	562,323	521,332	728,746	777,073	465,823	513,000
Subtotal	1,493,436	1,732,870	2,141,351	2,122,536	2,107,436	2,299,165
Administrative Services						
Administration	273,708	304,406	305,604	221,925	155,889	218,750
Human Resources	525,376	736,896	794,856	897,385	905,445	892,465
Finance	615,166	675,734	671,464	711,026	690,997	972,830
Information Technology Services	797,231	1,137,655	1,066,335	1,162,070	1,163,086	1,024,850
Citywide Programs	2,514,927	2,158,375	2,128,217	2,276,006	3,421,277	2,726,475
Subtotal	4,726,408	5,013,066	4,966,476	5,268,412	6,336,694	5,835,370
Police						
Administration	1,044,504	1,175,258	1,108,350	1,162,987	1,341,881	1,363,330
Technical Services	1,670,688	1,841,038	1,725,304	1,799,421	2,008,352	2,066,185
Professional Standards	375,849	380,066	483,720	576,898	655,110	655,695
Investigations	881,401	694,560	628,026	901,033	960,195	994,195
Patrol	6,551,803	6,611,769	7,328,188	7,236,537	7,646,230	7,860,730
Traffic	660,477	685,002	760,677	758,022	707,774	841,015
Special Police Services	780,582	657,201	928,640	1,114,195	1,178,818	1,171,965
Subtotal	11,965,304	12,044,894	12,962,905	13,549,093	14,498,360	14,953,115
Community Development						
Administration	180,931	214,479	189,561	201,343	333,865	415,500
Code Enforcement	285,997	281,901	311,130	340,046	351,511	333,575
Planning	802,183	777,162	659,724	766,669	860,504	861,915
Clerical Support Services	226,889	301,191	317,090	346,921	364,399	335,575
Building	540,531	446,426	599,710	764,775	788,403	891,460
Subtotal	2,036,531	2,021,159	2,077,215	2,419,754	2,698,682	2,838,025



General Fund Appropriation Detail History

	<u>Previous Actual</u> <u>2013/14</u>	<u>Previous Actual</u> <u>2014/15</u>	<u>Previous Actual</u> <u>2015/16</u>	<u>Previous Actual</u> <u>2016/17</u>	<u>Previous Actual</u> <u>2017/18</u>	<u>Projected Actual</u> <u>2018/19</u>
<u>Public Works</u>						
Engineering Administration	856,963	737,822	671,747	612,010	714,964	688,310
Engineering Operations					19,697	726,440
Private Project Engineering	271,062	319,077	310,714	277,848	367,105	156,170
Capital Projects Engineering	246,823	226,084	220,330	370,994	74,846	61,095
Maintenance Administration	331,604	355,244	369,750	430,029	354,725	365,665
Street Maintenance	1,153,687	1,122,129	1,108,909	1,237,329	1,231,823	1,292,330
Traffic Operations	412,854	381,114	396,562	447,421	382,400	245,210
Street Tree/Parkway Maint.	377,740	352,741	334,273	394,247	389,941	657,870
Parks Maintenance	1,299,336	1,339,901	1,428,202	1,483,086	1,441,274	1,272,845
Building Maintenance	1,121,172	1,203,980	1,258,278	1,404,110	1,415,357	1,462,025
Subtotal	6,071,241	6,038,092	6,098,765	6,657,074	6,392,132	6,927,960
<u>Parks, Recreation & Community Services</u>						
Administration	689,739	771,980	805,576	735,907	522,256	618,675
Childcare and Enrichment	650,862	719,633	771,429	775,123	758,335	795,755
Cultural Programs/Museum Admin.	16,451	8,327	8,806	9,205	7,075	7,810
Senior Programs	291,563	310,786	318,885	353,075	445,016	442,680
Athletics Programs	1,380,377	1,432,258	1,471,660	1,575,606	1,574,018	1,529,040
Subtotal	3,028,992	3,242,984	3,376,356	3,448,916	3,306,700	3,393,960
Subtotal Expenditures	29,321,912	30,093,065	31,623,068	33,465,785	35,340,004	36,247,595
<u>Transfers Out</u>						
Successor Agency Admin	31,536					
General Plan Surcharge	300,000	300,000				
Hamilton CFD						
Subdivision Park Trust					352,479	
Development Impact Fees					931,637	
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	592,624	896,315
Capital Improvement Projects	6,454,171	238,622	271,939	86,658	171,237	790,800
Long-Term Maintenance-Facilities	300,000	545,000	558,625	572,600	586,915	307,500
Long-Term Maintenance-Infrastructure		545,000	558,625	572,600	400,000	499,090
Debt Service Fund-POB	1,100,393	1,126,811	1,188,672	1,241,631	1,143,529	1,331,335
Equipment Replacement	360,000	399,000	399,000	462,000	462,000	321,000
Other Financing Uses						
Extraordinary Loss					1,219,397	
Other Uses					1,498	
Land Purchase / Passthru Payment	503,779		778,087	1,543,687	101,207	
Equity Transfer	175,107					
Interfund Loan Interest	72,973					
Subtotal	9,461,853	3,161,433	4,461,740	5,991,495	5,969,523	4,153,040
Total Expenditures & Transfers	38,783,765	33,254,498	36,084,808	39,457,280	41,309,527	40,400,635



Revenue Detail History by Fund

	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
General Fund (101)						
Taxes	24,823,140	27,540,118	29,853,325	31,781,791	32,811,940	33,440,887
Licenses and Permits	1,144,209	1,134,229	1,322,661	1,308,760	1,365,000	1,379,000
Intergovernmental Revenue	1,092,757	559,119	418,235	407,429	294,885	460,094
Service Charges	2,877,159	3,118,754	3,525,655	3,224,070	3,375,260	3,410,410
Fines, Forfeits and Penalties	570,564	549,834	610,176	600,692	591,000	591,200
Use of Money and Property	578,073	854,359	292,874	255,973	531,550	469,760
Miscellaneous Revenue	86,173	306,600	107,040	110,545	254,000	68,200
Totals	31,172,075	34,063,013	36,129,966	37,689,260	39,223,635	39,819,551
Measure F Sales Tax (111)						
Investment Earnings	58,337	98,797	136,014	124,589	80,000	75,000
Sales Tax	4,750,568	3,739,015	46,089	23,205	12,500	7,500
Other	35,746	14,985	12,888	4,519	17,500	17,500
Totals	4,844,651	3,852,797	194,991	152,313	110,000	100,000
City Owned Property (112)						
Investment Earnings			877	24,645	23,500	24,500
Proceeds from Property Sales			500,018	1,997,723		0
Totals	0	0	500,895	2,022,368	23,500	24,500
Successor Agency (113) <i>(To be Dissolved into RDA -802)</i>						
Intergovernmental	122,252	91,060	67,384	67,384	67,384	67,384
Totals	122,252	91,060	67,384	67,384	67,384	67,384
Pension Reserve Fund (114)						
Investment Earnings	7	9	13	17	15	15
Totals	7	9	13	17	15	15
Self Insurance Fund (115)						
Investment Earnings	5,999	7,173	6,402	7,018	6,500	6,500
Other			22,400	106,385	14,300	0
Totals	5,999	7,173	28,802	113,403	20,800	6,500
Emergency and Disaster Response Reserve (116)						
Investment Earnings	825		3,030			0
Equity Transfer (City Owned Property-Parks Measure A loan)						465,000
Equity Transfer (City Owned Property)						1,190,298
Equity Transfer (Risk Mitigation Reserve)						3,000,000
Totals	825	0	3,030	0	0	4,655,298



Revenue Detail History by Fund

	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Civic Center (117)						
Investment Earnings	676	907	1,256	1,486	1,200	1,175
Totals	676	907	1,256	1,486	1,200	1,175
Long-Term Maintenance-Facilities (118)						
Investment Earnings	3,190	6,607	9,604	13,662	13,000	9,200
Energy Rebates	26,204	2,549		5,930		0
Totals	29,394	9,156	9,604	19,592	13,000	9,200
Long-Term Maintenance-Infrastructure (119)						
Investment Earnings	1,269	3,897	8,376	8,977	7,500	7,600
Totals	1,269	3,897	8,376	8,977	7,500	7,600
Risk Mitigation Reserve (121)						
Investment Earnings						0
Totals	0	0	0	0	0	0
Affordable Housing Programs (210)						
Investment Earnings	6,555	8,256	42,923	38,238	12,500	12,750
Housing Program Fees	125,542	171,374	96,313	114,609	110,000	110,000
Other	99,478	43,893	38,127	8,868	123,957	0
Totals	231,575	223,523	177,363	161,715	246,457	122,750
Clean Stormwater (211)						
Investment Earnings	85	(738)	(523)	456	150	160
Special Assessments	353,182	369,956	351,229	369,240	369,660	370,000
Totals	353,267	369,218	350,706	369,696	369,810	370,160
Underground Utility (212)						
Investment Earnings	4,836	6,625	9,156	11,717	8,000	8,250
Totals	4,836	6,625	9,156	11,717	8,000	8,250
Parking Improvement Fund (213)						
Investment Earnings	389	489	670	675	75	0
Totals	389	489	670	675	75	0



Revenue Detail History by Fund

	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Subdivision Park Trust (Quimby Fees) (214)						
Investment Earnings	5,557	6,273	5,523	2,994	5,500	3,500
In-Lieu Fees	97,290	7,644		43,152	216,678	350,000
Totals	102,847	13,917	5,523	46,146	222,178	353,500
Art in Public Places (215)						
Developer in Lieu Fees	22,202	7,855	9,250	23,697	43,330	1,500
Investment Earnings	571	859	1,144	1,541	1,200	1,125
Totals	22,773	8,714	10,394	25,238	44,530	2,625
General Plan Surcharge (216)						
Service Charges	76,499	75,450	92,573	87,125	90,000	80,000
Investment Earnings	2,133	3,157	3,398	4,232	3,000	3,050
Other				56,767		
Totals	78,632	78,607	95,971	148,124	93,000	83,050
Automation Surcharge (217)						
Service Charges	80,859	79,584	98,649	94,137	100,000	85,000
Investment Earnings	1,108	1,146	1,126	1,038	800	825
Totals	81,967	80,730	99,775	95,175	100,800	85,825
Hamilton Community Facilities District (218)						
Investment Earnings	747	2,393	2,496	3,232	1,700	1,750
Special Assessments	547,545	561,497	575,762	569,119	588,988	595,905
Other	230,000	230,000	230,000	230,000	230,000	230,000
Totals	778,292	793,890	808,258	802,351	820,688	827,655
Pointe Marin Community Facilities District (219)						
Investment Earnings	2,704	3,878	5,407	7,182	4,500	4,550
Special Assessments	195,804	193,667	187,285	188,285	190,948	191,698
Totals	198,508	197,545	192,692	195,467	195,448	196,248
Hamilton Arts Center (220)						
Investment Earnings	4,032	6,780	8,029	11,971	12,000	6,600
Rental Income	381,935	416,757	460,318	458,074	454,393	463,500
Totals	385,967	423,537	468,347	470,045	466,393	470,100
Chapter 27 Assessments (221)						
Investment Earnings	1,173	1,609	2,228	2,854	2,250	2,300
Special Assessments	375	355	336	316	296	0
Totals	1,548	1,964	2,564	3,170	2,546	2,300



Revenue Detail History by Fund

	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Landscape Assessment District - San Marin (222)						
Investment Earnings	123	143	243	413	375	385
Special Assessments	51,730	53,279	54,739	56,748	57,400	59,410
Totals	51,853	53,422	54,982	57,161	57,775	59,795
Landscape Assessment District - Country Club (223)						
Investment Earnings	346	472	654	836	750	760
Totals	346	472	654	836	750	760
Landscape Assessment District - Wildwood Glen (224)						
Investment Earnings	14	15	11	60	80	85
Special Assessments	8,670	9,189	9,470	9,799	10,060	10,410
Totals	8,684	9,204	9,481	9,859	10,140	10,495
Landscape Assessment District - Hillside (225)						
Investment Earnings	239	307	445	657	600	610
Special Assessments	10,767	17,340	20,400	21,098	21,050	21,790
Other		2,252				0
Totals	11,006	19,899	20,845	21,755	21,650	22,400
Landscape Assessment District - Downtown Landscape Lighting (226)						
Investment Earnings	490	693	990	1,312	1,000	1,025
Special Assessments	5,719	5,873	6,038	6,204	6,345	6,685
Totals	6,209	6,566	7,028	7,516	7,345	7,710
San Pablo Assessment District (227)						
Investment Earnings	153	243	404	552	435	440
Special Assessments	12,786	13,143	13,500	13,547	13,530	14,005
Totals	12,939	13,386	13,904	14,099	13,965	14,445
Scottsdale Assessment District (228)						
Investment Earnings	49	68	94	121	95	100
Totals	49	68	94	121	95	100
Gas Tax Fund (229)						
Intergovernmental Revenue	1,534,543	1,185,578	1,061,613	1,488,554	2,045,220	2,832,310
Investment Earnings	4,696	8,255	10,288	12,206	13,500	14,000
Totals	1,539,239	1,193,833	1,071,901	1,500,760	2,058,720	2,846,310



Revenue Detail History by Fund

	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Justice Assistance Grant (230)						
Grants	5,983	5,480				
Other						
Totals	5,983	5,480	0	0	0	0
Special Projects Fund (231)						
Investment Earnings	380	783	1,257	1,135	775	780
Other	16,444	44,865	5,896	26,820	3,000	6,000
Intergovernmental Revenue	235,057	99,452	62,861	121,966	115,000	90,000
Totals	251,881	145,100	70,014	149,921	118,775	96,780
State COPS Grant Fund (232)						
Intergovernmental Revenue	115,681	173,027	187,741	144,934	150,000	100,000
Totals	115,681	173,027	187,741	144,934	150,000	100,000
Operating Grants Fund (233)						
Investment Earnings	201	266	351	444	350	355
Totals	201	266	351	444	350	355
Capital Grants Fund (234)						
Intergovernmental Revenue	422,105	631,488	1,148,341	172,399	652,500	7,251,792
Totals	422,105	631,488	1,148,341	172,399	652,500	7,251,792
Marin County Street Improvements/VRF (Measure B) (235)						
Intergovernmental			456,206			450,000
Investment Earnings	1,993	452	2,188	5,480	4,250	4,260
Totals	1,993	452	458,394	5,480	4,250	454,260
Street Improvement Projects (Measure A) (236)						
Intergovernmental	657,208	552,175	588,510	1,054,263	597,496	3,175,396
Investment Earnings	5,605	11,287	10,651	6,833	16,000	16,250
Totals	662,813	563,462	599,161	1,061,096	613,496	3,191,646



Revenue Detail History by Fund

	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Parks Measure A (237)						
Intergovernmental	376,080	384,922	390,710	405,716	430,555	435,000
Investment Earnings	1,802	2,837	5,162	5,658	2,300	2,310
Equity Transfer						465,000
Totals	377,882	387,759	395,872	411,374	432,855	902,310
Clean Stormwater Capital Improvement Projects (238)						
Investment Earnings	1,678	1,659	1,822	2,685	2,450	2,460
Totals	1,678	1,659	1,822	2,685	2,450	2,460
Street and Storm Drain Maintenance (239)						
Investment Earnings	1,318	1,787	2,472	3,162	2,480	2,490
Totals	1,318	1,787	2,472	3,162	2,480	2,490
Restricted Revenue (240)						
Project Fees		1,669	383	296,863	351,703	460,308
Investment Earnings						0
Totals	0	1,669	383	296,863	351,703	460,308
Development Impact Fees (241)						
Investment Earnings	59,485	81,067	107,135	129,433	115,000	120,000
- Streets & Intersections	216,441	269,370	111,900	39,329	900,000	95,000
- Recreational & Cultural Facilities	118,565	91,993	81,185	34,628	27,500	65,000
- Civic Facilities	22,976	24,199	14,996	6,209	60,000	15,000
- Transit/Bicycle Facilities	7,393	11,371	3,839	1,351	30,000	6,000
- Corporation Yard	4,649	5,836	2,439	850	18,500	5,000
- General Governmental Systems	9,996	10,127	6,525	2,694	27,000	9,000
- Open Space	27,572	24,731	17,404	7,491	75,000	20,000
- Drainage	51,925	39,956	31,874	11,815	55,000	35,000
Totals	519,002	558,650	377,297	233,800	1,308,000	370,000
Community Facilities Maintenance & Contingency (242)						
Investment Earnings	2,639	2,447	756	(51)		0
Totals	2,639	2,447	756	(51)	0	0



Revenue Detail History by Fund

	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Novato Public Financing Authority Capital Projects (243)						
Investment Earnings	5,102	6,175	9,367	4,205	1,100	1,125
Rental Income	37,363	38,375	39,490	40,681	42,249	43,500
Lease Payments				155,950	155,950	155,950
Equity Transfer	1,141,581					0
Debt Proceeds						
Totals	1,184,046	44,550	48,857	200,836	199,299	200,575
Capital Projects (301)						
Intergovernmental						0
Other	52,039	2,400				359,556
Totals	52,039	2,400	0	0	0	359,556
Debt Service Fund - General Obligation Bonds (501)						
Taxes	1,754,555	1,778,128	1,845,806	1,976,812	1,671,325	1,484,879
Investment Earnings	2,628	6,715	10,269	16,391	8,000	8,100
Bond Proceeds						0
Totals	1,757,183	1,784,843	1,856,075	1,993,203	1,679,325	1,492,979
Equipment/Vehicle Maintenance (601)						
Charges to Departments	708,479	653,480	639,208	635,042	625,000	841,247
Other					1,468	
Totals	708,479	653,480	639,208	635,042	626,468	841,247
Equipment/Vehicle Replacement (602)						
Charges to Departments	648,184	724,091	731,258	704,327	553,007	567,444
Investment Earnings	19,825	29,290	163,523	72,868	46,000	47,500
Other	86,842	57,837	14,725		19,838	10,000
Totals	754,851	811,218	909,506	777,195	618,845	624,944
Information Technology Replacement Fund (603)						
Charges to Departments			39,859	95,000	95,000	95,000
Investment Earnings	4	5	2,666	4,298	3,900	3,925
Other						
Totals	4	5	42,525	99,298	98,900	98,925



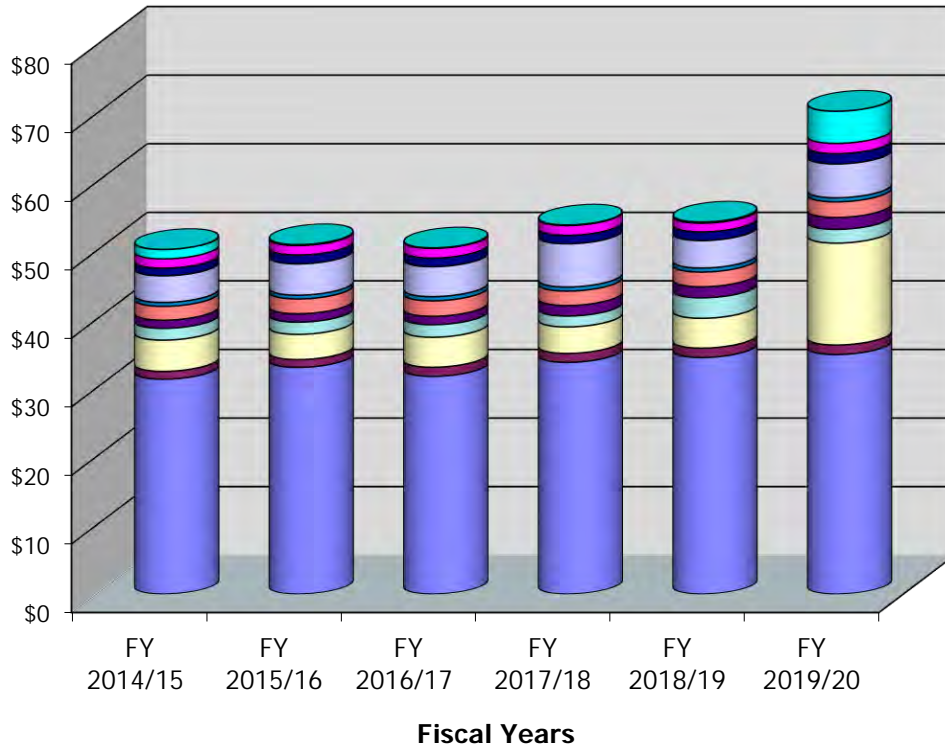
Revenue Detail History by Fund

	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Marin Valley Mobile Country Club (651)						
Investment Earnings	16,091	26,478	39,463	38,000	38,000	42,000
Rental Income	2,352,872	2,393,892	2,403,750	2,411,864	2,411,978	2,412,086
Utility Reimbursements	692,717	695,461	742,355	740,708	757,581	827,051
Grants						
Other	14,058	12,867	154,842	10,393	9,449	6,660
Totals	3,075,738	3,128,698	3,340,410	3,200,965	3,217,008	3,287,797
Hamilton Trust Fund (701)						
Investment Earnings	300,094	522,934	49,598	405,610	(38,800)	487,500
Totals	300,094	522,934	49,598	405,610	(38,800)	487,500
Total Revenues - All Funds	50,243,684	50,944,995	50,473,408	53,810,682	54,245,303	70,401,625



Revenues by Category - All Funds

Revenue
in Millions



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



Expenditure History by Fund

Fund #	Fund Description	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
General Funds								
101	General Fund	29,321,912	30,093,065	33,465,785	35,340,004	36,247,595	36,247,595	39,824,029
111	Measure F	989,669	816,096	488,408	1,030,316	900,939	1,126,124	1,231,941
112	City Owned Property				965			-
113	RDA Successor Agency <i>(to be dissolved to RL)</i>	116,156	90,970	77,359	66,991	65,783	66,067	65,764
114	Pension Reserve							
115	Self-Insurance				474,501	359,445	87,742	
116	Emergency and Disaster Response Reserve				600,000	941,437		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	34,031,552	37,512,777	38,515,199	37,527,528	41,521,734
Special Revenue Funds:								
210	Affordable Housing Programs		201,587	201,587	133,125	136,097	195,000	193,027
211	Clean Stormwater	170,062	174,892	203,427	212,020	253,438	238,680	245,800
212	Underground Utility							-
213	Parking Improvement	457	427	485	538	557	575	-
214	Subdivision Park Trust (Quimby Fees)					352,479		-
215	Art in Public Places						5,000	-
216	General Plan Surcharge	283,717	211,232	129,066	238,804	115,106	125,000	150,000
217	Automation Surcharge	115,586	140,913	119,968	138,880	123,341	105,000	100,156
218	Hamilton Community Facilities District	473,135	423,213	592,103	504,949	519,130	515,000	587,436
219	Pointe Marin Community Facilities District	178,213	181,132	191,340	130,782	123,915	165,000	233,226
220	Hamilton Arts Center	562,302	226,099	292,475	614,505	246,613	276,762	285,000
221	Chapter 27 Assessments							-
222	Landscape Assessment District-San Marir	46,421	59,305	45,286	51,813	49,138	50,000	51,750
223	Landscape Assessment District-Country C	-	-	-	-	-	-	-
224	Landscape Assessment District-Wildwooc	7,243	7,343	11,727	7,597	6,094	9,500	9,830
225	Landscape Assessment District-Hillside Downtown Landscape & Lighting	8,548	17,574	24,606	13,593	9,190	39,000	22,483
226	Assessment District	3,302	2,606	2,808	2,394	2,846	2,800	2,850
227	San Pablo Assessment District	50,856	7,998	8,522	1,045	1,420	1,500	6,628
228	Scottsdale Assessment District							-
229	Gas Tax					10,672		-
230	Justice Assistance Grants	10,130	3,580	3,674	-	-	-	-
231	Special Projects	140,806	267,450	112,845	93,906	185,672	150,000	106,000
232	State COPS Grant	184,843	98,373	52,619	95,192	280,604	200,000	200,000



Expenditure History by Fund

Fund #	Fund Description	Previous Actual 2013/14	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
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	272,106	250,000	395,218
238	Clean Storm Water Capital Improvement							
239	Street & Storm Drain Maintenance							
240	Restricted Revenue				383		411	
241	Development Impact Fees					931,637		
242	Community Facilities							
Novato Public Financing Authority								
243	Capital Projects	96,619	20,654	19,842	64,614	782,344	93,208	89,882
244	Eucalyptus Assessment District	14,210	19					
Total Special Revenue Funds		2,346,450	2,044,397	2,207,896	2,515,438	4,402,399	2,422,436	2,679,286
Capital Project Fund:								
301	Capital Projects	10,741,927	3,955,605	4,416,887	6,885,766	4,416,887	7,132,331	28,000,668
Total Capital Projects Funds		10,741,927	3,955,605	4,416,887	6,885,766	4,416,887	7,132,331	28,000,668
Debt Service Funds:								
501	Debt Service Fund - General Obligation B	13,027,110	1,888,926	1,808,993	1,798,565	1,808,993	1,814,286	1,797,302
502	Debt Service Fund - Pension Obligation B	1,154,420	1,202,140	1,343,274	1,292,235	1,343,274	1,391,477	1,439,807
Total Debt Service Funds		14,181,530	3,091,066	3,152,267	3,090,800	3,152,267	3,205,763	3,237,109
Proprietary Funds								
601	Equipment/Vehicle Maintenance	848,254	761,967	761,943	747,409	761,943	750,000	815,331
602	Equipment/Vehicle Replacement	980,379	952,335	1,499,560	1,359,725	1,499,560	740,372	1,265,719
603	Information Technology Replacement				10,004	86,676	112,929	112,000
651	Marin Valley Mobile Country Club	2,246,830	1,982,581	2,284,905	2,244,803	2,284,905	2,459,334	4,091,685
Total Internal Service Funds		4,075,463	3,696,883	4,546,408	4,361,941	4,633,084	4,062,635	6,284,735
Fiduciary Funds								
701	Hamilton Trust	29,942	29,884	28,923	29,078	28,923	29,000	29,000
Total Internal Service Funds		29,942	29,884	28,923	29,078	28,923	29,000	29,000
TOTALS		61,803,049	43,817,966	48,383,933	54,395,800	55,148,759	54,379,693	81,752,532



Department Expenditure Report - All Funds

Department	Previous Actual 2014/15	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
<u>Operating Departments</u>						
Central Administration	1,732,870	2,141,351	2,122,536	2,107,436	2,299,165	2,844,680
Administrative Services	5,013,066	4,966,476	5,268,412	6,336,694	5,835,370	7,051,033
Police	12,044,894	12,962,905	13,549,093	14,498,360	14,953,115	16,096,340
Community Development	2,021,159	2,077,215	2,419,754	2,698,682	2,838,025	2,947,003
Public Works	6,038,092	6,098,765	6,657,074	6,392,132	6,927,960	7,268,028
Parks, Recreation & Community Services	3,242,984	3,376,356	3,448,916	3,306,700	3,393,960	3,616,945
Successor Agency <i>(to be dissolved to RDA)</i>	90,970	77,359	66,991	65,783	66,067	65,764
Hamilton & Pointe Marin CFD Maintenance	604,345	783,443	635,731	643,045	680,000	820,662
Measure F Sales Tax	816,096	488,408	1,030,316	900,939	1,126,124	1,231,941
Proprietary Funds (Internal Service)	1,714,302	2,261,503	2,117,138	2,348,179	1,603,301	2,193,050
<u>Other Departments (Non-Operating)</u>						
Assessment Districts	269,718	296,376	288,462	322,126	341,480	339,341
Capital Projects	3,955,605	4,416,887	6,885,766	4,416,887	7,132,331	28,000,668
Debt Service	3,091,066	3,152,267	3,090,800	3,152,267	3,205,763	3,237,109
Special Police Projects/Police Grants	267,450	112,845	93,906	185,672	150,000	106,000
State COPS	98,373	52,619	95,192	280,604	200,000	200,000
Enterprise Funds	1,982,581	2,284,905	2,244,803	2,284,905	2,459,334	4,091,685
Other	834,395	2,834,253	4,380,910	5,208,348	1,167,698	1,642,283
TOTALS	43,817,966	48,383,933	54,395,800	55,148,759	54,379,693	81,752,532



Comprehensive Funds Summary

Fund #	Fund Description	Projected Fund Balance 6/30/19	Adopted Budget FY 19/20			Budgeted Fund Balance 6/29/20
			Revenues	Appropriations	Net Transfers	
General Funds						
101	General Fund	500,000	39,819,551	(39,824,029)	(464,822)	30,700
	Unspent Appropriations					325,000
111	Measure F	6,345,003	100,000	(1,231,941)	(5,213,062)	0
112	City Owned Property	2,545,798	24,500	0	(2,070,298)	500,000
113	RDA Successor Agency (to be dissolved RDA)	40,817	67,384	(65,764)	(1,620)	40,817
114	Pension Reserve	1,429	15		0	1,444
115	Self-Insurance	569,167	6,500	0	0	575,667
116	Emergency and Disaster Response Reserve	7,768,150	4,655,298	(400,000)	(251,537)	11,771,911
117	Civic Center	129,437	1,175	0	(43,369)	87,243
118	Facilities Long-Term Maintenance	976,425	9,200	0	(566,000)	419,625
119	Infrastructure Long-Term Maintenance	993,083	7,600	0	(641,906)	358,777
121	Risk Maintenance Reserve	3,000,000	0	0	(3,000,000)	0
	General Funds Total	22,869,309	44,691,223	(41,521,734)	(12,252,614)	14,111,184
Special Revenue Funds						
210	Affordable Housing Programs	2,933,082	122,750	(193,027)	79,222	2,942,027
211	Clean Stormwater	19,194	370,160	(245,800)	(110,000)	33,554
212	Underground Utility	1,002,460	8,250	0	(283,273)	727,437
213	Parking Improvement	1,380	0	0	(13,000)	(11,620)
214	Subdivision Park Trust (Quimby Fees)	534,667	353,500	0	(752,900)	135,267
215	Art in Public Places	171,147	2,625	0	(19,616)	154,156
216	General Plan Surcharge	296,276	83,050	(150,000)	0	229,326
217	Automation Surcharge	82,440	85,825	(100,156)	(2,138)	65,971
218	Hamilton Community Facilities District	672,321	827,655	(587,436)	(111,691)	800,849
219	Pointe Marin Community Facilities District	712,441	196,248	(233,226)	(6,479)	668,984
220	Hamilton Arts Center	1,267,550	470,100	(285,000)	(500,000)	952,650
221	Chapter 27 Assessments	244,936	2,300	0	(6,920)	240,316
222	Landscape Assessment District-San Marin	45,647	59,795	(51,750)	0	53,692
223	Landscape Assessment District-Country Club	71,686	760	0	0	72,446
224	Landscape Assessment District-Wildwood Glen	7,465	10,495	(9,830)	0	8,130
225	Landscape Assessment District-Hillside	43,664	22,400	(22,483)	0	43,581
226	Downtown Landscape & Lighting	117,645	7,710	(2,850)	0	122,505
227	San Pablo Assessment District	47,595	14,445	(6,628)	(9,000)	46,412
228	Scottsdale Assessment District	10,347	100	0	0	10,447
229	Gas Tax	1,377,151	2,846,310	0	(3,956,738)	266,723
231	Police Special Projects	84,659	96,780	(106,000)	7,000	82,439
232	State COPS Grant	233,060	100,000	(200,000)	0	133,060
233	Operating Grants	22,481	355	0	0	22,836
234	Capital Grants	486	7,251,792	0	(7,252,278)	0
235	Marin County Street Improvements (VRF)	402,348	454,260	0	(387,775)	468,833
236	Measure A Street Projects	292,147	3,191,646	0	(2,999,396)	484,397
237	Parks Measure A	(262,960)	902,310	(395,218)	0	244,132
238	Clean Storm Water Capital Improvement	271,964	2,460	0	(14,234)	260,190
239	Street & Storm Drain Maintenance	270,870	2,490	0	0	273,360
240	Restricted Revenue	0	460,308	0	(460,308)	0
241	Development Impact Fees	13,099,509	370,000	0	(2,441,555)	11,027,954
242	Community Facilities	(20,152)	0	0	0	(20,152)
243	Novato Public Finance Auth. Capital Projects	(1,882,581)	200,575	(89,882)	(13,000)	(1,784,888)
	Special Revenue Funds Total	22,170,925	18,517,454	(2,679,286)	(19,254,079)	18,755,014



Comprehensive Funds Summary

Fund #	Fund Description	Projected Fund Balance 6/30/19	Adopted Budget FY 19/20		Net Transfers	Budgeted Fund Balance 6/29/20
			Revenues	Appropriations		
Capital Funds						
301	Capital Projects	954,509	359,556	(28,000,668)	26,502,975	(183,628)
Capital Projects Funds Total		954,509	359,556	(28,000,668)	26,502,975	(183,628)
Debt Service Funds						
501	Debt Service - General Obligation Bonds	1,844,068	1,492,979	(1,797,302)	0	1,539,745
502	Debt Service - Pension Obligation Bonds	1	0	(1,439,807)	1,439,808	2
Debt Service Funds Total		1,844,069	1,492,979	(3,237,109)	1,439,808	1,539,747
Proprietary Funds (Net Position)						
601	Equipment/Vehicle Maintenance	(1,370,281)	841,247	(815,331)	187,042	(1,157,323)
602	Equipment/Vehicle Replacement	6,821,164	624,944	(1,265,719)	(373,430)	5,806,959
603	Technology Replacement	386,879	98,925	(112,000)	0	373,804
651	Marin Valley Mobile Country Club	16,041,494	3,287,797	(4,091,685)	0	15,237,606
Proprietary Funds Total		21,879,256	4,852,913	(6,284,735)	(186,388)	20,261,046
Fiduciary Funds						
701	Hamilton Trust	31,746,869	487,500	(29,000)	(405,000)	31,800,369
801-809	Agency Funds	5,856,692				5,808,692
Fiduciary Funds Total		37,603,561	487,500	(29,000)	(405,000)	37,609,061
Grand Total All Funds		107,321,629	70,401,625	(81,752,532)	(4,155,298)	92,092,424



Personnel Allocations

<u>DEPARTMENT</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>Adopted Budget 2019/20</u>
<u>CENTRAL ADMINISTRATION</u>							
City Manager							
City Manager	0.95	0.95	0.97	1.00	1.00	1.00	1.00
Economic Development Manager	--	1.00	1.00	1.00	--	--	--
Sustainability Coordinator	--	--	--	--	--	--	1.00
Public Communications Coordinator	1.00	1.00	1.00	1.00	--	--	--
Management Analyst I / II	0.15	0.15	0.10	0.10	0.10	--	0.50
Executive Secretary	0.70	0.70	0.80	0.80	0.80	0.80	0.80
Subtotal	2.80	3.80	3.87	3.90	1.90	1.80	3.30
Measure F							
Economic Development Manager	1.00	--	--	--	--	--	--
Hamilton Property Project Manager	0.50	1.00	1.00	1.00	--	--	--
Management Analyst II	--	--	--	--	--	1.00	0.50
Office Assistant II	1.00	--	--	--	--	--	--
Subtotal	2.50	1.00	1.00	1.00	0.00	1.00	0.50
RDA Successor Agency							
City Manager	0.05	0.05	0.03	--	--	--	--
Subtotal	0.05	0.05	0.03	0.00	0.00	0.00	0.00
Public Engagement/ Economic Development							
Assistant City Manager	--	--	--	--	1.00	1.00	1.00
Economic Development Manager	--	--	--	--	--	--	1.00
Sr. Management Analyst	--	--	--	--	1.00	1.00	--
Management Analyst II / Webmaster	--	--	--	--	--	1.00	1.00
Sr Office Assistant	--	--	--	--	1.00	1.00	1.00
Subtotal	0.00	0.00	0.00	0.00	3.00	4.00	4.00
Measure F							
Hamilton Property Project Manager	--	--	--	--	1.00	1.00	--
Management Analyst II	--	--	--	1.00	1.00	--	--
Subtotal	0.00	0.00	0.00	1.00	2.00	1.00	0.00
City Clerk							
City Clerk	0.90	0.95	0.97	1.00	1.00	1.00	1.00
Executive Secretary	0.30	0.30	0.20	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	2.25	2.17	2.20	2.20	2.20	2.20
RDA Successor Agency							
City Clerk	0.10	0.05	0.03	--	--	--	--
Subtotal	0.10	0.05	0.03	0.00	0.00	0.00	0.00
TOTAL CENTRAL ADMINISTRATION	7.65	7.15	7.10	8.10	9.10	10.00	10.00



Personnel Allocations

<u>DEPARTMENT</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>Adopted Budget 2019/20</u>
<u>ADMINISTRATIVE SERVICES</u>							
Administration							
Assistant City Manager	0.95	0.95	0.97	1.00	0.60	0.60	0.60
Principal Analyst	--	--	--	--	--	--	1.00
Management Analyst II	0.55	0.55	0.62	0.60	0.85	0.60	0.60
Subtotal	1.50	1.50	1.59	1.60	1.45	1.20	2.20
RDA Successor Agency							
Assistant City Manager	0.05	0.05	0.03	--	--	--	--
Management Analyst II	0.05	0.05	0.03	0.05	0.05	--	--
Subtotal	0.10	0.10	0.06	0.05	0.05	0.00	0.00
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	1.00	1.00	1.00	1.00	1.00
Principal HR Analyst	--	1.00	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	--	--	--	--	--
Sr. Office Assistant	--	--	--	--	--	--	1.00
Subtotal	2.95	3.95	3.90	3.90	3.90	3.90	4.90
Finance							
Finance Manager	0.85	0.90	0.90	0.90	0.90	0.90	0.90
Accounting Supervisor	0.85	0.90	0.90	0.90	0.90	0.90	0.90
Payroll/Accounting Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Accounting Assistant	3.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Assistant I / II	--	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	5.70	4.80	4.80	4.80	4.80	4.80	4.80
RDA Successor Agency							
Finance Manager	0.15	0.10	0.10	0.10	0.10	0.10	0.10
Accounting Supervisor	0.15	0.10	0.10	0.10	0.10	0.10	0.10
Subtotal	0.30	0.20	0.20	0.20	0.20	0.20	0.20
Capital Improvement Fund							
Accounting Supervisor (through August)	--	--	--	--	1.00	0.17	--
Subtotal	0.00	0.00	0.00	0.00	1.00	0.17	0.00



Personnel Allocations

<u>DEPARTMENT</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>Adopted Budget 2019/20</u>
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	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	1.00
Information Technology Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	3.00	5.00	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	0.75	0.00
Capital Improvement Fund							
Business Analyst	--	1.00	1.00	1.00	1.00	0.25	--
Subtotal	0.00	1.00	1.00	1.00	1.00	0.25	0.00
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	--	--	--	--	--
Management Analyst I / II	--	--	0.25	0.25	0.25	--	--
Subtotal	0.30	0.30	0.35	0.35	0.35	0.10	0.10
TOTAL ADMINISTRATIVE SERVICES	13.85	16.85	16.90	16.90	17.75	16.37	17.20
<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	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	5.00	5.00	5.00	4.00
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	3.50	3.50	3.50
Subtotal	14.00	14.00	14.00	14.00	15.50	15.50	15.50
Professional Standards							
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Management Analyst I / II	--	--	--	--	--	1.00	1.00
Subtotal	1.00	1.00	1.00	1.00	1.00	2.00	2.00



<u>DEPARTMENT</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	Adopted Budget <u>2019/20</u>
Criminal Investigations							
Lieutenant	--	--	--	--	--	1.00	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	6.00	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	5.00	5.00
Corporal	2.00	2.00	2.00	2.00	4.00	4.00	4.00
Officer	28.00	28.00	28.00	28.00	26.00	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	40.00	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	1.00
Subtotal	4.00	4.00	4.00	4.00	4.00	5.00	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	0.21	1.00	1.00	--	--	--
Sergeant-NRT	--	--	--	--	1.00	1.00	1.00
Officer-NRT	--	1.55	2.00	2.00	2.00	2.00	2.00
Officer-SRO	--	--	--	--	--	1.00	2.00
Management Analyst I (NRT)	--	--	1.00	1.00	1.00	--	--
Subtotal	3.00	4.54	6.78	6.78	6.78	6.00	7.00
Measure F							
Corporal-NRT	--	0.79	--	--	--	--	--
Officer-NRT	2.00	0.45	--	--	--	--	--
Officer-NC3 Task Force	--	0.22	0.22	0.22	0.22	--	--
Management Analyst I (NRT)	1.00	1.00	--	--	--	--	--
Dispatcher	--	--	--	1.00	1.00	1.00	1.00
Records Specialist	--	0.50	0.50	0.50	0.50	0.50	0.50
Office Assistant II	--	0.50	0.50	0.50	0.50	0.50	0.50
Subtotal	3.00	3.46	1.22	2.22	2.22	2.00	2.00
TOTAL POLICE	75.75	77.75	77.75	79.00	80.50	81.50	81.50



<u>DEPARTMENT</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>Adopted Budget 2019/20</u>
<u>COMMUNITY DEVELOPMENT</u>							
Administration							
Community Development Director	0.80	0.78	0.78	0.78	0.78	0.78	0.78
Sustainability Coordinator	--	--	--	--	1.00	1.00	--
Subtotal	0.80	0.78	0.78	0.78	1.78	1.78	0.78
Code Enforcement							
Supervising Code Enforcement Officer	0.95	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	1.00	1.00	1.00	1.50	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	--	--	--	--	--	--
Subtotal	3.00	3.00	3.00	3.50	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	1.00
Senior Planner	2.00	1.90	1.90	1.90	1.90	1.90	2.90
Planner I & II	1.00	1.00	1.00	2.00	2.00	2.00	1.00
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	6.20	6.10	6.10	7.10	7.10	7.10	7.10
Clerical Services							
Development Permit Supervisor	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Permit Technician	--	--	--	--	1.00	1.00	1.00
Senior Office Assistant	1.00	1.00	1.00	1.00	--	1.00	1.00
Office Assistant II	1.00	2.50	2.50	2.50	2.50	2.00	2.00
Word Processor	0.50	--	--	--	--	--	--
Subtotal	3.00	4.00	4.00	4.00	4.00	4.50	4.50
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	2.50	2.50	2.50	2.50
Supervising Code Compliance Officer	--	--	--	--	--	--	--
Development Permit Supervisor	--	--	--	--	--	--	--
Senior Office Assistant	--	--	--	--	--	--	--
Office Assistant II	--	--	--	--	--	--	--
Subtotal	4.00	4.00	4.00	4.50	4.50	4.50	4.50



<u>DEPARTMENT</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>Adopted Budget 2019/20</u>
Affordable Housing Programs							
Community Development Director	--	0.02	0.02	0.02	0.02	0.02	0.02
Sr. Planner	--	0.10	0.10	0.10	0.10	0.10	0.10
Subtotal	0.00	0.12	0.12	0.12	0.12	0.12	0.12
General Plan Surcharge							
Planner II	0.40	0.40	0.40	--	--	--	--
Subtotal	0.40	0.40	0.40	0.00	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	0.50
Subtotal	0.90	0.90	0.90	0.50	0.50	0.50	0.50
TOTAL COMMUNITY DEVELOPMENT	18.30	19.30	19.30	20.50	21.50	22.00	21.00
<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	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	--	--
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	--	--	--	--	--	--
Subtotal	2.95	2.45	2.45	2.45	2.45	3.10	3.10
Engineering Operations							
Deputy PW Director / City Engineer	--	--	--	--	--	0.30	--
Engineering Services Manager	--	--	--	--	--	--	0.30
PW Admin Manager	--	--	--	--	--	0.25	0.25
Senior Civil Engineer	--	--	--	--	--	0.40	0.40
Assistant Engineer	--	--	--	--	--	0.50	0.50
Public Works Inspector	--	--	--	--	--	1.00	1.00
Engineering Project Coordinator	--	--	--	--	--	1.00	1.00
Office Assistant II	--	--	--	--	--	0.80	0.80
Subtotal	0.00	0.00	0.00	0.00	0.00	4.25	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 Services Manager	--	--	--	--	--	--	0.10
Engineering Manager	0.10	0.10	0.10	--	--	--	--
Senior Civil Engineer	0.90	0.50	0.50	0.50	0.50	--	--
Assistant Engineer	0.50	1.00	1.00	1.00	1.00	0.20	0.20
Subtotal	1.65	1.75	1.75	1.75	1.75	0.45	0.45



<u>DEPARTMENT</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>Adopted Budget 2019/20</u>
Capital Projects Engineering							
Deputy PW Director / City Engineer	--	--	--	0.90	0.90	0.60	--
Engineering Services Manager	--	--	--	--	--	--	0.60
Engineering Manager	0.90	0.90	0.90	--	--	--	--
PW Admin Manager	--	1.00	0.75	0.75	0.75	--	--
Senior Civil Engineer	1.00	0.40	0.40	0.40	0.40	0.60	0.60
Assistant Engineer	2.50	3.00	3.00	3.00	3.00	2.30	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	--	--	--	--
Public Works Inspector	1.00	1.00	1.00	2.00	2.00	--	--
Office Assistant II	0.80	0.80	0.80	0.80	0.80	--	--
Subtotal	7.90	8.80	8.55	8.55	8.55	4.20	4.20
GIS Mapping							
Engineering Technician I	1.00	--	--	--	--	--	--
Subtotal	1.00	0.00	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	0.25	0.25	0.25	0.00	0.00
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	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Subtotal	7.68	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	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Worker	0.62	0.62	0.62	0.62	0.62	3.00	4.00
Subtotal	1.92	1.92	1.92	1.92	1.92	4.30	5.30
Parks Maintenance							
Maintenance Supervisor	0.70	0.70	0.70	0.70	0.70	0.70	0.70
Senior Maintenance Worker	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Maintenance Worker	5.38	5.38	5.38	6.38	6.38	4.00	5.00
Subtotal	8.08	8.08	8.08	9.08	9.08	6.70	7.70

*moved from Measure A



<u>DEPARTMENT</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	Adopted Budget 2019/20
Building Maintenance							
Building Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance Lead	--	--	--	--	--	--	1.00
Senior Custodian	1.00	1.00	1.00	1.00	1.00	1.00	--
Custodian	5.00	5.00	5.00	6.50	6.50	6.50	6.50
Subtotal	7.00	7.00	7.00	8.50	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	--	--	2.00	2.00	2.00	2.00
Subtotal	1.00	--	--	2.00	2.00	2.00	2.00
Parks Measure A							
Maintenance Worker	--	2.00	2.00	2.00	2.00	2.00	--
Subtotal	0.00	2.00	2.00	2.00	2.00	2.00	0.00
**moved to General Fund							
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	52.00	52.00	56.50	56.50	55.50	55.50



<u>DEPARTMENT</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	Adopted Budget 2019/20
<u>PARKS, RECREATION & COMMUNITY SERVICES</u>							
Administration							
Assistant City Manager	--	--	--	--	0.40	0.40	0.40
Recreation Director	1.00	1.00	1.00	1.00	--	--	--
Deputy Director	--	--	--	--	--	0.20	0.20
Recreation Services Manager	0.85	0.85	0.85	0.85	0.90	0.70	0.75
Sr. Management Analyst	--	1.00	1.00	1.00	--	--	--
Management Analyst	--	--	--	--	0.75	1.37	1.37
Recreation Supervisor	0.08	0.08	0.11	0.11	0.21	0.21	0.21
Recreation Coordinator	0.75	0.45	1.00	1.00	1.00	0.50	0.50
Administrative Technician	0.96	0.96	0.96	0.96	1.97	--	--
Senior Office Assistant	0.23	0.23	0.18	0.18	--	--	--
Office Assistant II	--	--	0.05	0.05	--	--	--
Subtotal	3.87	4.57	5.15	5.15	5.23	3.38	3.43
Child Care and Enrichment Programs							
Deputy Director	--	--	--	--	--	0.20	0.20
Management Analyst	--	--	--	--	--	0.03	0.03
Recreation Services Manager	0.04	0.04	0.04	0.04	0.20	--	--
Recreation Supervisor	1.00	1.00	1.00	1.00	0.90	0.90	0.90
Recreation Coordinator	1.17	1.57	1.17	1.92	1.75	1.75	1.75
Administrative Technician	0.03	0.03	0.03	0.03	0.03	--	--
Senior Office Assistant	0.09	0.09	0.09	0.09	0.10	0.10	0.10
Child Care Teacher	1.75	1.75	1.75	1.75	1.75	1.75	1.75
Subtotal	4.08	4.48	4.08	4.83	4.73	4.73	4.73
Cultural Programs/Museum Administration							
Recreation Services Manager	0.05	0.05	0.05	0.05	0.05	0.05	--
Recreation Coordinator	0.10	--	--	--	--	--	--
Subtotal	0.15	0.05	0.05	0.05	0.05	0.05	0.00
Senior Citizens							
Recreation Services Manager	0.06	0.06	0.06	0.06	0.25	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	1.00	1.00	1.00
Administrative Technician	0.01	0.01	0.01	0.01	--	--	--
Senior Office Assistant	0.73	0.73	0.73	0.73	0.90	0.90	0.90
Subtotal	2.58	2.58	2.58	2.58	3.10	3.10	3.10



<u>DEPARTMENT</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	Adopted Budget <u>2019/20</u>
Athletics							
Deputy Director	--	--	--	--	--	0.60	0.60
Recreation Services Manager	1.00	1.00	1.00	1.00	0.60	--	--
Recreation Supervisor	2.97	2.97	2.94	2.94	3.94	3.94	3.94
Recreation Coordinator	1.00	1.00	1.00	1.00	--	1.00	1.00
Gymnastics Instructor	2.25	2.75	2.75	2.75	3.50	4.25	4.25
Senior Office Assistant	1.95	1.45	--	--	--	1.00	1.00
Office Assistant II	--	--	1.45	1.45	1.50	0.75	0.75
Subtotal	9.17	9.17	9.14	9.14	9.54	11.54	11.54
Parks Measure A							
Recreation Coordinator	--	--	--	0.50	0.50	0.50	0.50
Subtotal	0.00	0.00	0.00	0.50	0.50	0.50	0.50
TOTAL PARKS, RECREATION & COMMUNITY SERVICES	19.85	20.85	21.00	22.25	23.15	23.30	23.30
GRAND TOTAL PERSONNEL	186.90	193.90	194.05	203.25	208.50	208.67	208.50



Personnel Allocation Summary by Department

<u>DEPARTMENT</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	Adopted Budget <u>2019/20</u>
Central Administration	7.65	7.15	7.10	8.10	9.10	10.00	10.00
Administrative Services	13.85	16.85	16.90	16.90	17.75	16.37	17.20
Police	75.75	77.75	77.75	79.00	80.50	81.50	81.50
Community Development	18.30	19.30	19.30	20.50	21.50	22.00	21.00
Public Works	51.50	52.00	52.00	56.50	56.50	55.50	55.50
Parks, Recreation & Community Services	19.85	20.85	21.00	22.25	23.15	23.30	23.30
	186.90	193.90	194.05	203.25	208.50	208.67	208.50



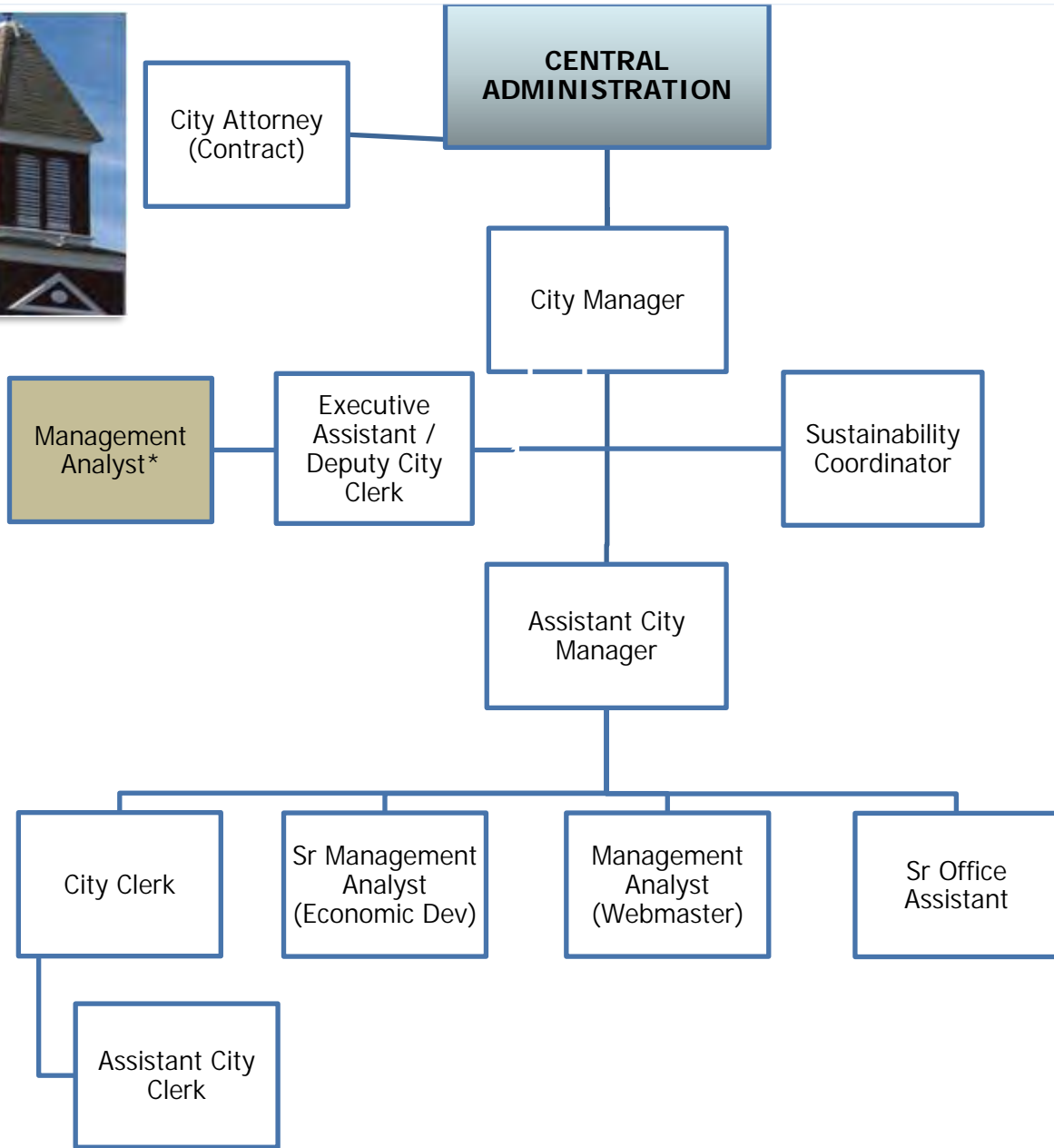
Personnel Changes 2019/20 Budget			
	Beginning Authorized Personnel Total		<u>208.67</u>
<u>Positions Eliminated</u>			
<u>Department</u>	<u>Position</u>	<u>FTE</u>	
Central Administration	Hamilton Property Project Manager	(1.00)	Eliminated (LT)
Administrative Services	Accounting Supervisor	(0.17)	Eliminated (LT)
Administrative Services	IT Business Analyst	(1.00)	Eliminated (LT)
	Total Position Eliminated		(2.17)
<u>Positions Additions</u>			
<u>Department</u>	<u>Position</u>	<u>FTE</u>	
Administrative Services/Human Resources	Sr. Office Assistant	1.00	New
Police	Officer	1.00	New
	Total Position Additions		2.00
	Ending Authorized Personnel Total		<u>208.50</u>
<u>Position Transfers/Reclassifications (no net change to personnel total)</u>			
<u>Department</u>	<u>Position</u>	<u>FTE</u>	
Central Administration	Economic Development Manager (formerly Senior Management Analyst)	1.00	Reclassified
Central Administration	Sustainability Coordinator	1.00	Transferred from CDD to CA
Central Administration	Management Analyst II	0.50	Reallocate .50 (LT)
Administrative Services	Principal Management Analyst (formerly Senior Management Analyst)	1.00	Reclassified & Transferred from PD
Public Works	Engineering Services Manager (formerly Deputy Director, PW)	1.00	Reclassified
Public Works	Maintenance Workers	2.00	Transferred from Measure A to General Fund
Community Development	Sr. Planner (formerly Planner 1)	1.00	Reclassified (LT)
Police	Community Services Officer (formerly Records Specialist)	1.00	Reclassified



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			❖						



City of Novato Department/Function Matrix		Department/Function							
		General Government	Public Safety	Transportation	Community Development	Culture & Recreation	Economic Development	Debt Service	Internal Services
Fund									
229	State Gas Tax Fund						❖		❖
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	❖							❖



*Limited Term/ .50 Measure F Funded

Department Budget Summary

	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
State Mandated Costs	-	-	200	200	-
Legal Fees Recovered	36,000	36,000	30,000	(6,000)	(16.67)%
Application Fees	400	400		(400)	(100)%
Department Total	36,400	36,400	30,200	(6,200)	(17.03)%

Appropriations by Division

City Council	74,328	74,328	83,622	9,294	12.50%
City Manager	458,183	458,183	768,477	310,294	67.72%
Public Engagement/Econ Development	899,162	898,662	988,214	89,052	9.90%
City Clerk	343,244	516,444	541,367	198,123	57.72%
City Attorney	563,000	563,000	463,000	(100,000)	(17.76)%
Department Total	2,337,917	2,510,617	2,844,680	506,763	21.68%

Appropriations by Category

Salaries	1,090,884	1,080,884	1,349,926	259,042	23.75%
Benefits	199,211	199,211	271,471	72,260	36.27%
Contract Services	864,493	1,047,693	977,993	113,500	13.13%
Training & Travel	45,142	45,142	47,491	2,349	5.20%
Materials & Supplies	138,187	137,687	197,799	59,612	43.14%
Department Total	2,337,917	2,510,617	2,844,680	506,763	21.68%

Personnel Allocation History

	2015/16	2016/17	2017/18	2018/19	2019/20
City Council *	5.00	5.00	5.00	5.00	5.00
City Manager	3.87	3.90	1.90	1.80	3.30
Public Engagement/Econ Development			3.00	4.00	4.00
City Clerk	2.17	2.20	2.20	2.20	2.20
Other Funds	1.06	2.00	2.00	2.00	0.50
Department Total	12.10	13.10	14.10	15.00	15.00

* City Council elected members excluded from authorized totals in Personnel Allocation tables

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: The Economic Development division builds and promotes the economic vitality of the community, with a 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, with the City Manager, oversees the coordination of the City Council's agenda and related documents. The department follows-up on all actions taken by City Council, provides document administration and records management services, fulfills Public Record Act Requests, updates the City's municipal code, coordinates with Marin County on city elections, ensures Fair Political Practices Commission compliance, conducts commission, committee and board recruitments and fulfills 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.

Sustainability: The Sustainability Division focuses 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 Sustainability Coordinator has 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 community Sustainability and Climate Change Forums.

Department Accomplishments FY 2018/19

- Facilitated the adoption of the City Council's Strategic Plan for June 2018 through June 2021
- Extended the Reimagining Citizenship program in conjunction with Dominican University for 4 years, thereby leveraging \$1M in tuition scholarships for Novato residents
- Developed and adopted a Communications Plan
- Completed outreach and facilitation training for City staff
- Increased Spanish outreach by incorporating more Spanish-translated content into our e-newsletters, public notices, online news items, flyers and social media
- Increased online promotion throughout all City social media accounts, including newly added City Council meeting agenda previews on social media
- Developed marketing materials to promote Novato as business-friendly as **the** place to locate
- Issued an RFP and facilitated selection of a development partner for the Commissary site in Hamilton
- Issued an RFP for the Historic Downtown Train Depot
- Implemented an automated agenda management system to create more efficiency in producing agenda packets
- Coordinated the change of the city's at-large district election process to a by-district election format

Department Goals FY 2019/20

- Continue to further the City Council's Strategic Plan Goals and Objectives
- Coordinate with partner agencies to ensure a complete and accurate Census 2020 count
- Refresh the City's website to be more intuitive and accessible
- Implement Open Data portal to increase transparency and accessibility to City information.
- Complete an Economic Development Work Plan
- Continue the process for the redevelopment of the Historic Downtown Train Depot
- Negotiate the sale and begin the entitlement process for the Commissary site
- Manage the City's first local by-district elections
- Create a City-wide email policy and update the City's Records Retention Schedule
- Update the Climate Action Plan
- Establish energy efficiency, water conservation and waste reduction targets for each City-owned facility

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: \$83,622

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 2019/20 Resources Used by Program Element:

	Employees			Personnel	Contract/		Total Budget	Program Revenues	
	Perm FTE	Temp FTE	Total Hours		Consultant Services	Training & Travel			Material & Supplies
<i>Program Elements:</i>									
Policy Development	5.00		8,500	62,992		12,267	8,363	83,622	
TOTAL	5.00	0	8,500	62,992	0	12,267	8,363	83,622	

	Previous Actual	Previous Actual	Adopted Budget	Adjusted Budget	Adopted Budget
	2016/17	2017/18	2018/19	2018/19	2019/20
<i>Program Inputs:</i>					
Personnel Services	54,586	57,696	60,298	60,298	62,992
Contract Services	0	6,245	0	0	0
Training & Travel	13,023	8,185	12,267	12,267	12,267
Materials & Supplies	6,603	3,734	1,763	1,763	8,363
Capital Outlay					
TOTAL	74,212	75,859	74,328	74,328	83,622

Department**Name:** Central Administration**Program:** City Manager**Budget:** \$768,477**Personnel Allocation:** 3.8
(includes Mgt. Analyst-Measure F funded .50)**Revenue:** \$0**Program Description**

The City Manager's office plans and coordinates the essential functions of government and assures that the goals and objectives established by the City Council are implemented. Personnel allocation above includes the .50 Management Analyst funded .50 in Measure F.

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 the Helsing Group for Park Management. The Public Works Administrative Manager and the 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.

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.

Previously in the Community Development Department, as of FY 2019/20 this program has moved into the Central Administration Department.

Program Accomplishments FY 2018/19

- Facilitated the adoption of the City Council's Strategic Plan for June 2018 through June 2021
- Entered into an MOU with the Novato School District for a potential housing development for Public Employees in Novato including Police Officers, Firefighters, Teachers and City and County staff
- Executed an Exclusive Right to Negotiate with Homeward Bound for a potential housing development to address Veteran's homelessness
- Extended the Reimagining Citizenship program in conjunction with Dominican University for 4 years, thereby leveraging \$1M in tuition scholarships for Novato residents

Program Goals FY 2019/20

- Continue to further the City Council's Strategic Plan Goals and Objectives
- Manage the Reimagining Citizenship program, fostering the next generation of community leaders
- Coordinate with partner agencies to ensure a complete and accurate Census 2020 count
- Update the Climate Action Plan
- Establish energy efficiency, water conservation and waste reduction targets for each City-owned facility
- Implement expanded recycling programs at Hamilton Community Center and Margaret Todd Senior Center
- Continue the Green Film Series and other public outreach and education events
- Develop and implement targeted community action campaigns focused on renewable electricity, idling, food waste, and school travel
- Support the implementation of the Clean Fleet Policy
- Develop a community-wide Electric Vehicle Strategy
- Identify City-owned properties suitable for solar installations

Program: City Manager

Division Number 110

Summary of 2019/20 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:									
General Management	2.30		3,910	464,128	80,000	20,475	18,793	583,396	0
	1.00		1,700	134,980	27,500	400	22,201	185,081	
TOTAL	3.30 *	0	5,610	599,108	107,500	20,875	40,994	768,477	0

*Mgt. Analyst -Measure F funded.50

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	358,044	353,094	373,582	373,582	599,108
Contract Services	53,101	27,424	60,000	60,000	107,500
Training & Travel	9,299	18,225	18,526	18,526	20,875
Materials & Supplies	19,879	18,874	6,075	6,075	40,994
TOTAL	440,324	417,617	458,183	458,183	768,477

Department**Name:** Central Administration**Program:** Public Engagement/
Economic Development**Budget:** \$988,214**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 2018/19

- Developed and adopted a Communications Plan
- Completed outreach and facilitation training for City staff
- #NovatoProud – launched Hometown Heroes banners on Grant Avenue recognizing Novato veterans, and continued recognition of NovatoProud honorees at City Council meetings
- Increased Spanish outreach by incorporating more Spanish-translated content into our e-newsletters, public notices, online news items, flyers and social media
- Social media – increased online promotion throughout all City social media accounts—including newly added City Council meeting agenda previews on social media
- Developed marketing materials to promote Novato as business-friendly as **the** place to locate
- Assisted in the transition to HdL as our business license administrator
- Facilitated permitting and start of construction of the Hamilton Hospital & Hamilton Cottages
- Issued an RFP and facilitated selection of a development partner for the Commissary site in Hamilton
- Issued an RFP for the Historic Downtown Train Depot
- Continued process improvements to make processes more approachable and predictable while maintaining high quality

Program Goals FY 2019/20

- 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

- Continue to increase social media presence and programs
- Continue to increase civic pride and share more good news
- Improve internal communications
- Promote service opportunities through partner organizations
- Complete an Economic Development Work Plan
- Continue the process for the redevelopment of the Historic Downtown Train Depot
- Negotiate the sale and begin the entitlement process for the Commissary site
- Issue an RFP for the next city-owned Hamilton site
- Host small business workshops in partnership with the Small Business Development Center
- Launch the Tenant Incentive Grant Program
- Conduct a review of permitting processes with partner agencies

Program: Public Engagement / Economic Development

Division Number 120

Summary of 2019/20 Resources Used by Program Element:

	Employees			Contract/			Total Budget	Program Revenues
	Perm	Temp	Total	Consultant	Training	Material		
	FTE	FTE	Hours	Services	& Travel	& Supplies		
<i>Program Elements:</i>								
Public Engagement	2.05		3,485	313,774	110,000		56,000	479,774
Economic Development	1.95		3,315	350,440	92,000	9,000	57,000	508,440
TOTAL	4.00	0	6,800	664,214	202,000	9,000	113,000	988,214

<i>Program Inputs:</i>	Previous	Previous	Adopted	Adjusted	Adopted
	Actual	Actual	Budget	Budget	Budget
	2016/17	2017/18	2018/19	2018/19	2019/20
Personnel Services	340,150	503,357	572,162	572,162	664,214
Contract Services	177,706	141,234	216,000	216,000	202,000
Training & Travel	4,182	8,049	9,000	9,000	9,000
Materials & Supplies	65,769	62,390	102,000	101,500	113,000
TOTAL	587,807	715,030	899,162	898,662	988,214

Department**Name:** Central Administration**Program:** City Clerk**Budget:** \$541,367**Personnel Allocation:** 2.20**Revenue:** \$200**Program Description**

The City Clerk's Office 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 the public and city staff with city records that are disclosable by law. Manage information and records created or received in City offices.

Program Accomplishments FY 2018/19

- From July 2018, the Clerk's Office has produced a total of 36 agenda packets and 36 sets of minutes, as well as coordinated 36 City Council meetings as of April 22, 2019.
- Implemented an automated agenda management system to create more efficiency in producing agenda packets.
- Worked with City staff and the Council to review the existing Boards, Commissions, and Committees and determine if they needed be modified, retained, or eliminated according to the City Council's goals and objectives.
- Processed 41 applications between September through October 2018 and 36 applications in January 2019 for the City Council to appoint individuals to various Boards, Commissions, and Committees.
- Processed 51 public records requests as of April 22, 2019.
- Coordinated the city's at-large district elections to by-district elections.

Program Goals FY 2019/20

- Manage the City's first local by-district elections
- Ensure accurate candidate and voter information is provided
- Work with Marin County's Registrar of Voters (ROV) Office to provide voter ballot box location(s); and work with the ROV to implement a satellite voting center office required by the passage of Assembly Bill 2540
- Create a City-wide email policy and update the City's Records Retention Schedule
- Create a policy regarding proclamation requests
- Re-examine and possibly modify the recruitment process and handbooks for the members of boards, commissions, and committees

Program: City Clerk

Division Number 130

Summary of 2019/20 Resources Used by Program Element:

	Employees			Personnel	Contract/			Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours		Consultant Services	Training & Travel	Material & Supplies		
Program Elements:									
Administration	2.20		3,740	295,083	205,493	5,349	35,442	541,367	200
TOTAL	2.20	0.00	3,740	295,083	205,493	5,349	35,442	541,367	200

	Previous Actual	Previous Actual	Adopted Budget	Adjusted Budget	Adopted Budget
	2016/17	2017/18	2018/19	2018/19	2019/20
Program Inputs:					
Personnel Services	209,793	254,899	284,053	274,053	295,083
Contract Services	16,074	163,168	25,493	208,693	205,493
Training & Travel	492	3,672	5,349	5,349	5,349
Materials & Supplies	16,760	10,993	28,349	28,349	35,442
TOTAL	243,119	432,732	343,244	516,444	541,367

Department

Name: Central Administration

Program: City Attorney

Budget: \$463,000

Personnel Allocation: 0.00

Revenue: \$30,000

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.

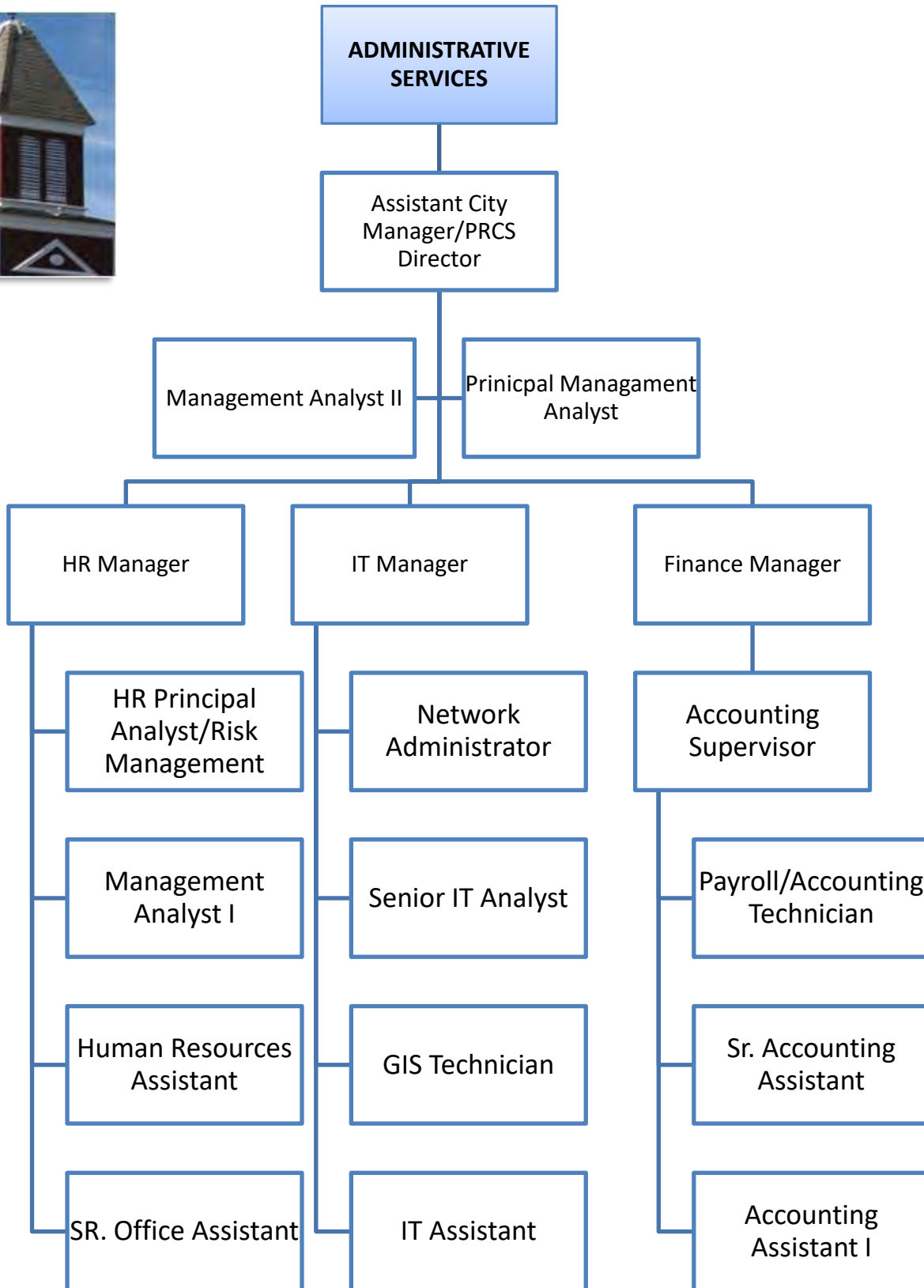
Program: City Attorney

Division Number 140

Summary of 2019/20 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm	Temp	Total						
	FTE	FTE	Hours						
Program Elements:									
General Services					325,000			325,000	
Cost Recovery Services					38,000			38,000	30,000
Litigation					100,000			100,000	
TOTAL	0.00	0	0	0	463,000	0	0	463,000	30,000

	Previous	Previous	Adopted	Adjusted	Adopted
	Actual	Actual	Budget	Budget	Budget
	2016/17	2017/18	2018/19	2018/19	2019/20
Program Inputs:					
Personnel Services					
Contract Services	777,072	465,823	563,000	563,000	463,000
TOTAL	777,072	465,823	563,000	563,000	463,000



Department Budget Summary

	Adopted	Adjusted	Adopted	Adopted to Adopted	
	Budget	Budget	Budget	Increase/(Decrease)	
	2018/19	2018/19	2019/20	Dollar	Percent
Revenues					
Charges for Services	179,160	179,160	241,110	61,950	34.58%
Taxes	160,000	160,000	9,600	(150,400)	(94.00)%
Fines and Forfeitures	500	500	1,000	500	100.00%
Other Revenues	8,650	8,650	12,000	3,350	38.73%
Risk Management	3,090	3,090	4,400	1,310	42.39%
Special Programs	50,000	50,000	50,000	-	0.00%
Department Total	\$401,400	\$401,400	\$318,110	(\$83,290)	(20.75)%

Appropriations by Division

Administration	210,444	210,444	352,164	141,720	67.34%
Human Resources	987,053	994,051	848,792	(138,261)	(14.01)%
Finance	781,231	791,231	814,815	33,584	4.30%
Information Technology Services	1,222,428	1,216,115	1,252,096	29,668	2.43%
Citywide Programs	2,975,478	3,005,478	3,783,166	807,688	27.14%
Department Total	\$6,176,634	\$6,217,319	\$7,051,033	\$874,399	14.16%

Appropriations by Category

Salaries	1,664,750	1,544,750	1,773,251	108,501	6.52%
Benefits	306,835	299,926	382,748	75,913	24.74%
Contract Services	1,488,232	1,643,232	1,901,097	412,865	27.74%
Training & Travel	145,621	143,121	77,584	(68,037)	(46.72)%
Materials & Supplies	2,571,196	2,586,290	2,916,353	345,157	13.42%
Department Total	\$6,176,634	\$6,217,319	\$7,051,033	\$874,399	14.16%

Personnel Allocation History

	2015/16	2016/17	2017/18	2018/19	2019/20
Administration	1.59	1.60	1.45	1.20	2.20
Human Resources	3.90	3.90	3.90	3.90	4.90
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	0.35	0.35	0.35	0.10	0.10
Other Funds	1.26	1.25	2.25	1.37	0.20
Department Total	16.90	16.90	17.75	16.37	17.20

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 deployment and 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 hosted in the cloud.

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 2018/19

Finance

- Implemented online employee direct deposit statements, saving \$500 annually
- Continued implementation of a new Citywide financial Enterprise Resource Program, adding additional modules
- Automated General Fund Financial Forecasting Model.
- Maintained a balanced and fiscally responsible Budget
- Implemented the New World Position budgeting module

Human Resources

- Offered employee ergonomic, harassment, wellness and safety trainings to all City employees
- Negotiating 2020 MOUs with all bargaining groups
- Streamlined the performance evaluation process for non-represented confidential and management employees
- 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
- Conducted ergonomic evaluations to promote prevention of work-related injuries.

Information Technology

- Migrated to Mark 43 a Police Computer Aided Dispatch System
- Provided Police staff training for the Mark 43 system
- Completed several enhancements to the ESRI ArcGIS system and developed new applications for staff use across all city departments
- Replaced aged firewall at the Police Department providing enhanced security to our network
- Installed new Sonic Internet providing faster networking to accommodate increased networking usage
- Partnered with the City Clerk to deploy Peak Agenda Management system
- Replaced aged backup server system at the Police Department
- Partnered with Police to have DOJ CLETS circuit installed for new Computer Aided Dispatch (CAD) / Records Management System (RMS)
- Improved video surveillance cameras at various City locations.
- Completed 1,810 work orders (issues and service requests).

Finance

- Issue contract for a city-wide service fee study, implement a pension stabilization irrevocable trust, and contract with a new external audit service provider
- Finalize Re-financing of 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
- Implement 155 Pension Trust
- Implement Cannabis tax
- Review the business license revenue collection process and procedures

Human Resources

- Develop a comprehensive citywide volunteer and internship program
- Implement Vision Plan for employees per the 2016-2019 MOUs
- Develop and adopt a revised Employee Engagement program
- Successfully negotiate and implement with all bargaining groups for 2020 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

- Migrate wireless of County solution
- Deploy CMMS solution for Public Works
- Redesign Network to create a DMZ
- Deploy two-factor authentication
- Various service and hardware replacement
- Implement System Center
- Replace firewalls at City sites

- In partnership with Public Works, select and implement a new Computerized Maintenance Management System to track all city assets
- In partnership with the Police Department complete the implementation of the Computer Aided Dispatch (CAD) and Records Management System (RMS)
- Complete a desktop computer replacement project at the Police Department
- Implement a second Internet circuit for the primary city campus.
- Replace various infrastructure servers
- Replace existing wireless solution and infrastructure to allow for a more secure network

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: \$352,164

Personnel Allocation: 2.20

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 2018/19 _____

- Provided analytical oversight to the Marin Valley Country Club
- Assisted with development and implementation of FY 2019/20 budget.

Program Goals FY 2019/20 _____

- Take actions to improve organizational excellence.

Program: Administration

Division Number 150

Summary of 2019/20 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	2.20		3,740	335,628		11,507	5,029	352,164	
TOTAL	2.20		3,740	335,628	-	11,507	5,029	352,164	-

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
Program Inputs:					
Personnel Services	148,064	146,777	193,908	188,908	335,628
Contract Services	69,523	796			
Training & Travel	1,274	2,633	11,507	11,507	11,507
Materials & Supplies	3,064	5,683	5,029	10,029	5,029
TOTAL	221,925	155,889	210,444	210,444	352,164

Department Name: Administrative Services

Program: Human Resources

Budget: \$848,792

Personnel Allocation: 4.90

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 2018/19

- Offered employee ergonomic, harassment, wellness and safety training to all City employees
- Negotiating 2020 MOUs with all bargaining groups
- Streamlined the performance evaluation process for non-represented confidential management employees
- Continued the presentation of the Employee Recognition Program which features signature and seasonal events and program including hosting the annual employee holiday celebration and employee recognition events
- Conducted ergonomic evaluations to promote prevention of work-related injuries

Program Goals FY 2019/20

- Develop a comprehensive citywide volunteer and internship program
- Implement Vision Plan for employees per the 2016-2019 MOUs
- Successfully negotiate and implement with all bargaining groups
- Develop and adopt a revised Employee Engagement program
- 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.

Program: Human Resources

Division Number 160

Summary of 2019/20 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:									
Benefits Administration	4.90		8,330	535,695	205,531	37,477	70,089	848,792	
TOTAL	4.90	-	8,330	535,695	205,531	37,477	70,089	848,792	-

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	500,880	411,255	522,900	452,989	535,695
Contract Services	326,101	424,534	305,531	375,531	205,531
Training & Travel	26,838	16,785	107,114	97,114	37,477
Materials & Supplies	43,565	52,871	51,508	68,417	70,089
TOTAL	897,385	905,445	987,053	994,051	848,792

Department Name: Administrative Services

Program: Finance

Budget: \$814,815

Personnel Allocation: 4.80

Revenue: \$263,710

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 2018/19

- Implemented online employee deposit statements, saving \$500 annually
- Continued implementation of a new Citywide financial Enterprise Resource Program, adding additional modules
- Automated General Fund Financial forecasting model
- Implemented the New World position budgeting module

Program Goals FY 2019/20

- Issue contract for a city-wide serve fee study, implement a pension stabilization irrevocable trust, and contract with a new external audit service provider
- Finalize re-financing of four series of bonds: 2005, 2005A and 2011 redevelopment bonds and the Pointe Marin CFD bonds
- Implement Cannabis tax
- 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 the business license revenue collection process and procedure

Program: Finance

Division Number 170

Summary of 2019/20 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Internal Service Chgs	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours							
<i>Program Elements:</i>										
Accounting and Administration	4.80	0.27	8,722	594,765	122,300	11,600	86,150	-	814,815	263,710
TOTAL	4.80	0.27	8,722	594,765	122,300	11,600	86,150	-	814,815	263,710

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
<i>Program Inputs:</i>					
Personnel Services	558,066	506,530	594,481	594,481	594,765
Contract Services	95,699	135,674	109,700	119,700	122,300
Training & Travel	3,246	3,478	10,000	10,000	11,600
Materials & Supplies	69,433	46,168	97,050	97,050	86,150
Internal Service Charges	(15,418)	(853)	(30,000)	(30,000)	0
TOTAL	711,026	690,997	781,231	791,231	814,815

Department Name: Administrative Services

Program: Information Technology Services

Budget: \$1,252,096

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 2018/19

- Completed over 1,700 work orders and service requests for City staff
- Enhanced the new City-Wide ERP system
- Replaced firewall at the Police Department
- Installed DOJ CLETS circuit to prepare for Mark 43 implementation
- Installed Sonic Fiber internet
- Migrated DNS allowing more flexibility, filtering and security
- In partnership with the Police Department implemented of the Computer Aided Dispatch and Records Management system and deployed Net Motion
- ESTI GIS map viewer in production

Program Goals FY 2019/20

- Migrate wireless of County solution
- Deploy CMMS solution for Public Works
- Redesign Network to create a DMZ
- Deploy two-factor authentication
- Various service and hardware replacement
- Implement System Center
- Replace firewalls at City sites

Program: Information Technology Services

Division Number 180

Summary of 2019/20 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:									
Information Technology Management	5.00		8,500	640,202	141,800	17,000	453,094	1,252,096	
TOTAL	5.00	-	8,500	640,202	141,800	17,000	453,094	1,252,096	-

Program Inputs:	Previous Actual	Previous Actual	Adopted Budget	Adjusted Budget	Adopted Budget
	2016/17	2017/18	2018/19	2018/19	2019/20
Personnel Services	569,681	573,060	610,534	558,536	640,202
Contract Services	142,117	165,412	141,800	186,800	141,800
Training & Travel	14,739	10,582	17,000	24,500	17,000
Materials & Supplies	317,579	318,654	453,094	446,279	453,094
Debt Service	94,653	96,718			
Capital Outlay	23,300	0			
TOTAL	1,162,069	1,164,426	1,222,428	1,216,115	1,252,096

Department Name: Administrative Services

Program: Citywide Programs

Budget: \$3,783,166

Personnel Allocation: 0.10

Revenue: \$54,400

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.

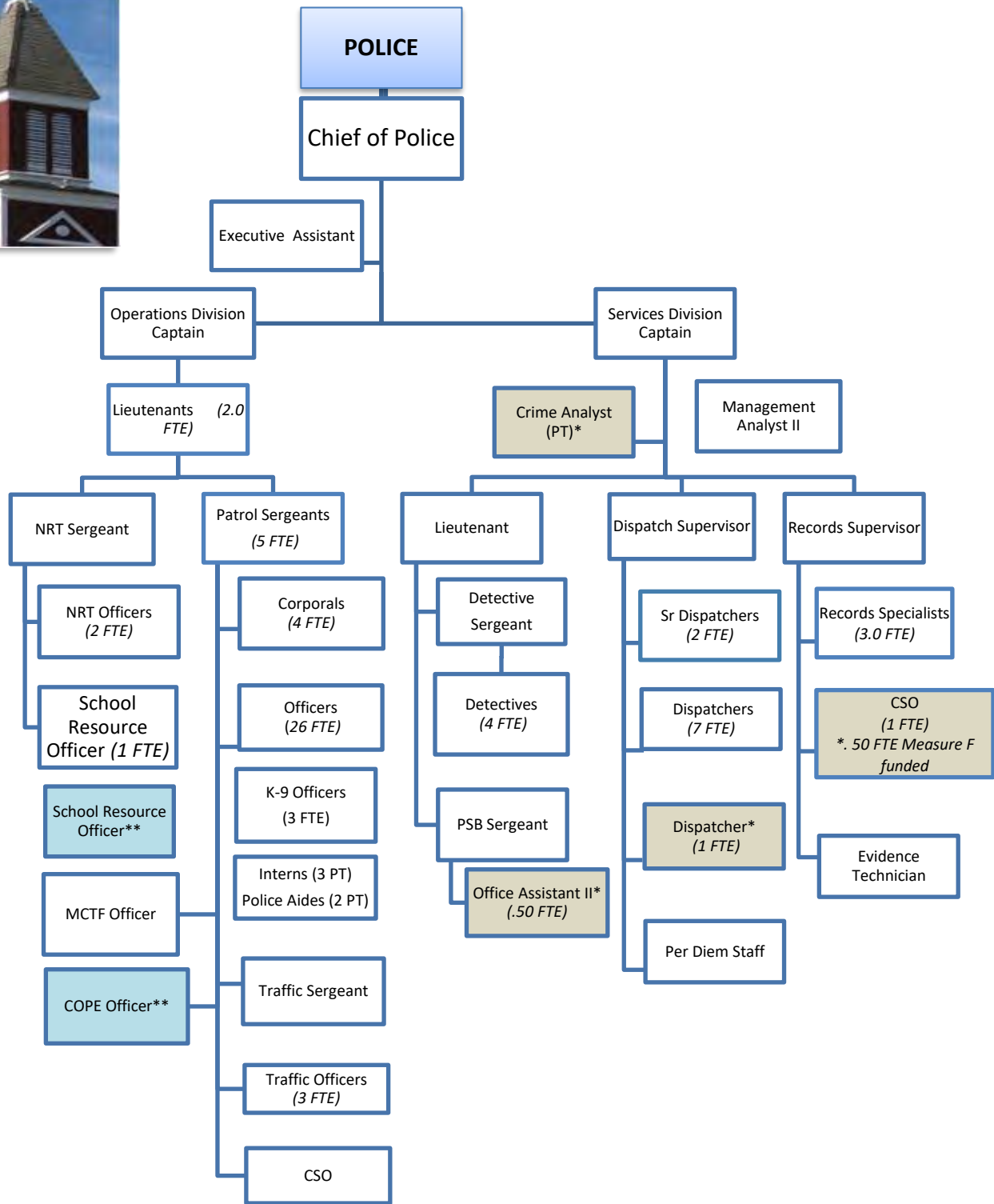
Program: Citywide Programs

Division Number 190-197

Summary of 2019/20 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:									
Risk Management	0.10		170	17,709			1,287,476	1,305,185	4,400
Memberships							30,076	30,076	
Central Stores							5,000	5,000	
Special Programs				32,000	664,671		959,019	1,655,690	
Marin GSA					49,735			49,735	
Animal Services					717,060			717,060	
City Owned Property							20,420	20,420	50,000
TOTAL	0.10	0.00	170	49,709	1,431,466	0	2,301,991	3,783,166	54,400

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	62,108	392,821	49,762	49,762	49,709
Contract Services	848,233	851,466	931,201	961,201	1,431,466
Training & Travel	4,176	63	0	0	0
Materials & Supplies	1,361,489	2,176,928	1,994,515	1,994,515	2,301,991
TOTAL	2,276,006	3,421,278	2,975,478	3,005,478	3,783,166



* Limited Term/Measure F Funded

** Funded by Grant/Other Funding

Police
Department Summary

Department Budget Summary

	Adopted	Adjusted	Adopted	Adopted to Adopted	
	Budget	Budget	Budget	Increase/(Decrease)	
	2018/19	2018/19	2019/20	Dollar	Percent
Revenues					
Police Administration	45,650	45,650	46,650	1,000	2.19%
Records Management	16,500	31,300	19,200	2,700	16.36%
Dispatch	2,800	2,800	2,800	-	0.00%
Professional Standards	4,000	10,480	45,250	41,250	1031.25%
Criminal Investigations	10,000	10,000	-		
Patrol Operations	694,200	694,200	730,420	36,220	5.22%
Traffic Operations	130,000	130,000	191,500	61,500	47.31%
Police Grants	134,000	134,000	134,000	-	0.00%
NRT	-	-	157,744	157,744	-
Community Engagement	10,000	10,000	12,000	2,000	20.00%
Department Total	\$1,047,150	\$1,068,430	\$1,339,564	\$292,414	27.92%

Appropriations					
Administration	1,346,891	1,346,895	1,273,688	(73,203)	(5.43)%
Technical Services	2,136,672	2,151,474	1,983,825	(152,847)	(7.15)%
Professional Standards	608,353	646,833	632,616	24,263	3.99%
Investigations	1,254,062	1,232,062	1,430,211	176,149	14.05%
Patrol	8,187,747	8,043,020	8,618,023	430,276	5.26%
Traffic	869,431	880,131	914,660	45,229	5.20%
Special Police Services	1,127,363	1,259,390	1,243,317	115,954	10.29%
Department Total	\$15,530,519	\$15,559,805	\$16,096,340	\$565,821	3.64%

Appropriations by Category					
Salaries	10,420,632	10,439,618	10,850,522	429,890	4.13%
Benefits	3,634,923	3,634,923	3,701,181	66,258	1.82%
Contract Services	311,658	333,958	302,917	(8,741)	(2.80)%
Training & Travel	219,043	205,740	219,043	-	0.00%
Materials & Supplies	944,264	945,566	1,022,677	78,413	8.30%
Department Total	\$15,530,519	\$15,559,805	\$16,096,340	\$565,821	3.64%

Personnel Allocation History	2015/16	2016/17	2017/18	2018/19	2019/20
Administration	4.75	5.00	5.00	5.00	4.00
Technical Services	14.00	14.00	15.50	15.50	15.50
Professional Standards	1.00	1.00	1.00	2.00	2.00
Investigations	5.00	5.00	5.00	6.00	6.00
Patrol	41.00	41.00	41.00	40.00	40.00
Traffic	4.00	4.00	4.00	5.00	5.00
Special Police Services	6.78	6.78	6.78	6.00	7.00
Measure F Funded	1.22	2.22	2.22	2.00	2.00
Department Total	77.75	79.00	80.50	81.50	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 who 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, fleet management, and many other functions. The Chief of Police has ultimate responsibility for the vision, direction, and policing philosophy of the Department.

Operations Division: The Operations Division Captain is responsible for Patrol, Investigations, Traffic, Special Response Team, San Rafael/Novato SWAT team, and Special Police programs.

Services Division: The Services Division Captain is responsible for Professional Standards, Dispatch, Policy Permitting, Records and Property, Volunteers in Policing, Emergency Services, General Order review and update, Facilities, and purchasing.

Department Accomplishments FY 2018/19

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 is down
- Statistically one of the safest cities in the State

Technology and Facility Upgrades and Improvements

- Implemented Text to 9-1-1 service

Community Partnership and Outreach

- Further strengthened social media efforts and community engagement
- Received very strong community support, trust, engagement and partnerships
- Reinstated the School Resource Officer (SRO) program

Department Goals FY 2019/20

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 / or transient population, and those with mental health or substance abuse issues
- Crime Prevention efforts

Focus on Employee Recruitment, Hiring, and Retention, and Mandated Training

- Continue to focus on employee morale, wellness, quality training, and other incentives
- Hire for character first
- Further strengthen our relationship with regional academies
- Provide ongoing 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
- Exterior Painting

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 2018/19

- Overall crime down
- Held anti-drinking operations, and numerous districted driving campaigns
- Get Ready (emergency preparation) classes with hundreds of residents participating
- Held Open House, offered Youth Police Camps, two Community Police Academies - one in English (Spring) and one in Spanish (Fall).
- Strengthened Community Engagement and outreach
- Homeless, 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 2018/19:

- Hired high quality people: strong character, well-educated/trained, motivated and talented
- Fostered strong culture of high quality service
- Invested in officer safety equipment
- Reinstated the School Resource Officer (SRO) program and strengthened collaboration with the Novato Unified School District campuses.

Department Name: Police

Program: Administration

Budget: \$1,273,688

Personnel Allocation: 4.0

Revenue: \$46,650

Program Description

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

Program Elements

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

Operations Division: This Division provides management and direction to: Patrol, Traffic, NRT, Emergency Services, and special teams.

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, facility management, and manages the department’s vehicle fleet.

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.

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 / Police Aide 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 2018/19

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, Heroes and Helpers, immigration forums, Youth Police Camps, Top the Cops, soccer games with youth groups, and more.
- Strength Community engagement and Outreach via social media platforms
- Increased presence on the Department's own NextDoor web page

Facility Improvements

- Interior paint, wall photography, and signage (with social media platforms) in the lobby and on front door glass
- Upgraded the Traffic Division Office with ergonomic workstations

Emergency Services

- Offered Get Ready (emergency preparation) classes with hundreds of residents participating
- Emergency Operation exercise with multiple EOC shifts based on an earthquake scenario
- Offered classes for new EOC staff
- Received FEMA and CalOES reimbursements for the North Bay fires

Administration

- Awarded grants from U.S. Department of Justice, CA Office of Traffic Safety, CA Alcohol Beverage Control
- Achieved full staffing levels
- Pursued grant funding opportunities

Program Goals FY 2019/20

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, including continuing to offer the community "Get Ready" courses
- Conduct EOC and / or Field Exercises; and
- Update EOC staffing and provide appropriate training
- Strengthen community emergency notification system and training

Community Partnership and Outreach

- Continued emphasis on youth including the Youth Explorers, summer Youth Camps, Top the Cops, and Shop with a Cop programs.
- Offer Community Events: Coffee with Cops, Community Academies (Spanish & English), Special Olympics, Open House, National Night Out, Heroes and Helpers, and participation in the Sundays on Sherman Kids vs Cops Fitness Challenge.
- Continued outreach to Hispanic/Latino communities.

Program: Police Administration

Division Number 201

Summary of 2019/20 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:									
Police Administration	4.00		6,800	1,140,796	18,373	17,968	96,551	1,273,688	46,650
TOTAL	4.00	-	6,800	1,140,796	18,373	17,968	96,551	1,273,688	46,650

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	1,049,022	1,196,273	1,214,003	1,214,003	1,140,796
Contract Services	17,783	23,902	18,373	20,373	18,373
Training & Travel	15,607	10,686	17,968	12,665	17,968
Materials & Supplies	103,043	111,020	96,547	99,854	96,551
TOTAL	1,185,455	1,341,881	1,346,891	1,346,895	1,273,688

Department Name: Police

Program: Technical Services

Budget: \$1,983,825

Personnel Allocation: 15.5

Revenue: \$22,000

Program Description

The 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 2018/19

Workload

- 12,995 reports processed
- 12,597 911 calls and 78,782 nonemergency calls
- 46,373 calls for service
- 1,294 work hours provided by volunteers

Technology Enhancements

- Implemented text messaging to 911 as part of a countywide initiative

Program Goals FY 2019/20

Administration

- Continued focus on Customer Service
- Assess staff duties to better and more efficiently support department units

Technology Enhancements

- Fully implement integrated Computer Aided Dispatch (CAD), Records Management (RMS), Automated Reporting (ARS), Mobile Data Computer (MDC), and Property and Evidence Management systems

Program: Technical Services

Division Number 2100

Summary of 2019/20 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:									
Records Management	5.50	0.11	9,579	604,870	8,283	4,336	112,331	729,820	19,200
Communications/ Dispatch	10.00	0.26	17,541	1,207,850	17,452	4,346	24,357	1,254,005	2,800
TOTAL	15.50	0.37	27,120	1,812,720	25,735	8,682	136,688	1,983,825	22,000

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
Program Inputs:					
Personnel Services	1,545,860	1,664,047	1,803,253	1,803,253	1,812,720
Contract Services	111,063	189,628	188,051	202,851	25,735
Training & Travel	8,918	5,722	8,682	8,682	8,682
Materials & Supplies	111,103	148,955	136,686	136,688	136,688
TOTAL	1,776,944	2,008,352	2,136,672	2,151,474	1,983,825

Department Name: Police

Program: Professional Standards

Budget: \$632,616

Personnel Allocation: 2.0

Revenue: \$45,250

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 2018/19 _____

Workload

- Processed 8 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

- Continued expansion in use of the personnel and training software program to: track assigned safety equipment; training certificates; and personnel emergency contacts.

Program Goals FY 2019/20 _____

Recruitment and Training

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

Program: Professional Standards

Division Number 222

Summary of 2019/20 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:									
Training & Development	2.00		3,400	451,984	2,500	171,575	6,557	632,616	45,250
TOTAL	2.00	0.00	3,400	451,984	2,500	171,575	6,557	632,616	45,250

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	416,591	469,418	427,721	459,201	451,984
Contract Services	11,459	13,445	2,500	9,500	2,500
Training & Travel	148,125	148,560	171,575	171,575	171,575
Materials & Supplies	723	23,686	6,557	6,557	6,557
Capital Outlay					
TOTAL	576,898	655,109	608,353	646,833	632,616

Department Name: Police

Program: Investigations

Budget: \$1,430,211

Personnel Allocation: 6.0

Revenue: \$0

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 2018/19

Workload

- Reviewed an average of 116 cases per month; 435 cases were assigned to Detectives to monitor and investigate further
- Assisted Patrol in various robbery, sexual assault/rape, and stolen property 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 2019/20

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 software to prioritize, track, and monitor case assignments and clearance rates.

Program: Investigations

Division Number 231

Summary of 2019/20 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:									
Criminal Investigations	6.00		10,200	1,337,911	36,058	736	55,506	1,430,211	-
TOTAL	6.00	0.00	10,200	1,337,911	36,058	736	55,506	1,430,211	-

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	824,505	856,894	1,161,762	1,143,262	1,337,911
Contract Services	28,418	28,870	36,058	32,558	36,058
Training & Travel	1,011	572	736	736	736
Materials & Supplies	47,099	73,859	55,506	55,506	55,506
Capital Outlay					
TOTAL	901,033	960,195	1,254,062	1,232,062	1,430,211

Department Name: Police

Program: Patrol

Budget: \$8,618,023

Personnel Allocation: 40.0

Revenue: \$730,420

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, mountain bikes, and patrol on foot. 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 2018/19

Workload

- Overall crime down 16 percent
- Property crime down 15 percent
- Exceptionally low citizen complaints, and low use of force by officers

Canine Program

- A third canine added to the team
- Assisted with apprehending 14 suspects
- Assisted with 40 narcotics searches
- Were used 5 times to protect officers from assault; were used 23 times to search buildings where alarms were activated or there was evidence of an intruder

Technology and Vehicle Enhancements

- Armored Rescue Vehicle
- New Patrol Radios
- Focus on tactical medicine – upgraded first kits
- Implemented a body worn and mobile video camera technology
- Invested in officer safety equipment – ballistic helmets, shields, and upgraded body armor / plate carriers
- Novato Police Operations Center – wireless briefing

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, English language and Spanish Language 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 (ABC)
- Rescue Task Force training and Critical Incident Response with Novato Fire District
- Regional K9 Training with Santa Rosa, Rohnert Park, and Clearlake Police Departments
- Regional Crisis Response Unit with San Rafael Police Department

Program Goals FY 2019/20

Focus on Employee Recruitment, Hiring, and Retention

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

Technology and Vehicle Enhancements

- Complete a fully integrated CAD/RMS/MDC system
- Fleet upgrade with ballistic door panels being added to patrol vehicles

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 training, coaching and mentoring.

Program: Patrol

Division Number 245

Summary of 2019/20 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	2.0	67,060	7,313,369	196,666	106	557,489	8,067,630	730,420
Canine Program	3.00		5,100	497,517	10,315		42,561	550,393	
TOTAL	40.00	2.00	72,160	7,810,886	206,981	106	600,050	8,618,023	730,420

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	6,609,890	6,965,833	7,606,599	7,461,872	7,810,886
Contract Services	36,402	40,277	59,406	59,406	206,981
Training & Travel	2,175	2,319	106	106	106
Materials & Supplies	588,070	637,801	521,636	521,636	600,050
TOTAL	7,236,537	7,646,230	8,187,747	8,043,020	8,618,023

Department Name: Police

Program: Traffic

Budget: \$914,660

Personnel Allocation: 5.0

Revenue: \$191,500

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 2018/19

Workload

- 6,299 citations issued for speed, seatbelts and cell phone and parking violations
- 496 Traffic Collisions
- 225 DUI Arrests
- Managed Abandoned tows
- Directed Enforcement in designated complaint areas
- Received 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 2019/20

Workload

- Continue education and enforcement via presentations, operations, and outreach
- Maintain traffic enforcement levels within the traffic index guidelines
- Continue Community and Regional Partnerships
- Continue direct enforcement at complaint locations
- Increase officer field availability

Program: Traffic
Division Number 252

Summary of 2019/20 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:									
Traffic Operations	5.00		8,500	825,804	11,753	170	76,933	914,660	191,500
Special Traffic Services									
TOTAL	5.00	-	8,500	825,804	11,753	170	76,933	914,660	191,500

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	646,704	591,215	786,575	797,275	825,804
Contract Services	6,785	17,969	5,753	7,753	11,753
Training & Travel	55	406	170	170	170
Materials and Supplies	104,478	98,184	76,933	74,933	76,933
TOTAL	758,022	707,774	869,431	880,131	914,660

Budget: \$1,243,317

Personnel Allocation: 7.0

Revenue: \$303,744

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. Two school resource officers are also assigned to this unit and are responsible for collaborating and partnering with the Novato Unified School District campuses.

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 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 2018/19

Workload

Novato Response Team:

- Continued to provide targeted prevention, education and enforcement efforts citywide
- Major Crimes Task Force assigned Officer
- Coordination of Probation Enforcement team (COPE) Officer
- School Resource Officers
- 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 2019/20

Continuation of Regional Partnerships

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

Community Partnership Outreach

- Continue to work with the homeless population to facilitate services for recovery.
- Continue outreach to after school programs and youth groups

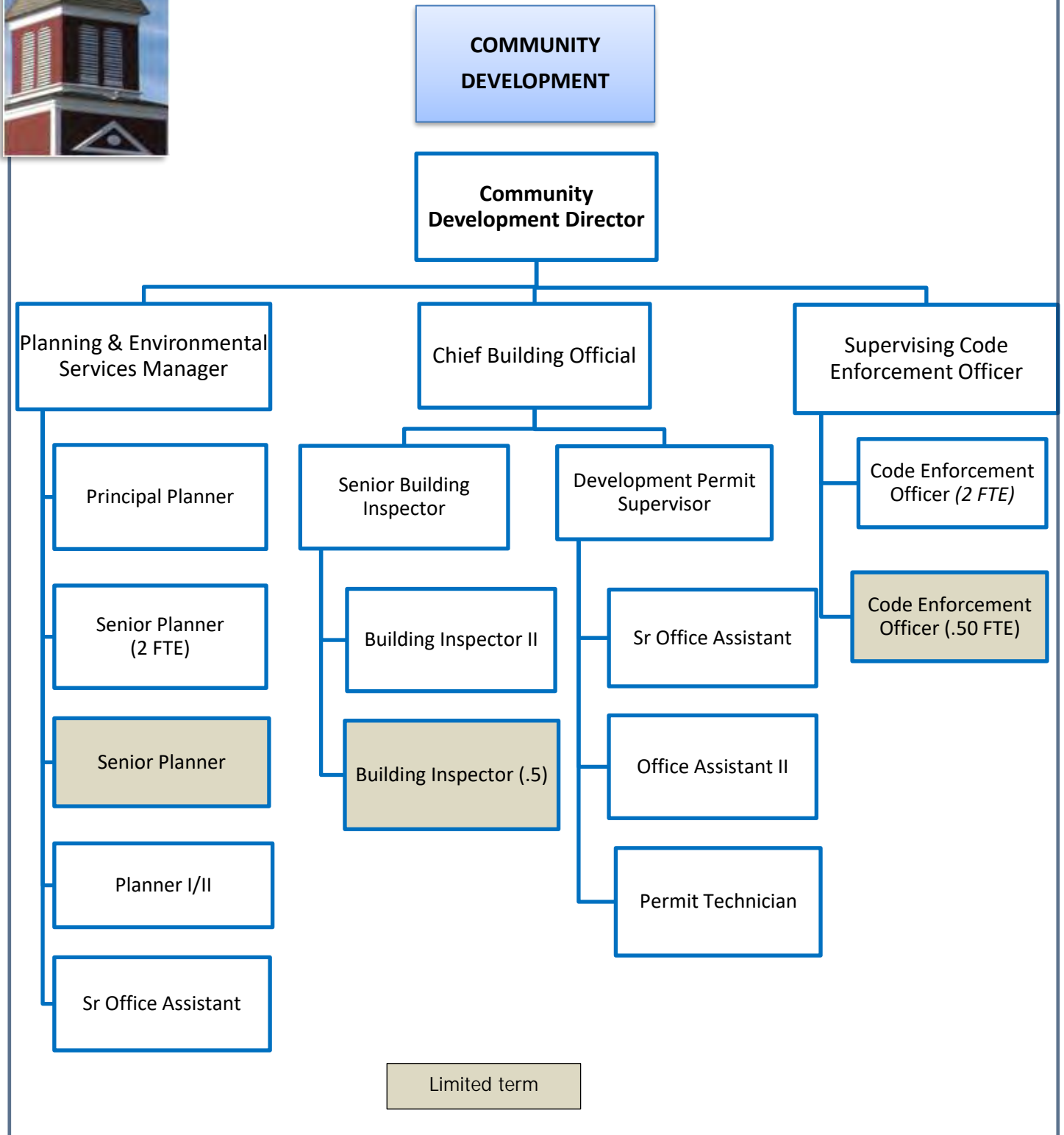
Program: Special Police Services

Division Number 280

Summary of 2019/20 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:									
Police Grants	1.00		1,700	179,521		1,415	6,200	187,136	134,000
Novato Response Team and SRO	5.00		8,500	780,494		12,500	18,500	811,494	157,744
Special Response Team				17,389		4,275	17,784	39,448	
Community Engagement				13,077		1,616	7,908	22,601	12,000
Special Projects (MCTF)	1.00		1,700	181,121	1,517			182,638	
TOTAL	7.00	-	11,900	1,171,602	1,517	19,806	50,392	1,243,317	303,744

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
Program Inputs:					
Personnel Services	1,008,840	1,102,109	1,055,648	1,195,675	1,171,602
Contract Services	507	-	1,517	1,517	1,517
Training & Travel	20,441	11,501	19,806	11,806	19,806
Materials & Supplies	84,417	65,208	50,392	50,392	50,392
Capital Outlay					
TOTAL	1,114,205	1,178,818	1,127,363	1,259,390	1,243,317



Department Budget Summary

	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
CDD Administration	2,000	2,000	2,000		
Code Enforcement	322,000	322,000	347,000	25,000	7.76%
Resale Inspection	175,000	175,000	172,000	(3,000)	(1.71)%
Planning Administration	11,500	11,500	17,200	5,700	49.57%
Private Project Processing	214,500	214,500	214,500	-	0.00%
Clerical Support Services	31,500	31,500	28,000	(3,500)	(11.11)%
Building Inspection	1,025,300	1,025,300	1,350,100	324,800	31.68%
Department Total	\$1,781,800	\$1,781,800	\$2,130,800	\$349,000	19.59%

Appropriations					
Administration	366,715	366,715	216,426	(150,289)	(40.98)%
Code Enforcement	438,198	438,198	383,158	(55,040)	(12.56)%
Planning	940,960	940,960	1,010,715	69,755	7.41%
Clerical Support Services	402,361	402,361	454,677	52,316	13.00%
Building	670,860	670,860	882,027	211,167	31.48%
Department Total	\$2,819,094	\$2,819,094	\$2,947,003	\$127,909	4.54%

Appropriations by Category					
Salaries	2,193,733	2,193,733	2,266,409	72,676	3.31%
Benefits	430,727	430,727	495,469	64,742	15.03%
Contract Services	35,208	35,208	53,208	18,000	51.12%
Training & Travel	29,620	29,620	29,200	(420)	(1.42)%
Materials & Supplies	129,806	129,806	102,717	(27,089)	(20.87)%
Department Total	\$2,819,094	\$2,819,094	\$2,947,003	\$127,909	4.54%

Personnel Allocation History	2015/16	2016/17	2017/18	2018/19	2019/20
Administration	0.78	0.78	1.78	1.78	0.78
Code Enforcement	3.00	3.50	3.50	3.50	3.50
Planning	6.10	7.10	7.10	7.10	7.10
Clerical Support Services	4.00	4.00	4.00	4.50	4.50
Building	4.00	4.50	4.50	4.50	4.50
Other Funds	1.42	0.62	0.62	0.62	0.62
Department Total	19.30	20.50	21.50	22.00	21.00

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 quality and 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 launched quickly, with ambitious goals and significant achievements toward helping the City implement its Climate Change Action Plan, reduce greenhouse gas emissions and preserve natural resources in City operations and throughout the community. Beginning in fiscal year 2019-20, this Division will be housed in the City Manager's Office.

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 processes applications for new development. **Novato's infill and potential reuse properties** continue to garner interest from the development community and staff meets regularly with potential buyers and developers to discuss informal proposals. There has been increasing interest in new projects in Novato. Projects in process include several housing projects which will accommodate a variety of income levels, including 7711 Redwood, Comstock Commons and Landing Court.

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 nearly \$22 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 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 somewhat leveled off to an approximate 5% increase following a dramatic increase of the more than 60% reported last past year. Some of this was due to adoption of the smoking and shopping cart ordinances but the numbers have been up across all categories. 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 2018/19

Sustainability

- Implemented lighting upgrade in the police station;
- Conducted quarterly Climate Action Roundtable meetings with the community;
- Hosted North Bay Climate Action Summit at the Buck Institute Marin/Sonoma Climate Action Summit, in conjunction with the state Global Climate Action Summit;
- Organized inaugural Green Living Festival to celebrate Earth Day;
- Submitted successful grant application to CalRecycle for county-wide food waste prevention and rescue program; and
- Established two community (Organic Waste and School Travel) and two staff (Green Facilities and Green Fleet) working groups to tackle sustainability issues.

Code Enforcement

- Initiated Neighborhood Enhancement Program to proactively help reduce nuisance and blight issues;
- Implemented Shopping Cart Retention Ordinance to reduce abandoned shopping carts;
- Responded to nearly 2,300 code enforcement complaints; and
- Resolved 75% of cases within 12 months.

Planning

- Completed entitlements for Residence Inn and Wood Hollow hotels;
- Completed entitlements for First & Grant mixed use development in former Pini Hardware location;
- Completed General Plan draft EIR

- Submitted proposal for SB 2 Planning grant to update codes and standards to be compliant with State law.

Building

- Issued building permits for Oakmont Senior Living, Hanna Ranch, Target remodel, Blue Barn Restaurant, Sutter Health remodel, and \$6.3M in tenant improvements for Bio Marin facilities;
- Issued nearly 3,500 building permits with an estimated total valuation of \$109,324,355;
- Issued 22 permits for new single family homes and 38 tenant improvement projects;
- Performed nearly 8,500 building inspections;
- Over 66% of all building permits processed through the daily One-Stop Shop, serving over 5,000 customers.

Department Goals FY 2019/20

Code Enforcement

- Consider implementation of a code enforcement volunteer program;
- Participate in commercial cannabis technical review committee.

Planning

- Complete adoption of the new General Plan and implementing ordinances and certification of the EIR;
- Process development applications for 7711 Redwood, Comstock Commons, C Street Co-Housing and Landing Court;
- Develop and adopt regulations to permit commercial cannabis;
- Develop process and evaluation of commercial cannabis applications;
- Develop standards and process changes to respond to changes in State law regarding housing;
- Assist in update of Climate Change Action Plan;
- Participate in comprehensive fee schedule update;
- Improve informational handouts and website, and consider process improvements for planning entitlements.

Building

- Expand online permitting to include additional minor permit types and allow property owners to obtain online permits;
- Adopt 2019 building codes;
- Update informational materials to reflect new building codes;
- Participate in comprehensive fee schedule update;
- Complete audit of permitting process and implement recommendations;
- Improve informational handouts and website.

Department Performance Measures

Building Inspection Performance Measures:	Actual FY 2017/18	Actual (est.) FY 2018/19	Projected FY 2019/20
Average valuation of new construction	\$87M	\$109M	\$80M
Number of annual inspections	8,760	9,360	8,000
Percentage of inspections completed on scheduled day	99%	99%	99%
Average inspections completed per Inspector per year	2,800	2,800	2,800
Average minutes spent completing an inspection	10	15	15
Total number of permit applications	4,476	4,400	4,400
Total number of permits issued/processed	3,560	3,500	3,700
Total number permits issued for new single-family dwellings	20	22	5
Total number of permits issued for tenant improvements	36	38	40
Percentage of all permits issued during One-Stop- Shop	64%	66%	60%
Average time to process One-Stop-Shop permits	7 minutes	7 minutes	7 minutes
Code Enforcement Performance Measures:			
Number of annual complaints	2,200	2,300	2,300
Percentage of complaints by category			
Building	26%	18%	20%
Nuisance Abatement	37%	40%	40%
Zoning	30%	23%	25%
Engineering/Other	7%	7%	05%
Environmental & Public Health (graffiti; carts)	6%	12%	10%
Percent of complaints resolved within 12 months	75%	75%	75%
Planning Performance Measures:			
Number of private projects (discretionary permits) received	40	48	45
Number of private projects (discretionary permits) approved	30	25	30
Number of minor private projects (ministerial permits) received	80	94	80
Number of minor private projects (ministerial permits) completed	70	75	75

	Actual FY 2017/18	Actual (est.) FY 2018/19	Projected FY 2019/20
Number of residential units entitled	120	40	275
Amount of commercial floor area entitled (sq. ft.)	104,000	145,697	25,000
Clerical Support Services Performance Measures:			
Total number of permits processed/issued	3,524	3,700	3,700
Percentage of all permits issued under One-Stop Shop Program	64%	66%	66%
Average time to process approved One-Stop Shop Permits	7 minutes	7 minutes	7 minutes

Department**Name:** Community Development**Program:** Administration**Budget:** \$ 216,426**Personnel Allocation:** .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.

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: Housed in the Community Development Department in fiscal year 2018/19, this division is responsible for developing and implementing the City's responses to climate change. In two short years, the division has had remarkable accomplishments. Beginning in fiscal year 2019/20, the division will move to the City Manager's Office.

Program Accomplishments FY 2018/19Administration

- Directed preparation of the Draft General Plan and implementing ordinances and preparation of the environmental impact report
- Submitted application for \$160,000 SB 2 grant funds to offset costs of developing code amendments and process changes in response to changes in State law regarding housing;
- Developed draft ordinance for permitting/licensing commercial cannabis facilities.

Sustainability

- Implemented lighting upgrade in the police station;
- Conducted quarterly Climate Action Roundtable meetings with the community;
- Hosted North Bay Climate Action Summit at the Buck Institute Marin/Sonoma Climate Action Summit, in conjunction with the state Global Climate Action Summit;
- Organized inaugural Green Living Festival to celebrate Earth Day;
- Submitted successful grant application to CalRecycle for county-wide food waste prevention; and
- Established two community (Organic Waste and School Travel) and two staff (Green Facilities and Green Fleet) working groups to tackle sustainability issues.

Program Goals FY 2019/20

Administration

- Complete the General Plan update, including adoption of several implementing ordinances
- Begin implementation of General Plan action items;
- Complete adoption of commercial cannabis permitting/licensing ordinance;
- Improve educational materials for our planning and building permit processes for applicants and explore internal streamlining enhancements
- Manage development of objective design standards and accessory dwelling unit permitting tools resulting from SB 2 grant;
- Initiate ordinance to regulate 4G & 5G cellular facilities;
- Assist in update of Climate Change Action Plan;
- Implement measures from our Climate Change Action Plan.

Program: Administration

Division Number 401

Summary of 2019/20 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	181,969	-	3,788	30,669	216,426	2,000
TOTAL	0.78	-	1,326	181,969	-	3,788	30,669	216,426	2,000

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	169,741	281,116	302,749	302,749	181,969
Contract Services	2,670	4,624	2,000	2,000	-
Training & Travel	4,985	13,989	4,208	4,208	3,788
Materials & Supplies	23,947	34,136	57,758	57,758	30,669
TOTAL	201,343	333,865	366,715	366,715	216,426

Department**Name:** Community Development**Program:** Code Enforcement**Budget:** \$ 383,158**Personnel Allocation:** 3.50**Revenue:** \$ 519,000**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 2018/19

- Responded to over 2,300 code enforcement complaints
- Resolved 75% of cases within 12 months
- Initiated Neighborhood Enhancement Program to proactively help reduce nuisance and blight issues;
- Implemented Shopping Cart Retention Ordinance to reduce abandoned shopping carts.

Program Goals FY 2019/20

- Consider implementation of a code enforcement volunteer program.

Program: Code Enforcement

Division Number 414

Summary of 2019/20 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	154,113	600	3,200	18,642	176,555	347,000
Resale Inspection	1.00		1,700	206,603				206,603	172,000
TOTAL	3.50	-	5,950	360,716	600	3,200	18,642	383,158	519,000

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	324,481	339,945	415,756	415,756	360,716
Contract Services	1,300	-	600	600	600
Training & Travel	2,245	302	3,200	3,200	3,200
Materials & Supplies	12,020	11,264	18,642	18,642	18,642
TOTAL	340,046	351,511	438,198	438,198	383,158

Department**Name:** Community Development**Program:** Planning**Budget:** \$ 1,010,715**Personnel Allocation:** 7.10**Revenue:** \$ 231,700**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 2018/19

- Completed General Plan draft EIR;
- Completed entitlements for Residence Inn and Wood Hollow hotels;
- Completed entitlements for First & Grant mixed use development in former Pini Hardware location;

Program Goals FY 2019/20

- Complete adoption of the new General Plan and implementing ordinances, including certification of the environmental impact report;
- Begin implementation of various General Plan action items;
- Process development applications for several housing projects, including 7711 Redwood (80 du's), Comstock Commons (6 live/work units), C Street Co-Housing (32 du's), and Landing Court (32 du's);
- Assist property owners in preparing development proposals for the North Redwood Boulevard corridor and former Fireman's Fund site;
- Participate in comprehensive fee update;
- Improve informational handouts and website and consider process improvements for planning entitlements.

Program: Planning

Division Number 421

Summary of 2019/20 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	1.10		1,870	169,396	10,000	11,676	16,120	207,192	17,200
General Plan/ Long-Range Planning	2.00		3,400	407,281				407,281	
Private Project Processing	4.00		6,800	396,242				396,242	214,500
TOTAL	7.10	-	12,070	972,919	10,000	11,676	16,120	1,010,715	231,700

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	736,133	826,311	903,164	903,164	972,919
Contract Services	3,598	-	10,000	10,000	10,000
Training & Travel	5,597	14,129	11,676	11,676	11,676
Materials & Supplies	21,342	20,064	16,120	16,120	16,120
TOTAL	766,670	860,504	940,960	940,960	1,010,715

Department**Name:** Community Development**Program:** Clerical Support Services**Budget:** \$ 454,677**Personnel Allocation:** 4.50**Revenue:** \$ 28,000

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 2018/19

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

Program Goals FY 2019/20

- Continued to refine and expand 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 2019/20 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:									
Dept. Support Services	4.50		7,650	454,677				454,677	28,000
TOTAL	4.50	-	7,650	454,677	-	-	-	454,677	28,000

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	346,921	364,399	402,361	402,361	454,677
Contract Services					-
Training & Travel					-
Materials & Supplies					-
TOTAL	346,921	364,399	402,361	402,361	454,677

Department**Name:** Community Development**Program:** Building**Budget:** \$ 882,027**Personnel Allocation:** 4.50**Revenue:** \$ 1,350,100**Program Description**

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

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 2018/19

- Issued building permits for Oakmont Senior Living, Hanna Ranch, Target remodel, Blue Barn Restaurant, Sutter Health remodel, and \$6.3M in tenant improvements for Bio Marin facilities;
- Issued nearly 3,500 building permits with an estimated total valuation of \$109,324,355;
- Issued 22 permits for new single family homes and 38 tenant improvement projects;
- Performed nearly 8,500 building inspections;
- Over 66% of all building permits processed through the daily One-Stop Shop, serving over 5,000 customers.

Program Goals FY 2019/20

- Expand online permitting to include additional minor permit types and allow property owners to obtain online permits;
- Adopt 2019 building codes;
- Update informational materials to reflect new building codes;
- Participate in comprehensive fee schedule update;
- Complete audit of permitting process and implement recommendations;
- Improve informational handouts and website.

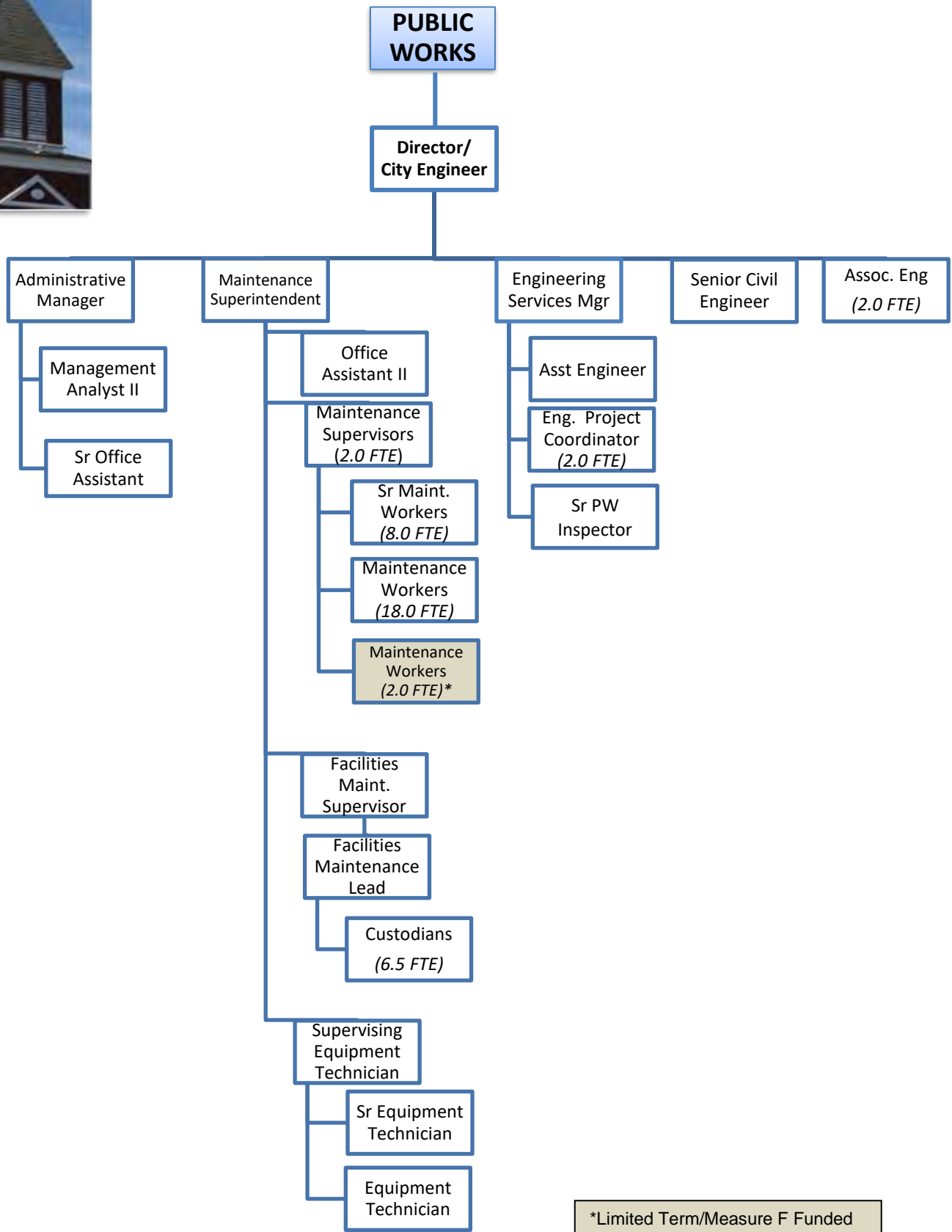
Program: Building

Division Number 441

Summary of 2019/20 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 & Plan Review	4.50		7,650	791,597	42,608	10,536	37,286	882,027	1,350,100
TOTAL	4.50	-	7,650	791,597	42,608	10,536	37,286	882,027	1,350,100

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	455,617	584,811	600,430	600,430	791,597
Contract Services	284,206	182,664	22,608	22,608	42,608
Training & Travel	8,270	3,111	10,536	10,536	10,536
Materials & Supplies	16,682	17,817	37,286	37,286	37,286
TOTAL	764,775	788,403	670,860	670,860	882,027



*Limited Term/Measure F Funded

Department Budget Summary

	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Storm Water Pollution	10,000	10,000	10,000	-	0.00%
Private Project Engineering	325,000	325,000	262,000	(63,000)	(19.38)%
Capital Projects Engineering	1,500	1,500	1,500	-	0.00%
Maintenance Administration	1,000	2,000	2,000	1,000	100.00%
Street Maintenance	2,000	1,600	1,600	(400)	(20.00)%
Traffic Operations	2,400	2,400	-	(2,400)	(100.00)%
Park Maintenance	4,660	4,660	4,660	-	0.00%
Civic Center Maintenance	3,000	3,000	2,200	(800)	(26.67)%
MTSC Rents	16,500	16,500	12,000	(4,500)	(27.27)%
Department Total	\$366,060	\$366,660	\$295,960	(70,100)	(19.15)%
Appropriations					
Engineering Administration	767,098	767,098	698,074	(69,024)	(9.00)%
Engineering Operations	806,494	806,494	812,839	6,345	0.79%
Private Project Engineering	152,550	197,550	147,899	(4,651)	(3.05)%
Capital Projects Engineering	612,506	646,506	675,305	62,799	10.25%
<i>Less Capital Projects Reimbursement</i>	<i>(765,000)</i>	<i>(799,000)</i>	<i>(765,000)</i>	-	0.00%
Maintenance Administration	361,825	361,825	366,505	4,680	1.29%
Street Maintenance	1,440,969	1,450,969	1,427,370	(13,599)	(0.94)%
Traffic Operations	353,383	353,383	337,928	(15,455)	(4.37)%
Median Island Maintenance	623,834	623,834	749,031	125,197	20.07%
Parks Maintenance	1,408,963	1,408,278	1,191,159	(217,804)	(15.46)%
Building Maintenance	1,413,557	1,425,757	1,626,918	213,361	15.09%
Department Total	\$7,176,179	\$7,242,694	\$7,268,028	91,849	1.28%
Appropriations by Category					
Salaries	4,052,436	4,080,592	4,202,835	150,399	3.71%
Benefits	912,228	918,072	1,008,391	96,163	10.54%
Contract Services	398,942	466,142	278,981	(119,961)	(30.07)%
Training & Travel	47,271	47,271	47,271	-	0.00%
Materials & Supplies	1,765,302	1,730,617	1,730,550	(34,752)	(1.97)%
Department Total	\$7,176,179	\$7,242,694	\$7,268,028	\$91,849	1.28%

Department Budget Summary

	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
<u>Personnel Allocation History</u>	2015/16	2016/17	2017/18	2018/19	2019/20
Engineering Administration	2.45	2.45	2.45	3.10	3.10
Engineering Operations				4.25	4.25
Private Project Engineering	1.75	1.75	1.75	0.45	0.45
Capital Projects Engineering	8.55	8.55	8.55	4.20	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	4.30	5.30
Parks Maintenance	8.08	9.08	9.08	6.70	7.70
Building Maintenance	7.00	8.50	8.50	8.50	8.50
Other Funds	10.32	12.32	12.32	12.07	10.07
Department Total	52.00	56.50	56.50	55.50	55.50

Department Mission Statement

The Public Works Department provides 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 serves as the City Engineer and 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 for Council-established advisory groups, including the Street Improvement Oversight Advisory 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 Administrative Division provides the logistical structure and support to the other Department divisions to get work done efficiently. Administration core services are fiscal oversight, 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 Engineering Division has five operational areas:

- **Engineering Operations** includes the Pavement Management Program and Traffic Engineering Council and committee support, and Marin Valley Mobile Country Club (MVMCC) support.
- **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 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. Seasonal and periodic services include winter storm preparedness, hazardous materials cleanup and disposal and traffic management services and event set-up and support. Emergency/disaster response, operations and cleanup is another key role for the division.

Department Accomplishments FY 18/19

The City of Novato Strategic Plan (July 1, 2018 to June 30, 2021) prioritizes the work of the City Departments. The Public Works Department **plays a major role in achieving all of the City's goals**, particularly in Living Well Together and a City That Works. The objective to ensure effective and sustainable maintenance of City infrastructure, transportation infrastructure, buildings and properties is the **primary responsibility of the Public Works Department**. Last year's highlighted accomplishments are:

- Renovated the Dogbone Meadow dog park;
- Enhanced 7 pedestrian crossings and refreshed all school-zone crosswalks and signage;
- Completed Vineyard Rd. Improvements;
- Rebuilt retaining wall along Sunset Parkway;
- Built a Marin Valley Mobile Country Club retaining wall and walkway installations ;
- Performed LED lighting upgrades to save \$20-30K in annual costs;
- Reduced flooding by pre-emptive storm drain maintenance; and
- Refurbished Pioneer Park restrooms

Department Goals FY 19/20

- Complete a fire-wise assessment of city-owned properties in conjunction with NFPD, develop annual defensible space clearance;
- Begin construction on Hill Recreation Area Central Hub Project;
- **Review and update the City's Development Impact Fees**, and Public Works fees for services;
- Forecast long-range infrastructure funding needs;
- Repave Nave Drive and complete right-of-way acquisition for Grant Ave. Bridge Project;
- Increase the number of Parking Spaces downtown;
- Begin implementation of a Computer Maintenance Management System;
- Increase # of fuel-efficient vehicles in City fleet; and
- Continue organic sheet mulching and explore other options for eco-friendly weed control.

Department Notes

The department is focused on delivering core services and special initiatives with emphasis on customer service, ensuring that projects are completed on time and within budget. The Department will systematically review and respond 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. **The City's** new financial system will require staff to continue in this fiscal year with further updates to Department directives, procedures, and work flow.

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 Name: Public Works

Program: Engineering Administration

Budget: \$698,074

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 Manager provides management of the division staff and oversees 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.

Special Assessment Districts: Administration staff oversees four landscape maintenance districts and one special assessment district within the city.

Council/Committees/Commissions: Staff assists 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.

Program Accomplishments FY 18/19 _____

- Hired and trained a Management Analyst to act as a department specialist in contracting;
- Executed a license agreement with the Downtown Streets Team to manage the Feed the Meter Program;
- Developed the bid package and selected a vendor for the new a new Computerized Maintenance Management System (CMMS) for improved deployment and tracking of maintenance resources;
- Completed electronic conversion for all projects from 1936 through 1999 and 80% from 2000 to 2005.
- Led series of tenant discussions to inform improvements at the Novato Art Center; and
- Conducted training for the New World Financial Management System as it pertains to the Public Works work flow and provided leadership project accounting.

Program Goals FY 19/20 _____

- Ensure successful and incremental roll-out of the new CMMS software conversion;
 - Compile data inputs for Citywide Development Impact Fee and Cost Allocation Study; roll-out new chargeback rates for Public Works core fee services.
 - Provide excellent customer service to internal and external customers of Public Works core services.
-

Program: Engineering Administration

Division Number 501

Summary of 2019/20 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:									
Engineering Administration	3.10	0.64	6,601	475,047	48,776	15,526	158,725	698,074	
TOTAL	3.10	0.64	6,601	475,047	48,776	15,526	158,725	698,074	-

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	338,329	370,189	538,088	538,088	475,047
Contract Services	24,275	116,264	48,776	48,776	48,776
Training & Travel	2,076	12,719	15,526	15,526	15,526
Materials & Supplies	247,330	215,792	164,708	164,708	158,725
TOTAL	612,010	714,964	767,098	767,098	698,074

PW

Department Name: Public Works

Program: Engineering Operations

Budget: \$ 812,839

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; responses 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 and engineering and traffic surveys to establish speed limits; analysis of traffic volume data; coordination with Caltrans for the maintenance of state-owned interchanges (US-101 and CA-37); performing Traffic Engineering Investigations; and quality assurance project plan checks.

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

Stormwater and Floodplain Management: Manage the city’s Stormwater Pollution Prevention program as required under the National Pollutant Discharge Elimination System (NPDES) Phase II regulations as well as the Federal Emergency Management Agency (FEMA) National Flood Insurance Program (NFIP). Staff provides information to the public on flood insurance, floodplain regulations and flood safety measures, thus maintaining an advantageous Community Rating whereby residents get flood insurance discounts.

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 18/19

- Completed 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;
- Achieved a CRS rating of 6 to provide 15-20% discounts to residents on annual flood insurance;
- Issued over 150 encroachment and grading permits and performed over 300 construction inspections.

Program Goals FY 19/20

- Review and update Encroachment 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

Program: Engineering Operations

Division Number 503

Summary of 2019/20 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:									
Storm Water Pollution Prevention	0.40		680	61,892				61,892	10,000
Engineering Operations Permitting	1.85		3,145	240,338		168	248,936	489,442	
	2.00		3,400	261,505				261,505	
TOTAL	4.25	0.00	7,225	563,735	-	168	248,936	812,839	10,000

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	-	19,697	549,890	549,890	563,735
Contract Services			7,500	7,500	-
Training & Travel			168	168	168
Materials & Supplies			248,936	248,936	248,936
TOTAL	-	19,697	806,494	806,494	812,839

PW

Department Name: Public Works

Program: Project Development

Budget: \$ 147,899

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 18/19

- Staff reviewed approximately 300 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 19/20

- Continue to 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;
- Evaluate improved use of the TrakIt software; and
- Review and update private development fee schedules.

Program: Private Project Development

Division Number 50.510

Summary of 2019/20 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:									
Private Projects Engineering	0.45		765	79,838	50,000	52	18,009	147,899	262,000
TOTAL	0.45	-	765	79,838	50,000	52	18,009	147,899	262,000

Program Inputs:	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Personnel Services	167,706	257,483	84,489	84,489
Contract Services	95,886	92,710	50,000	95,000	50,000
Training & Travel	-	17	52	52	52
Materials & Supplies	14,256	16,895	18,009	18,009	18,009
TOTAL	277,848	367,105	152,550	197,550	147,899

PW

Department Name: Public Works

Program: Capital Projects
Engineering

Budget: \$(89,695)

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.

Environmental Review: Duties include implementing 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 environmental studies, documentation, and public circulation.

Design Development: Perform and oversee detailed project design work and preparation of construction plans, specifications, and an estimate of probable cost. Conduct public bidding, and prepare construction management contracts for approval.

Construction Management: 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 18/19

- Repaved Vineyard Road from Wilson Avenue to Sutro Avenue and close the sidewalk gap between Eucalyptus Avenue and just east of Trumbull Ave;
- Completed environmental review and made progress on design of improvements for the Grant Avenue Bridge Rehabilitation project;
- Reconstructed the retaining wall along Sunset Parkway between San Jose Middle School and Shon Dr;

Program Goals FY 19/20

- Complete major milestones on FY 19/20 Capital Improvement Workplan;
- Review project performance on a quarterly basis.

Program: Capital Projects Engineering

Division Number 50.521

Summary of 2019/20 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	675,305				675,305	1,500
Less: Applied Costs							(765,000)	(765,000)	
TOTAL	4.20	-	7,140	675,305	-	-	(765,000)	(89,695)	1,500

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	871,534	834,370	612,506	646,506	675,305
Contract Services	21,430	45,000	-	-	-
Training & Travel	5	35	-	-	-
Materials and Supplies	8,170	6,201			
CIP Reimburse	(530,145)	(765,760)	(765,000)	(799,000)	(765,000)
TOTAL	370,994	119,846	(152,494)	(152,494)	(89,695)

PW

Department Name: Public Works

Program: Maintenance Administration

Budget: \$366,505

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 18/19

- Cross trained division staff to broaden skill sets, reduce injuries, and to provide career development
- Implement next phase of recommendations from the Corporation Yard 2.0 process.

Program Goals FY 19/20

- Implement data clean-up and entry into new CMMS, testing and implementing one module at a time;
- Complete implementation of new Manual on Uniform Traffic Control Devices (MUTCD) standards for all regulatory, informational and directional signage throughout the city as needed;
- Complete a fire-wise assessment of city-owned properties in conjunction with NFPD; and
- Update the Integrated Pest Management (IPM) policy that phases out use of pesticides, insecticides, fungicides and rodenticides on properties owned or operated by the City of Novato.

Program: Maintenance Administration

Division Number 531

Summary of 2019/20 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	270,509		985	110,020	381,514	2,000
Less Costs Applied							(15,009)	(15,009)	
TOTAL	2.00	-	3,400	270,509	-	985	95,011	366,505	2,000

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	271,668	243,668	265,829	265,829	270,509
Contract Services	5,673	-	-	-	-
Training & Travel	797	241	985	985	985
Materials & Supplies	178,175	129,819	121,295	121,295	110,020
Less Costs Applied	(26,284)	(26,284)	(26,284)	(26,284)	(15,009)
TOTAL	430,029	347,444	361,825	361,825	366,505

PW

Department Name: Public Works

Program: Street Maintenance

Budget: \$1,427,370

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.

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.

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. Staff provides the daily street sweeping schedule to the public via a recorded message and the city's website <https://www.novato.org/government/public-works/maintenance-division/streets-traffic/sweep-operations>

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. Staff inspects Novato's creeks and creek banks in order to prioritize and implement stabilization work.

Emergency 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.

Program Accomplishments FY 18/19

- Performed street repairs with skin patching and dig outs that support Capital Improvement Program (CIP) street improvements
- Inspected and cleared all creek inlets to prevent flooding with the Conservation Corps North Bay

Program Goals FY 19/20

- Provide core services while implementing and training on new CMMS.

PW

Program: Street Maintenance

Division Number 541

Summary of 2019/20 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:									
Street Maintenance	5.68		9,656	596,731	65,254	11,908	466,699	1,140,592	1,600
NPDES Program	2.00		3,400	206,177	22,881		57,720	286,778	
TOTAL	7.68	-	13,056	802,908	88,135	11,908	524,419	1,427,370	1,600

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2017/18	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	762,935	755,304	790,766	790,766	802,908
Contract Services	75,748	66,461	118,876	128,876	88,135
Training & Travel	4,243	4,032	11,908	11,908	11,908
Materials & Supplies	394,403	406,026	519,419	519,419	524,419
TOTAL	1,237,330	1,231,822	1,440,969	1,450,969	1,427,370

PW

Department Name: Public Works

Program: Traffic Operations

Budget: \$337,928

Personnel Allocation: 2.25

Revenue: \$0

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.

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.

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.

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 18/19

- Striped
- Upgraded signage as needed throughout the city to comply with MUTCD regulations.

Program Goals FY 19/20

- Provide core services while implementing and training on new CMMS.

Program: Traffic Operations

Division Number 551

Summary of 2019/20 Resources Used by Program Element:

	Employees		Total Hours	Contract/ Personnel	Contract/ Services	Training & Travel	Material & Supplies	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Traffic Operations	2.25	-	3,825	216,115	22,073	-	99,740	337,928	-
TOTAL	2.25	-	3,825	216,115	22,073	-	99,740	337,928	-

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	236,899	143,574	231,570	231,570	216,115
Contract Services	7,804	18,762	22,073	22,073	22,073
Training & Travel					
Materials and Supplies	168,318	220,064	99,740	99,740	99,740
Capital Outlay	34,400				
TOTAL	447,421	382,400	353,383	353,383	337,928

PW**Department****Name:** Public Works**Program:** Median Island
Maintenance**Budget:** \$749,031**Personnel Allocation:** 5.30**Revenue:** \$0**Program Description**

Under the direction of the Parks Maintenance Supervisor, perform 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.

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.

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.

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.

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 18/19

- Landscaped medians at DeLong Ave and Redwood Blvd
- Continued to oversee adopted islands within city limits
- Landscaped median from Escallonia Drive to San Marin Drive
- Maintained the Downtown Transit Station landscaping.

Program Goals FY 19/20

- Reduce water use through incremental installation of hardscape and drought tolerant vegetation
- Provide core services while implementing and training on new CMMS.

Program: Median Island Maintenance

Division Number 561

Summary of 2019/20 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:									
Median Island	5.30		9,010	549,749	23,510	144	175,628	749,031	
Landscape Maintenance									
TOTAL	5.30	-	9,010	549,749	23,510	144	175,628	749,031	-

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	201,895	185,980	424,552	424,552	549,749
Contract Services	28,580	25,586	23,510	23,510	23,510
Training & Travel	404	121	144	144	144
Materials & Supplies	160,924	178,253	175,628	175,628	175,628
Capital Outlay	2,445				
TOTAL	394,248	389,940	623,834	623,834	749,031

PW

Department Name: Public Works

Program: Parks Maintenance

Budget: \$1,191,159

Personnel Allocation: 7.70

Revenue: \$4,350

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.

Park Maintenance: This section’s goal is to maintain 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.

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.

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 2018/19

- Assisted in the Dogbone Meadow Dog Park Renovation Project and created sustainable, long-term maintenance plans
- Renovated the Margaret Todd Senior Center landscaping areas and parking strips

Program Goals FY 2019/20

- Oversee renovation of irrigation systems to reduce water use throughout City Parks;
- Establish on-call service contracts for emergency clean-up and tree trimming and removal;
- Provide core services while implementing and training on new CMMS.

Program: Parks Maintenance

Division Number 571

Summary of 2019/20 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:									
Park Maintenance	6.95		11,815	696,917	20,000	12,472	354,527	1,083,916	4,350
Hamilton Pool	0.75		1,275	72,943	425		33,875	107,243	
TOTAL	7.70	-	13,090	769,860	20,425	12,472	388,402	1,191,159	4,350

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	799,141	739,953	677,120	677,120	769,860
Contract Services	88,817	115,407	112,145	112,145	20,425
Training & Travel	6,496	8,261	12,472	12,472	12,472
Materials & Supplies	586,187	577,653	607,226	606,541	388,402
Capital Outlay	2,445				
TOTAL	1,483,086	1,441,274	1,408,963	1,408,278	1,191,159

PW

Department Name: Public Works

Program: Building Maintenance

Budget: \$1,626,918

Personnel Allocation: 8.50

Revenue: \$ 3,030

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.

Building Maintenance This section provides preventive maintenance and emergency repairs to all City Facilities except the Novato Arts Center and Carlile House. Regularly scheduled preventive maintenance is crucial to maintaining all large systems (HVAC, plumbing, electrical, fire and security alarms, elevators, etc.) in good repair throughout their intended life cycle.

Custodial Services: This section provides custodial and maintenance services to all City Facilities housing city services. Staff also removes trash from all staff offices.

Facilities Capital Improvement Support: This section provides support and collaborates closely with Engineering to plan and implement the annual deferred maintenance efforts.

Emergency Services: Maintenance staff plays a key role in any emergency effecting life and building safety. As Disaster Service Workers, the Facilities Maintenance staff is responsible for setting up the Margaret Todd Senior Center as an Emergency Shelter when required.

Program Accomplishments FY 18/19

- Coordinated with the Parks, Recreation and Community Services Department and Building Attendants to improve scheduling custodial setups and cleanups;
- Repainted the exterior of 901 Sherman Ave (Council Chambers);
- Supported Engineering to replace the Novato Historical Museum and Hamilton Gymnasium roofs;

Program Goals FY 19/20

- Achieve multi-account discounts by consolidating HVAC vendors into one annual contract;
- Provide core services while implementing and training on new CMMS.

PW

Program: Building Maintenance

Division Number 591-597

Summary of 2019/20 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:									
Civic Center	4.00		6,800	451,604	12,200	5,317	569,134	1,038,255	2,030
Novato Museum							2,500	2,500	
DRC/Gym Center	0.74		1,258	60,117	1,859		72,969	134,945	
Lu Sutton Childcare	0.50		850	38,971			3,200	42,171	
Todd Senior Center	2.50		4,250	186,957	1,103	699	78,074	266,833	1,000
Hamilton Pool							-	-	
Hamilton Rec Facilities	0.76		1,292	70,511	900		50,803	122,214	
City Owned Property					10,000		10,000	20,000	
TOTAL	8.50	-	14,450	808,160	26,062	6,016	786,680	1,626,918	3,030

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	660,836	737,188	789,854	789,854	808,160
Contract Services	122,190	19,713	16,062	28,262	26,062
Training & Travel	640	327	6,016	6,016	6,016
Materials & Supplies	620,443	658,130	601,625	601,625	786,680
TOTAL	1,404,109	1,415,357	1,413,557	1,425,757	1,626,918

PW

Department Name: Public Works

Program: Equipment/Vehicle Maintenance

Budget: \$828,289

Personnel Allocation: 3.00

Revenue: \$1,041,247

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 and maintains accurate records of all fleet vehicles and equipment owned by the city. Other duties include accident repairs, fuel tank testing, vehicle emissions programs (diesel and gasoline) and maintaining current 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 199 fleet vehicles, 175 piece of small equipment, two large pump facilities and 4 emergency generators. Staff monitors the fuel tank systems and the vehicle emissions program. Staff ensures compliance with state regulations and permit requirements for environmental issues.

Emergency Services: Staff members provide roadside services in response to vehicle breakdowns as required. Staff monitors hazardous material usage, assists in emergency hazardous waste response and disposal of all hazardous waste collected by the Division.

Program Accomplishments FY 18/19

- Trained two new staff members in Standard Operating Procedures for fleet maintenance;
- Achieved over 45% of the direct labor hours in Preventative Maintenance services
- Worked with Police Department staff to improve the % of police vehicles serviced every 3,000 miles.

Program Goals FY 19/20

- Provide core services while implementing and training on new CMMS;
- Provide finance staff with data and recommendations for improving the replacement forecasting.

PW

Program: Equipment/Vehicle Maintenance

Division Number 50.701

Summary of 2019/20 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Training & Travel	Material & Supplies	Operating Transfers Out	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours							
Program Elements:										
Equipment/Vehicle Maintenance	3.00		5,100	361,177	10,928	1,250	441,976	12,958	828,289	841,247
GF Transfer										200,000
TOTAL	3.00	-	5,100	361,177	10,928	1,250	441,976	12,958	828,289	1,041,247

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	372,306	279,758	361,098	361,098	361,177
Contract Services	10,062	10,118	10,928	10,928	10,928
Training & Travel	1,028	274	1,250	1,250	1,250
Materials & Supplies	375,178	430,967	486,072	486,072	441,976
Operating Transfers	3,469	53,495	12,705	12,705	12,958
TOTAL	762,043	774,612	872,053	872,053	828,289

PW

Department Name: Public Works

Program: Equipment/Vehicle Replacement

Budget: \$1,865,719

Personnel Allocation: 0.00

Revenue: \$851,514

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/equipment scheduled for replacement during FY 2019/20 are listed below.

Unit #	Description	Budget Replacement Amount
	<u>Public Works</u>	
1197	2003 Patch Truck (\$108,483 from discontinued 173 NPDES camera)	\$270,523
1175	2004 Asphalt Roller	\$56,189
1164	2007 Dodge Ram	\$24,829
1129	2006 Chevy 2500	\$25,403
1137	2007 Chevy Colorado	\$24,912
1137	Lesco Sprayer Component	\$5,332
3310	2007 Chrysler Sebring	\$22,355
3312	2007 Chrysler Sebring	\$22,461
3359	2007 Chevy Colorado	\$24,262
3382	2003 Toyota Prius	\$29,537
3380	2003 Toyota Prius	\$29,502
3375	2004 Dodge Dakota	<u>\$23,260</u>
		\$558,565
	<u>Police</u>	
2201	2015 SUV Interceptor	\$46,081
2205	2015 SUV Interceptor	\$46,010
2211	2015 SUV Interceptor	\$46,427
2212	2015 SUV Interceptor	\$46,002
2215	2015 SUV Interceptor	<u>\$46,064</u>
		\$230,584
	TOTAL	\$789,149

Program: Equipment/Vehicle Replacement

Division Number 50.702

Summary of 2019/20 Resources Used by Program Element:

	Contract Services	Materials & Supplies	Debt Service	Capital Outlay	Operating Transfers	Total Budget	Program Revenues
Program Elements:							
Administration						-	47,500
Sale of Equip - Auction						-	10,000
Equipment Acquisition				789,149		789,149	567,444
MERA			226,570			226,570	226,570
Operating Transfers					850,000	850,000	
TOTAL	-	-	226,570	789,149	850,000	1,865,719	851,514

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
Program Inputs:					
Contract Services	213,248	217,265	218,217	218,217	-
Materials & Supplies	600,181	12,879	-	-	-
Debt Service	247,053	246,904	247,155	247,155	226,570
Capital Outlay	-	(14,790)	419,680	419,680	789,149
Operating Transfers	309,851	2,881	997,343	997,343	850,000
TOTAL	1,370,333	465,139	1,882,395	1,882,395	1,865,719

PW

Department Public Works
Name:

Program: Hamilton CFD

Budget: \$708,727
Revenue: \$827,655

Personnel Allocation: 3.07

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 2018/19

- Replanted bridge abutments with new landscaping
- Removed all Boston Ivy from wall planters and replace with less invasive dwarf shrub
- Replaced and replanted the landscaping along the Hangar Ave. corridor
- Trimmed and pruned the Hamilton area pear and palm trees.

Program Goals FY 2019/20

- Provide support for wall repairs and improvements;
- Sheet mulch to control weeds to save water and reduce manual weeding; and
- Provide core services while implementing and training on new CMMS.

Program: Hamilton Community Facilities

Division Number 50.581

Summary of 2019/20 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	595,905
Landscape Maintenance	2.00		3,400	190,666	29,000	130,211		349,877	1,750
Pump Station #1	0.58		986	63,959		28,000		91,959	
Pump Station #2	0.32		544	35,363	350	25,000		60,713	
Levee	0.17		289	18,637	25,000	10,750		54,387	230,000
Operating Transfers							120,691	120,691	
TOTAL	3.07	-	5,219	308,625	54,350	224,461	120,691	708,127	827,655

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	298,164	345,326	288,944	288,944	308,625
Contract Services	52,650	46,555	84,200	84,200	54,350
Materials & Supplies	156,839	127,249	195,211	195,211	224,461
Operating Transfers	\$36,140.32	\$416,187.52	\$85,103.00	\$85,103.00	120,691
TOTAL	543,793	935,317	653,458	653,458	708,127

PW

Department Name: Public Works

Program: Pointe Marin CFD

Budget: \$239,705

Personnel Allocation: 2.00

Revenue: \$196,248

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 2018/19

- Removed dead plants and plant new trees; and
- Continued to improve the landscape maintenance schedule.

Program Goals FY 2019/20

- Continue to upgrade landscaping by removing older plants and installing drought-tolerant and deer-resistant plants
- Provide core services while implementing and training on new CMMS.

PW

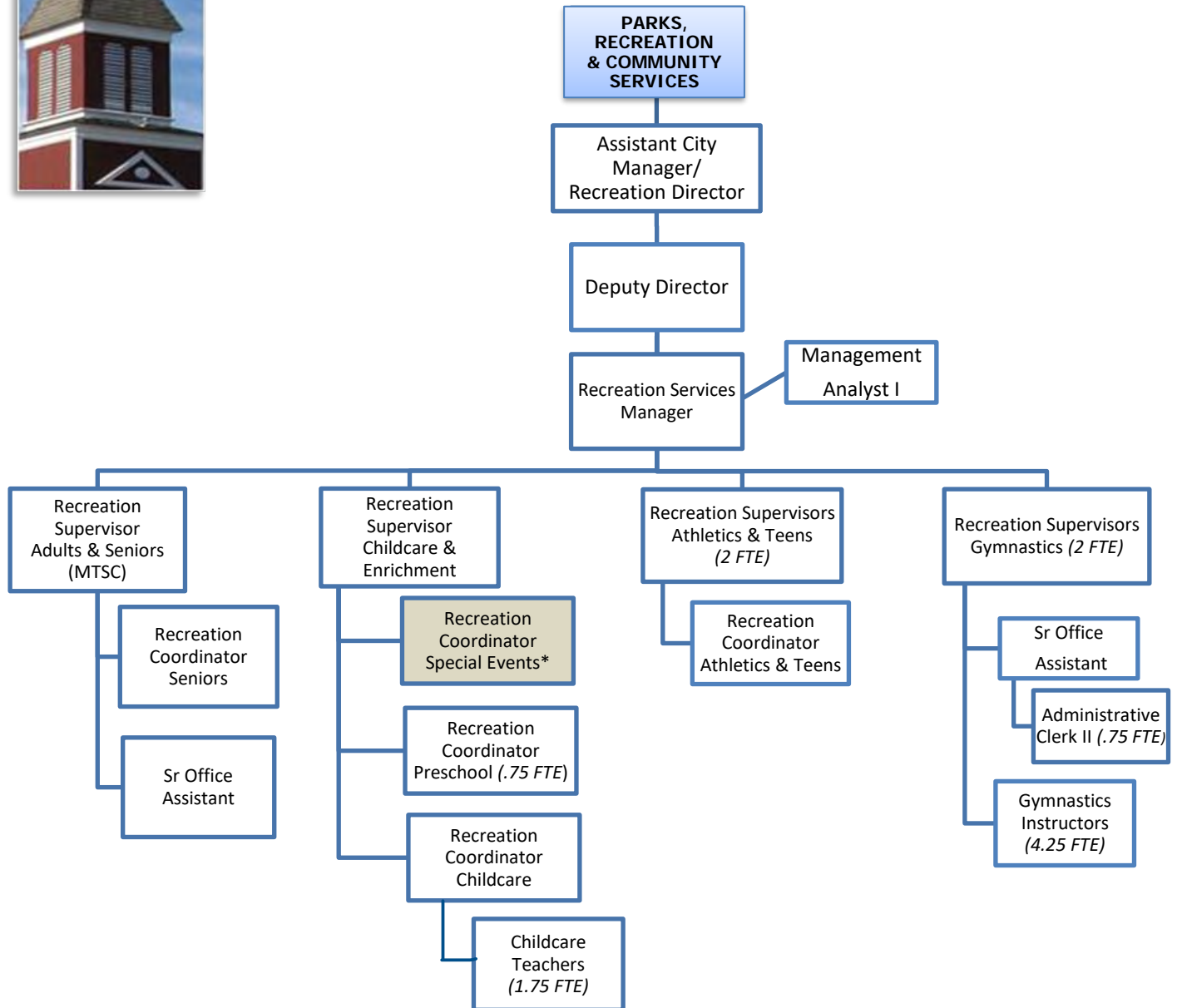
Program: Pointe Marin Community Facilities

Division Number 50.581

Summary of 2019/20 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	46,623	6,479	239,705	196,248
TOTAL	2.00	-	3,400	186,303	300	46,623	6,479	239,705	196,248

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
Program Inputs:					
Personnel Services	124,543	142,352	173,178	173,178	186,303
Contract Services			300	300	300
Materials & Supplies	49,811	38,782	29,369	28,834	46,623
Capital Outlay	3,859				
Operating Transfers	6,286	6,043	6,219	6,219	6,479
TOTAL	184,499	187,177	209,066	208,531	239,705



*Funded partially by Parks Measure A

Department Budget Summary

	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Program Fees:					
Administration	82,000	82,000	82,500	500	0.61%
Hamilton Pool	53,600	53,600	23,600	-	-
Childcare & Enrichment	741,300	741,300	749,300	8,000	1.08%
Senior Citizens Programs	230,000	230,000	238,000	8,000	3.48%
Athletics Programs	410,000	410,000	410,000	-	0.00%
Gymnastics	724,600	724,600	724,600	-	0.00%
Facilities Rentals	158,000	158,000	172,000	14,000	8.86%
Department Total	\$2,399,500	\$2,399,500	\$2,400,000	500	0.02%

Appropriations					
Administration	631,294	647,227	659,266	27,972	4.43%
Childcare & Enrichment	846,822	846,822	802,940	(43,882)	(5.18)%
Museum Administration*		-	-	-	-
Senior Citizens Programs	448,519	448,519	364,679	(83,840)	(18.69)%
Athletics Programs	1,685,327	1,669,388	1,790,060	104,733	6.21%
Department Total	\$3,611,962	\$3,611,956	\$3,616,945	4,983	0.14%

Appropriations by Category					
Salaries	2,545,434	2,545,434	2,574,026	28,592	1.12%
Benefits	389,663	389,663	426,723	37,060	9.51%
Contract Services	259,426	251,426	259,291	(135)	(0.05)%
Training & Travel	34,526	34,526	29,420	(5,106)	(14.79)%
Materials & Supplies	382,913	390,907	327,485	(55,428)	(14.48)%
Department Total	\$3,611,962	\$3,611,956	\$3,616,945	\$4,983	0.14%

Personnel Allocation History	2015/16	2016/17	2017/18	2018/19	2019/20
Administration	5.15	5.15	5.23	3.38	3.43
Childcare & Enrichment	4.08	4.83	4.73	4.73	4.73
Museum Administration	0.05	0.05	0.05	0.05	-
Senior Citizens Programs	2.58	2.58	3.10	3.10	3.10
Athletics Programs	9.14	9.14	9.54	11.54	11.54
Other Funds	-	0.50	0.50	0.50	0.50
Department Total	21.00	22.25	23.15	23.30	23.30

* Combined with Administration

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, and Community Services Department (PRCS) builds happy, healthy, and strong 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 offers a wide range of programs and events for all ages including athletic leagues, facility rentals, youth classes, senior events, and more. PRCS strives to foster a sense of community in Novato and provides opportunities for all ages to be healthy and active.

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.

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

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
-

Department Accomplishments FY 2018/19

- Completed Dogbone Meadow renovation
- Increased program enrollment in youth dance classes by 82% through a partnership with Splitz Dance Academy, which resulted in a net \$23,500.00 profit for PRCS
- Provided an extra week of Camp Ton-Of-Fun resulting in a 12% revenue increase from 2017.
- Launched pilot program "Camp Ton-Of-Fun MINIS" to address two needs within the community: 1) additional day camp alternative for families as Camp Ton-OF-Fun consistently reaches capacity; 2) a camp catering to incoming kindergarten students
- The Hamilton Field History Museum and Novato History Museum continue to serve more than 3,200 visitors per calendar year
- The museums continue to be successfully operated by volunteer staff who have contributed nearly 6,500 volunteer hours
- The Novato Historical Guild launched a free monthly speaker series held at Novato City Hall
- The Fall 2018 Trash to Treasures Flea Market sold out with 45 booths, a 50% increase.
- A new all-time high of 600 people attended the two-day 2018 Holiday Crafts Faire in December.
- Participation in Spring 2019 adult classes increased in participation and were at capacity in some cases. Full classes for spring included Fit and Fun (53 students), Still Going Strong (70 students), Bidding the Right Contract (20), and Monday Tai Chi (22).
- Novato Gymnastics was voted "Best Children's Indoor Sport Center" in Marin County by the Pacific Sun three years in a row (2017, 2018 and 2019).
- Hamilton Field History Museum and Novato History Museum continue to serve more than 3,200 visitors per calendar year
- The museums continue to be successfully operated by volunteer staff who have contributed nearly 6,500 volunteer hours
- Launched a free monthly speaker series held at Novato City Hall

Department Goals FY 2019/20

- Break ground on the Hill Recreation Area "Central Hub" CIP
- Collaborate with Novato Live Well Network to build first community garden
- Create new program offerings in all areas; youth enrichment classes, gymnastics camps, adult and senior classes, adult recreation leagues
- Improve staff trainings to ensure safe programs lead by high-quality and engaging staff to promote program continuity and growth
- Continue to partner with local organizations to provide services and programs that meet the needs of our community
- Align Preschool and childcare curriculum to have increased consistency throughout our programs
- Provide one week of adaptive needs camp to provide programs for an underserved portion of the community
- Margaret Todd Senior Center to continue to do outreach to the community to broaden our audience and grow our programs
- Increase awareness and attendance of the museums through public outreach and programs

Department Name: Parks, Recreation and Community Services

Program: Administration

Budget: \$659,266

Personnel Allocation: 3.43

Revenue: \$90,600

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

Recreation Guide: PRCS publishes 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 novatofun.org.

Special Events: PRCS Administration oversees the City’s Special Events Program, which continues to experience growth in attendance. The Special Events Team delivered 24 special events during the 2018/19 fiscal year.

Hamilton Pool Management and Program Agreement: PRCS has partnered with the City of San Rafael since 2011 to collaboratively operate the Hamilton Pool. The City of Novato maintains the pool while the City of San Rafael manages daily operation of the pool including staffing. 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.

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.

Museum Administration: Department staff works closely with the Novato Historical Guild and coordinates with volunteer Museum Managers to operate the City of Novato’s two museums: Novato History Museum and Hamilton Field History Museum. The mission of the Novato Historical Guild is “To collect, preserve and make reasonably available to the public exhibits and information related to the history of the Novato area.”

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: Administration

Division Number 601

Summary of 2019/20 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	2.61		4,437	399,056	38,241	9,524	63,588	510,409	57,000
Activities Guide	0.17		289	23,716	8,000	0	34,133	65,849	10,000
Hamilton Pool								0	23,600
Museum Administration	0.05		85	8,293		50	210	8,553	
Special Events	0.60	0.37	1,785	64,455			10,000	74,455	
TOTAL	3.43	0.37	4,726	495,520	46,241	9,574	107,931	659,266	90,600

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	575,321	405,053	453,375	453,375	495,520
Contract Services	57,721	38,804	46,241	38,241	46,241
Training & Travel	12,915	7,261	14,680	14,680	9,574
Materials & Supplies	99,154	78,213	116,998	140,931	107,931
Administration Applied					
TOTAL	745,111	529,331	631,294	647,227	659,266

Department Name: Parks, Recreation and Community Services

Program: Child Care & Enrichment

Budget: \$802,940

Personnel Allocation: 4.73

Revenue: \$746,900

Program Description

The Child Care & Enrichment Division provides year around enrichment classes, a licensed child care facility, week long summer camps, single-day program offerings during holidays and vacation weeks and a handful of special events.

Program Accomplishments FY 2018/19

- Increased program enrollment in youth dance classes by 82% through a partnership with Splitz Dance Academy, which resulted in a net \$23,500.00 profit for PRCS (7.5% increase in revenue since 2017).
- Provided an extra week of Camp Ton-Of-Fun resulting in a 12% revenue increase from 2017.
- Launched pilot program "Camp Ton-Of-Fun MINIS" to address two needs within the community: 1) additional day camp alternative for families as Camp Ton-OF-Fun consistently reaches capacity; 2) a camp catering to incoming kindergarten students

Program Goals FY 2019/20

GOAL #1

ACTION STEPS:

Align Preschool and Child Care curriculum.	1. Collaborate with Preschool and Child Care Coordinators
	2. Joint staff trainings/professional development
	3. Teambuilding
WHY IS THIS IMPORTANT? New program coordinators provide an opportunity to collaborate and have consistency throughout our child care programs.	

GOAL #2

ACTION STEPS:

Expand Camp Ton-Of-Fun MINIS	1. Solidify additional Part Time staff
	2. Promote to the public to build interest
WHY IS THIS IMPORTANT? Pilot program in 2018 was very successful. Provides an additional day camp for families when Camp Ton-Of-Fun is full to capacity.	

GOAL #3

ACTION STEPS:

Provide one week of adaptive needs camp.	1. Collaborate with Project Awareness and Special Sports
	2. Find Part Time lead staff to facilitate
	4. Develop program curriculum
WHY IS THIS IMPORTANT? Address the need for a program specifically for those children with adaptive need. We currently do not offer a program like this.	

Program: Childcare & Enrichment

Division Number 612

Summary of 2019/20 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:									
Child Care	4.73	4.90	18,235	618,551	100,998	4,580	78,811	802,940	746,900
TOTAL	4.73	4.90	18,235	618,551	100,998	4,580	78,811	802,940	746,900

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	627,420	601,927	611,439	611,439	618,551
Contract Services	75,229	98,467	130,998	130,998	100,998
Training & Travel	1,535	779	4,580	4,580	4,580
Materials & Supplies	70,939	66,151	99,805	99,805	78,811
TOTAL	775,123	767,324	846,822	846,822	802,940

Department Name: Parks, Recreation and Community Services

Program: Senior Citizens

Budget: \$364,679

Personnel Allocation: 3.10

Revenue: \$284,000

Program Description

The City of Novato’s Senior Citizens Program is operated from the Margaret Todd Senior Center (MTSC) where, “We believe that active and engaged adults live healthier, happier lives.” MTSC has five program areas including: **Game Groups**, which serve as a way for adults and seniors to socialize; **Classes** providing enrichment activities; **Rentals** MTSC serves as the primary customer service point for several facilities; **Special Events** occur at the Margaret Todd Senior Center 10-12 times per year; **Outreach** occurs in collaboration with Covia and the Novato Senior Citizens Club to provide additional resources.

Program Accomplishments FY 18/19

- The Fall 2018 Trash to Treasures Flea Market sold out with 45 booths, a 50% increase.
- A new all-time high of 600 people attended the two day 2018 Holiday Crafts Faire in December.
- Participation in Spring 2019 adult classes increased in participation and were at capacity in some cases. Full classes for spring included Fit and Fun (53 students), Still Going Strong (70 students), Bidding the Right Contract (20), and Monday Tai Chi (22).

Program Goals FY 2019/20

GOAL #1

ACTION STEPS:

Continue to do outreach to the community	1. Presentations to local community groups
	2. Tabling at local events
	3. Serve on boards and committees that serve our community
WHY IS THIS IMPORTANT? Broadening our audience allows us to share what we do and continue to grow our programs.	

GOAL #2

ACTION STEPS:

Diversify and expand program offerings	1. Add 2-3 new classes each Activity Guide season
	2. Add new game groups based on community requests
	3. Add special events to capture the community’s interest and imagination
WHY IS THIS IMPORTANT? Keeping things fresh and interesting will maintain and increase activity and engagement.	

GOAL #3

ACTION STEPS:

Partner with other local organizations to provide services and programs that meet the needs of all members of Novato’s adult and senior population	1. Continue to strengthen ties with City partners Covia (formerly NIEP) and the Novato Senior Citizens Club
	2. Collaborate with external non-profits such as the Marin POLST Coalition to provide additional resources at the Center
	3. Connect with local assisted living facilities to offer their residents activities as well as request sponsorship support of existing Center events
WHY IS THIS IMPORTANT? Working with other organizations toward common goals can be mutually beneficial to both organizations as well as to the community.	

Program: Senior Citizens

Division Number 631

Summary of 2019/20 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:									
Program Management	2.20	0.67	5,142	201,710	1,616	1,547	14,180	219,053	89,000
Senior Classes	0.90	0.81	3,212	97,941	47,685			145,626	195,000
TOTAL	3.10	1.48	8,354	299,651	49,301	1,547	14,180	364,679	284,000

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	287,070	337,556	381,953	381,953	299,651
Contract Services	50,932	51,091	49,511	49,511	49,301
Training & Travel	472	567	1,547	1,547	1,547
Materials & Supplies	14,601	43,457	15,508	15,508	14,180
TOTAL	353,075	432,671	448,519	448,519	364,679

Department Name: Parks, Recreation and Community Services

Program: Athletics

Budget: \$1,790,060

Personnel Allocation: 11.54

Revenue: \$1,451,600

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 Accomplishments FY 2018/19

- Novato Gymnastics was voted "Best Children's Indoor Sport Center" in Marin County by the Pacific Sun three years in a row (2017, 2018 and 2019).
- Gymnastics survey completed by over 100 people had positive feedback such as 92% of respondents indicated that their child looks forward to attending gymnastics class.
- Hired and trained additional staff to adequately maintain current program offerings

Program Goals FY 2019/20

GOAL #1

ACTION STEPS:

Create New Adult Recreational Leagues (Kickball and Cornhole)	1. Research successful leagues in surrounding areas
	2. Plan and promote new leagues
	3. Tailor leagues to be appealing to younger adults
WHY IS THIS IMPORTANT? To be responsive to the community and increase adult athletic opportunities.	

GOAL #2

ACTION STEPS:

New Program Offerings	1. Brainstorm, Plan & Pilot New Program Offerings
	2. Market New Program Offerings (paper, online, via Peach Jar)
	3. Staff New Program Offerings
	4. Maximize Revenue Generated During Off-Weeks
WHY IS THIS IMPORTANT? Increase participant engagement, enrollment and program revenue.	

GOAL #3

ACTION STEPS:

Improve Staff Training(s)	1. Update and Distribute New Staff Manual
	2. Update/Develop New-Hire Training Protocol with Timeline and Evaluation Matrix
	3. Conduct Quarterly Check-In Meetings with Part-Time Staff
	4. Hold Quarterly Meetings with all Permanent Staff
WHY IS THIS IMPORTANT? To ensure safety, high-quality teaching, program continuity & growth.	

Program: Athletics

Division Number 641

Summary of 2019/20 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:									
Athletics	4.09	5.00	17,345	683,893	61,000	4,519	89,600	839,012	660,000
Gymnastics	7.45	1.94	16,706	903,134	1,751	9,200	36,963	951,048	791,600
TOTAL	11.54	6.94	34,051	1,587,027	62,751	13,719	126,563	1,790,060	1,451,600

	Previous Actual 2016/17	Previous Actual 2017/18	Adopted Budget 2018/19	Adjusted Budget 2018/19	Adopted Budget 2019/20
	Program Inputs:				
Personnel Services	1,364,244	1,368,102	1,488,330	1,488,330	1,587,027
Contract Services	31,271	74,575	32,676	32,676	62,751
Training & Travel	12,577	7,824	13,719	13,719	13,719
Materials & Supplies	167,514	123,517	150,602	134,663	126,563
TOTAL	1,575,606	1,574,018	1,685,327	1,669,388	1,790,060

City of Novato Five-Year Capital Improvement Plan

Capital Improvement Program

The city's Capital Improvement Program is currently made up of 55 individual projects with about \$17.8 million in approved capital funds anticipated to carry over into the next fiscal year. Three new CIP projects address new priorities and objectives that are not yet included in the program:

- CIP 20-001, "2020 Annual Pavement Rehabilitation," \$617,000 new funding;
- CIP 20-002, "Energy Efficiency Utility Upgrades," \$25,000 new funding; and
- CIP 20-003, "EV Charging Stations – City Hall," 50,000 new funding.

CIP Budget Development Process

Each fiscal year the City's five-year Capital Improvement Program (CIP) is updated based on citywide priorities and needs, capital revenue projections, and community input. Updates to the CIP typically include the removal of completed projects, new or modified funding for ongoing projects that will continue into the next fiscal year, and proposed new projects that may be planned, designed, and/or implemented during the next five years. CIP projects are organized by the following categories:

- "MUNI" - Municipal Facilities
- "PRCF" - Parks, Recreation and Community Facilities
- "TDU" - Transportation, Drainage and Utilities
- "TOI" - Technology and Organizational Investments

New Funding Sources

The results of the November 2018 election secured almost \$1,300,000 in new annual transportation infrastructure funding for the city with the approval of Marin County Measure AA (the extension of the TAM Measure A ½-cent transportation sales tax) and the rejection of Proposition 6 (which would've repealed the gas taxes and vehicle registration fees imposed by Senate Bill 1 in 2017.)

2019/20 Capital Improvement Highlights

Key capital projects and significant milestones for the 2019/20 Fiscal Year include:

- Finalization of the Environmental Impact Report and commencement of the right-of-way acquisition process for CIP 01-004, "Novato Boulevard Improvements – Diablo to Grant;"
- Pavement resurfacing and restriping of Nave Drive and Bel Marin Keys Boulevard as a part of CIP 18-001, "Measure A (Group 10);"
- Begin construction on the Hill Recreation Area "Central Hub" project, CIP 01-005;
- Preparation of a five-year paving program where street segments selected for future pavement rehabilitation projects will be made available to the public on the city's website;
- Completion of the Downtown SMART Phase 2 project in late 2019 and anticipated revenue service in early 2020 following safety testing of the system;
- Environmental documentation and preparation of construction documents for CIP 19-010, the Community Garden at the Lieb Property;
- Installation of new downtown parking spaces, crosswalk enhancements, traffic controls, and traffic calming measures at 12 separate locations throughout the city; and
- Completion and adoption of the final Storm Drain Master Plan, CIP 98-008.

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Funding Source	ID	Project Name	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	Total Projected
General Funds Total			8,525,482	500,000	500,000	500,000	500,000	10,525,482
<u>101 - General Fund</u>	11-005	City Administrative Offices	-	-	-	-	-	-
	11-012	Technology Planning and Efficiencies	-	-	-	-	-	-
	18-006	Downtown SMART Station Phase II	617,000	-	-	-	-	617,000
<u>111 - Measure F</u>	01-005	Hill Recreation Area Master Plan	4,315,507	-	-	-	-	4,315,507
	11-012	Technology Planning and Efficiencies	429,100	-	-	-	-	429,100
	15-010	LED Lighting Retrofits	38,600	-	-	-	-	38,600
	15-015	Traffic Signal Upgrade Program	-	-	-	-	-	-
	18-012	NPD Computer Aided Dispatch & Records Management	200,000	-	-	-	-	200,000
	19-003	Lieb Property Deferred Maintenance	-	-	-	-	-	-
<u>112 - City-Owned Property Fund</u>	18-006	Downtown SMART Station Phase II	500,000	-	-	-	-	500,000
	19-004	Hamilton Pool Resurfacing	350,000	-	-	-	-	350,000
	20-004	City Administrative Office Backup Generator	65,000	-	-	-	-	65,000
<u>115 - Insurance Reserve</u>	11-012	Technology Planning and Efficiencies	-	-	-	-	-	-
<u>116 - Emerg. & Disaster Response</u>	11-012	Technology Planning and Efficiencies	-	-	-	-	-	-
	18-006	Downtown SMART Station Phase II	255,000	-	-	-	-	255,000
<u>117 - Civic Center</u>	11-005	City Administrative Offices	15,000	-	-	-	-	15,000
	11-006	Civic Center Master Planning	28,369	-	-	-	-	28,369
<u>118 - LTM-Facilities</u>	01-005	Hill Recreation Area Master Plan	28,000	-	-	-	-	28,000
	14-002	Downtown SMART Station Phase III	-	-	-	-	-	-
	15-005	Dogbone Meadow Improvements	-	-	-	-	-	-
	16-007	Reservoir Hill Vista Trail Rehabilitation	68,000	-	-	-	-	68,000
	17-002	Accessibility Enhancements - Municipal Buildings 2016-2023	100,000	-	25,000	50,000	50,000	225,000
	17-003	Accessibility Enhancements - Parks 2016-2023	40,000	-	25,000	50,000	50,000	165,000
	17-004	Hoog Park Playground & Accessibility Enhancements	-	-	450,000	-	-	450,000
	18-007	Parks Deferred Maintenance Group 3 2017-2023	85,000	-	-	200,000	200,000	485,000
	18-008	Municipal Buildings Deferred Maintenance 2017-2023	60,000	-	-	200,000	200,000	460,000
	18-009	Police Department Equal Access & Waterproofing	240,000	-	-	-	-	240,000
	18-010	Police Department HVAC Replacement	20,000	-	-	-	-	20,000
	19-004	Hamilton Pool Resurfacing	-	-	-	-	-	-
	19-006	MTSC Exterior Siding & Roof	-	500,000	-	-	-	500,000
	19-007	Exterior Building Paint (NPD, City Hall, Admin)	35,000	-	-	-	-	35,000
	19-010	Community Garden at the Lieb Property	15,000	-	-	-	-	15,000
	20-002	Energy Efficiency Utility Upgrades	25,000	-	-	-	-	25,000
<u>119 - LTM-Infrastructure</u>	01-005	Hill Recreation Area Master Plan	104,000	-	-	-	-	104,000
	09-003	Grant Ave. Bridge Rehab	250,000	-	-	-	-	250,000
	15-014	Storm Drain Improvements (Group 1)	219,376	-	-	-	-	219,376
	15-015	Traffic Signal Upgrade Program	5,000	-	-	-	-	5,000
	15-016	Traffic, Bicycle, & Ped Improvements 2014-2024	-	-	-	-	-	-
	15-017	Vineyard Road Pavement Rehabilitation	100,000	-	-	-	-	100,000
	18-001	Measure A (Group 10) "Nave/Bel Marin Keys"	42,530	-	-	-	-	42,530
	18-004	Hamilton Wall Repair Initiation	5,000	-	-	-	-	5,000
	18-006	Downtown SMART Station Phase II	255,000	-	-	-	-	255,000
	19-001	2019 Annual Pavement Rehabilitation	-	-	-	-	-	-
	20-001	2020 Annual Pavement Rehabilitation	-	-	-	-	-	-
	21-001	2021 Annual Pavement Rehabilitation	-	-	-	-	-	-
	22-001	2022 Annual Pavement Rehabilitation	-	-	-	-	-	-
	23-001	2023 Annual Pavement Rehabilitation	-	-	-	-	-	-
	97-001	Olive Phase III (Redwood to Railroad)	-	-	-	-	-	-
	98-008	Storm Drain Master Plan	15,000	-	-	-	-	15,000
Special Revenue Funds Total			17,410,630	15,625,350	2,365,000	2,596,700	2,250,000	40,247,680
<u>211 - Clean Stormwater</u>	14-003	Corporation Yard Water Quality Improvements	30,000	-	-	-	-	30,000
	97-001	Olive Phase III (Redwood to Railroad)	29,234	-	-	-	-	29,234
	98-008	Storm Drain Master Plan	-	-	-	-	-	-
<u>212 - Underground Utility</u>	12-005	Rule 20B UUD B-6 (Olive Ave. - Redwood to Railroad)	244,444	-	-	-	-	244,444
	12-006	Rule 20A UUD #17 (Railroad Ave. - Olive to south terminus)	13,394	163,350	-	-	-	176,744
	12-007	Rule 20A UUD #18 (Olive Ave. - Rosalia to east terminus)	25,435	-	-	326,700	-	352,135
<u>213 - Public Parking</u>	14-002	Downtown SMART Station Phase III	13,000	-	-	-	-	13,000
<u>214 - Quimby In-Lieu Fees</u>	01-005	Hill Recreation Area Master Plan	412,400	-	-	-	-	412,400
	19-004	Hamilton Pool Resurfacing	-	-	-	-	-	-
	19-010	Community Garden at the Lieb Property	40,000	-	-	-	-	40,000

Capital Improvement Program

Funding Source	ID	Project Name	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	Total Projected
<u>215 - Public Art</u>	11-019	Public Art Projects	19,616	-	-	-	-	19,616
<u>218 - Hamilton CFD</u>	19-002	Hamilton Pump Station Cathodic Protection & Upgrades	110,000	-	-	-	-	110,000
<u>220 - Hamilton Arts</u>	19-005	Hamilton Arts Center Deferred Maintenance	500,000	200,000	100,000	100,000	100,000	1,000,000
<u>221 - Chap. 27 Right-of-Way</u>	02-008	Sherman & Cain Rehab	11,057	-	-	-	-	11,057
<u>229 - Gas Tax HUTA</u>	00-015	Railroad Ave. Drainage Ditch Improvements	164,412	-	-	-	-	164,412
	01-005	Hill Recreation Area Master Plan	391,025	-	-	-	-	391,025
	09-003	Grant Ave. Bridge Rehab	231,631	-	-	-	-	231,631
	15-013	SMART Access Improvements	35,000	-	-	-	-	35,000
	15-017	Vineyard Road Pavement Rehabilitation	-	-	-	-	-	-
	16-013	Lamont Ave Bike Lanes	77,138	-	-	-	-	77,138
	17-005	ADA RoW Transition Plan	20,000	50,000	50,000	50,000	50,000	220,000
	17-006	Novato Blvd. Multiuse Path (Sutro Ave. to Stafford Lake)	80,000	100,000	-	-	-	180,000
	17-007	Citywide Bridge Assessment/Improvement (Group 1)	75,000	-	-	-	-	75,000
	18-003	MTC Pavement Management Phase IV	-	-	-	-	-	-
	19-001	2019 Annual Pavement Rehabilitation	125,000	-	-	-	-	125,000
	20-001	2020 Annual Pavement Rehabilitation	-	300,000	-	-	-	300,000
	21-001	2021 Annual Pavement Rehabilitation	-	-	400,000	-	-	400,000
	22-001	2022 Annual Pavement Rehabilitation	-	-	-	350,000	-	350,000
	23-001	2023 Annual Pavement Rehabilitation	-	-	-	-	350,000	350,000
	97-001	Olive Phase III (Redwood to Railroad)	12,532	-	-	-	-	12,532
<u>229.105 - Gas Tax RMRA</u>	02-008	Sherman & Cain Rehab	-	-	-	30,000	-	30,000
	05-002	Redwood Blvd. Improvements North of San Marin (NP-2)	-	-	-	-	-	-
	09-003	Grant Ave. Bridge Rehab	-	100,000	-	-	-	100,000
	12-004	Rule 20A UUD #16 (Novato Blvd. - Diablo to Terrace)	-	-	-	-	-	-
	14-002	Downtown SMART Station Phase III	75,000	-	-	-	-	75,000
	15-015	Traffic Signal Upgrade Program	100,000	50,000	30,000	30,000	30,000	240,000
	15-016	Traffic, Bicycle, & Ped Improvements 2014-2024	400,000	-	100,000	100,000	100,000	700,000
	15-017	Vineyard Road Pavement Rehabilitation	-	-	-	-	-	-
	16-011	North Redwood Blvd Corridor Study	-	-	-	150,000	-	150,000
	17-007	Citywide Bridge Assessment/Improvement (Group 1)	-	-	-	250,000	-	250,000
	18-001	Measure A (Group 10) "Nave/Bel Marin Keys"	340,000	-	-	-	-	340,000
	18-003	MTC Pavement Management Phase IV	40,000	30,000	30,000	30,000	30,000	160,000
	19-001	2019 Annual Pavement Rehabilitation	200,000	-	-	-	-	200,000
	19-009	Novato Blvd at San Marin-Sutro Improvements	40,000	-	-	150,000	-	190,000
	20-001	2020 Annual Pavement Rehabilitation	-	100,000	-	-	-	100,000
	20-003	EV Charging Stations - City Hall	50,000	-	-	-	-	50,000
	21-001	2021 Annual Pavement Rehabilitation	-	-	100,000	-	-	100,000
	22-001	2022 Annual Pavement Rehabilitation	-	-	-	100,000	-	100,000
	23-001	2023 Annual Pavement Rehabilitation	-	-	-	-	100,000	100,000
	97-001	Olive Phase III (Redwood to Railroad)	100,000	500,000	600,000	-	-	1,200,000
	99-007	Redwood & San Marin Improvements (AGP-5 & NP-1)	-	-	-	-	570,000	570,000
<u>229.106 TAM SB1 LPP</u>	18-006	Downtown SMART Station Phase II	483,000	-	-	-	-	483,000
<u>234.121 - Grant-HSIP</u>	15-016	Traffic, Bicycle, & Ped Improvements 2014-2024	-	1,142,000	-	-	-	1,142,000
<u>234.130 - Grant-HBP</u>	09-003	Grant Ave. Bridge Rehab	3,164,871	-	-	-	-	3,164,871
<u>234.150 - Grant-PCA/STP</u>	14-002	Downtown SMART Station Phase III	-	-	-	-	-	-
	15-017	Vineyard Road Pavement Rehabilitation	1,014,000	-	-	-	-	1,014,000
	19-001	2019 Annual Pavement Rehabilitation	500,000	-	-	-	-	500,000
	20-001	2020 Annual Pavement Rehabilitation	617,000	-	-	-	-	617,000
<u>234.155 - Grant-OBAG2</u>	18-001	Measure A (Group 10) "Nave/Bel Marin Keys"	1,551,950	-	-	-	-	1,551,950
<u>234.157 - Grant-PTAP</u>	18-003	MTC Pavement Management Phase IV	36,595	-	-	-	-	36,595
<u>234.170- Grant-HRP</u>	19-008	DRC Front Desk Improvements	50,000	-	-	-	-	50,000
<u>234.201- Grant-TDA</u>	16-013	Lamont Ave Bike Lanes	-	-	-	-	-	-
<u>234.204 - Grant-TFCA</u>	16-013	Lamont Ave Bike Lanes	317,862	-	-	-	-	317,862
<u>236.300 -TAM Measure A</u>	02-008	Sherman & Cain Rehab	19,829	-	-	-	-	19,829
	12-004	Rule 20A UUD #16 (Novato Blvd. - Diablo to Terrace)	7,500	-	-	-	-	7,500
	15-014	Storm Drain Improvements (Group 1)	-	150,000	150,000	150,000	150,000	600,000
	15-015	Traffic Signal Upgrade Program	-	50,000	50,000	-	-	100,000
	15-016	Traffic, Bicycle, & Ped Improvements 2014-2024	-	150,000	50,000	70,000	50,000	320,000
	18-006	Downtown SMART Station Phase II	899,125	-	-	-	-	899,125
	19-001	2019 Annual Pavement Rehabilitation	197,496	-	-	-	-	197,496
	20-001	2020 Annual Pavement Rehabilitation	-	550,000	-	-	-	550,000
	21-001	2021 Annual Pavement Rehabilitation	-	-	475,000	-	-	475,000

Funding Source	ID	Project Name	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	Total Projected
	21-002	Sidewalk Repair Program - Matching Funds	-	-	200,000	150,000	150,000	500,000
	22-001	2022 Annual Pavement Rehabilitation	-	-	-	530,000	-	530,000
	23-001	2023 Annual Pavement Rehabilitation	-	-	-	-	540,000	540,000
	97-001	Olive Phase III (Redwood to Railroad)	126,064	-	-	-	-	126,064
<u>236.400 TAM A (Major Streets)</u>	01-004	Novato Blvd Improvements Diablo - Grant	1,132,382	9,500,000	-	-	-	10,632,382
<u>237 - Parks Measure A</u>	01-005	Hill Recreation Area Master Plan	-	-	-	-	-	-
	15-005	Dogbone Meadow Improvements	-	-	-	-	-	-
<u>240 - Restricted Revenue</u>	01-005	Hill Recreation Area Master Plan	136,000	-	-	-	-	136,000
	12-005	Rule 20B UUD B-6 (Olive Ave. - Redwood to Railroad)	120,258	-	-	-	-	120,258
	15-005	Dogbone Meadow Improvements	-	-	-	-	-	-
	15-013	SMART Access Improvements	-	-	-	-	-	-
	15-017	Vineyard Road Pavement Rehabilitation	20,000	-	-	-	-	20,000
	97-001	Olive Phase III (Redwood to Railroad)	153,446	-	-	-	-	153,446
	99-007	Redwood & San Marin Improvements (AGP-5 & NP-1)	30,604	-	-	-	-	30,604
<u>241.151 - DIF-Sts. & Intersections</u>	01-004	Novato Blvd Improvements Diablo - Grant	582,382	2,000,000	-	-	-	2,582,382
	05-002	Redwood Blvd. Improvements North of San Marin (NP-2)	-	-	-	-	-	-
	11-020	San Marin/Simmons Signalization or Roundabout	183,433	-	-	-	-	183,433
	12-004	Rule 20A UUD #16 (Novato Blvd. - Diablo to Terrace)	87,500	30,000	-	-	-	117,500
	16-011	North Redwood Blvd Corridor Study	199,330	-	-	-	-	199,330
	99-007	Redwood & San Marin Improvements (AGP-5 & NP-1)	24,499	-	-	-	-	24,499
<u>241.152 - DIF-Recreation</u>	01-005	Hill Recreation Area Master Plan	1,140,949	-	-	-	-	1,140,949
<u>241.153 - DIF-Civic Facilities</u>	11-006	Civic Center Master Planning	7,485	-	-	-	-	7,485
	14-002	Downtown SMART Station Phase III	7,000	-	-	-	-	7,000
<u>241.154 - DIF-Bike & Transit</u>	09-003	Grant Ave. Bridge Rehab	-	-	-	-	-	-
<u>241.156 - DIF-Gov't Systems</u>	11-012	Technology Planning and Efficiencies	-	-	-	-	-	-
<u>241.158 - DIF-Drainage</u>	00-015	Railroad Ave. Drainage Ditch Improvements	78,908	-	-	-	-	78,908
	15-014	Storm Drain Improvements (Group 1)	55,567	30,000	30,000	30,000	30,000	175,567
	97-001	Olive Phase III (Redwood to Railroad)	72,502	-	-	-	-	72,502
	98-008	Storm Drain Master Plan	-	-	-	-	-	-
<u>235.160 TAM Measure B (VRF)</u>	18-006	Downtown SMART Station Phase II	387,775	-	-	-	-	387,775
	20-001	2020 Annual Pavement Rehabilitation	-	430,000	-	-	-	430,000
Proprietary Funds Total			850,000	59+	-	-	-	850,000
<u>602 - Equipment Replacement</u>	11-012	Technology Planning and Efficiencies	-	-	-	-	-	-
	18-006	Downtown SMART Station Phase II	850,000	-	-	-	-	850,000
Other Funds Total			359,556	491,650	105,300	663,300	-	1,619,806
<u>Utility Reimbursements</u>	12-004	Rule 20A UUD #16 (Novato Blvd. - Diablo to Terrace)	310,000	160,000	-	-	-	470,000
	12-006	Rule 20A UUD #17 (Railroad Ave. - Olive to south terminus)	45,225	331,650	-	-	-	376,875
	12-007	Rule 20A UUD #18 (Olive Ave. - Rosalia to east terminus)	-	-	105,300	663,300	-	768,600
	97-001	Olive Phase III (Redwood to Railroad)	4,331	-	-	-	-	4,331

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City Administrative Offices

Project No. 11-005
Category: MUNI

Budget Status: Carryover
Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
101 - General Fund	\$ 14,087,500	\$ 14,087,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
117 - Civic Center	\$ 100,000	\$ 85,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 14,187,500	\$ 14,172,500	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 14,187,500 100%

Estimated Project Development Cost: \$ - 0%

Estimated Project Total: \$ 14,187,500

Civic Center Master Planning

Project No.
Category:

11-006
MUNI

Budget Status: Carryover
Funding Status: Incomplete

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 the Council Chambers 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 to facilitate community workshops & consultant preparation of a 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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
241.153 - DIF-Civic Facilities	\$ 12,200	\$ 4,715	\$ 7,485	\$ -	\$ -	\$ -	\$ -	\$ -
117 - Civic Center	\$ 37,800	\$ 9,431	\$ 28,369	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 50,000	\$ 14,146	\$ 35,854	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ - 0%

Estimated Project Development Cost: \$ 250,000 100%

Estimated Project Total: \$ 250,000

Corportation Yard Water Quality Improvements

Project No. 14-003
Category: MUNI

Budget Status: Carryover
Funding Status: Incomplete

Project Objective: To plan stormwater related improvements at the corporation yard and implement recommendations.

Project Description and Background: A stormwater quality improvement implementation plan was previously prepared for the city Corp. Yard site. The plan outlined specific mitigations and prioritized recommendations for construction. This project will support the completion of the improvements identified in the plan as well as any new requirements imposed under the State Water Board trash amendments to the MS4 permits.

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. Some items on the improvement implementation plan were addressed in past years. Additional work is scheduled for FY 19/20.

Revenue Considerations: The Clean Stormwater fund has been identified as the primary funding source for the project.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
211 - Clean Stormwater	\$ 115,000	\$ 85,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 115,000	\$ 85,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 90,000 78%

Estimated Project Development Cost: \$ 25,000 22%

Estimated Project Total: \$ 115,000

Accessibility Enhancements - Municipal Buildings 2016-2023

Project No. 17-002
Category: MUNI

Budget Status: Carryover
 Funding Status: Complete

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 entryway 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 entryway, rainwater ponds on the tile surface and seeps into small cracks in the grout pad and concrete slab below. Leaking water has caused damage in lower level storage rooms and offices 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 also recommended new interior paint in 2018. This project will attempt to waterproof the front entry way, repaint interior surfaces, upgrade the entry doors and ramp, and construct accessible public parking spaces with an accessible path of travel to the building.

Basis for Cost Estimate: \$235,000 was budgeted for this project in 2017/18. The front entry doors were retrofit to meet accessibility code, most of the interior spaces have been painted. An injection-method for concrete crack sealing was tested below the front entryway and has proven to be a cost-effective solution, however it is likely a short-term fix. A conceptual design was prepared to provide accessible parking spaces along Machin Ave. adjacent to the front entrance ramp however the initial cost estimates for this work are higher than anticipated due to significant grading work required.

Basis for Schedule: This project was anticipated to be developed and implemented during FY 17/18 and 18/19. The project will extend into FY 19/20 requiring an additional \$15,000 to complete. 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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
118 - LTM-Facilities	\$ 140,000	\$ 50,000	\$ 90,000	\$ 15,000	\$ -	\$ 25,000	\$ 50,000	\$ 50,000
Subtotals:	\$ 140,000	\$ 50,000	\$ 90,000	\$ 15,000	\$ -	\$ 25,000	\$ 50,000	\$ 50,000

Estimated Capital Cost: \$ 260,400 93%

Estimated Project Development Cost: \$ 19,600 7%

Estimated Project Total: \$ 280,000

Municipal Buildings Deferred Maintenance 2017-2023

Project No. 18-008
Category: MUNI

Budget Status: Carryover
 Funding Status: Complete

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 19/20 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 for items that exceed the Public Works Buildings Maintenance operating budget capacity or require external technical expertise to repair/replace. In some cases funds are programmed over multiple years in order to cover large expenditures in the future.

Basis for Schedule: Building maintenance is an ongoing activity. Specific expenditures under this project are identified and prioritized in the Facility Conditions Assessment Reports.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
118 - LTM-Facilities	\$ 100,000	\$ 65,000	\$ 35,000	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000
Subtotals:	\$ 100,000	\$ 65,000	\$ 35,000	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000

Estimated Capital Cost: \$ 400,000 80%

Estimated Project Development Cost: \$ 100,000 20%

Estimated Project Total: \$ 500,000

Police Department Equal Access & Waterproofing

Project No. **18-009**
Category: MUNI

Budget Status: Carryover
 Funding Status: Incomplete

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 ponds on the tile surface and seeps into small cracks in the grout pad and concrete slab below. Leaking water has caused damage in lower level storage rooms and offices 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 also recommended new interior paint in 2018. This project will attempt to waterproof the front entry way, repaint interior surfaces, upgrade the entry 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, most of the interior spaces have been painted. An injection-method for concrete crack sealing was tested below the front entry way and has proven to be a cost-effective solution, however it is likely a short-term fix. A conceptual design was prepared to provide accessible parking spaces along Machin Ave. adjacent to the front entrance ramp however the initial cost estimates for this work are higher than anticipated due to significant grading work required.

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

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
118 - LTM-Facilities	\$ 340,000	\$ 100,000	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 340,000	\$ 100,000	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 270,000 79%

Estimated Project Development Cost: \$ 70,000 21%

Estimated Project Total: \$ 340,000

Police Department HVAC Replacement

Project No. 18-010 Budget Status: Carryover
Category: MUNI Funding Status: Incomplete

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 study is anticipated to be completed during the 19/20 Fiscal Year as a part of a larger conversation about anticipated costs to address deferred maintenance items and required upgrades at the police station.

Revenue Considerations: Facilities Long Term Maintenance Fund 118 is the identified funding source.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
118 - LTM-Facilities	\$ 30,000	\$ 10,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 30,000	\$ 10,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost:	\$ -	0%
Estimated Project Development Cost:	\$ 30,000	100%
Estimated Project Total: \$ 30,000		

Hamilton Arts Center Deferred Maintenance

Project No. 19-005
Category: MUNI

Budget Status: Carryover
 Funding Status: Complete

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.

Basis for Schedule: Highest priority for deferred maintenance, tenant convenience and available resources.

Revenue Considerations: Project will be funded by Hamilton Arts Center Fund (220).

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
220 - Hamilton Arts	\$ 600,000	\$ 100,000	\$ 500,000	\$ -	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000
Subtotals:	\$ 600,000	\$ 100,000	\$ 500,000	\$ -	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000

Estimated Capital Cost: \$ 800,000 73%
 Estimated Project Development Cost: \$ 300,000 27%

Estimated Project Total: \$ 1,100,000

MTSC Exterior Siding & Roof

Project No. 19-006
Category: MUNI

Budget Status: Carryover
Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
118 - LTM-Facilities	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -
Subtotals:	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 470,000 94%

Estimated Project Development Cost: \$ 30,000 6%

Estimated Project Total: \$ 500,000

Exterior Building Paint (NPD, City Hall, Admin)

Project No. 19-007
Category: MUNI

Budget Status: Carryover
 Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
118 - LTM-Facilities	\$ 100,000	\$ 100,000	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 100,000	\$ 100,000	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 125,000 93%

Estimated Project Development Cost: \$ 10,000 7%

Estimated Project Total: \$ 135,000

DRC Front Desk Improvements

Project No. 19-008 Budget Status: Carryover
Category: MUNI Funding Status: Complete

Project Objective: The project will enclose the front desk area to provide better air handling and improvement to environmental controls of the work environment. Additionally, the front desk area will be more secure.

Project Description and Background: The air handling of the front lobby and reception alcove was not designed to maintain even heating and cooling within average workplace tolerances. Therefore, the reception area has wider temperature swings than do the more even-temperatures of the adjacent work areas. This project will enclose the front desk area and re-rout the current air handling and balance the HVAC system.

Basis for Cost Estimate: Consultation with city engineering 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: Grant money from HRB

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
234.170- Grant-HRP	\$ 75,000	\$ 25,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 75,000	\$ 25,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 50,000 67%

Estimated Project Development Cost: \$ 25,000 33%

Estimated Project Total: \$ 75,000

Energy Efficiency Utility Upgrades

Project No. 20-002 Budget Status: New
Category: MUNI Funding Status: Incomplete

Project Objective: The project intends to reduce the city's usage of water and electricity.

Project Description and Background: Utility rates continue to increase year-by-year and the city's water usage at parks has also increased in recent years. This project will install water saving "smart" irrigation controllers at high-water usage parks and medians and will serve as a platform to seek grant funding to support other energy-saving and sustainability measures.

Basis for Cost Estimate: \$25,000 was included as the initial budget appropriation to purchase new irrigation controllers for priority areas and to serve as "seed" money for grant opportunities.

Basis for Schedule: Product research is expected to start in the fall of 2019. Purchase and installation of new irrigation controllers would likely take place during the winter of 2019/2020.

Revenue Considerations: \$25,000 from the Long Term Maintenance - Facilities fund. Staff will seek grant funding for other energy-saving and sustainability measures.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
118 - LTM-Facilities	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 20,000 80%

Estimated Project Development Cost: \$ 5,000 20%

Estimated Project Total: \$ 25,000

City Administrative Office Backup Generator

Project No. 20-004 Budget Status: New
Category: MUNI Funding Status: Complete

Project Objective: The project will supply the city administrative office with electricity in the case of extended power outages.

Project Description and Background: Three power outages at the city administrative offices have occurred in the first few months of 2019. The office phone and computer systems at every city building except for the Police department are all controlled through the network in the administrative building, so the installation of a backup generator is essential to the city's ability to provide core services during power outages. Recent outages have also demonstrated potential risks to expensive network servers--a backup generator will help mitigate risk to that equipment as well.

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

Basis for Schedule: Project development is scheduled to start in late 2019 when funding is available and construction would likely take place during the winter or spring depending on contractor availability.

Revenue Considerations: Long Term Facilities Maintenance Fund

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
112 - City-Owned Prop	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost:	\$ 55,250	85%
Estimated Project Development Cost:	\$ 9,750	15%
Estimated Project Total: \$ 65,000		

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Parks, Recreation and Community Facilities

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01-005	Hill Recreation Area Master Plan	CIP Pg 25
11-019	Public Art Projects	CIP Pg 26
16-007	Reservoir Hill Vista Trail Rehabilitation	CIP Pg 27
17-003	Accessibility Enhancements - Parks 2016-2023	CIP Pg 28
17-004	Hoog Park Playground & Accessibility Enhancements	CIP Pg 29
18-007	Parks Deferred Maintenance Group 3 2017-2023	CIP Pg 30
19-003	Lieb Property Deferred Maintenance	CIP Pg 31
19-004	Hamilton Pool Resurfacing	CIP Pg 32
19-010	Community Garden at the Lieb Property	CIP Pg 33



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Hill Recreation Area Master Plan

Project No. 01-005 Budget Status: Carryover
Category: PRCS Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
240 - Restricted Revenue	\$ 236,000	\$ 100,000	\$ 136,000	\$ -	\$ -	\$ -	\$ -	\$ -
214 - Quimby In-Lieu Fees	\$ 768,657	\$ 356,257	\$ 412,400	\$ 300,000	\$ -	\$ -	\$ -	\$ -
229 - Gas Tax HUTA	\$ 391,025	\$ -	\$ 391,025	\$ -	\$ -	\$ -	\$ -	\$ -
111 - Measure F	\$ 4,500,000	\$ 184,493	\$ 4,315,507	\$ (300,000)	\$ -	\$ -	\$ -	\$ -
118 - LTM-Facilities	\$ 28,000	\$ -	\$ 28,000	\$ -	\$ -	\$ -	\$ -	\$ -
241.152 - DIF-Recreation	\$ 1,305,199	\$ 164,250	\$ 1,140,949	\$ -	\$ -	\$ -	\$ -	\$ -
237 - Parks Measure A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
119 - LTM-Infrastructure	\$ 104,000	\$ -	\$ 104,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 7,332,881	\$ 805,000	\$ 6,527,881	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 6,086,291 83%

Estimated Project Development Cost: \$ 1,246,590 17%

Estimated Project Total: \$ 7,332,881

Public Art Projects

Project No. 11-019
Category: PRCS

Budget Status: Carryover
Funding Status: Ongoing

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
215 - Public Art	\$ 76,000	\$ 45,000	\$ 19,616	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 76,000	\$ 45,000	\$ 19,616	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 64,616 100%

Estimated Project Development Cost: \$ - 0%

Estimated Project Total: \$ 64,616

Reservoir Hill Vista Trail Rehabilitation

Project No. 16-007
Category: PRCS

Budget Status: Carryover
Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
118 - LTM-Facilities	\$ 76,000	\$ 8,000	\$ 68,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 76,000	\$ 8,000	\$ 68,000	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 63,000 83%

Estimated Project Development Cost: \$ 13,000 17%

Estimated Project Total: \$ 76,000

Accessibility Enhancements - Parks 2016-2023

Project No. 17-003
Category: PRCS

Budget Status: Carryover
 Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
118 - LTM-Facilities	\$ 155,000	\$ 130,000	\$ 25,000	\$ 15,000	\$ -	\$ 25,000	\$ 50,000	\$ 50,000
Subtotals:	\$ 155,000	\$ 130,000	\$ 25,000	\$ 15,000	\$ -	\$ 25,000	\$ 50,000	\$ 50,000

Estimated Capital Cost: \$ 244,850 83%

Estimated Project Development Cost: \$ 50,150 17%

Estimated Project Total: \$ 295,000

Hoog Park Playground & Accessibility Enhancements

Project No. 17-004
Category: PRCS

Budget Status: Carryover
Funding Status: Incomplete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
118 - LTM-Facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000	\$ -	\$ -
Subtotals:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000	\$ -	\$ -

Estimated Capital Cost: \$ 500,000 71%
 Estimated Project Development Cost: \$ 200,000 29%

Estimated Project Total: \$ 700,000

Parks Deferred Maintenance Group 3 2017-2023

Project No. **18-007**
Category: PRCS

Budget Status: Carryover
 Funding Status: Complete

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 initiated during the 17/18 Fiscal Year and continue through the next two Fiscal Years 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 is the identified funding source.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
118 - LTM-Facilities	\$ 100,000	\$ 50,000	\$ 50,000	\$ 45,000	\$ -	\$ -	\$ 200,000	\$ 200,000
Subtotals:	\$ 100,000	\$ 50,000	\$ 50,000	\$ 45,000	\$ -	\$ -	\$ 200,000	\$ 200,000

Estimated Capital Cost: \$ 445,000 82%

Estimated Project Development Cost: \$ 100,000 18%

Estimated Project Total: \$ 545,000

Lieb Property Deferred Maintenance

Project No. 19-003 Budget Status: Carryover
Category: PRCS Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
111 - Measure F	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 85,000 85%

Estimated Project Development Cost: \$ 15,000 15%

Estimated Project Total: \$ 100,000

Hamilton Pool Resurfacing

Project No. **19-004** Budget Status: Carryover
Category: PRCS Funding Status: Complete

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 surfaces has increased. The finished plaster surface is delaminating from gunite structure. The first phase is to fully resurface the wading pool prior to the opening of the pool in Spring of 2019. The second phase is to resurface the adult swimming pool in Fiscal Year 2019/20.

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

Basis for Schedule: Phase 1 is scheduled for FY 2018/19 and Phase 2 is scheduled for FY 2019/20.

Revenue Considerations: Facilities Long-Term Maintenance is the funding source for this project. Reprogrammed the funding from 14-008 Hamilton Gym Parking Lot Resurfacing to this project in order to make immediate repairs to the pool for health and safety considerations.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
214 - Quimby In-Lieu Fees	\$ 64,000	\$ 64,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
112 - City-Owned Property Fu	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 64,000	\$ 64,000	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 400,000 97%

Estimated Project Development Cost: \$ 14,000 3%

Estimated Project Total: \$ 414,000

Community Garden at the Lieb Property

Project No. 19-010 Budget Status: Carryover
Category: PRCS Funding Status: Complete

Project Objective: To develop a 1.5-acre community garden at the Lieb Property located at 1525 Hill Road.

Project Description and Background: For the past two years the maintenance cost to repair and patch sections of the pool surfaces has increased. The finished plaster surface is delaminating from gunite structure. The first phase is to fully resurface the wading pool prior to the opening of the pool in Spring of 2019. The second phase is to resurface the adult swimming pool in Fiscal Year 2019/20.

Basis for Cost Estimate: The \$50,000 of Quimby In-Lieu Fees are anticipated to cover the costs to perform initial studies, prepare and approve an environmental document, and support design services including the preparation of construction plans and specifications for the future project.

Basis for Schedule: Work on the initial study and environmental document is anticipated to begin in the spring of 2019. This work typically takes 6-9 months to complete depending on the findings of the initial studies.

Revenue Considerations: Quimby In-Lieu Fees are proposed as the initial funding source for the project development work associated with the community garden. Future construction costs are programmed out of Facilities Long-Term Maintenance Funds, but are subject to change.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
214 - Quimby In-Lieu Fees	\$ 50,000	\$ 10,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -
118 - LTM-Facilities	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 50,000	\$ 10,000	\$ 40,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 20,000 31%

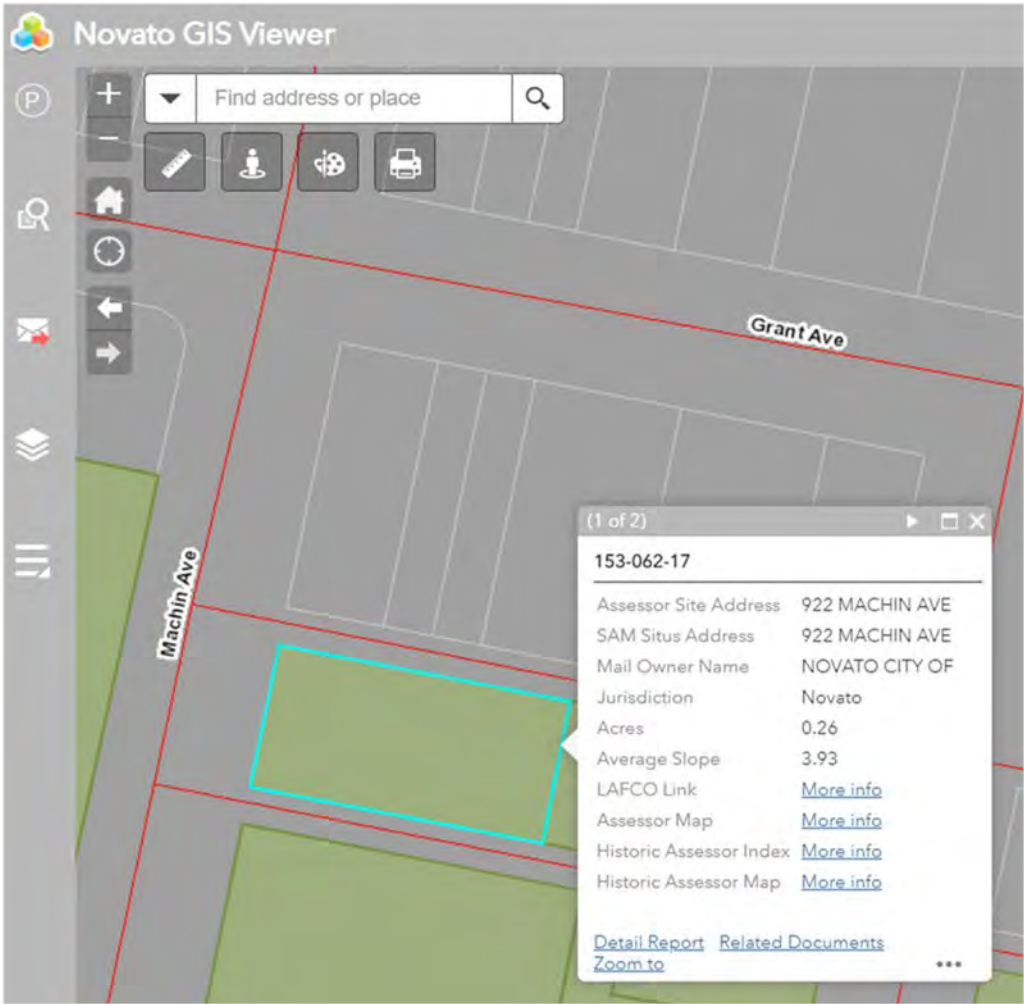
Estimated Project Development Cost: \$ 45,000 69%

Estimated Project Total: \$ 65,000

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Technology and Organizational Investments

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Technology Planning and Efficiencies

Project No. 11-012 Budget Status: Carryover
Category: TOI Funding Status: Complete

Project Objective: To increase efficiencies by incorporating more technology into the workplace and provide training on new technologies.

Project Description and Background: A strategic plan has been developed and the project is to implement the highest priorities for Information Technology and Geographical Information Systems. The focus project for the upcoming fiscal year is to begin the implementation of the Computerized Maintenance Management System (CMMS) and/or Asset Management System (AMS). Digitization of records and development of a secure electronic storage for digital records is also a top priority project for the coming fiscal year.

Basis for Cost Estimate: The cost estimates are based on staff research and preliminary vendor rough estimates in preparation for a formal bid process.

Basis for Schedule: Work is ongoing and expected to be completed in Fiscal Year 20-21.

Revenue Considerations: Measure F, Development Impact Fees - Civic Facilities, and the Civic Center funds all have previously approved carryover funding.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
101 - General Fund	\$ 103,600	\$ 103,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
241.156 - DIF-Gov't Systems	\$ 195,200	\$ 195,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
111 - Measure F	\$ 2,754,100	\$ 2,325,000	\$ 429,100	\$ -	\$ -	\$ -	\$ -	\$ -
115 - Insurance Reserve	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
116 - Emerg. & Disaster Response	\$ 281,200	\$ 281,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
602 - Equipment Replacement	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 3,444,100	\$ 3,015,000	\$ 429,100	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 3,444,100 100%

Estimated Project Development Cost: \$ - 0%

Estimated Project Total: \$ 3,444,100

Councilmember Proximity: None

NPD Computer Aided Dispatch & Records Management

Project No. 18-012

Category: TOI

Budget Status: Carryover

Funding Status: Complete

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: implementation is estimated to take 16 months.

Revenue Considerations: An estimated \$200,000 remains to complete testing and training.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
111 - Measure F	\$ 1,000,000	\$ 800,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 1,000,000	\$ 800,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 1,000,000 100%

Estimated Project Development Cost: \$ - 0%

Estimated Project Total: \$ 1,000,000

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Olive Phase III (Redwood to Railroad)

Project No. 97-001
Category: TDU

Budget Status: Carryover
Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
240 - Restricted Revenue	\$ 353,446	\$ 200,000	\$ 153,446	\$ -	\$ -	\$ -	\$ -	\$ -
211 - Clean Stormwater	\$ 32,234	\$ 3,000	\$ 29,234	\$ -	\$ -	\$ -	\$ -	\$ -
Utility Reimb.	\$ 4,744	\$ 413	\$ 4,331	\$ -	\$ -	\$ -	\$ -	\$ -
229 - Gas Tax HUTA	\$ 50,000	\$ 37,468	\$ 12,532	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ 100,000	\$ 500,000	\$ 600,000	\$ -	\$ -
236.300 - TAM Measure A	\$ 167,715	\$ 41,651	\$ 126,064	\$ -	\$ -	\$ -	\$ -	\$ -
119 - LTM-Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
241.158 - DIF-Drainage	\$ 102,502	\$ 30,000	\$ 72,502	\$ -	\$ -	\$ -	\$ -	\$ -
Novato Bond B (pre-2012)	\$ 41,651	\$ 41,651	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 752,292	\$ 354,183	\$ 398,109	\$ 100,000	\$ 500,000	\$ 600,000	\$ -	\$ -

Estimated Capital Cost: \$ 1,620,402 83%

Estimated Project Development Cost: \$ 331,890 17%

Estimated Project Total: \$ 1,952,292

Storm Drain Master Plan

Project No. 98-008 Budget Status: Carryover
Category: TDU Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
211 - Clean Stormwater	\$ 275,200	\$ 275,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
119 - LTM-Infrastructure	\$ 50,000	\$ 35,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -
241.158 - DIF-Drainage	\$ 68,800	\$ 68,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 394,000	\$ 379,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ - 0%
 Estimated Project Development Cost: \$ 394,000 100%
Estimated Project Total: \$ 394,000

Redwood & San Marin Improvements (AGP-5 & NP-1)

Project No. 99-007
Category: TDU

Budget Status: Carryover
Funding Status: Incomplete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
240 - Restricted Revenue	\$ 30,604	\$ -	\$ 30,604	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 570,000
241.151 - DIF-Sts.& Intersections	\$ 26,000	\$ 1,501	\$ 24,499	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 56,604	\$ 1,501	\$ 55,103	\$ -	\$ -	\$ -	\$ -	\$ 570,000

Estimated Capital Cost: \$ 520,081 83%

Estimated Project Development Cost: \$ 106,523 17%

Estimated Project Total: \$ 626,604

Railroad Ave. Drainage Ditch Improvements

Project No. 00-015
Category: TDU

Budget Status: Carryover
 Funding Status: Incomplete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
Novato Bond B (pre-2012)	\$ 61,785	\$ 61,785	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
241.158 - DIF-Drainage	\$ 89,594	\$ 10,686	\$ 78,908	\$ -	\$ -	\$ -	\$ -	\$ -
229 - Gas Tax HUTA	\$ 207,155	\$ 42,743	\$ 164,412	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 358,534	\$ 115,214	\$ 243,320	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 297,583 83%

Estimated Project Development Cost: \$ 60,951 17%

Estimated Project Total: \$ 358,534

Novato Blvd Improvements Diablo - Grant

Project No. 01-004
Category: TDU

Budget Status: Carryover
Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
241.151 - DIF-Sts. & Intersections	\$ 1,232,382	\$ 850,000	\$ 382,382	\$ 200,000	\$ 2,000,000	\$ -	\$ -	\$ -
236.400 TAM A (Major Streets)	\$ 1,232,382	\$ 1,100,000	\$ 132,382	\$ 1,000,000	\$ 9,500,000	\$ -	\$ -	\$ -
Subtotals:	\$ 2,464,764	\$ 1,950,000	\$ 514,764	\$ 1,200,000	\$ 11,500,000	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 12,586,754 83%

Estimated Project Development Cost: \$ 2,578,010 17%

Estimated Project Total: \$ 15,164,764

Sherman & Cain Rehab

Project No. 02-008
Category: TDU

Budget Status: Carryover
 Funding Status: Incomplete

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"

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
Novato Bond B (pre-2012)	\$ 49,488	\$ 49,488	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
221 - Chap. 27 Right-of-Way	\$ 11,057	\$ -	\$ 11,057	\$ -	\$ -	\$ -	\$ -	\$ -
236.300 - TAM Measure A	\$ 23,968	\$ 4,139	\$ 19,829	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -
Subtotals:	\$ 84,513	\$ 53,627	\$ 30,886	\$ -	\$ -	\$ -	\$ 30,000	\$ -

Estimated Capital Cost: \$ 95,046 83%

Estimated Project Development Cost: \$ 19,467 17%

Estimated Project Total: \$ 114,513

Redwood Blvd. Improvements North of San Marin (NP-2)

Project No. 05-002 Budget Status: Carryover
Category: TDU Funding Status: Incomplete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
241.151 - DIF-Sts.& Intersections	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 1,500,000 81%

Estimated Project Development Cost: \$ 350,000 19%

Estimated Project Total: \$ 1,850,000

Grant Ave. Bridge Rehab

Project No. 09-003
Category: TDU

Budget Status: Carryover
 Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
241.154 - DIF-Bike & Transit	\$ 64,908	\$ 64,908	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -
229 - Gas Tax HUTA	\$ 261,631	\$ 230,000	\$ 31,631	\$ 200,000	\$ -	\$ -	\$ -	\$ -
119 - LTM-Infrastructure	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -
234.130 - Grant-HBP	\$ 845,837	\$ 840,000	\$ 5,837	\$ 3,159,034	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 1,172,376	\$ 1,134,908	\$ 37,468	\$ 3,609,034	\$ 100,000	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 4,051,570 83%

Estimated Project Development Cost: \$ 829,840 17%

Estimated Project Total: \$ 4,881,410

San Marin/Simmons Signalization or Roundabout

Project No. 11-020 Budget Status: Carryover
Category: TDU Funding Status: Incomplete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
241.151 - DIF-Sts.& Intersections	\$ 183,433	\$ 5,755	\$ 183,433	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 183,433	\$ 5,755	\$ 183,433	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 650,000 76%
 Estimated Project Development Cost: \$ 200,000 24%
Estimated Project Total: \$ 850,000

Rule 20A UUD #16 (Novato Blvd. - Diablo to Terrace)

Project No. 12-004
Category: TDU

Budget Status: Carryover
 Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
Utility Reimb.	\$ 30,000	\$ -	\$ 30,000	\$ 280,000	\$ 160,000	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
236.300 - TAM Measure A	\$ 7,500	\$ 5,000	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ -
241.151 - DIF-Sts.& Intersections	\$ 7,500	\$ 1,183	\$ 7,500	\$ 80,000	\$ 30,000	\$ -	\$ -	\$ -
Subtotals:	\$ 45,000	\$ 6,183	\$ 45,000	\$ 360,000	\$ 190,000	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 601,183 100%

Estimated Project Development Cost: \$ - 0%

Estimated Project Total: \$ 601,183

Rule 20B UUD B-6 (Olive Ave. - Redwood to Railroad)

Project No. 12-005
Category: TDU

Budget Status: Carryover
Funding Status: Incomplete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
212 - Underground Utility	\$ 270,281	\$ 25,837	\$ 244,444	\$ -	\$ -	\$ -	\$ -	\$ -
240 - Restricted Revenue	\$ 152,096	\$ 31,838	\$ 120,258	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 422,377	\$ 57,675	\$ 364,702	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 422,377 100%

Estimated Project Development Cost: \$ - 0%

Estimated Project Total: \$ 422,377

Rule 20A UUD #17 (Railroad Ave. - Olive to south terminus)

Project No.	12-006	Budget Status: Carryover
Category:	TDU	Funding Status: Incomplete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
212 - Underground Utility	\$ 22,275	\$ 8,881	\$ 13,394	\$ -	\$ 163,350	\$ -	\$ -	\$ -
Utility Reimb.	\$ -	\$ -	\$ -	\$ 45,225	\$ 331,650	\$ -	\$ -	\$ -
Subtotals:	\$ 22,275	\$ 8,881	\$ 13,394	\$ 45,225	\$ 495,000	\$ -	\$ -	\$ -

Estimated Capital Cost:	\$ 562,500	100%
Estimated Project Development Cost:	\$ -	0%

Estimated Project Total: \$ 562,500

Rule 20A UUD #18 (Olive Ave. - Rosalia to east terminus)

Project No. 12-007
Category: TDU

Budget Status: Carryover
Funding Status: Incomplete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
212 - Underground Utility	\$ 29,700	\$ 4,265	\$ 25,435	\$ -	\$ -	\$ -	\$ 326,700	\$ -
Utility Reimb.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105,300	\$ 663,300	\$ -
Subtotals:	\$ 29,700	\$ 4,265	\$ 25,435	\$ -	\$ -	\$ 105,300	\$ 990,000	\$ -

Estimated Capital Cost: \$ 1,125,000 100%

Estimated Project Development Cost: \$ - 0%

Estimated Project Total: \$ 1,125,000

Downtown SMART Station Phase III

Project No. 14-002
Category: TDU

Budget Status: Carryover
Funding Status: Incomplete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
213 - Public Parking	\$ 83,000	\$ 70,000	\$ 13,000	\$ -	\$ -	\$ -	\$ -	\$ -
118 - LTM-Facilities	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -
241.153 - DIF-Civic Facilities	\$ 27,000	\$ 20,000	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -
234.150 - Grant-PCA/STP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 160,000	\$ 140,000	\$ 20,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 500,000 83%

Estimated Project Development Cost: \$ 100,000 17%

Estimated Project Total: \$ 600,000

LED Lighting Retrofits

Project No. **15-010**
Category: TDU

Budget Status: Carryover
 Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
111 - Measure F	\$ 1,158,600	\$ 1,120,000	\$ 38,600	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 1,158,600	\$ 1,120,000	\$ 38,600	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 1,000,000 86%

Estimated Project Development Cost: \$ 158,600 14%

Estimated Project Total: \$ 1,158,600

SMART Access Improvements

Project No. 15-013 Budget Status: Carryover
Category: TDU Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
240 - Restricted Revenue	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
229 - Gas Tax HUTA	\$ 100,000	\$ 65,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 200,000	\$ 165,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 180,000 90%

Estimated Project Development Cost: \$ 20,000 10%

Estimated Project Total: \$ 200,000

Storm Drain Improvements (Group 1)

Project No. 15-014
Category: TDU

Budget Status: Carryover
Funding Status: Incomplete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
241.158 - DIF-Drainage	\$ 56,982	\$ 1,433	\$ 55,567	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
236.300 - TAM Measure A	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
119 - LTM-Infrastructure	\$ 225,108	\$ 5,732	\$ 219,376	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 282,090	\$ 7,165	\$ 274,943	\$ -	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000

Estimated Capital Cost:	\$ 831,750	83%
Estimated Project Development Cost:	\$ 170,358	17%
Estimated Project Total: \$ 1,002,108		

Traffic Signal Upgrade Program

Project No. 15-015
Category: TDU

Budget Status: Carryover
Funding Status: Incomplete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
111 - Measure F	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ 50,000	\$ 50,000	\$ -	\$ 100,000	\$ 50,000	\$ 30,000	\$ 30,000	\$ 30,000
236.300 - TAM Measure A	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -
119 - LTM-Infrastructure	\$ 60,000	\$ 55,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 125,000	\$ 120,000	\$ 5,000	\$ 100,000	\$ 100,000	\$ 80,000	\$ 30,000	\$ 30,000

Estimated Capital Cost: \$ 335,000 72%

Estimated Project Development Cost: \$ 130,000 28%

Estimated Project Total: \$ 465,000

Traffic, Bicycle, & Ped Improvements 2014-2024

Project No. 15-016
Category: TDU

Budget Status: Carryover
Funding Status: Incomplete

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 Ave. 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 funds. Future funding is proposed from new SB1 Gas Taxes.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
234.121 - Grant-HSIP	\$ -	\$ -	\$ -	\$ -	\$ 1,142,000	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ 150,000	\$ 100,000	\$ 50,000	\$ 350,000	\$ -	\$ 100,000	\$ 100,000	\$ 100,000
119 - LTM-Infrastructure	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
236.300 - TAM Measure A	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 50,000	\$ 70,000	\$ 50,000
Subtotals:	\$ 230,000	\$ 180,000	\$ 50,000	\$ 350,000	\$ 1,292,000	\$ 150,000	\$ 170,000	\$ 150,000

Estimated Capital Cost: \$ 1,943,860 83%

Estimated Project Development Cost: \$ 398,140 17%

Estimated Project Total: \$ 2,342,000

Vineyard Road Pavement Rehabilitation

Project No. 15-017
Category: TDU

Budget Status: Carryover
Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
240 - Restricted Revenue	\$ 50,000	\$ 30,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -
229 - Gas Tax HUTA	\$ 63,975	\$ 63,975	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ 550,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
119 - LTM-Infrastructure	\$ 137,782	\$ 37,782	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
234.150 - Grant-PCA/STP	\$ 1,014,000	\$ -	\$ 1,014,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 1,815,757	\$ 681,757	\$ 1,134,000	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 1,507,078 83%

Estimated Project Development Cost: \$ 308,679 17%

Estimated Project Total: \$ 1,815,757

North Redwood Blvd Corridor Study

Project No. 16-011 Budget Status: Carryover
Category: TDU Funding Status: Complete

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 charrettes 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 completion of the study as may be available.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -
241.151 - DIF-Sts.& Intersections	\$ 200,000	\$ 670	\$ 199,330	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 200,000	\$ 670	\$ 199,330	\$ -	\$ -	\$ -	\$ 150,000	\$ -

Estimated Capital Cost: \$ - 0%

Estimated Project Development Cost: \$ 350,000 100%

Estimated Project Total: \$ 350,000

Lamont Ave Bike Lanes

Project No. 16-013
Category: TDU

Budget Status: Carryover
 Funding Status: Complete

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 Transprotation Fund for Clean Air Grant from the Bay Area Air Quality Management District, a Transportation Development Act grant and local matching gas tax funds

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
234.201 - Grant-TDA	\$ 30,000	\$ 28,480	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
234.204 - Grant-TFCA	\$ 317,862	\$ -	\$ 317,862	\$ -	\$ -	\$ -	\$ -	\$ -
229 - Gas Tax HUTA	\$ 112,138	\$ 35,000	\$ 77,138	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 460,000	\$ 63,480	\$ 395,000	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 380,538 83%

Estimated Project Development Cost: \$ 77,942 17%

Estimated Project Total: \$ 458,480

ADA RoW Transition Plan

Project No. 17-005
Category: TDU

Budget Status: Carryover
Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
229 - Gas Tax HUTA	\$ 100,000	\$ 80,000	\$ 20,000	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Subtotals:	\$ 100,000	\$ 80,000	\$ 20,000	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000

Estimated Capital Cost: \$ - 0%

Estimated Project Development Cost: \$ 300,000 100%

Estimated Project Total: \$ 300,000

Novato Blvd. Multiuse Path (Sutro Ave. to Stafford Lake)

Project No. 17-006
Category: TDU

Budget Status: Carryover
 Funding Status: Incomplete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
229 - Gas Tax HUTA	\$ 80,000	\$ -	\$ 80,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -
Subtotals:	\$ 80,000	\$ -	\$ 80,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 500,000 85%

Estimated Project Development Cost: \$ 85,000 15%

Estimated Project Total: \$ 585,000

Citywide Bridge Assessment/Improvement (Group 1)

Project No. 17-007 Budget Status: Carryover
Category: TDU Funding Status: Incomplete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
229 - Gas Tax HUTA	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -
Subtotals:	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 250,000	\$ -

Estimated Capital Cost: \$ 500,000 77%

Estimated Project Development Cost: \$ 150,000 23%

Estimated Project Total: \$ 650,000

Measure A (Group 10) "Nave/Bel Marin Keys"

Project No. **18-001**
Category: TDU

Budget Status: Carryover
 Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
229.105 - Gas Tax RMRA	\$ 240,000	\$ -	\$ 240,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -
119 - LTM-Infrastructure	\$ 142,530	\$ 100,000	\$ 42,530	\$ -	\$ -	\$ -	\$ -	\$ -
234.155 - Grant-OBAG2	\$ 1,551,950	\$ -	\$ 1,551,950	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 1,934,480	\$ 100,000	\$ 1,834,480	\$ 100,000	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 1,834,480 90%

Estimated Project Development Cost: \$ 200,000 10%

Estimated Project Total: \$ 2,034,480

MTC Pavement Management Phase IV

Project No. 18-003
Category: TDU

Budget Status: Carryover
Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
229 - Gas Tax HUTA	\$ 30,019	\$ 30,019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ 50,000	\$ 40,000	\$ 10,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
234.157 - Grant-PTAP	\$ -	\$ -	\$ -	\$ 36,595	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 80,019	\$ 70,019	\$ 10,000	\$ 66,595	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000

Estimated Capital Cost: \$ - 0%

Estimated Project Development Cost: \$ 266,614 100%

Estimated Project Total: \$ 266,614

Hamilton Wall Repair Initiation

Project No. 18-004
Category: TDU

Budget Status: Carryover
Funding Status: Complete

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

Project Description and Background: Some of the stucco walls within the Hamilton neighborhood are deteriorating, have been damaged by tree roots, or have cracked due to settlement or other circumstances. This project will allow staff to perform field investigations to determine likely causes of failure, evaluate repair options, prepare repair cost estimates, and work with the Hamilton Homeowners Association(s) to develop a mutually-agreeable and equitable plan to implement necessary repairs.

Basis for Cost Estimate: Project development costs include staff time to gather field data, research development documents including as-built plans for the walls, develop repair estimates, and meet with HOA representatives to prepare a plan.

Basis for Schedule: This project began in late 2017, background research was completed in 2018, a matrix of information was developed, and discussions with the HOA have been ongoing.

Revenue Considerations: Infrastructure Long-Term Maintenance (119) funds are used to fund the staff time to perform the research and prepare the plan to implement repairs. The source of funds for the actual repairs is yet to be determined.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
119 - LTM-Infrastructure	\$ 30,000	\$ 25,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 30,000	\$ 25,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ - 0%

Estimated Project Development Cost: \$ 30,000 100%

Estimated Project Total: \$ 30,000

Downtown SMART Station Phase II

Project No.
Category:

18-006
TDU

Budget Status: Carryover
Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
229.106 TAM SB1 LPP	\$ -	\$ -	\$ -	\$ 483,000	\$ -	\$ -	\$ -	\$ -
236.300 - TAM Measure A	\$ 1,057,794	\$ 158,669	\$ 899,125	\$ -	\$ -	\$ -	\$ -	\$ -
439.160 TAM Measure B (VRF)	\$ 456,206	\$ 68,431	\$ 387,775	\$ -	\$ -	\$ -	\$ -	\$ -
116 - Emerg. & Disaster Response	\$ 300,000	\$ 45,000	\$ 255,000	\$ -	\$ -	\$ -	\$ -	\$ -
112 - City-Owned Property Fund	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -
602 - Equipment Replacement	\$ 1,000,000	\$ 150,000	\$ 850,000	\$ -	\$ -	\$ -	\$ -	\$ -
119 - LTM-Infrastructure	\$ 300,000	\$ 45,000	\$ 255,000	\$ -	\$ -	\$ -	\$ -	\$ -
101 - General Fund	\$ 500,000	\$ 75,000	\$ 425,000	\$ 617,000	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 3,614,000	\$ 542,100	\$ 3,071,900	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 5,214,000 100%
Estimated Project Development Cost: \$ - 0%

Estimated Project Total: \$ 5,214,000

2019 Annual Pavement Rehabilitation

Project No. 19-001 Budget Status: Carryover
Category: TDU Funding Status: Complete

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 city streets as identified in the City's Pavement Management Program and as funding will allow. Pavement Condition Index (PCI) and other factors are used to prepare a recommendation of priority street segments to receive pavement rehabilitation in a given fiscal year. The type of rehabilitation work will vary from scrub-seals and microsurfacing to grinding/paving or recycled pavement options depending on the condition of the roadways. These projects will also upgrade pedestrian facilities to meet accessibility requirements and often include bike lane striping and traffic safety enhancements like crosswalks. The Street Improvement Oversight Advisory Committee reviews the pavement management data and streets recommendation list, considers public input, and makes a further recommendation to the City Council for the final approval of each annual pavement rehabilitation project.

Basis for Cost Estimate: Costs are based on the projected revenue available for street paving--Typically made up of Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds totaling around \$150,000 for project development and about \$750,000 for construction capital. Occasionally the paving projects will exchange locally-controlled funds with federal grant dollars from other projects. These funding exchanges allow the city to maximize the flexibility of the use of available capital funding.

Basis for Schedule: Each annual paving project is designed and approved during the year in the title and either constructed that same year or the following season, weather permitting.

Revenue Considerations: Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -
236.300 - TAM Measure A	\$ 97,496	\$ -	\$ 97,496	\$ 100,000	\$ -	\$ -	\$ -	\$ -
229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -
119 - LTM-Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
234.150 - Grant-PCA/STP	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 597,496	\$ -	\$ 597,496	\$ 425,000	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 872,496 85%

Estimated Project Development Cost: \$ 150,000 15%

Estimated Project Total: \$ 1,022,496

Hamilton Pump Station Cathodic Protection & Upgrades

Project No. 19-002 Budget Status: Carryover
Category: TDU Funding Status: Complete

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.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
218 - Hamilton CFD	\$ 75,000	\$ 40,000	\$ 35,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ 75,000	\$ 40,000	\$ 35,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 120,000 80%
 Estimated Project Development Cost: \$ 30,000 20%

Estimated Project Total: \$ 150,000

Novato Blvd at San Marin-Sutro Improvements

Project No. 19-009 Budget Status: Carryover
Category: TDU Funding Status: Incomplete

Project Objective: To improve traffic operations, and improve pedestrian and bicycle facilities at the intersection of Novato Blvd. at San Marin Dr./Sutro Ave.

Project Description and Background: This project was initiated by Girl Scout Ashley Leonard to provide continuous pedestrian and bicycle facilities at this intersection and improve traffic operations from the existing Level of Service (LOS) F breakdown conditions during the PM peak hour. The project will study the traffic, bicycle, and pedestrian operations of the intersection; prepare recommendations for improvements, develop conceptual designs, and gather public feedback through a formal outreach process; prepare and circulate an environmental document; develop construction plans and specifications and relocate any necessary utilities; and construct improvements.

Basis for Cost Estimate: Cost estimates are still to be determined. Future capital programming will likely be included in the 2019-2024 CIP as a part of the Fiscal Year 2019/20 Budget preparation process.

Basis for Schedule: Once funding is identified in a future fiscal year for the initial traffic analysis and conceptual design work, a schedule will be prepared for the delivery of the entire project.

Revenue Considerations: Grants, TAM Measure A, Gas Tax, and SB1 RMRA Gas Tax, and future Developer Impact Fees would be appropriate funding sources for this project.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 150,000	\$ -
Subtotals:	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 150,000	\$ -

Estimated Capital Cost: \$ 500,000 83%

Estimated Project Development Cost: \$ 100,000 17%

Estimated Project Total: \$ 600,000

2020 Annual Pavement Rehabilitation

Project No. 20-001 Budget Status: New
Category: TDU Funding Status: Complete

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 city streets as identified in the City's Pavement Management Program and as funding will allow. Pavement Condition Index (PCI) and other factors are used to prepare a recommendation of priority street segments to receive pavement rehabilitation in a given fiscal year. The type of rehabilitation work will vary from scrub-seals and microsurfacing to grinding/paving or recycled pavement options depending on the condition of the roadways. These projects will also upgrade pedestrian facilities to meet accessibility requirements and often include bike lane striping and traffic safety enhancements like crosswalks. The Street Improvement Oversight Advisory Committee reviews the pavement management data and streets recommendation list, considers public input, and makes a further recommendation to the City Council for the final approval of each annual pavement rehabilitation project.

Basis for Cost Estimate: Costs are based on the projected revenue available for street paving-- Typically made up of Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds totaling around \$150,000 for project development and about \$800,000 for construction capital. Occasionally the paving projects will exchange locally-controlled funds with federal grant dollars from other projects. These funding exchanges allow the city to maximize the flexibility of the use of available capital funding.

Basis for Schedule: Each annual paving project is designed and approved during the year in the title and either constructed that same year or the following season, weather permitting.

Revenue Considerations: Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -
229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -
235.160 TAM Measure B (VRF)	\$ -	\$ -	\$ -	\$ 430,000	\$ -	\$ -	\$ -	\$ -
236.300 - TAM Measure A	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ -	\$ -	\$ -
119 - LTM-Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
234.150 - Grant-PCA/STP	\$ -	\$ -	\$ -	\$ 617,000	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ -	\$ -	\$ -	\$ 1,047,000	\$ 950,000	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 1,797,000 90%

Estimated Project Development Cost: \$ 200,000 10%

Estimated Project Total: \$ 1,997,000

EV Charging Stations - City Hall

Project No. 20-003 Budget Status: New
Category: TDU Funding Status: Complete

Project Objective: To install charging infrastructure to support electric vehicles in the city fleet.

Project Description and Background: The City Council has expressed interest in greening the city fleet vehicles. Staff have been analyzing fleet vehicle usage and believe that electric vehicles (EVs) may be a good option to replace certain gasoline-powered vehicles in the near future. This project would draw power from the main electrical panel of the Community House and install conduit and conductors underground from that panel to the employee section of the parking lot at 922 Machin Ave., install one dual-head tier-2 charging station, and extend conduit and a pullbox further toward Machin Ave. to allow for additional chargers to be installed in the future.

Basis for Cost Estimate: Cost estimates are based on preliminary proposals received by staff for this work. There are grant-funding options available for EV charger installations and EV purchases/leases--staff will explore these opportunities and incorporate any appropriate grant funding into the project through a future budget amendment.

Basis for Schedule: Staff will request proposals to design and construct the city fleet EV charging infrastructure in FY 19/20.

Revenue Considerations: SB1 RMRA Gas Tax is proposed as the funding source for this project, however staff will seek appropriate grant funding to offset these local dollars to every extent possible.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -

Estimated Capital Cost: \$ 40,000 80%

Estimated Project Development Cost: \$ 10,000 20%

Estimated Project Total: \$ 50,000

Councilmember Proximity: Lucan

2021 Annual Pavement Rehabilitation

Project No. 21-001 **Budget Status:** Future
Category: TDU **Funding Status:** Complete

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 city streets as identified in the City's Pavement Management Program and as funding will allow. Pavement Condition Index (PCI) and other factors are used to prepare a recommendation of priority street segments to receive pavement rehabilitation in a given fiscal year. The type of rehabilitation work will vary from scrub-seals and microsurfacing to grinding/paving or recycled pavement options depending on the condition of the roadways. These projects will also upgrade pedestrian facilities to meet accessibility requirements and often include bike lane striping and traffic safety enhancements like crosswalks. The Street Improvement Oversight Advisory Committee reviews the pavement management data and streets recommendation list, considers public input, and makes a further recommendation to the City Council for the final approval of each annual pavement rehabilitation project.

Basis for Cost Estimate: Costs are based on the projected revenue available for street paving-- Typically made up of Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds totaling around \$150,000 for project development and about \$800,000 for construction capital. Occasionally the paving projects will exchange locally-controlled funds with federal grant dollars from other projects. These funding exchanges allow the city to maximize the flexibility of the use of available capital funding.

Basis for Schedule: Each annual paving project is designed and approved during the year in the title and either constructed that same year or the following season, weather permitting.

Revenue Considerations: Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -
236.300 - TAM Measure A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 475,000	\$ -	\$ -
229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -
119 - LTM-Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 975,000	\$ -	\$ -

Estimated Capital Cost: \$ 825,000 85%

Estimated Project Development Cost: \$ 150,000 15%

Estimated Project Total: \$ 975,000

Sidewalk Repair Program - Matching Funds

Project No. 21-002 Budget Status: Future
Category: TDU Funding Status: Complete

Project Objective: To partner with homeowners to repair or replace cracked or uplifted sections of sidewalk.

Project Description and Background: California Streets and Highway Code Sections 5600 et seq. and Novato Municipal Code Section 15-2.46 provide that owners of real property fronting on any portion of a public street or place shall maintain the sidewalk in such condition that it will not endanger persons or property or interfere with the public convenience in the use of those works or areas. Other cities in the area have adopted community sidewalk repair programs, where the city sets aside funds to match homeowner sidewalk repair costs up to a certain amount. This project will initiate Novato's Sidewalk Repair Program in 2021 and provide funding for the cost sharing of future sidewalk repairs. Exact details of the program are yet to be determined.

Basis for Cost Estimate: \$200,000 has been programmed for the first year of the program and \$150,000 has been programmed as matching dollars for subsequent years.

Basis for Schedule: The Sidewalk Repair Program is intended to be developed in 2020 and the matching funds to be made available to homeowners beginning in 2021.

Revenue Considerations: Marin County voters approved the extension of the Transportation Authority of Marin 1/2-cent sales tax measure (known as "TAM Measure A") in November of 2018. The TAM Measure A extended expenditure plan is anticipated to generate an additional \$400,000 of infrastructure funding per year for Novato. It is proposed that a portion of those voter-approved tax dollars serve as the source to fund the city-portion of future sidewalk repairs.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
236.300 - TAM Measure A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 150,000	\$ 150,000
Subtotals:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 150,000	\$ 150,000

Estimated Capital Cost: \$ 450,000 90%

Estimated Project Development Cost: \$ 50,000 10%

Estimated Project Total: \$ 500,000

2022 Annual Pavement Rehabilitation

Project No. 22-001 Budget Status: Future
Category: TDU Funding Status: Complete

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 city streets as identified in the City's Pavement Management Program and as funding will allow. Pavement Condition Index (PCI) and other factors are used to prepare a recommendation of priority street segments to receive pavement rehabilitation in a given fiscal year. The type of rehabilitation work will vary from scrub-seals and microsurfacing to grinding/paving or recycled pavement options depending on the condition of the roadways. These projects will also upgrade pedestrian facilities to meet accessibility requirements and often include bike lane striping and traffic safety enhancements like crosswalks. The Street Improvement Oversight Advisory Committee reviews the pavement management data and streets recommendation list, considers public input, and makes a further recommendation to the City Council for the final approval of each annual pavement rehabilitation project.

Basis for Cost Estimate: Costs are based on the projected revenue available for street paving-- Typically made up of Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds totaling around \$150,000 for project development and about \$800,000 for construction capital. Occasionally the paving projects will exchange locally-controlled funds with federal grant dollars from other projects. These funding exchanges allow the city to maximize the flexibility of the use of available capital funding.

Basis for Schedule: Each annual paving project is designed and approved during the year in the title and either constructed that same year or the following season, weather permitting.

Revenue Considerations: Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -
236.300 - TAM Measure A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 530,000	\$ -
229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -
119 - LTM-Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 980,000	\$ -

Estimated Capital Cost: \$ 830,000 85%

Estimated Project Development Cost: \$ 150,000 15%

Estimated Project Total: \$ 980,000

2023 Annual Pavement Rehabilitation

Project No. 23-001 Budget Status: Future
Category: TDU Funding Status: Complete

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 city streets as identified in the City's Pavement Management Program and as funding will allow. Pavement Condition Index (PCI) and other factors are used to prepare a recommendation of priority street segments to receive pavement rehabilitation in a given fiscal year. The type of rehabilitation work will vary from scrub-seals and microsurfacing to grinding/paving or recycled pavement options depending on the condition of the roadways. These projects will also upgrade pedestrian facilities to meet accessibility requirements and often include bike lane striping and traffic safety enhancements like crosswalks. The Street Improvement Oversight Advisory Committee reviews the pavement management data and streets recommendation list, considers public input, and makes a further recommendation to the City Council for the final approval of each annual pavement rehabilitation project.

Basis for Cost Estimate: Costs are based on the projected revenue available for street paving--Typically made up of Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds totaling around \$150,000 for project development and about \$800,000 for construction capital. Occasionally the paving projects will exchange locally-controlled funds with federal grant dollars from other projects. These funding exchanges allow the city to maximize the flexibility of the use of available capital funding.

Basis for Schedule: Each annual paving project is designed and approved during the year in the title and either constructed that same year or the following season, weather permitting.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 18/19	Estimated Carryover to 19/20	19/20 Budget Appropriation	20/21 Programmed	21/22 Programmed	22/23 Programmed	23/24 Programmed
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
236.300 - TAM Measure A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 540,000
229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000
119 - LTM-Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotals:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 990,000

Estimated Capital Cost: \$ 840,000 85%

Estimated Project Development Cost: \$ 150,000 15%

Estimated Project Total: \$ 990,000



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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	(397,448)	(483,104)	(74,814)	954,509
Revenues				
Other				359,556
Subtotal Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>359,556</u>
Transfers In:				
General Fund	86,658	171,237	790,080	617,000
Other Funds	6,713,736	4,653,940	7,371,574	25,885,975
TOTAL FINANCING AVAILABLE	<u>6,402,946</u>	<u>4,342,073</u>	<u>8,086,840</u>	<u>27,817,040</u>
Expenditures	6,885,766	4,416,887	7,132,331	9,807,854
Carryovers from Prior Year				18,192,814
Transfers Out	284			
Other				
Total Expenditures & Transfers Out	<u>6,886,050</u>	<u>4,416,887</u>	<u>7,132,331</u>	<u>28,000,668</u>
Fund Balance - End Fiscal Year	<u>(483,104)</u>	<u>(74,814)</u>	<u>954,509</u>	<u>(183,628)</u>



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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	259,771	532,105	407,821	672,321
Revenues				
Investment Earnings	2,496	3,232	1,700	1,750
Special Tax Assessment	575,762	569,119	588,988	595,905
Other	230,000	230,000	230,000	230,000
Subtotal Revenues	<u>808,258</u>	<u>802,351</u>	<u>820,688</u>	<u>827,655</u>
Transfers In:				
General Fund				
San Pablo CFD	7,868	8,683	8,908	9,000
TOTAL FINANCING AVAILABLE	<u>1,075,897</u>	<u>1,343,139</u>	<u>1,237,417</u>	<u>1,508,976</u>
Expenditures	504,949	519,130	515,000	587,436
Interfund Loan Interest Payment	2,703			
Transfers Out:				
Debt Service-POB Fund	9,698	9,835	10,096	10,691
Capital Projects	26,442	406,353	40,000	110,000
Total Expenditures & Transfers Out	<u>543,792</u>	<u>935,318</u>	<u>565,096</u>	<u>708,127</u>
Fund Balance - End Fiscal Year	<u>532,105</u>	<u>407,821</u>	<u>672,321</u>	<u>800,849</u>
Available Funds - End Fiscal Year	<u>532,105</u>	<u>407,821</u>	<u>672,321</u>	<u>800,849</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	567,787	623,297	688,514	712,441
Revenues				
Investment Earnings	5,407	7,182	4,500	4,550
Special Tax Assessment	187,285	188,285	190,948	191,698
Subtotal Revenues	<u>192,692</u>	<u>195,467</u>	<u>195,448</u>	<u>196,248</u>
TOTAL FINANCING AVAILABLE	<u>760,479</u>	<u>818,764</u>	<u>883,962</u>	<u>908,689</u>
Expenditures	130,782	123,915	165,000	233,226
Transfers Out:				
Debt Service-POB Fund	6,400	6,335	6,521	6,479
Total Expenditures & Transfers Out	<u>137,182</u>	<u>130,250</u>	<u>171,521</u>	<u>239,705</u>
Fund Balance - End Fiscal Year	<u>623,297</u>	<u>688,514</u>	<u>712,441</u>	<u>668,984</u>

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 to record revenues and expenditures related to the sale of city-owned property. The proposed FY 2019/20 Budget recommends consolidating this fund into the Fund 116 Emergency and Disaster Response Reserve.

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 — This fund was established to provide a financial buffer during significant economic downturns affecting revenues and for cost intensive response to sever emergencies or disasters. A minimum of 15% of operating expenses has been established by City Council policy. Investment earnings can be used as either (1) an additional source of revenues for the General Fund, or (2) a source to maintain the 15% minimum reserve level.

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

Fund 118 Facilities Long-Term Maintenance – The purpose of this fund is to support the General Fund funding of maintenance of all the city's buildings and park facilities. The annual General Fund contribution will be determined by the following considerations: (1) condition of the building and park facilities; (2) capacity to implement maintenance programs; (3) other identified funding sources.

Fund 119 Infrastructure Long-Term Maintenance – The purpose of this fund is to support the General Fund funding of maintenance the city's existing infrastructure; including street pavement, traffic signals and streetlights, bridges, retaining walls, multi-use paths, and storm drains. The annual General Fund contribution will be determined by the following considerations: (1) physical condition of the infrastructure; (2) capacity to execute infrastructure projects; (3) other identified funding sources.

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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	15,203,688	13,501,469	8,603,995	6,345,003
Revenues				
Sales Tax	46,089	23,205	12,500	7,500
Investment Earnings	136,014	124,589	80,000	75,000
Other Revenues	12,963	4,519	17,500	17,500
Subtotal Revenues	<u>195,066</u>	<u>152,313</u>	<u>110,000</u>	<u>100,000</u>
TOTAL FINANCING AVAILABLE	<u>15,398,754</u>	<u>13,653,782</u>	<u>8,713,995</u>	<u>6,445,003</u>
Expenditures	1,030,316	900,939	1,126,124	1,231,941
Transfers Out:				
General Fund				442,545
Risk Mitigation Reserve		3,000,000		
Debt Service-POB Fund	10,227	28,190	20,505	12,310
CIP	834,742	1,098,658	1,200,363	4,508,207
Equipment Replacement	22,000			250,000
Information Technology Replacement		22,000	22,000	
Equity Transfer				0
Total Expenditures & Transfers Out	<u>1,897,285</u>	<u>5,049,787</u>	<u>2,368,992</u>	<u>6,445,003</u>
Fund Balance - End Fiscal Year	<u>13,501,469</u>	<u>8,603,995</u>	<u>6,345,003</u>	<u>0</u>
Risk Mitigation Reserve ⁽¹⁾	<u>(3,000,000)</u>			
Available Funds - End Fiscal Year	<u>10,501,469</u>	<u>8,603,995</u>	<u>6,345,003</u>	<u>0</u>

The ordinance that established the Measure F transactions and use tax also required the formation of an independent citizens oversight committee to review and report on the revenues and expenditures of Measure F funds. Each year since 2011/12, the Measure F Oversight/Citizens Finance Committee has produced an annual report with detailed information about Measure F. The report includes both narrative information about the programs and projects funded with Measure F funds as well as a detailed data table outlining all Measure F revenues and expenditures. All Measure F annual reports can be downloaded at the **Committee's** web page:

<http://novato.org/government/finance/measure-f/measure-f-oversight-citizens-finance-committee>.



Fund 112 - City Owned Property

This fund was established to record revenues and expenditures related to the sale of city-owned property. The proposed FY 2019/20 Budget recommends consolidating this fund into the Fund 116 Emergency and Disaster Response Reserve.

	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Available Funds - Begin Fiscal Year		499,931	2,522,298	2,545,798
Revenues				
Investment Earnings	877	24,644	23,500	24,500
Proceeds from Property Sales	500,018	1,997,723		
Subtotal Revenues	<u>500,895</u>	<u>2,022,367</u>	<u>23,500</u>	<u>24,500</u>
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	<u>500,895</u>	<u>2,522,298</u>	<u>2,545,798</u>	<u>2,570,298</u>
Expenditures	964			
Transfers Out:				
CIP -Hamilton Pool & City Generator				415,000
CIP - Downtown SMART station #18-007				500,000
Transfer to Emergency Reserve				465,000
Transfer to Emergency Reserve remaining balance				1,190,298
Total Expenditures & Transfers Out	<u>964</u>	<u>0</u>	<u>0</u>	<u>2,570,298</u>
Available Funds - End Fiscal Year	<u>499,931</u>	<u>2,522,298</u>	<u>2,545,798</u>	<u>0</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	1,384	1,397	1,414	1,429
Revenues				
Investment Earnings	13	17	15	15
Subtotal Revenues	<u>13</u>	<u>17</u>	<u>15</u>	<u>15</u>
TOTAL FINANCING AVAILABLE	<u>1,397</u>	<u>1,414</u>	<u>1,429</u>	<u>1,444</u>
Expenditures				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>1,397</u>	<u>1,414</u>	<u>1,429</u>	<u>1,444</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	1,069,688	882,151	636,109	569,167
Revenues				
Investment Earnings	6,402	7,018	6,500	6,500
Other	22,400	106,385	14,300	
Subtotal Revenues	28,802	113,403	20,800	6,500
Transfers In				
General Fund	300,000			
TOTAL FINANCING AVAILABLE	1,398,490	995,554	656,909	575,667
Expenditures	474,501	359,445	87,742	
Transfers Out				
Capital Projects Fund	41,838			
Total Expenditures & Transfers Out	516,339	359,445	87,742	0
Fund Balance - End Fiscal Year	882,151	636,109	569,167	575,667
Reserved for Long-Term Obligations	(324,446)			
Available Funds - End Fiscal Year	557,705	636,109	569,167	575,667



Fund 116 - Emergency & Disaster Response Reserve

This fund was established to provide a financial buffer during significant economic downturns affecting revenues and for cost intensive response to sever emergencies or disasters. A minimum of 15% of operating expenses has been established by City Council policy. Investment earnings can be used as either (1) an additional source of revenues for the General Fund, or (2) a source to maintain the 15% minimum reserve level.

	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	6,957,300	7,562,618	6,916,835	7,768,150
Revenues				
Investment Earnings		3,030		
Equity Transfer (City Owned Property-Parks Measure A loan)				465,000
Equity Transfer (City Owned Property)				1,190,298
Equity Transfer (Risk Mitigation Reserve)				3,000,000
Subtotal Revenues	-	3,030	-	4,655,298
Transfers In				
General Fund	1,205,318	592,624	896,315	3,463
TOTAL FINANCING AVAILABLE	8,162,618	8,158,272	7,813,150	12,426,911
Expenditures	600,000	941,437		400,000
Transfers Out:				
General Fund				
Capital Projects Fund		300,000	45,000	255,000
Total Expenditures & Transfers Out	600,000	1,241,437	45,000	655,000
Fund Balance - End Fiscal Year	7,562,618	6,916,835	7,768,150	11,771,911
Reserved for Long-Term Obligations	(1,722,113)	(620,000)	(465,000)	-
Available Funds - End Fiscal Year	5,840,505	6,296,835	7,303,150	11,771,911



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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	133,541	126,751	128,237	129,437
Revenues				
Investment Earnings	1,256	1,486	1,200	1,175
Other				
Subtotal Revenues	<u>1,256</u>	<u>1,486</u>	<u>1,200</u>	<u>1,175</u>
Transfers In				
Capital Projects				
TOTAL FINANCING AVAILABLE	<u>134,797</u>	<u>128,237</u>	<u>129,437</u>	<u>130,612</u>
Expenditures				
Transfers Out				
Capital Projects	8,046			43,369
Total Expenditures & Transfers Out	<u>8,046</u>	<u>0</u>	<u>0</u>	<u>43,369</u>
Fund Balance - End Fiscal Year	<u>126,751</u>	<u>128,237</u>	<u>129,437</u>	<u>87,243</u>



Fund 118 - Facilities Long-Term Maintenance

The purpose of this fund is to support the General Fund funding of maintenance of all of the city's buildings and park facilities. The annual General Fund contribution will be determined by the following considerations: (1) condition of the building and park facilities; (2) capacity to implement maintenance programs; (3) other identified funding sources.

	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	1,024,366	844,171	1,278,132	976,425
Revenues				
Investment Earnings	9,604	13,662	13,000	9,200
Other		5,930		
Subtotal Revenues	<u>9,604</u>	<u>19,592</u>	<u>13,000</u>	<u>9,200</u>
Transfers In				
General Fund	572,600	586,915	307,500	150,000
TOTAL FINANCING AVAILABLE	<u>1,606,570</u>	<u>1,450,678</u>	<u>1,598,632</u>	<u>1,135,625</u>
Expenditures				
Transfers Out				
Capital Projects	762,399	172,546	622,207	716,000
Total Expenditures & Transfers Out	<u>762,399</u>	<u>172,546</u>	<u>622,207</u>	<u>716,000</u>
Fund Balance - End Fiscal Year	<u>844,171</u>	<u>1,278,132</u>	<u>976,425</u>	<u>419,625</u>



Fund 119 - Infrastructure Long-Term Maintenance

The purpose of this fund is to support the General Fund funding of maintenance the city’s existing infrastructure; including street pavement, traffic signals and streetlights, bridges, retaining walls, multi-use paths, and storm drains. The annual General Fund contribution will be determined by the following considerations: (1) physical condition of the infrastructure; (2) capacity to execute infrastructure projects; (3) other identified funding sources.

	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	594,631	837,240	622,945	993,083
Revenues				
Investment Earnings	8,376	8,977	7,500	7,600
Subtotal Revenues	<u>8,376</u>	<u>8,977</u>	<u>7,500</u>	<u>7,600</u>
Transfers In				
General Fund	572,600	400,000	499,090	250,000
TOTAL FINANCING AVAILABLE	<u>1,175,607</u>	<u>1,246,217</u>	<u>1,129,535</u>	<u>1,250,683</u>
Expenditures				
Transfers Out				
Capital Projects	338,367	623,272	136,452	891,906
Total Expenditures & Transfers Out	<u>338,367</u>	<u>623,272</u>	<u>136,452</u>	<u>891,906</u>
Fund Balance - End Fiscal Year	<u>837,240</u>	<u>622,945</u>	<u>993,083</u>	<u>358,777</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	0	0	3,000,000	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>3,000,000</u>	<u>3,000,000</u>	<u>3,000,000</u>
Expenditures				
Transfers Out:				
Emergency & Disaster Response Reserve				3,000,000
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,000,000</u>
Fund Balance - End Fiscal Year	<u>0</u>	<u>3,000,000</u>	<u>3,000,000</u>	<u>0</u>



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 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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	2,644,672	2,740,526	2,807,377	2,933,082
Revenues				
Investment Earnings	42,923	38,238	12,500	12,750
Affordable Housing Fees	96,313	114,609	110,000	110,000
Other	38,127	8,868	123,957	
Subtotal Revenues	<u>177,363</u>	<u>161,715</u>	<u>246,457</u>	<u>122,750</u>
Transfers In				
General Fund				
Hamilton Trust Fund	52,372	41,957	75,000	80,000
TOTAL FINANCING AVAILABLE	<u>2,874,407</u>	<u>2,944,198</u>	<u>3,128,834</u>	<u>3,135,832</u>
Expenditures	133,125	136,097	195,000	193,027
Transfers Out				
Debt Service-POB Fund	756	724	752	778
Total Expenditures & Transfers Out	<u>133,881</u>	<u>136,821</u>	<u>195,752</u>	<u>193,805</u>
Fund Balance - End Fiscal Year	<u>2,740,526</u>	<u>2,807,377</u>	<u>2,933,082</u>	<u>2,942,027</u>
Reserved for Long-Term Obligations	(1,862,100)	(1,862,100)	(1,862,100)	(1,862,100)
Available Funds - End Fiscal Year	<u>878,426</u>	<u>945,277</u>	<u>1,070,982</u>	<u>1,079,927</u>

Long-Term

- Loan to Eden Housing for senior rental housing project
- Loans to Habitat for Humanity
- Loans to Homeward Bound

Summary of 2019/20 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	19,793	173,234	778	193,805	122,750
TOTAL	<u>0.12</u>	<u>250</u>	<u>19,793</u>	<u>173,234</u>	<u>778</u>	<u>193,805</u>	<u>122,750</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	(7,660)	1,806	3,064	19,194
Revenues				
Investment Earnings	(523)	456	150	160
Special Assessments	367,009	369,240	369,660	370,000
Subtotal Revenues	<u>366,486</u>	<u>369,696</u>	<u>369,810</u>	<u>370,160</u>
Transfers In:				
General Fund				
Other Funds				
TOTAL FINANCING AVAILABLE	<u>358,826</u>	<u>371,502</u>	<u>372,874</u>	<u>389,354</u>
Expenditures:				
County of Marin-Collection Fees	15,800	15,792	15,790	15,800
County of Marin-One Time Stormwater Fee				
JPA Contribution-MCSTOPP	166,412	205,672	207,890	215,000
Other	29,808	31,974	15,000	15,000
Transfers Out:				
General Fund	100,000	70,000	70,000	65,000
Clean Storm Water Capital Improvement Fund	45,000	45,000	45,000	45,000
Total Expenditures & Transfers Out	<u>357,020</u>	<u>368,438</u>	<u>353,680</u>	<u>355,800</u>
Fund Balance - End Fiscal Year	<u>1,806</u>	<u>3,064</u>	<u>19,194</u>	<u>33,554</u>



Fund 212 - Underground Utilities

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

	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	973,587	982,743	994,460	1,002,460
Revenues				
Investment Earnings	9,156	11,717	8,000	8,250
Subtotal Revenues	<u>9,156</u>	<u>11,717</u>	<u>8,000</u>	<u>8,250</u>
TOTAL FINANCING AVAILABLE	<u>982,743</u>	<u>994,460</u>	<u>1,002,460</u>	<u>1,010,710</u>
Transfers Out:				
Capital Projects Fund				283,273
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>283,273</u>
Fund Balance - End Fiscal Year	<u>982,743</u>	<u>994,460</u>	<u>1,002,460</u>	<u>727,437</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	71,697	43,202	8,880	1,380
Revenues				
Investment Earnings	670	675	75	
Other				
Subtotal Revenues	670	675	75	0
TOTAL FINANCING AVAILABLE	72,367	43,877	8,955	1,380
Expenditures	538	557	575	
Transfers Out:				
Capital Projects Fund	28,627	34,440	7,000	13,000
Total Expenditures & Transfers Out	29,165	34,997	7,575	13,000
Fund Balance - End Fiscal Year	43,202	8,880	1,380	(11,620)



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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	898,115	621,097	484,589	534,667
Revenues				
Investment Earnings	5,523	2,994	5,500	3,500
Developer in Lieu Fees		43,152	216,678	350,000
Subtotal Revenues	<u>5,523</u>	<u>46,146</u>	<u>222,178</u>	<u>353,500</u>
Transfers In:				
General Fund		352,479		
TOTAL FINANCING AVAILABLE	<u>903,638</u>	<u>1,019,722</u>	<u>706,767</u>	<u>888,167</u>
Expenditures		352,479		
Transfers Out:				
General Fund	500	500	500	500
Capital Projects Fund	42,041	182,154	171,600	752,400
Equity Transfer	240,000			
Total Expenditures & Transfers Out	<u>282,541</u>	<u>535,133</u>	<u>172,100</u>	<u>752,900</u>
Fund Balance - End Fiscal Year	<u>621,097</u>	<u>484,589</u>	<u>534,667</u>	<u>135,267</u>
Reserved for Long-Term Obligations	(353,793)			
Available Funds - End Fiscal Year	<u>267,304</u>	<u>484,589</u>	<u>534,667</u>	<u>135,267</u>

Long-Term Obligations:

Loan to Redevelopment Obligation Retirement Fund - Extraordinary Loss in FY 17/18



Fund 215 - Art in Public Places

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

	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	114,985	125,379	133,117	171,147
Revenues				
Investment Earnings	1,144	1,541	1,200	1,125
Developer in Lieu Fees	9,250	23,697	43,330	1,500
Subtotal Revenues	<u>10,394</u>	<u>25,238</u>	<u>44,530</u>	<u>2,625</u>
TOTAL FINANCING AVAILABLE	<u>125,379</u>	<u>150,617</u>	<u>177,647</u>	<u>173,772</u>
Expenditures			5,000	
Transfers Out:				
Capital Projects Fund		17,500	1,500	19,616
Total Expenditures & Transfers Out	<u>0</u>	<u>17,500</u>	<u>6,500</u>	<u>19,616</u>
Fund Balance - End Fiscal Year	<u>125,379</u>	<u>133,117</u>	<u>171,147</u>	<u>154,156</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	438,091	295,258	328,276	296,276
Revenues				
Investment Earnings	3,398	4,232	3,000	3,050
Service Charges	92,573	87,125	90,000	80,000
Other		56,767		
Subtotal Revenues	<u>95,971</u>	<u>148,124</u>	<u>93,000</u>	<u>83,050</u>
Other Financing Sources				
General Fund				
TOTAL FINANCING AVAILABLE	<u>534,062</u>	<u>443,382</u>	<u>421,276</u>	<u>379,326</u>
Expenditures	238,804	115,106	125,000	150,000
Total Expenditures & Transfers Out	<u>238,804</u>	<u>115,106</u>	<u>125,000</u>	<u>150,000</u>
Fund Balance - End Fiscal Year	<u>295,258</u>	<u>328,276</u>	<u>296,276</u>	<u>229,326</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	160,066	118,866	88,709	82,440
Revenues				
Investment Earnings	1,126	1,038	800	825
Service Charges	98,649	94,137	100,000	85,000
Subtotal Revenues	<u>99,775</u>	<u>95,175</u>	<u>100,800</u>	<u>85,825</u>
TOTAL FINANCING AVAILABLE	<u>259,841</u>	<u>214,041</u>	<u>189,509</u>	<u>168,265</u>
Expenditures				
Transfers Out:				
Debt Service-POB Fund	2,095	1,991	2,069	2,138
Total Expenditures & Transfers Out	<u>140,975</u>	<u>125,332</u>	<u>107,069</u>	<u>102,294</u>
Fund Balance - End Fiscal Year	<u>118,866</u>	<u>88,709</u>	<u>82,440</u>	<u>65,971</u>

Summary of 2019/20 Resources Used by Program Element:

	Employees Perm FTE	Total Hours	Personnel	Contract/ Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
Program Elements:								
Administration	0.50	1,040	50,156	10,000	40,000	2,138	102,294	85,825
TOTAL	<u>0.50</u>	<u>1,040</u>	<u>50,156</u>	<u>10,000</u>	<u>40,000</u>	<u>2,138</u>	<u>102,294</u>	<u>85,825</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	1,100,645	954,487	1,177,919	1,267,550
Revenues				
Investment Earnings	8,029	11,971	12,000	6,600
Rental Income	460,318	458,074	454,393	463,500
Subtotal Revenues	<u>468,347</u>	<u>470,045</u>	<u>466,393</u>	<u>470,100</u>
TOTAL FINANCING AVAILABLE	<u>1,568,992</u>	<u>1,424,532</u>	<u>1,644,312</u>	<u>1,737,650</u>
Expenditures	614,505	246,613	276,762	285,000
Transfers Out:				
Capital Projects			100,000	500,000
Total Expenditures & Transfers Out	<u>614,505</u>	<u>246,613</u>	<u>376,762</u>	<u>785,000</u>
Fund Balance - End Fiscal Year	<u>954,487</u>	<u>1,177,919</u>	<u>1,267,550</u>	<u>952,650</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	236,656	239,220	242,390	244,936
Revenues				
Investment Earnings	2,228	2,854	2,250	2,300
Service Charges	336	316	296	
Other				
Subtotal Revenues	<u>2,564</u>	<u>3,170</u>	<u>2,546</u>	<u>2,300</u>
Transfers In:				
General Fund				
TOTAL FINANCING AVAILABLE	<u>239,220</u>	<u>242,390</u>	<u>244,936</u>	<u>247,236</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>239,220</u>	<u>242,390</u>	<u>244,936</u>	<u>240,316</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	26,680	29,849	37,872	45,647
Revenues				
Special Assessments	54,739	56,748	57,400	59,410
Investment Earnings	243	413	375	385
Other				
Subtotal Revenues	54,982	57,161	57,775	59,795
TOTAL FINANCING AVAILABLE	81,662	87,010	95,647	105,442
Expenditures	51,813	49,138	50,000	51,750
Total Expenditures & Transfers Out	51,813	49,138	50,000	51,750
Fund Balance - End Fiscal Year	29,849	37,872	45,647	53,692



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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	69,446	70,100	70,936	71,686
Revenues				
Investment Earnings	654	836	750	760
Subtotal Revenues	<u>654</u>	<u>836</u>	<u>750</u>	<u>760</u>
TOTAL FINANCING AVAILABLE	<u>70,100</u>	<u>70,936</u>	<u>71,686</u>	<u>72,446</u>
Expenditures				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>70,100</u>	<u>70,936</u>	<u>71,686</u>	<u>72,446</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	1,176	3,060	6,825	7,465
Revenues				
Special Assessments	9,470	9,799	10,060	10,410
Investment Earnings	11	60	80	85
Subtotal Revenues	<u>9,481</u>	<u>9,859</u>	<u>10,140</u>	<u>10,495</u>
TOTAL FINANCING AVAILABLE	<u>10,657</u>	<u>12,919</u>	<u>16,965</u>	<u>17,960</u>
Expenditures	7,597	6,094	9,500	9,830
Total Expenditures & Transfers Out	<u>7,597</u>	<u>6,094</u>	<u>9,500</u>	<u>9,830</u>
Fund Balance - End Fiscal Year	<u>3,060</u>	<u>6,825</u>	<u>7,465</u>	<u>8,130</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	41,197	48,449	61,014	43,664
Revenues				
Special Assessments	20,400	21,098	21,050	21,790
Investment Earnings	445	657	600	610
Other				
Subtotal Revenues	<u>20,845</u>	<u>21,755</u>	<u>21,650</u>	<u>22,400</u>
TOTAL FINANCING AVAILABLE	<u>62,042</u>	<u>70,204</u>	<u>82,664</u>	<u>66,064</u>
Expenditures	13,593	9,190	39,000	22,483
Total Expenditures & Transfers Out	<u>13,593</u>	<u>9,190</u>	<u>39,000</u>	<u>22,483</u>
Fund Balance - End Fiscal Year	<u>48,449</u>	<u>61,014</u>	<u>43,664</u>	<u>43,581</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	103,796	108,430	113,100	117,645
Revenues				
Special Assessments	6,038	6,204	6,345	6,685
Investment Earnings	990	1,312	1,000	1,025
Subtotal Revenues	<u>7,028</u>	<u>7,516</u>	<u>7,345</u>	<u>7,710</u>
TOTAL FINANCING AVAILABLE	<u>110,824</u>	<u>115,946</u>	<u>120,445</u>	<u>125,355</u>
Expenditures	2,394	2,846	2,800	2,850
Total Expenditures & Transfers Out	<u>2,394</u>	<u>2,846</u>	<u>2,800</u>	<u>2,850</u>
Fund Balance - End Fiscal Year	<u>108,430</u>	<u>113,100</u>	<u>117,645</u>	<u>122,505</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	35,051	40,042	44,038	47,595
Revenues				
Special Assessments	13,500	13,547	13,530	14,005
Investment Earnings	404	552	435	440
Subtotal Revenues	<u>13,904</u>	<u>14,099</u>	<u>13,965</u>	<u>14,445</u>
TOTAL FINANCING AVAILABLE	<u>48,955</u>	<u>54,141</u>	<u>58,003</u>	<u>62,040</u>
Expenditures	1,045	1,420	1,500	6,628
Transfers Out				
Hamilton CFD	7,868	8,683	8,908	9,000
Total Expenditures & Transfers Out	<u>8,913</u>	<u>10,103</u>	<u>10,408</u>	<u>15,628</u>
Fund Balance - End Fiscal Year	<u>40,042</u>	<u>44,038</u>	<u>47,595</u>	<u>46,412</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	10,037	10,131	10,252	10,347
Revenues				
Investment Earnings	94	121	95	100
Subtotal Revenues	<u>94</u>	<u>121</u>	<u>95</u>	<u>100</u>
TOTAL FINANCING AVAILABLE	<u>10,131</u>	<u>10,252</u>	<u>10,347</u>	<u>10,447</u>
Expenditures				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>10,131</u>	<u>10,252</u>	<u>10,347</u>	<u>10,447</u>



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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	1,154,265	933,907	1,210,941	1,377,151
Revenues				
Investment Earnings	10,288	12,206	13,500	14,000
Intergovernmental Revenue	1,061,613	1,488,554	2,045,220	2,832,310
Subtotal Revenues	<u>1,071,901</u>	<u>1,500,760</u>	<u>2,058,720</u>	<u>2,846,310</u>
TOTAL FINANCING AVAILABLE	<u>2,226,166</u>	<u>2,434,667</u>	<u>3,269,661</u>	<u>4,223,461</u>
Expenditures		10,672		
Transfers Out:				
General Fund	817,000	817,000	817,000	917,000
Capital Projects Fund	475,259	396,054	1,075,510	3,039,738
Total Expenditures & Transfers Out	<u>1,292,259</u>	<u>1,223,726</u>	<u>1,892,510</u>	<u>3,956,738</u>
Fund Balance - End Fiscal Year	<u>933,907</u>	<u>1,210,941</u>	<u>1,377,151</u>	<u>266,723</u>



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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	154,527	137,635	108,884	84,659
Revenues				
Investment Earnings	1,257	1,135	775	780
Crime Prevention				
Intergovernmental Revenue	62,861	121,966	115,000	90,000
Other	5,896	26,820	3,000	6,000
Subtotal Revenues	70,014	149,921	118,775	96,780
Transfers In				
General Fund	7,000	7,000	7,000	7,000
TOTAL FINANCING AVAILABLE	231,541	294,556	234,659	188,439
Expenditures	93,906	185,672	150,000	106,000
Transfers Out				
Equipment Replacement				
Total Expenditures & Transfers Out	93,906	185,672	150,000	106,000
Fund Balance - End Fiscal Year	137,635	108,884	84,659	82,439



Fund 232 - State COPS Grant

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

	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Available Funds - Begin Fiscal Year	386,604	458,110	283,060	233,060
Revenues				
Intergovernmental	187,741	144,934	150,000	100,000
Subtotal Revenues	<u>187,741</u>	<u>144,934</u>	<u>150,000</u>	<u>100,000</u>
TOTAL FINANCING AVAILABLE	<u>574,345</u>	<u>603,044</u>	<u>433,060</u>	<u>333,060</u>
Expenditures	95,192	280,604	200,000	200,000
Transfers Out				
Equipment Replacement				
Capital Projects Fund	21,043	39,380		
Total Expenditures & Transfers Out	<u>116,235</u>	<u>319,984</u>	<u>200,000</u>	<u>200,000</u>
Available Funds - End Fiscal Year	<u>458,110</u>	<u>283,060</u>	<u>233,060</u>	<u>133,060</u>



Fund 233 - Operating Grants Fund

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

	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	21,336	21,687	22,131	22,481
Revenues				
Investment Earnings	351	444	350	355
Subtotal Revenues	<u>351</u>	<u>444</u>	<u>350</u>	<u>355</u>
TOTAL FINANCING AVAILABLE	<u>21,687</u>	<u>22,131</u>	<u>22,481</u>	<u>22,836</u>
Expenditures				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>21,687</u>	<u>22,131</u>	<u>22,481</u>	<u>22,836</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	468	2,008	2,008	486
Revenues				
Grants	1,148,341	172,399	652,500	7,251,792
Investment Earnings				
Subtotal Revenues	<u>1,148,341</u>	<u>172,399</u>	<u>652,500</u>	<u>7,251,792</u>
Transfers In				
Federal Grants Fund	284			
TOTAL FINANCING AVAILABLE	<u>1,149,093</u>	<u>174,407</u>	<u>654,508</u>	<u>7,252,278</u>
Expenditures				
Transfers Out				
Capital Projects Fund	1,147,085	172,399	654,022	7,252,278
Total Expenditures & Transfers Out	<u>1,147,085</u>	<u>172,399</u>	<u>654,022</u>	<u>7,252,278</u>
Fund Balance - End Fiscal Year	<u>2,008</u>	<u>2,008</u>	<u>486</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	2,655	461,049	466,529	402,348
Revenues				
Investment Earnings	2,188	5,480	4,250	4,260
Intergovernmental Revenue	456,206			450,000
Subtotal Revenues	<u>458,394</u>	<u>5,480</u>	<u>4,250</u>	<u>454,260</u>
TOTAL FINANCING AVAILABLE	<u>461,049</u>	<u>466,529</u>	<u>470,779</u>	<u>856,608</u>
Expenditures				
Transfers Out:				
Capital Projects Fund			68,431	387,775
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>68,431</u>	<u>387,775</u>
Fund Balance - End Fiscal Year	<u>461,049</u>	<u>466,529</u>	<u>402,348</u>	<u>468,833</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	868,661	753,081	1,248,374	292,147
Revenues				
Investment Earnings	10,651	6,833	16,000	16,250
Intergovernmental Revenue	588,510	1,054,263	597,496	3,175,396
Other				
Subtotal Revenues	599,161	1,061,096	613,496	3,191,646
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	1,467,822	1,814,177	1,861,870	3,483,793
Expenditures				
Transfers Out:				
Capital Projects Fund	714,741	565,803	1,069,723	2,382,396
General Fund			500,000	617,000
Total Expenditures & Transfers Out	714,741	565,803	1,569,723	2,999,396
Fund Balance - End Fiscal Year	753,081	1,248,374	292,147	484,397



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. The tax terminates on March 31, 2022.

	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	485,176	(351,002)	(273,663)	(262,960)
Revenues				
Investment Earnings	5,162	5,658	2,300	2,310
Intergovernmental Revenue	390,710	405,716	430,555	435,000
Equity Transfer				465,000
Subtotal Revenues	<u>395,872</u>	<u>411,374</u>	<u>432,855</u>	<u>902,310</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>881,048</u>	<u>60,372</u>	<u>159,192</u>	<u>639,350</u>
Expenditures	211,298	272,106	250,000	395,218
Transfers Out:				
General Fund	121,198			
Capital Projects Fund	118,332	54,206	164,000	
Pension Obligation Bonds	6,222	7,723	8,152	
Equity Transfer	775,000			
Total Expenditures & Transfers Out	<u>1,232,050</u>	<u>334,035</u>	<u>422,152</u>	<u>395,218</u>
Fund Balance - End Fiscal Year	<u>(351,002)</u>	<u>(273,663)</u>	<u>(262,960)</u>	<u>244,132</u>
Reserved for Long-Term Obligations	775,000	620,000	465,000	-
Available Funds - End Fiscal Year	<u>423,998</u>	<u>346,337</u>	<u>202,040</u>	<u>244,132</u>

Summary of 2019/20 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	0.50	1,040	49,718	13,000	332,500		395,218	902,310
TOTAL	<u>0.50</u>	<u>1,040</u>	<u>49,718</u>	<u>13,000</u>	<u>332,500</u>	<u>0</u>	<u>395,218</u>	<u>902,310</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	176,656	208,384	248,069	271,964
Revenues				
Investment Earnings	1,822	2,685	2,450	2,460
Developer in Lieu Fees				
Other				
Subtotal Revenues	1,822	2,685	2,450	2,460
Transfers In:				
Clean Storm Water Fund	45,000	45,000	45,000	45,000
TOTAL FINANCING AVAILABLE	223,478	256,069	295,519	319,424
Expenditures				
Transfers Out:				
Capital Projects Fund	15,094	8,000	23,555	59,234
Total Expenditures & Transfers Out	15,094	8,000	23,555	59,234
Fund Balance - End Fiscal Year	208,384	248,069	271,964	260,190



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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	262,756	265,228	268,390	270,870
Revenues				
Investment Earnings	2,472	3,162	2,480	2,490
Subtotal Revenues	<u>2,472</u>	<u>3,162</u>	<u>2,480</u>	<u>2,490</u>
TOTAL FINANCING AVAILABLE	<u>265,228</u>	<u>268,390</u>	<u>270,870</u>	<u>273,360</u>
Expenditures				
Transfers Out				
Capital Projects				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>265,228</u>	<u>268,390</u>	<u>270,870</u>	<u>273,360</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.

	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	0	0	0	0
Revenues				
Project Fees	383	296,863	351,703	460,308
Subtotal Revenues	<u>383</u>	<u>296,863</u>	<u>351,703</u>	<u>460,308</u>
TOTAL FINANCING AVAILABLE	<u>383</u>	<u>296,863</u>	<u>351,703</u>	<u>460,308</u>
Expenditures	383		411	
Transfers Out				
Capital Projects		296,863	351,292	460,308
Total Expenditures & Transfers Out	<u>383</u>	<u>296,863</u>	<u>351,703</u>	<u>460,308</u>
Fund Balance - End Fiscal Year	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Reserved for Future Projects	1,942,673	1,772,004	1,420,301	959,993
Available Funds - End Fiscal Year	<u>1,942,673</u>	<u>1,772,004</u>	<u>1,420,301</u>	<u>959,993</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	12,154,111	11,771,880	11,919,357	13,099,509
Revenues				
Investment Earnings	107,135	129,433	115,000	120,000
Developer in Lieu Fees				
- Streets & Intersections	111,900	39,329	900,000	95,000
- Recreational & Cultural Facilities	81,185	34,628	27,500	65,000
- Civic Facilities	14,996	6,209	60,000	15,000
- Transit/Bicycle Facilities	3,839	1,351	30,000	6,000
- Corporation Yard	2,439	850	18,500	5,000
- General Governmental Systems	6,525	2,694	27,000	9,000
- Open Space	17,404	7,491	75,000	20,000
- Drainage	31,874	11,815	55,000	35,000
Subtotal Revenues	<u>377,297</u>	<u>233,800</u>	<u>1,308,000</u>	<u>370,000</u>
Transfers In:				
General Fund		931,637		
TOTAL FINANCING AVAILABLE	<u>12,531,408</u>	<u>12,937,317</u>	<u>13,227,357</u>	<u>13,469,509</u>
Expenditures		931,637		
Transfers Out:				
General Fund	45,677		1,500	2,000
Capital Projects Fund	33,851	86,323	126,348	2,439,555
Equity Transfer	680,000			
Total Expenditures & Transfers Out	<u>759,528</u>	<u>1,017,960</u>	<u>127,848</u>	<u>2,441,555</u>
Fund Balance - End Fiscal Year	<u>11,771,880</u>	<u>11,919,357</u>	<u>13,099,509</u>	<u>11,027,954</u>
Reserved for Long-Term Obligations	931,637			
Available Funds - End Fiscal Year	<u>12,703,517</u>	<u>11,919,357</u>	<u>13,099,509</u>	<u>11,027,954</u>

Long-Term Obligations:

Loan to Redevelopment Obligation Retirement Fund - Extraordinary Loss in FY 17/18



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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	426,617	320,321	(20,152)	(20,152)
Revenues				
Investment Earnings	756	(51)	0	0
Subtotal Revenues	<u>756</u>	<u>(51)</u>	<u>0</u>	<u>0</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>427,373</u>	<u>320,270</u>	<u>(20,152)</u>	<u>(20,152)</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	107,052	340,422	0	0
Total Expenditures & Transfers Out	<u>107,052</u>	<u>340,422</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>320,321</u>	<u>(20,152)</u>	<u>(20,152)</u>	<u>(20,152)</u>
Reserved for Long-Term Obligations	(340,422)			
Available Funds - End Fiscal Year	<u>(20,101)</u>	<u>(20,152)</u>	<u>(20,152)</u>	<u>(20,152)</u>

Long-Term Obligations:

Loan to Redevelopment Obligation Retirement Fund - Extraordinary Loss in FY 17/18



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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	472,569	(1,153,646)	(1,975,672)	(1,882,581)
Revenues				
Investment Earnings	9,367	4,205	1,100	1,125
Rental Income	39,490	40,681	42,249	43,500
Lease Payment		155,950	155,950	155,950
Subtotal Revenues	48,857	200,836	199,299	200,575
Transfers In				
Hamilton Art Center	270,000			
TOTAL FINANCING AVAILABLE	791,426	(952,810)	(1,776,373)	(1,682,006)
Expenditures				
Expenditures	64,614	782,344	93,208	89,882
Transfers Out:				
General Fund	13,000	13,000	13,000	13,000
Capital Projects Fund	1,867,458	227,518		
Total Expenditures & Transfers Out	1,945,072	1,022,862	106,208	102,882
Fund Balance - End Fiscal Year	(1,153,646)	(1,975,672)	(1,882,581)	(1,784,888)
Reserved for Long-Term Obligations	1,548,737	2,123,660	2,044,508	1,962,440
Available Funds - End Fiscal Year	395,091	147,988	161,927	177,552

Long-Term Obligations:

Loan to Redevelopment Obligation Retirement Fund - Extraordinary Loss in FY 17/18

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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	1,737,309	1,794,819	1,979,029	1,844,068
Revenues				
Taxes	1,845,806	1,976,812	1,671,325	1,484,879
Investment Earnings	10,269	16,391	8,000	8,100
Subtotal Revenues	<u>1,856,075</u>	<u>1,993,203</u>	<u>1,679,325</u>	<u>1,492,979</u>
TOTAL FINANCING AVAILABLE	<u>3,593,384</u>	<u>3,788,022</u>	<u>3,658,354</u>	<u>3,337,047</u>
Expenditures				
Debt Service	27,880	26,690	26,425	26,425
	1,770,685	1,782,303	1,787,861	1,770,877
Total Expenditures & Transfers Out	<u>1,798,565</u>	<u>1,808,993</u>	<u>1,814,286</u>	<u>1,797,302</u>
Fund Balance - End Fiscal Year	<u>1,794,819</u>	<u>1,979,029</u>	<u>1,844,068</u>	<u>1,539,745</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	(700)	0	(2,499)	1
Revenues				
Investment Earnings				
Subtotal Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers In	1,292,935	1,340,775	1,393,977	1,439,808
TOTAL FINANCING AVAILABLE	<u>1,292,235</u>	<u>1,340,775</u>	<u>1,391,478</u>	<u>1,439,809</u>
Debt Service	1,292,235	1,343,274	1,391,477	1,439,807
Total Expenditures & Transfers Out	<u>1,292,235</u>	<u>1,343,274</u>	<u>1,391,477</u>	<u>1,439,807</u>
Fund Balance - End Fiscal Year	<u>0</u>	<u>(2,499)</u>	<u>1</u>	<u>2</u>



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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	(971,616)	(1,093,664)	(1,234,020)	(1,370,281)
Revenues				
Charges to Departments	639,208	635,042	625,000	841,247
Other			1,468	
Subtotal Revenues	<u>639,208</u>	<u>635,042</u>	<u>626,468</u>	<u>841,247</u>
Transfers In				
General Fund				200,000
TOTAL FINANCING AVAILABLE	<u>(332,408)</u>	<u>(458,622)</u>	<u>(607,552)</u>	<u>(329,034)</u>
Expenditures	747,409	761,943	750,000	815,331
Transfers Out				
Debt Service-POB Fund	13,847	13,455	12,729	12,958
Other				
Total Expenditures & Transfers Out	<u>761,256</u>	<u>775,398</u>	<u>762,729</u>	<u>828,289</u>
Fund Balance - End Fiscal Year	<u>(1,093,664)</u>	<u>(1,234,020)</u>	<u>(1,370,281)</u>	<u>(1,157,323)</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	7,017,046	7,018,220	6,769,005	6,821,164
Revenues				
Charges to Departments	731,258	704,327	553,036	567,444
Investment Earnings	163,523	72,868	46,000	47,500
Other	14,725		19,838	10,000
Subtotal Revenues	<u>909,506</u>	<u>777,195</u>	<u>618,874</u>	<u>624,944</u>
Transfers In				
General Fund	459,393	454,031	321,000	226,570
Measure F	22,000	22,000		250,000
TOTAL FINANCING AVAILABLE	<u>8,407,945</u>	<u>8,271,446</u>	<u>7,708,879</u>	<u>7,922,678</u>
Equipment Acquisition	592,006	456,293	275,000	789,149
MERA	468,476	464,169	465,372	476,570
Other		579,098		
Transfers Out				
Capital Projects	30,000	2,881	147,343	850,000
Information Technology Fund	299,243			
Total Expenditures & Transfers Out	<u>1,389,725</u>	<u>1,502,441</u>	<u>887,715</u>	<u>2,115,719</u>
Fund Balance - End Fiscal Year	<u>7,018,220</u>	<u>6,769,005</u>	<u>6,821,164</u>	<u>5,806,959</u>
Reserved for Long-Term Obligations	(746,077)	(224,318)		
Reserved Proceeds from Sale of Property	(796,770)	(62,500)	(62,500)	(62,500)
Available Funds - End Fiscal Year	<u>5,475,373</u>	<u>6,482,187</u>	<u>6,758,664</u>	<u>5,744,459</u>

Long-Term Obligations:

- Loan to General Fund
- Loan to Redevelopment Obligation Retirement Fund - Extraordinary Loss in FY 17/18



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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	807	354,571	389,193	386,879
Revenues				
Charges to Departments	39,859	95,000	78,898	95,000
Investment Earnings	2,666	4,298	9,717	3,925
Subtotal Revenues	<u>42,525</u>	<u>99,298</u>	<u>88,615</u>	<u>98,925</u>
Transfers In				
Measure F	22,000	22,000	22,000	
Equipment Replacement Fund	299,243			
TOTAL FINANCING AVAILABLE	<u>364,575</u>	<u>475,869</u>	<u>499,808</u>	<u>485,804</u>
Expenditures	10,004	86,676	112,929	112,000
Total Expenditures & Transfers Out	<u>10,004</u>	<u>86,676</u>	<u>112,929</u>	<u>112,000</u>
Fund Balance - End Fiscal Year	<u>354,571</u>	<u>389,193</u>	<u>386,879</u>	<u>373,804</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 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	13,217,874	14,313,479	15,283,820	16,041,494
Revenues				
Investment Earnings	39,462	57,106	38,000	42,000
Rental Income	2,403,750	2,411,863	2,411,978	2,412,086
Utility Reimbursements	742,354	775,843	757,581	827,051
Other	154,842	10,434	9,449	6,660
Subtotal Revenues	<u>3,340,408</u>	<u>3,255,246</u>	<u>3,217,008</u>	<u>3,287,797</u>
TOTAL FINANCING AVAILABLE	<u>16,558,282</u>	<u>17,568,725</u>	<u>18,500,828</u>	<u>19,329,291</u>
Expenditures	2,069,598	2,123,412	2,311,939	3,958,409
Debt Service	175,205	161,493	147,395	133,276
Total Expenditures & Transfers Out	<u>2,244,803</u>	<u>2,284,905</u>	<u>2,459,334</u>	<u>4,091,685</u>
Fund Balance - End Fiscal Year	<u>14,313,479</u>	<u>15,283,820</u>	<u>16,041,494</u>	<u>15,237,606</u>
Reserved for Long-Term Obligations	(5,895,888)	(5,406,209)	(4,902,437)	(4,384,543)
Available Funds - End Fiscal Year	<u>8,417,591</u>	<u>9,877,611</u>	<u>11,139,057</u>	<u>10,853,063</u>
Long-Term Obligations:				
Loan from Bank of Marin				



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 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; with 80% of the projected investment earnings are transferred to the General Fund and used to maintain City infrastructure and facilities.

	Previous Actual 2016/17	Previous Actual 2017/18	Projected Actual 2018/19	Adopted Budget 2019/20
Fund Balance - Begin Fiscal Year	32,767,707	32,433,520	32,164,669	31,746,869
Revenues				
Investment Earnings	8,369	633	1,200	1,250
Bond/Notes Investment Earnings	409,510	276,570	460,000	486,250
Other	(368,281)	(223,364)	(500,000)	
Subtotal Revenues	<u>49,598</u>	<u>53,839</u>	<u>(38,800)</u>	<u>487,500</u>
TOTAL FINANCING AVAILABLE	<u>32,817,305</u>	<u>32,487,359</u>	<u>32,125,869</u>	<u>32,234,369</u>
Expenditures	29,078	28,923	29,000	29,000
Transfers Out				
General Fund-Operations	302,334	251,811	275,000	325,000
Affordable Housing Programs	52,373	41,956	75,000	80,000
Total Expenditures & Transfers Out	<u>383,785</u>	<u>322,690</u>	<u>379,000</u>	<u>434,000</u>
Fund Balance - End Fiscal Year	<u>32,433,520</u>	<u>32,164,669</u>	<u>31,746,869</u>	<u>31,800,369</u>

Long-Term Receivables:

NPFA/SMART Station Loan (initiated FY 16/17)



Fiduciary Funds Summary Table

Fund #	FUND DESCRIPTION	Actual	Projected	Projected
		Cash Balance 6/30/18	Cash Balance 6/30/19	Cash Balance 6/30/20
801	Unclaimed Property	20,500	20,500	20,500
802	Redevelopment Obligation Retirement Fund	1,023,291	875,000	850,000
803	Buck Center Deposit in Trust	1,000,000	1,000,000	1,000,000
804	Pacheco Assessment District Redemption	74,192	74,192	74,192
805	Pacheco Valle CFD	26,942	33,500	39,000
806	Vintage Oaks Special Tax	2,351,795	2,293,500	2,325,000
807	Golden Gate Assessment District Redemption	180,529	185,000	0
808	Hamilton CFD Bond Administration	649,195	750,000	850,000
809	Pointe Marin CFD	601,871	625,000	650,000
TOTAL FIDUCIARY FUNDS		5,928,315	5,856,692	5,808,692

Fiduciary Funds are used to account for assets held by the city in a fiduciary capacity or as an agent for individuals, private organizations, other governmental entities, special districts, and others.

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



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- 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
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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



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- NIEP:** Novato Independent Elders Project
 - NLEC:** National Law Enforcement Challenge
 - NPDES:** National Pollutant Discharge Elimination System
 - NRT:** Novato Response Team
 - NUSD:** Novato Unified School District
 - OPA:** Owner Participation Agreement
 - OPEB:** Other Post-Employment Benefits
 - PARB:** Police Advisory Review Board
 - PEPRA:** Public Employee’s Pension Reform Act
 - PMP:** Pavement Management Program
 - POB:** Pension Obligation Bonds
 - POST:** Peace Officer Standards and Training
 - PPACA:** Patient Protection and Affordable Care Act
 - RDA:** Redevelopment Agency
 - RFP:** Request for Proposal
 - RMS:** Records Management System
 - SCS:** Sustainable Communities Strategies
 - SFHA:** Special Flood Hazard Area
 - SMART:** Sonoma-Marín Area Rail Transit
 - SR2S:** Safe Routes to Schools
 - SRT:** Special Response Team
 - STEP:** Selective Traffic Enforcement Program
 - TAB:** Tax Allocation Bonds
 - TAM:** Transportation Authority of Marin
-



TENS: Telephone Emergency Notification System

TFCA: Transportation for Clean Air

TOT: Transient Occupancy Tax (Hotel Tax)

UAAL: Unfunded Actuarial Accrued Liability

VIP: Volunteers in Policing

YTD: Year to Date

CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 2019-040

RESOLUTION ESTABLISHING THE APPROPRIATIONS LIMIT OF \$109,092,561 FOR THE FISCAL YEAR 2019/20

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, the Novato Fiscal Year 2019/20 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 2018, 3.85%; and
- The County of Marin population decreased for the calendar year 2018 as determined by the California Department of Finance, -0.01%;

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Novato has utilized the County of Marin population increase and the State of California per capita personal income increase to calculate the Fiscal Year 2019/20 appropriations limit; and that the appropriations limit for Fiscal Year 2019/20 is established to be \$109,092,561.

* * * * *

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 25th day of June, 2019, by the following vote, to wit:

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

Terrie Hillan

City Clerk of the City of Novato

Approved as to form:

Veronica J. Bob

City Attorney

CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 2019-46

RESOLUTION ADOPTING THE FINAL CITY OF NOVATO OPERATING AND CAPITAL IMPROVEMENT BUDGETS FOR FISCAL YEAR JULY 1, 2019 THROUGH JUNE 30, 2020, 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 2019/20 and Capital Improvement Program for FY 2019/20 through 2023/24 and has held public workshops a 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 Country Club for FY 2019/20 and has held budget hearing on May 13, 2019 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 2019/20 presented by the City Manager in the document “City of Novato Proposed Budget, Fiscal Year 2019/20,” is hereby approved and adopted as amended on the attachment “City of Novato Proposed Budget FY 2019/20 Revisions”.
2. That the total General Fund operating budget is \$39,361,484 and is hereby appropriated for Department expenses as follows:

Central Administration	\$2,844,680
Administrative Services	\$6,608,488
Police	\$16,096,340
Community Development	\$2,947,003
Public Works	\$7,248,028
Parks, Recreation & Community Services	\$3,616,945
Total Operating Budget	\$39,361,484

3. That the transfer to other funds in the amount of \$2,846,867 is hereby appropriated as follows:

Pension Obligation Bonds Debt Service (Fund 502)	\$1,392,834
Emergency Response & Disaster Reserve (Fund 116)	\$3,463
Police Special Projects (Fund 231)	\$7,000
Capital Projects (Fund 301)	\$617,000
Long Term Maintenance - Facilities (Fund 118)	\$150,000
Long Term Maintenance-Infrastructure (Fund 119)	\$250,000
Equipment Maintenance (Fund 601)	\$200,000
Equipment Replacement (Fund 602)	\$226,570

4. That \$27,096,531 is hereby appropriated for Capital Improvement Programs for Fiscal Year 2019/20 from the funds and for the amounts listed on pages CIP 1 to 78 in the FY 2019/20 Proposed budget document, including continuing appropriations (carry-overs) from FY 2018/19.

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 Public Works Equipment/Vehicle Replacement program page in the Proposed Budget document:

Measure F Sales Tax (Fund 111)	\$7,325,003
City Owned Property (Fund 112)	\$1,380,000
Emergency Reserve (Fund 116)	\$655,000
Civic Center (Fund 117)	\$43,369
Long Term Maintenance - Facilities (Fund 118)	\$716,000
Long Term Maintenance-Infrastructure (Fund 119)	\$891,906
Affordable Housing Programs (Fund 210)	\$193,805
Clean Storm Water (Fund 211)	\$355,800
Underground Utility (Fund 212)	\$283,273
Parking Improvement (Fund 213)	\$13,000
Subdivision Park Trust (Quimby) (Fund 214)	\$452,900
Art in Public Places (Fund 215)	\$19,616
General Plan Surcharge (Fund 216)	\$150,000
Automation Surcharge (Fund 217)	\$102,294
Hamilton Community Facilities District (Fund 218)	\$708,127
Pointe Marin Community Facilities District (Fund 219)	\$239,705
Hamilton Arts Center (Fund 220)	\$785,000
Chapter 27 Assessments (Fund 221)	\$6,920
San Marin Landscape Assessment District (Fund 222)	\$51,750
Wildwood Glen Assessment District (Fund 224)	\$9,830
Hillside Assessment District (Fund 225)	\$22,483
Downtown Landscape & Lighting (Fund 226)	\$2,850
San Pablo Assessment District (Fund 227)	\$15,628

State Gas Tax (Fund 229)	\$3,956,738
Special Police Projects (Fund 231)	\$106,000
State COPS Grant (Fund 232)	\$200,000
Capital Grant Fund (Fund 234)	\$7,252,278
Marin County Street Improvement (VRF) (Fund 235)	\$817,775
Measure A Streets Projects (Fund 236)	\$2,999,396
Measure A Parks (Fund 237)	\$395,218
Clean Storm Water CIP (Fund 238)	\$59,234
Restricted Revenue (Fund 240)	\$460,308
Development Impact Fees (Fund 241)	\$2,441,555
Novato Public Financing Authority Capital Projects (Fund 243)	\$102,882
Capital Improvement Projects (Fund 301)	\$27,096,531
General Obligation Bonds (Fund 501)	\$1,797,302
Pension Obligation Bonds (Funds 502)	\$1,439,807
Equipment Maintenance (Fund 601)	\$828,289
Equipment Replacement (Fund 602)	\$1,865,719
Technology Replacement (Fund 603)	\$112,000
Hamilton Trust (Fund 701)	\$434,000

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

Marin Valley Mobile Country Club (Fund 651)	\$4,091,685
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7. Fund consolidation

Fund 112– City Owned Property Fund

Reassign the projected fund balance of \$1,190,298 to Fund 116 (General Fund – Emergency & Disaster Response Reserve).

Fund 121 – Risk Mitigation Reserve

Reassign \$3 million reserve balance to Fund 116 (General Fund – Emergency & Disaster Response Reserve).

8. Capital Improvement Program budget revisions

a. Hill Recreation Area project

Add \$104,000 of 2017/18 LTM-Infrastructure dollars to this project in FY 2018/19 following the direction received from City Council on May 13, 2019 to re-appropriate the exchanged Carmel Hill PCA-Grant funds to the Hill Recreation Area Project.

b. 2020 Annual Pavement Rehabilitation project

Vehicle Registration Fees (VRF) are received under TAM Measure B every third year. These funds were preliminarily estimated at \$450,000 during budget preparation and shown in error in FY 2020/21. The revised revenue estimate is \$430,000 and the correct year of disbursement is FY 2019/20.

* * * * *

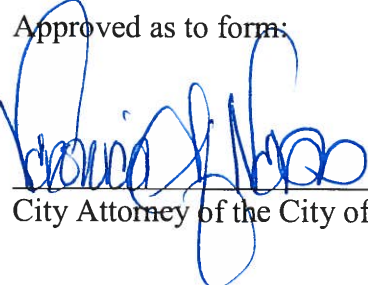
I HEREBY CERTIFY that the foregoing is a true copy of the resolution adopted by the City Council of the City of Novato, Marin County, California, at a meeting thereof, held on the 25th day of June, 2019, by the following vote, to wit:

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



Terrie Gillen, City Clerk

Approved as to form:



City Attorney of the City of Novato

CITY OF NOVATO PUBLIC FINANCE AUTHORITY

RESOLUTION NO. NPFA 2019-01

**RESOLUTION OF THE NOVATO PUBLIC FINANCE AUTHORITY
ADOPTING THE FINAL BUDGET OF THE NOVATO PUBLIC FINANCE
AUTHORITY OF THE CITY OF NOVATO FOR FISCAL YEAR JULY 1, 2019
THROUGH JUNE 30, 2020 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 proposed budget for Fiscal Year July 1, 2019 through June 30, 2020; 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 \$102,882 for operating expenditures, as follows:

Materials and Supplies	\$89,882
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, 2019 through June 30, 2020 and all resolution and conflicts are expressly repealed.

* * * * *

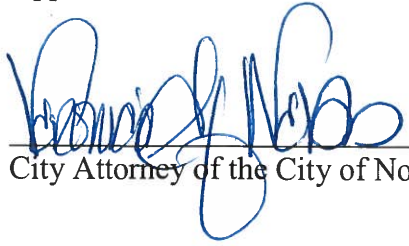
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AYES:	Councilmembers	Athas, Fryday, Lucan
NOES:	Councilmembers	Drew, Eklund
ABSTAIN:	Councilmembers	
ABSENT:	Councilmembers	



 Terrie Gillen, City Clerk

Approved as to form:

A handwritten signature in blue ink, appearing to read "William J. Webb", is written over a horizontal line.

City Attorney of the City of Novato

CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 2019-047

**RESOLUTION AUTHORIZING PERSONNEL ALLOCATION
CHANGES AS PART OF THE FISCAL 2019/20 CITY BUDGET**

WHEREAS, the City Council has engaged in several budget workshops and meetings from March 2019 through June 2019 to discuss the proposed FY 2019/20 operating and capital budgets; and

WHEREAS, the City Manager has recommended certain personnel changes within City operating 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 FY 2019/20 Budget has been available to the public since May 10, 2019 and includes the proposed personnel changes.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Novato does hereby approve the following personnel allocation changes, as listed in the table below:

Personnel Changes 2019/20 Budget

Beginning Authorized Personnel Total **208.67**

Positions Eliminated

<u>Department</u>	<u>Position</u>	<u>FTE</u>	
Central Administration	Hamilton Property Project Manager	(1.00)	Eliminated (LT)
Administrative Services	Accounting Supervisor	(0.17)	Eliminated (LT)
Administrative Services	IT Business Analyst	(1.00)	Eliminated (LT)
Total Position Eliminated			(2.17)

Positions Additions

<u>Department</u>	<u>Position</u>	<u>FTE</u>	
Administrative Services/Human Resources	Sr. Office Assistant	1.00	New
Police	Officer	1.00	New
Total Position Additions			2.00

Ending Authorized Personnel Total **208.50**

Position Transfers/Reclassifications (no net change to personnel total)

<u>Department</u>	<u>Position</u>	<u>FTE</u>	
Central Administration	Economic Development Manager (formerly Senior Management Analyst)	1.00	Reclassified
Central Administration	Sustainability Coordinator	1.00	Transferred from CDD to CA
Central Administration	Management Analyst II	0.50	Reallocate .50 (LT)
Administrative Services	Principal Management Analyst (formerly Senior Management Analyst)	1.00	Reclassified & Transferred from PD
Public Works	Engineering Services Manager (formerly Deputy Director, PW)	1.00	Reclassified Transferred from Measure A to
Public Works	Maintenance Workers	2.00	General Fund
Community Development	Sr. Planner (formerly Planner 1)	1.00	Reclassified (LT)
Police	Community Services Officer (formerly Records Specialist)	1.00	Reclassified

* * * * *

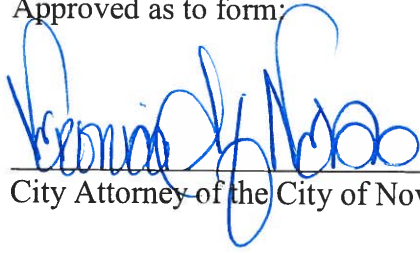
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 ABSENT: Councilmembers



Terrie Gillen, City Clerk

Approved as to form:



City Attorney of the City of Novato