

CITY OF NOVATO | CALIFORNIA

PROPOSED BUDGET FISCAL YEAR 20/21

PRESENTED BY ADAM MCGILL | City Manager

DENISE ATHAS | Mayor • PAT EKLUND | Mayor Pro Tem
ERIC LUCAN • AMY PEELE • SUSAN WERNICK Councilmembers



BUILDING 3

BUILDING 4



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
Proposed DRAFT Budget
Fiscal Year 2020/21

Page

Questions & Answers

Table of Contents

Budget Message	1
Community Profile	2
Functional Organization Chart	3
Budget Tables	4
General Fund Summary	4
General Fund Revenue Detail.....	5
General Fund Revenue by Category Chart.....	9
General Fund Appropriation Detail.....	10
General Fund Appropriation by Category Pie Chart.....	12
General Fund Expense by Department Chart.....	13
General Fund Revenue Detail History.....	14
General Fund Appropriation by Function Chart.....	18
General Fund Revenue History by Source.....	19
General Fund Appropriation History.....	20
Revenue Detail History by Fund.....	22
Appropriation Detail by Fund.....	27
Revenue by Category – All Funds.....	29
Personnel List.....	30
Personnel Allocation Summary by Department.....	37
10-Year Personnel History.....	38
Personnel Allocation by Fund.....	39

Operating Budget

Administration	40
Finance	49
Police	53
Community Development	64
Public Works	75

Parks, Recreation & Community Services	90
Capital Improvement Projects Budget	97
General Funds (111-121)	98
Special Revenue Funds (210-243)	106
Debt Service Funds (501 & 502)	137
Proprietary Funds (Internal Service) (601-651)	139
Glossary & Acronyms	143

BUDGET MESSAGE

Placeholder

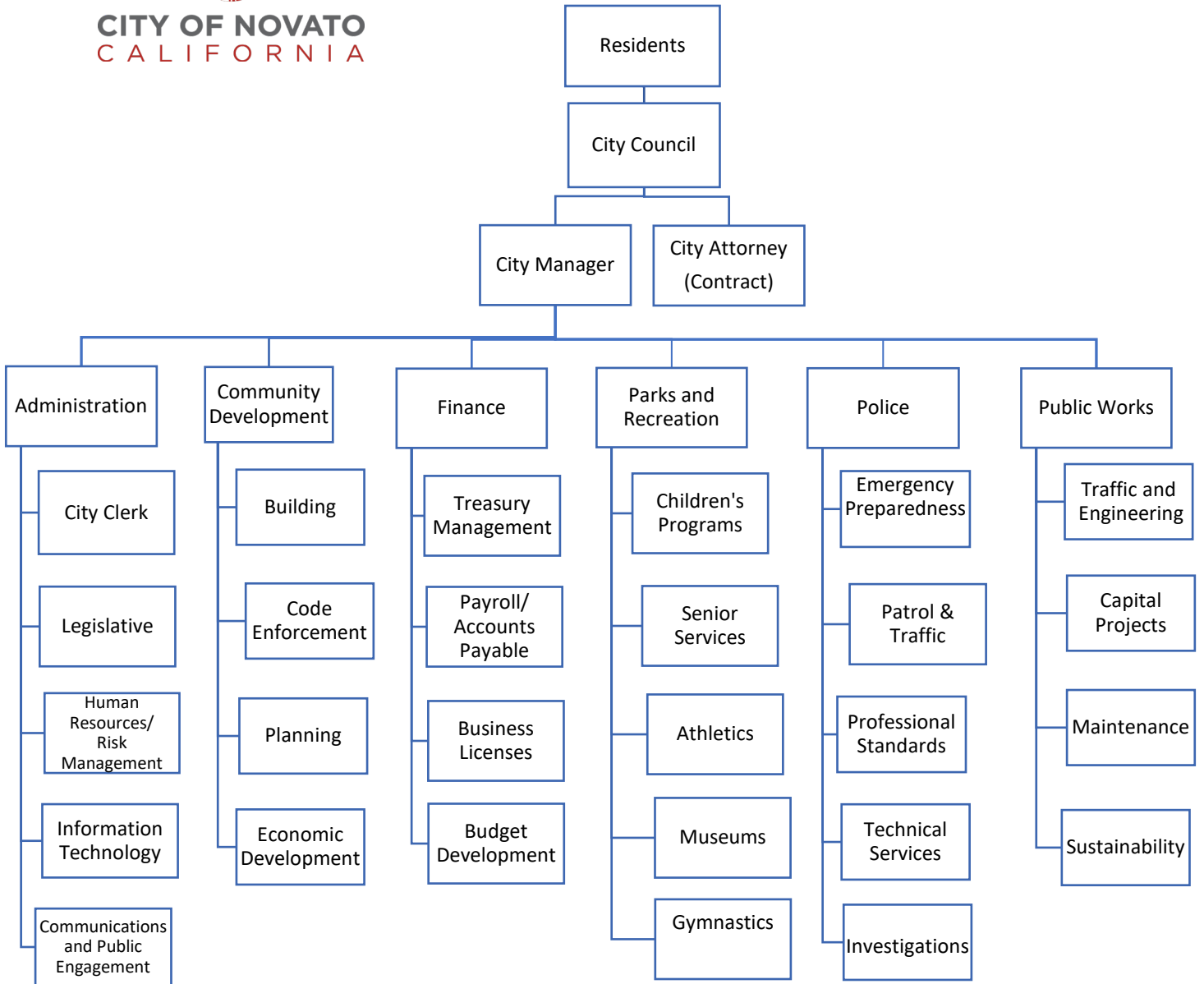
Community Profile

Placeholder

Functional Organization Chart



CITY OF NOVATO
CALIFORNIA



General Fund Summary

	Unaudited Actual FY 2018/19	Adopted Budget FY 2019/20	Amended Budget FY 2019/20	Proposed Budget FY 2020/21	% change from Amended
<u>Beginning Available Fund Balance</u>	77,831	500,000			
<u>Revenues</u>					
Taxes	33,185,696	33,440,887	33,440,887	33,177,887	(0.8)%
Licenses & Permits	1,482,026	1,379,000	1,379,000	1,376,000	(0.2)%
Intergovernmental Revenue	285,667	460,094	460,094	484,672	5.3%
Service Charges:					
General Government	160,130	246,610	246,610	86,610	(64.9)%
Zoning & Subdivision	179,760	167,000	167,000	167,000	0.0%
Plan Check Fees	341,818	303,000	303,000	303,000	0.0%
Engineering Fees	200,653	216,000	216,000	216,000	0.0%
Parks, Recreation & Community Services	2,290,822	2,182,100	2,187,100	2,154,100	(1.5)%
Police Services	222,420	110,000	110,000	102,000	(7.3)%
Other Services	140,186	92,100	92,100	72,300	(21.5)%
<i>Department Revenue COVID-19 impact</i>				<i>(1,536,540)</i>	
Fines & Forfeitures	633,773	591,200	591,200	581,200	(1.7)%
Use of Money & Property	1,121,476	573,360	573,360	584,010	1.9%
Misc Revenue	380,519	58,200	58,200	59,500	2.2%
Subtotal Revenues	40,624,946	39,819,551	39,824,551	37,827,739	(5.0)%
Transfers In	1,452,515	2,382,045	2,382,045	1,320,500	(44.6)%
Total Revenues and Transfers In	42,077,461	42,201,596	42,206,596	39,148,239	(7.2)%
Other Sources			1,353,263		
Total Financing Available	42,155,292	42,701,596	43,559,859	39,148,239	(10.1)%
<u>Appropriations</u>					
Non Departmental	(39,669)				
Administration (Central Administration)	2,225,473	2,844,680	2,798,828	6,351,351	126.9%
Finance (Administrative Services)	6,423,861	7,051,033	7,271,966	3,707,928	(49.0)%
Police	15,007,449	16,090,340	16,452,182	17,358,442	5.5%
Community Development	2,898,888	2,947,003	3,036,576	3,371,389	11.0%
Public Works	6,785,866	7,268,028	7,427,170	7,773,284	4.7%
Parks, Recreation & Community Services	3,470,622	3,622,945	3,726,270	3,887,853	4.3%
Subtotal Appropriations	36,772,490	39,824,029	40,712,992	42,450,247	4.3%
Transfers Out	2,754,655	2,846,867	2,846,867	2,444,573	(14.1)%
Total Use of Funds	39,527,145	42,670,896	43,559,859	44,894,820	3.1%
Unspent Appropriations		325,000			
Ending Fund Balance		355,700			
Surplus/ (Deficit)	2,628,147			(5,746,581)	

General Fund Revenue Detail

	Unaudited Actual FY 2018/19	Adopted Budget FY 2019/20	Amended Budget FY 2019/20	Proposed Budget FY 2020/21	% change from Amended
<u>Taxes</u>					
Real Estate Property Tax	7,397,860	7,690,000	7,690,000	7,690,000	
Property Tax Administration Fee	(111,880)	(113,000)	(113,000)	(113,000)	
Property Tax Redemptions	5,359	6,000	6,000	6,000	
Property Tax in Lieu of VLF	5,092,973	5,220,842	5,220,842	5,220,842	
ERAF Refund	1,739,297	1,530,000	1,530,000	1,530,000	
RDA Property Tax Increment	163,434	169,125	169,125	169,125	
ROPS Residual Property Tax	262,004	360,000	360,000	360,000	
In Lieu Property Taxes/MVMHCC	77,240	80,330	80,330	80,330	
Unsecured Property Tax	140,938	146,600	146,600	146,600	
Supplemental Property Tax	182,080	188,000	188,000	188,000	
Special Assessments Access Fee	(120)	18,000	18,000	0	
Real Property Transfer Tax	360,057	372,948	372,948	372,948	
<i>Property Tax COVID-19 impact</i>				470,000	
General Sales and Use Tax	10,062,658	9,701,020	9,701,020	9,701,020	
Sales and Use Tax Audit Recovery	(4,633)	(5,000)	(5,000)	(5,000)	
General Sales and Use Tax-Measure C	2,712,022	2,700,000	2,700,000	2,700,000	
Public Safety Sales Tax	502,406	500,200	500,200	500,200	
<i>Sales Tax COVID-19 impact</i>				(348,000)	
Hotel Tax	1,821,003	1,826,822	1,826,822	1,826,822	
<i>Hotel Tax COVID-19 impact</i>				(375,000)	
Business License Tax	1,152,050	1,302,000	1,302,000	1,302,000	
Business License Tax-Audit	4,438	2,000	2,000	0	
Franchise Tax Cable Television	979,111	1,090,000	1,090,000	1,100,000	
Franchise Fees PG&E	641,039	650,000	650,000	650,000	
Residential Development Tax	6,360	5,000	5,000	5,000	
Subtotal	33,185,696	33,440,887	33,440,887	33,177,887	(0.8)%
<u>Licenses and Permits</u>					
Building Permits	743,379	670,000	670,000	670,000	
Electric, Plumbing and Mechanical	372,978	352,000	352,000	352,000	
Inspection Fees	255,640	257,000	257,000	257,000	
Grading Inspections Fees	74,629	70,000	70,000	70,000	
Parking Permits	16,261	15,000	15,000	12,000	
Police Permits Preferential Parking	870				
Home Occupation Permit	11,469	9,000	9,000	9,000	
Tree Removal Permits	6,800	6,000	6,000	6,000	
Subtotal	1,482,026	1,379,000	1,379,000	1,376,000	(0.2)%
<u>Intergovernmental Revenue</u>					
Motor Vehicle In-Lieu-Rev Code	26,185	26,500	26,500	26,500	
Secured Homeowners' Exemption	34,146	34,400	34,400	34,400	
Officer Stand and Train POST	45,379	45,250	45,250	47,500	
State Mandated Costs	31,037	4,200	4,200	2,200	
NENA Conference	1,006	2,800	2,800	2,800	
Abandoned Vehicle Program	46,094	42,000	42,000	42,000	
Federal COPE Grant	70,161	134,000	134,000	167,328	
Novato Sanitary District	10,000	10,000	10,000	0	
Novato Unified School District		157,744	157,744	157,744	
North Marin Water District	21,659				
Mass Notification Systems		3,200	3,200	4,200	
Subtotal	285,667	460,094	460,094	484,672	5.3%
<u>Service Charges</u>					
<u>General Government Charges</u>					
Business License Application Fee	16,788	15,000	15,000	15,000	
Business License Application Fee-Audit	224	1,000	1,000	1,000	
Publications and Reports	375	400	400	400	
Administrative Fees	120,002	160,000	160,000		
Administrative Fees-Cost Recovery	7,185	6,500	6,500	6,500	
MVMCC Admin Fees		50,000	50,000	50,000	
NSF Check Charges	210	310	310	310	
Special Event Insurance Reimb.	4,767	4,400	4,400	4,400	
Administrative Fees-Training	10,579	9,000	9,000	9,000	
Subtotal	160,130	246,610	246,610	86,610	(64.9)%

General Fund Revenue Detail

	Unaudited Actual FY 2018/19	Adopted Budget FY 2019/20	Amended Budget FY 2019/20	Proposed Budget FY 2020/21	% change from Amended
<u>Zoning and Subdivision Charges</u>					
Planning Flat Fees	20,115	12,000	12,000	12,000	
Cost Recovery - Private Project	159,645	154,000	154,000	154,000	
Final Site Inspection		1,000	1,000	1,000	
Subtotal	179,760	167,000	167,000	167,000	0.0%
<u>Plan Checking Fees</u>					
Building Plan Check Fees	228,075	200,000	200,000	200,000	
Building Plan Check/Planning	19,888	19,000	19,000	19,000	
Energy Plan Check Fees	93,855	84,000	84,000	84,000	
Subtotal	341,818	303,000	303,000	303,000	0.0%
<u>Engineering Fees</u>					
Engineering Flat Fees	64,131	70,000	70,000	70,000	
Engineering Fees - Cost Recovery		26,000	26,000	26,000	
Final Site Inspection	136,522	120,000	120,000	120,000	
Subtotal	200,653	216,000	216,000	216,000	0.0%
<u>Parks, Recreation, and Community Services</u>					
Recreation Program Fees	1,862,844	1,701,600	1,701,600	1,715,600	
Registration Fees	(152)	10,000	10,000	13,000	
Recreation Team Fees	182,318	205,000	205,000	165,000	
MTSC Membership Fees	11,720	13,000	13,000	13,000	
Instruction Fees - Seniors	172,750	195,000	200,000	200,000	
Recreation Swim Fees	16,665				
Trip and Special Events	18,856	20,000	20,000	18,000	
Concessions	11,030	20,000	20,000	15,000	
Application Fees	8,800	7,500	7,500	8,000	
MTSC Building Fees	5,991	10,000	10,000	6,500	
Subtotal	2,290,822	2,182,100	2,187,100	2,154,100	(1.5)%
<u>Police Service Charges</u>					
DUI Accident	9,419	6,000	6,000	6,000	
Vehicle Impound Fees	38,765	35,000	35,000	35,000	
Special Police Services	112,915	12,000	12,000	12,500	
Alarm Services	43,820	42,000	42,000	36,000	
Record Releases	17,501	15,000	15,000	12,500	
Subtotal	222,420	110,000	110,000	102,000	(7.3)%
<u>Other Service Charges</u>					
Legal Fees Recovered	24,054	30,000	30,000	10,000	
Administration Fee - Consult Contracts	87,009	35,000	35,000	35,000	
Construction Signs	278	300	300	300	
City Surcharge		1,600	1,600	1,600	
Plan Storage Fees	28,845	25,200	25,200	25,400	
Subtotal	140,186	92,100	92,100	72,300	(21.5)%
Service Charges Total	3,535,789	3,316,810	3,321,810	3,101,010	(6.6)%

Department Revenue COVID-19 impact

(1,536,540)

General Fund Revenue Detail

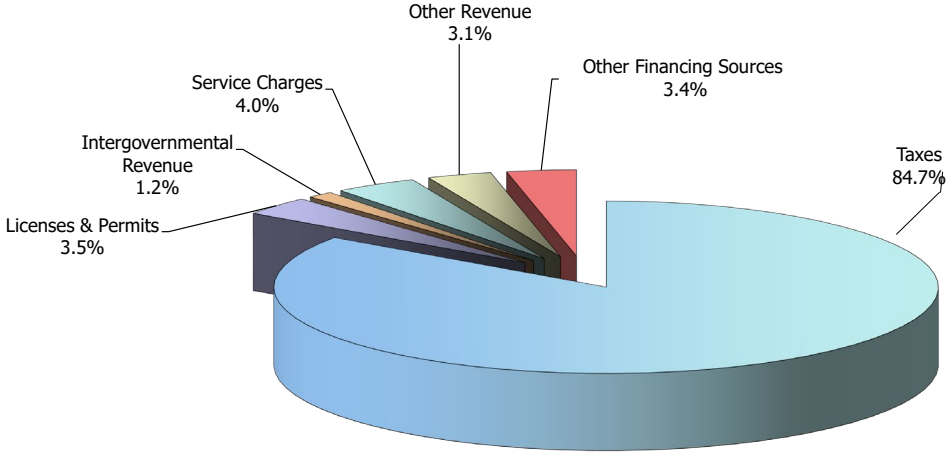
	Unaudited Actual FY 2018/19	Adopted Budget FY 2019/20	Amended Budget FY 2019/20	Proposed Budget FY 2020/21	% change from Amended
<u>Fines, Forfeits and Penalties</u>					
Vehicle Code Fines	228,736	222,200	222,200	222,200	
Code Enf Fines-Hearing Appeals	8,165	10,000	10,000	10,000	
Code Enf Fines-Resale Permit Signs	196,169	190,000	190,000	190,000	
Parking Fines	148,341	130,000	130,000	120,000	
Business License Penalties	45,175	36,000	36,000	36,000	
Business License Penalties - audit	857				
TOT Penalties	3,340				
Cost Recovery Penalties	2,990	3,000	3,000	3,000	
Subtotal	633,773	591,200	591,200	581,200	(1.7)%
<u>Use of Money and Property</u>					
Investment Earnings	117,884	40,000	40,000	40,000	
Investment Earnings -Notes	12,933			6,250	
Investment Earnings -Change in Investment Valuation	590,892				
Investment Earnings - Gain/Loss on Sale of Investments	(151,034)				
Investment Earnings - Misc	662	260	260	260	
Margaret Todd Rents	35,206	37,000	37,000	42,500	
Downtown Building Rents	1,976	2,050	2,050	2,050	
Park Rents	45,220	34,350	34,350	44,350	
Hill Community Room Rents	14,388	12,500	12,500	12,500	
Hamilton Community Center Rents	58,878	45,600	45,600	50,000	
Dog Park		23,600	23,600	23,600	
901 Sherman Ave Rents	9,515	7,000	7,000	8,000	
Other Recreation Facilities	223,376	225,000	225,000	250,000	
O'Hair Property	70,110	72,500	72,500	72,500	
City Owned Properties	26,755	44,000	44,000	20,000	
AT&T Wireless Antenna	1,618	19,500	19,500	2,000	
Rents - Misc	63,097	10,000	10,000	10,000	
Subtotal	1,121,476	573,360	573,360	584,010	1.9%
<u>Miscellaneous Revenue</u>					
Restricted Donations	3,000				
Private Donations-Seniors Citizens	17,025	10,000	10,000	13,000	
Reimbursements - Hamilton Gym	1,520				
Fines	76,099	24,000	24,000	24,000	
Reimbursement	1,525	900	900	900	
District		1,300	1,300		
Maint.				2,500	
Misc. Reimbursements - Van Rideshare	2,000	2,000	2,000	2,000	
Recycling	1,182	1,000	1,000	1,000	
Miscellaneous Reimbursements	9,493	1,000	1,000	1,000	
Bad Debt Write-NSF checks	755	300	300	100	
Brochure Advertising	9,680				
Revenue - Misc.	193,680	5,700	5,700	5,000	
Donation Taken	15,124	12,000	12,000	10,000	
Other Financing Sources	49,436				
Subtotal	380,519	58,200	58,200	59,500	2.2%

General Fund Revenue Detail

	Unaudited Actual FY 2018/19	Adopted Budget FY 2019/20	Amended Budget FY 2019/20	Proposed Budget FY 2020/21	% change from Amended
Total Revenues	40,624,946	39,819,551	39,824,551	37,827,739	(5.0)%
Transfers In					
Measure F		442,545	442,545		
Clean Stormwater Fund		65,000	65,000	65,000	
Subdivision Park - (Quimby)	500	500	500	500	
Gas Tax Fund	817,000	917,000	917,000	917,000	
Measure A Streets	500,000	617,000	617,000		
Development Impact Fund		2,000	2,000		
NPFA	13,000	13,000	13,000	13,000	
Hamilton Trust Fund	122,015	325,000	325,000	325,000	
Subtotal	1,452,515	2,382,045	2,382,045	1,320,500	(44.6)%
Total Revenues and Transfers In	42,077,461	42,201,596	42,206,596	39,148,239	(7.2)%
Other Sources			1,353,263		
Total Financing Available	42,077,461	42,201,596	43,559,859	39,148,239	(10.1)%

**General Fund Revenues by Category
Fiscal Year 2019/20**

D



Taxes	\$33,177,887
Licenses & Permits	1,376,000
Intergovernmental Revenue	484,672
Service Charges	1,564,470
Other Revenue	1,224,710
Other Financing Sources	1,320,500
General Fund Total	\$39,148,239

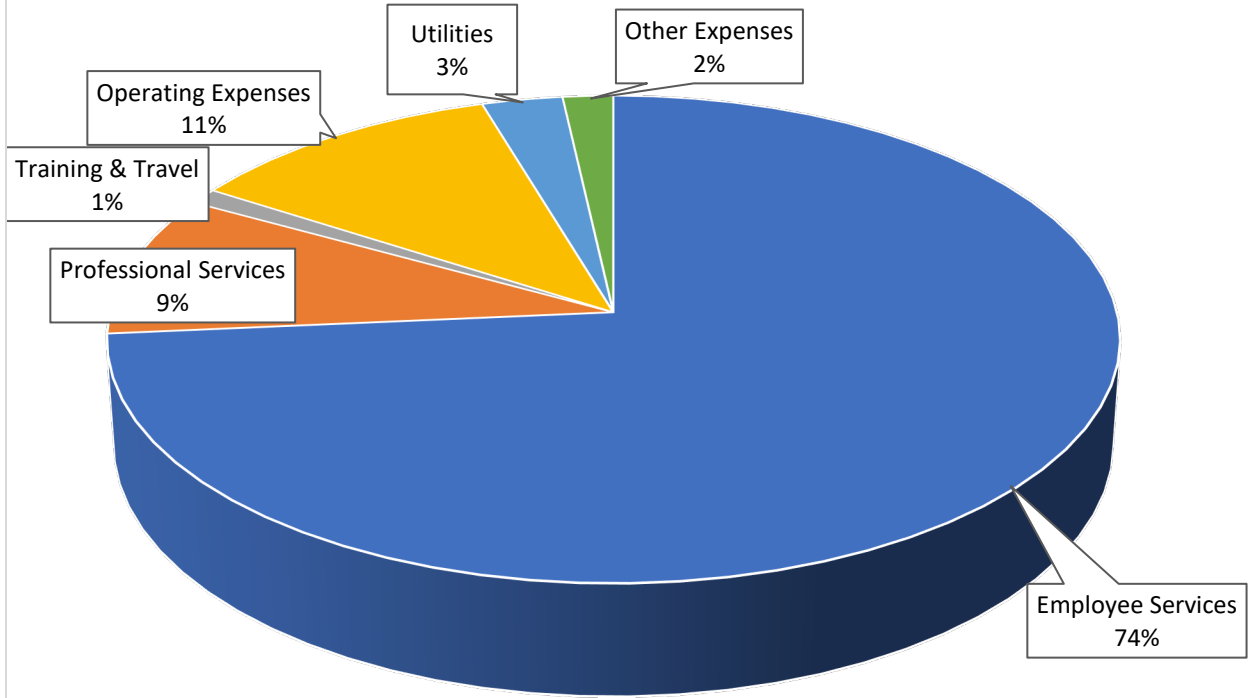
General Fund Appropriation Detail

	Unaudited Actual FY 2018/19	Adopted Budget FY 2019/20	Amended Budget FY 2019/20	Proposed Budget FY 2020/21	% change from Amended
<u>Administration (Central Administration)</u>					
City Council	84,532	83,622	83,891	85,708	2.2%
City Manager	463,803	583,396	592,916	600,250	1.2%
Communications	356,447	479,774	460,851	470,684	2.1%
Economic Development	396,362	508,440	460,874	-	-
Sustainability	-	185,081	185,081	-	-
City Clerk	374,101	541,367	552,215	425,809	(22.9)%
City Attorney	550,228	463,000	463,000	463,000	0.0%
Human Resources	-	-	-	1,181,299	-
Information Technology Services	-	-	-	1,385,094	-
Risk Management	-	-	-	1,739,507	-
Subtotal	2,225,473	2,844,680	2,798,828	6,351,351	126.9%
<u>Finance (Administrative Services)</u>					
Administration	228,937	352,164	367,459	-	-
Human Resources	1,080,266	848,792	873,004	-	35.3%
Finance	1,048,873	814,815	865,236	1,169,322	35.1%
Information Technology Services	1,139,183	1,252,096	1,297,001	-	6.8%
Risk Management	1,155,398	1,305,185	1,305,185	-	33.3%
Citywide Programs	1,771,204	2,477,981	2,564,081	2,538,606	(1.0)%
Subtotal	6,423,861	7,051,033	7,271,966	3,707,928	(49.0)%
<u>Police</u>					
Administration	1,374,051	1,267,688	1,291,140	1,284,645	(0.5)%
Technical Services	2,078,008	1,983,825	2,043,663	2,088,748	2.2%
Professional Standards	667,237	632,616	647,908	701,669	8.3%
Investigations	998,722	1,430,211	1,547,949	1,395,513	(9.8)%
Patrol and K-9	7,872,953	8,618,023	8,712,601	9,827,528	12.8%
Traffic	830,918	914,660	934,465	912,416	(2.4)%
Special Police Services	1,185,560	1,243,317	1,274,456	1,147,923	(9.9)%
Subtotal	15,007,449	16,090,340	16,452,182	17,358,442	5.5%
<u>Community Development</u>					
Administration	273,898	216,426	220,929	228,938	3.6%
Economic Development	-	-	-	375,529	-
Sustainability	158,464	-	-	-	-
Code Enforcement and Inspection	347,125	383,158	397,152	453,031	14.1%
Planning	850,330	1,010,715	1,040,512	994,770	(4.4)%
Clerical Support Services	349,774	454,677	470,906	440,678	(6.4)%
Building Inspection	919,297	882,027	907,077	878,443	(3.2)%
Subtotal	2,898,888	2,947,003	3,036,576	3,371,389	11.0%

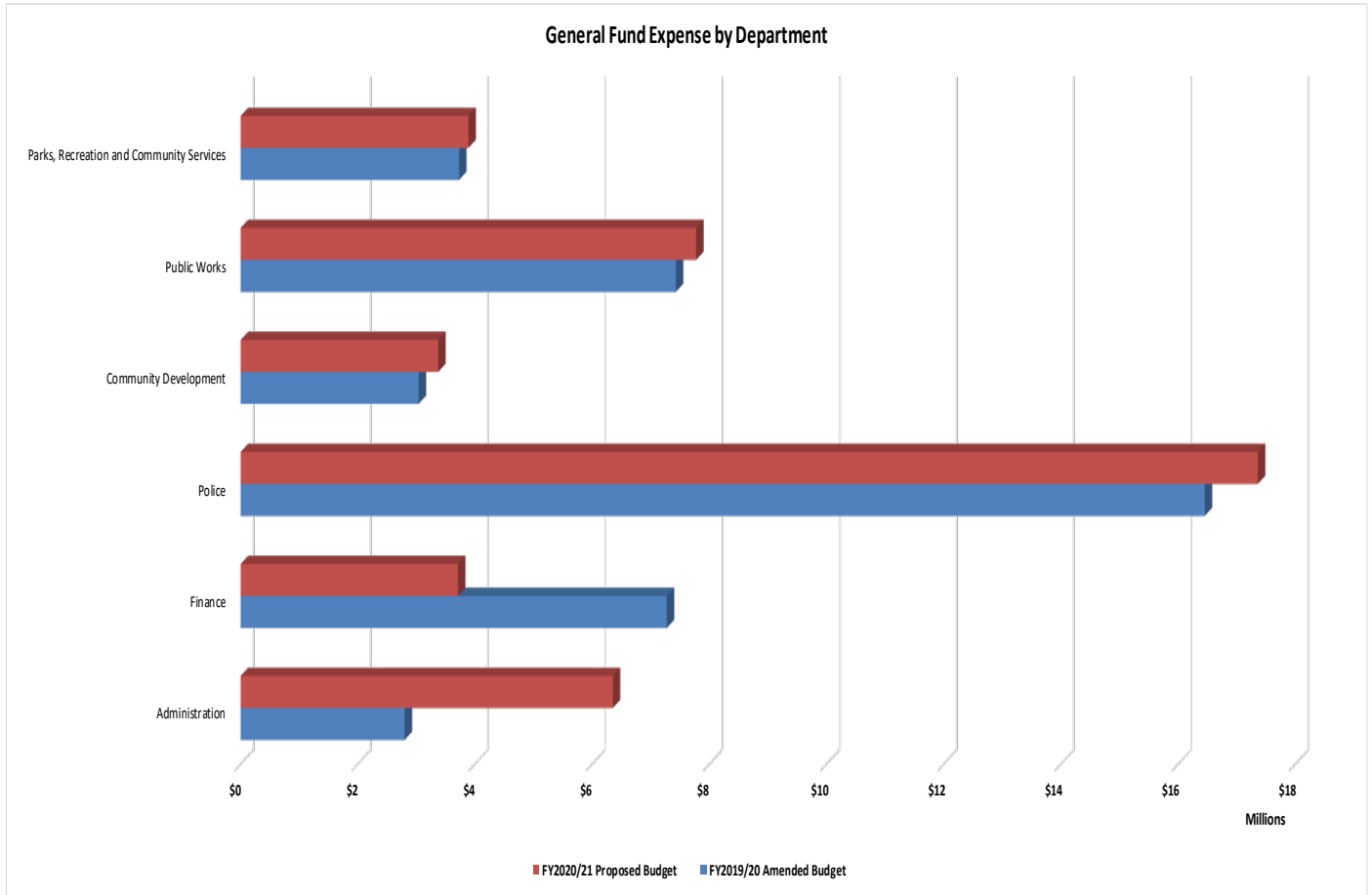
General Fund Appropriation Detail

	Unaudited Actual FY 2018/19	Adopted Budget FY 2019/20	Amended Budget FY 2019/20	Proposed Budget FY 2020/21	% change from Amended
Public Works					-
Engineering Administration	686,647	690,500	703,607	731,310	3.9%
Engineering Operations	782,836	816,199	835,304	835,157	(0.0)%
Sustainability	-	-	-	199,625	-
Project Development	119,244	181,899	188,770	244,799	29.7%
Capital Projects Engineering	494,870	675,305	695,292	570,487	(18.0)%
<i>Less : Capital Projects Reimbursement</i>	<i>(803,347)</i>	<i>(799,000)</i>	<i>(799,000)</i>	<i>(799,000)</i>	-
Maintenance Administration	397,111	402,868	409,828	509,656	24.4%
Street Maintenance	1,306,996	1,413,757	1,440,103	1,522,830	5.7%
Traffic Operations	224,221	352,501	355,204	375,065	5.6%
Island Maintenance	687,731	780,007	804,228	804,425	0.0%
Parks Maintenance	1,341,006	1,196,243	1,211,807	1,134,270	(6.4)%
Building Maintenance	1,548,551	1,557,749	1,582,027	1,644,660	4.0%
Subtotal	6,785,866	7,268,028	7,427,170	7,773,284	4.7%
Parks, Recreation, and Community Services					
Administration	660,846	665,266	692,947	667,128	(3.7)%
Child Care and Enrichment	770,266	802,940	818,237	849,532	3.8%
Senior Citizens	442,608	364,679	381,682	464,674	21.7%
Athletics Programs	1,596,902	1,790,060	1,833,404	1,906,519	4.0%
Subtotal	3,470,622	3,622,945	3,726,270	3,887,853	4.3%
Non Departmental	(39,669)				
SUBTOTAL APPROPRIATIONS	36,772,490	39,824,029	40,712,992	42,450,247	4.3%
Transfers Out					
Insurance Reserve	25,625	-	-	-	-
Emergency Response & Disaster Reserve	-	3,463	3,463	-	-
Long-Term Maintenance-Facilities	281,875	150,000	150,000	500,000	233.3%
Long-Term Maintenance-Infrastructure	499,090	250,000	250,000	-	-
Police Special Projects	7,000	7,000	7,000	7,000	-
Capital Projects	280,578	617,000	617,000	-	-
Debt Service-POB	1,339,487	1,392,834	1,392,834	1,454,387	4.4%
Equipment Maintenance	-	200,000	200,000	-	-
Equipment Replacement	321,000	226,570	226,570	483,186	113.3%
Subtotal	2,754,655	2,846,867	2,846,867	2,444,573	(14.1)%
TOTAL APPROPRIATIONS	39,527,145	42,670,896	43,559,859	44,894,820	3.1%

General Fund Appropriations by Category FY 2020/21



Employee Services	\$31,243,867
Professional Services	\$3,976,496
Training & Travel	\$446,009
Operating Expenses	\$4,806,245
Utilities	\$1,217,480
Other Expenses	<u>\$760,150</u>
General Fund Total	\$42,450,247



General Fund Revenue Detail History

	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Unaudited Actual 2018/19
<u>Taxes</u>				
Secured Property Taxes	6,261,795	6,649,712	6,942,233	7,397,860
Property Tax Administration Fee	(84,791)	(105,232)	(108,647)	(111,880)
Property Tax in Lieu of 1/4 Sales Tax	1,638,144			
Property Tax Redemptions				5,359
Property Tax in Lieu of VLF	4,363,020	4,593,231	4,834,069	5,092,973
ERAF Refund	1,221,315	1,495,087	1,519,947	1,739,297
RDA Property Tax Increment	144,213	151,276	156,912	163,434
ROPS Residual Property Tax	474,134	514,871	274,117	262,004
In Lieu Property Taxes/MVMHCC	72,408	73,800	75,768	77,240
Property Taxes/Unsecured	129,270	132,445	138,034	140,938
Supplemental Assessments	195,943	158,570	182,531	182,080
Special Assessments Access Fee				(120)
Real Property Transfer Taxes	443,159	284,070	368,485	360,057
Sales and Use Taxes	7,387,264	8,539,096	9,521,781	10,062,658
Sales and Use Tax Audit Recovery				(4,633)
Sales Tax-Measure C	501,774	2,407,257	2,615,894	2,712,022
Sales Tax-Public Safety	451,003	430,495	484,053	502,406
Hotel Taxes (TOT)	1,645,111	1,647,873	1,773,629	1,821,003
Business License Taxes	1,068,446	1,185,298	1,292,676	1,152,050
Business License Tax-Audit				4,438
Franchise Tax Cable Television	1,624,400	1,689,146	1,706,149	979,111
Franchise Fees PG&E				641,039
Residential Development Tax	3,510	6,330	4,160	6,360
Subtotal	27,540,118	29,853,325	31,781,791	33,185,696
<u>Licenses and Permits</u>				
Building Permits	535,587	611,779	593,231	743,379
Electrical, Plumbing, Mechanical	241,072	347,568	324,132	372,978
Inspection Fees-Code Compliance	80,375	81,533	82,444	255,640
Residential Resale Inspection	192,894	179,486	171,315	
Grading & Inspections-Eng	43,808	63,146	92,629	74,629
Parking Permits	2,610	4,925	3,922	16,261
Police Permits Preferential Parking				870
Home Occupation Permit	10,164	13,090	12,628	11,469
Tree Removal Permit	8,460	7,400	4,600	6,800
Subtotal	1,114,970	1,308,927	1,284,901	1,482,026

General Fund Revenue Detail History

	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Unaudited Actual 2018/19
<u>Intergovernmental Revenue</u>				
Motor Vehicle In-Lieu	21,617	24,527	28,700	26,185
Homeowners' Exemption	35,337	34,516	34,445	34,146
POST Reimbursements	27,208	8,165	25,580	45,379
Mandated Cost Reimb	4,599	41,683	17,054	31,037
State Emergency Telephone				
NENA Conference				1,006
SMIP Fees	352	716		
Abandoned Vehicle Program	39,156	38,884	41,976	46,094
Federal COPE Grant	134,000	108,875	139,156	70,161
Federal COPS Grant	113,305			
Health & Human Services Grant	50,000	32,453	2,026	
Other Grants				
NC3TF Reimbursement	117,903	109,462	70,186	
Novato Sanitary District	10,000	10,000	10,000	10,000
North Marin Water District	2,400	1,200		21,659
Reimbursement-Other Agencies	2,867	7,215	38,024	
Miscellaneous	375	539	282	
Subtotal	559,119	418,235	407,429	285,667
<u>Service Charges</u>				
General Government Charges	186,594	407,777	244,149	160,130
Zoning & Subdivision Charges	208,739	205,159	222,006	179,760
Plan Checking Fees	188,074	232,426	226,400	341,818
Engineering Fees	97,022	156,168	140,451	200,653
Police Service Charges	115,207	107,498	137,001	222,420
Other Service Charges	167,344	155,560	149,078	140,186
Subtotal	962,980	1,264,588	1,119,085	1,244,967
<u>Parks, Recreation, and Community Services</u>				
	2,155,774	2,261,067	2,104,985	2,290,822

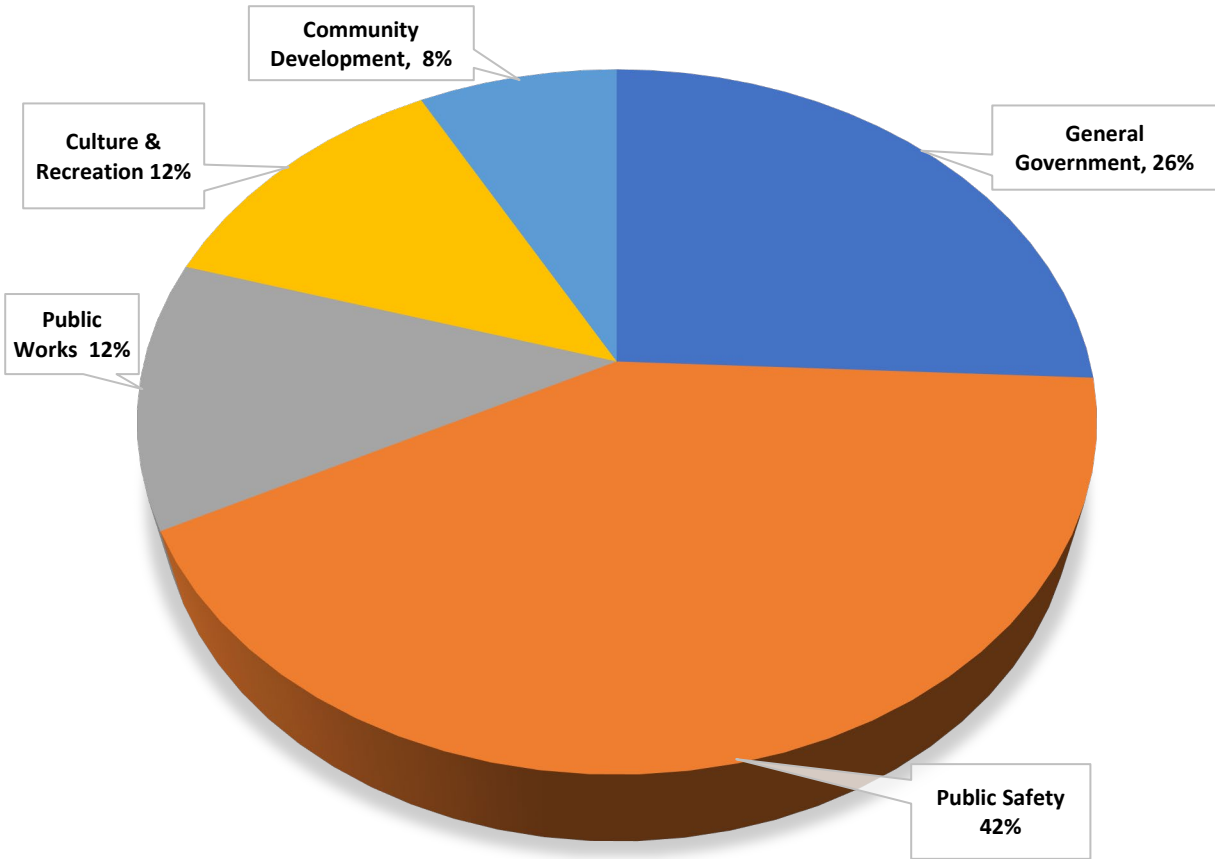
General Fund Revenue Detail History

	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Unaudited Actual 2018/19
<u>Fines, Forfeits and Penalties</u>				
Vehicle Code Fines	220,302	237,059	212,615	228,736
Conde Enf Fines	209,208	235,321	214,679	204,334
Parking Fines	99,244	116,929	142,636	148,341
Business License Penalties	9,071	15,957	21,481	46,032
TOT Penalties				3,340
Cost Recovery Penalties	12,009	4,910	9,281	2,990
Subtotal	549,834	610,176	600,692	633,773
<u>Use of Money and Property</u>				
Investment Earnings	37,230	97,982	104,384	117,884
Investment Earnings - Other	345,505	(268,990)	(323,415)	453,453
Investment Earnings/Cont. Rsrv.	494	0	0	0
Margaret Todd Rental	40,033	34,730	52,630	35,206
Downtown Bldgs. Custodial Fees	2,351	3,916	2,512	11,491
Hamilton Commissary/Center	0	0		58,878
Rental Income/O'Hair	64,526	68,814	71,565	70,110
Other Property Rental	238,186	235,940	263,694	327,616
Parks	49,294	43,742	46,233	45,220
Bus Shelter Advertising	76,740	76,740	38,370	0
AT&T Wireless Antenna				1,618
Subtotal	854,359	292,874	255,973	1,121,476
<u>Miscellaneous Revenue</u>				
Donations/Contributions	13,000	13,000	13,800	20,025
Sale of Property	1,256	997	0	0
Misc Reimbursements	282,618	58,106	63,055	92,574
Brochure Advertising	9,020	9,240	10,980	9,680
Other Revenue	0	25,197	22,710	193,680
Insurance/Litigation Settlements	706	500		0
Donation Taken				15,124
Other Financing Sources				49,436
Subtotal	306,600	107,040	110,545	380,519
Subtotal Revenues	34,043,754	36,116,232	37,665,401	40,624,946

General Fund Revenue Detail History

	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Unaudited Actual 2018/19
<u>Other Financing Sources</u>				
<u>Transfers In</u>				
Clean Stormwater	0	100,000	70,000	
Development Impact Fees	78,919	45,677	16,379	
Gas Tax	817,000	817,000	817,000	817,000
Hamilton Trust	254,119	302,334	251,811	122,015
Measure A Streets				500,000
Measure A Parks	22,176			
Measure F Sales Tax				
NPFA Capital Projects	13,000	13,000	13,000	13,000
Subdivision Trust (Quimby)	500	500	500	500
Other	68,741			
<u>Debt Proceeds/Equity Transfers</u>				
Miscellaneous	750,000	1,711,962		
Subtotal	2,004,455	2,990,473	1,168,690	1,452,515
<u>Total Revenues & Transfers</u>				
	36,048,209	39,106,705	38,834,091	42,077,461

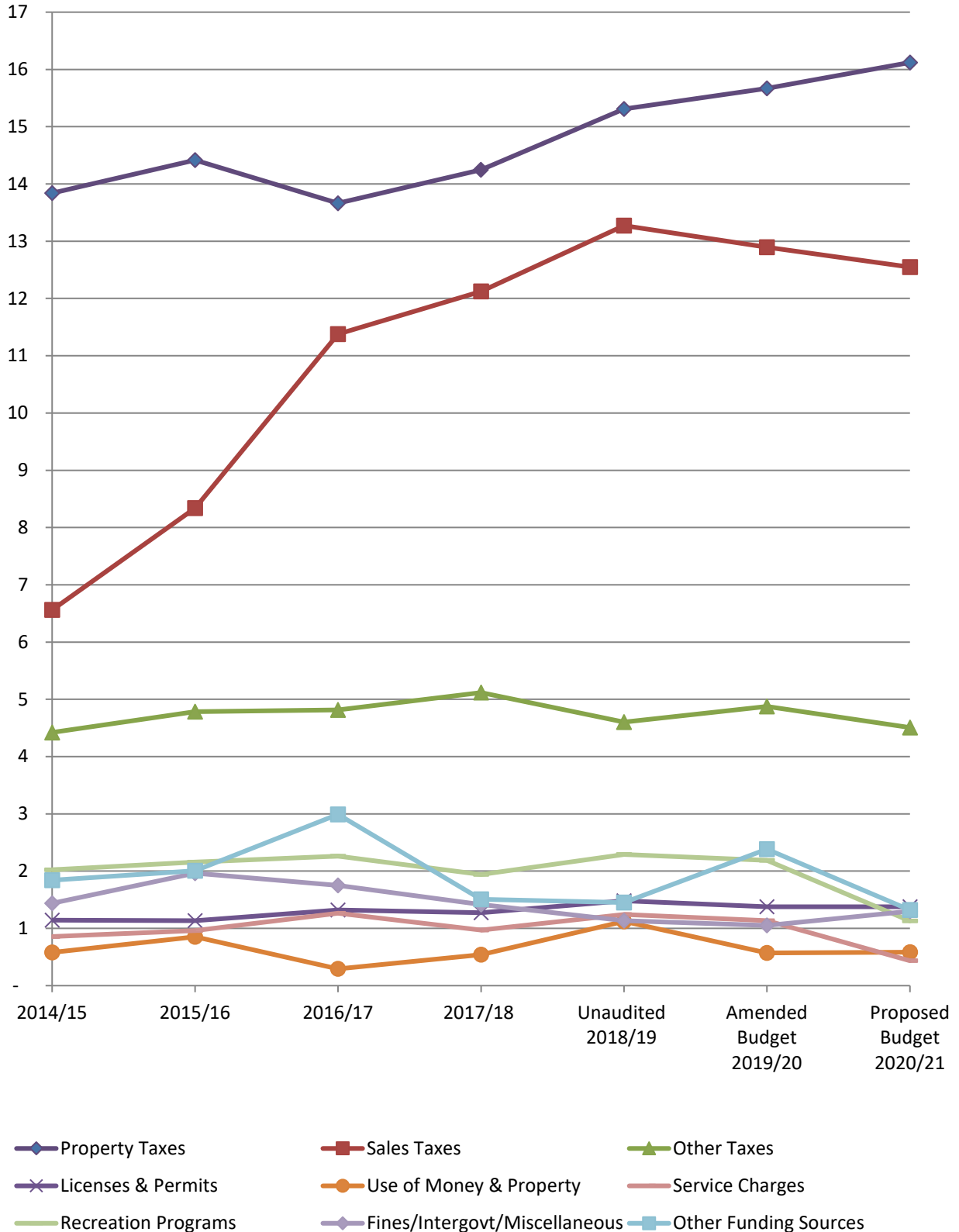
General Fund Appropriation by Function FY 2020/21



General Government	\$11,559,697
Public Safety	\$18,720,817
Public Works	\$5,495,273
Culture & Recreation	\$5,570,754
Community Development	<u>\$3,548,279</u>
General Fund Total	\$44,894,820

General Fund Revenue History by Source Fiscal Years 2014/15 - 2020/21

\$ Millions



General Fund Appropriation Detail History

	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Unaudited Actual 2018/19
<u>Central Administration</u>				
City Council	82,836	74,213	78,859	84,532
City Manager	965,149	1,028,131	417,617	463,803
Communications				356,447
Economic Development			712,405	396,362
City Clerk	364,620	243,119	432,732	374,101
City Attorney	728,746	777,073	465,823	550,228
Subtotal	2,141,351	2,122,536	2,107,436	2,225,473
<u>Administrative Services</u>				
Administration	305,604	221,925	155,889	228,937
Human Resources	794,856	897,385	905,445	1,080,266
Finance	671,464	711,026	690,997	1,048,873
Information Technology Services	1,066,335	1,162,070	1,163,086	1,139,183
Risk Management				1,155,398
Citywide Programs	2,128,217	2,276,006	3,421,277	1,771,204
Subtotal	4,966,476	5,268,412	6,336,694	6,423,861
<u>Police</u>				
Administration	1,108,350	1,162,987	1,341,881	1,374,051
Technical Services	1,725,304	1,799,421	2,008,352	2,078,008
Professional Standards	483,720	576,898	655,110	667,237
Investigations	628,026	901,033	960,195	998,722
Patrol	7,328,188	7,236,537	7,646,230	7,872,953
Traffic	760,677	758,022	707,774	830,918
Special Police Services	928,640	1,114,195	1,178,818	1,185,560
Subtotal	12,962,905	13,549,093	14,498,360	15,007,449
<u>Community Development</u>				
Administration	189,561	201,343	333,865	273,898
Sustainabililty				158,464
Code Enforcement	311,130	340,046	351,511	347,125
Planning	659,724	766,669	860,504	850,330
Clerical Support Services	317,090	346,921	364,399	349,774
Building	599,710	764,775	788,403	919,297
Subtotal	2,077,215	2,419,754	2,698,682	2,898,888

General Fund Appropriation Detail History

	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Unaudited Actual 2018/19
Public Works				
Engineering Administration	671,747	612,010	714,964	686,647
Engineering Operations			19,697	782,836
Private Project Engineering	310,714	277,848	367,105	119,244
Capital Projects Engineering	220,330	370,994	74,846	(308,477)
Maintenance Administration	369,750	430,029	354,725	397,111
Street Maintenance	1,108,909	1,237,329	1,231,823	1,306,996
Traffic Operations	396,562	447,421	382,400	224,221
Street Tree/Parkway Maint.	334,273	394,247	389,941	687,731
Parks Maintenance	1,428,202	1,483,086	1,441,274	1,341,006
Building Maintenance	1,258,278	1,404,110	1,415,357	1,548,551
Subtotal	6,098,765	6,657,074	6,392,132	6,785,866
Parks, Recreation & Community Services				
Administration	805,576	735,907	522,256	660,846
Childcare and Enrichment	771,429	775,123	758,335	770,266
Cultural Programs/Museum Admin.	8,806	9,205	7,075	
Senior Programs	318,885	353,075	445,016	442,608
Athletics Programs	1,471,660	1,575,606	1,574,018	1,596,902
Subtotal	3,376,356	3,448,916	3,306,700	3,470,622
Non Departmental				(39,669)
Subtotal Expenditures	31,623,068	33,465,785	35,340,004	36,772,490
Transfers Out				
Successor Agency Admin				
General Plan Surcharge				
Hamilton CFD				
Subdivision Park Trust			352,479	
Development Impact Fees			931,637	
Police Special Projects	7,000	7,000	7,000	7,000
Insurance Reserve		300,000		25,625
Emergency Response Reserve	699,792	1,205,319	592,624	
Capital Improvement Projects	271,939	86,658	171,237	280,578
Long-Term Maintenance-Facilities	558,625	572,600	586,915	281,875
Long-Term Maintenance-Infrastructure	558,625	572,600	400,000	499,090
Debt Service Fund-POB	1,188,672	1,241,631	1,143,529	1,339,487
Equipment Replacement	399,000	462,000	462,000	321,000
Other Financing Uses				
Extraordinary Loss			1,219,397	
Other Uses			1,498	
Land Purchase / Passthru Payment	778,087	1,543,687	101,207	
Equity Transfer				
Interfund Loan Interest				
Subtotal	4,461,740	5,991,495	5,969,523	2,754,655
Total Expenditures & Transfers	36,084,808	39,457,280	41,309,527	39,527,145

Revenue Detail History by Fund

	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget	Proposed Budget 2020/21
						-OR- Projected Actual ¹ 2019/20	
General Fund (101)							
Taxes	27,540,118	29,853,325	31,781,791	33,185,696	33,440,887	33,440,887	33,177,887
Licenses and Permits	1,114,970	1,308,927	1,284,901	1,482,026	1,379,000	1,379,000	1,376,000
Intergovernmental Revenue	559,119	418,235	407,429	285,667	460,094	460,094	484,672
Service Charges	3,118,754	3,525,655	3,224,070	3,535,789	3,316,810	3,321,810	3,101,010
<i>Department Revenue Covic-19 impact</i>				--	--	--	<i>(1,536,540)</i>
Fines, Forfeits and Penalties	549,834	610,176	600,692	633,773	591,200	591,200	581,200
Use of Money and Property	854,359	292,874	255,973	1,121,476	573,360	573,360	584,010
Miscellaneous Revenue	306,600	107,040	110,545	380,519	58,200	58,200	59,500
Totals	34,043,754	36,116,232	37,665,401	40,624,946	39,819,551	39,824,551	37,827,739
Measure F Sales Tax (111)							
Investment Earnings	98,797	136,014	124,589	20,871	75,000	75,000	0
Sales Tax	3,739,015	46,089	23,205	182,338	7,500	7,500	0
Other	14,985	12,888	4,519	5,755	17,500	17,500	0
Totals	3,852,797	194,991	152,313	208,964	100,000	100,000	0
City Owned Property (112)							
Investment Earnings		877	24,645	58,794	Consolidated with Fund 116		
Proceeds from Property Sales		500,018	1,997,723	3,450			
Totals	0	500,895	2,022,368	62,244	--	--	--
Successor Agency (113) <i>(To be Dissolved into RDA -802)</i>							
Intergovernmental	91,060	67,384	67,384	67,384	Dissolved to RDA Fund		
Totals	91,060	67,384	67,384	67,384	--	--	--
Pension Reserve Fund (114)							
Investment Earnings	9	13	17	32	15	15	15
Totals	9	13	17	32	15	15	15
Self Insurance Fund (115)							
Investment Earnings	7,173	6,402	7,018	14,138	6,500	6,500	0
Other		22,400	106,385	14,300	0	0	0
Totals	7,173	28,802	113,403	28,438	6,500	6,500	0
Emergency and Disaster Response Reserve (116)							
Investment Earnings		3,030		1,906	0	0	0
Totals	0	3,030	0	1,906	0	0	0
Civic Center (117)							
Investment Earnings	907	1,256	1,486	2,368	1,175	1,175	1,000
Totals	907	1,256	1,486	2,368	1,175	1,175	1,000
Long-Term Maintenance-Facilities (118)							
Investment Earnings	6,607	9,604	13,662	26,479	9,200	9,200	2,800
Energy Rebates	2,549		5,930	0	0	0	0
Totals	9,156	9,604	19,592	26,479	9,200	9,200	2,800
Long-Term Maintenance-Infrastructure (119)							
Investment Earnings	3,897	8,376	8,977	9,048	7,600	7,600	7,600
Totals	3,897	8,376	8,977	9,048	7,600	7,600	7,600
Risk Mitigation Reserve (121)							
Investment Earnings					--	--	--
Totals	0	0	0	--	--	--	--
Affordable Housing Programs (210)							
Investment Earnings	8,256	42,923	38,238	30,497	12,750	12,750	12,750
Housing Program Fees	171,374	96,313	114,609	103,947	110,000	110,000	110,000

Revenue Detail History by Fund

	Previous	Previous	Previous	Unaudited	Adopted	Amended Budget	Proposed
	Actual	Actual	Actual	Actual	Budget	-OR- Projected Actual ¹	Budget
	2015/16	2016/17	2017/18	2018/19	2019/20	2019/20	2020/21
Other	43,893	38,127	8,868	123,957	0	0	0
Totals	223,523	177,363	161,715	258,401	122,750	122,750	122,750
Clean Stormwater (211)							
Investment Earnings	(738)	(523)	456	(192)	625	625	625
Special Assessments	369,956	351,229	369,240	353,902	370,000	370,000	369,000
Totals	369,218	350,706	369,696	353,710	370,625	370,625	369,625
Underground Utility (212)							
Investment Earnings	6,625	9,156	11,717	23,054	8,250	8,250	8,250
Totals	6,625	9,156	11,717	23,054	8,250	8,250	8,250
Parking Improvement Fund (213)							
Investment Earnings	489	670	675	75	75	50	0
Totals	489	670	675	75	75	50	0
Subdivision Park Trust (Quimby Fees) (214)							
Investment Earnings	6,273	5,523	2,994	14,135	3,500	3,500	3,500
In-Lieu Fees	7,644		43,152	235,785	350,000	350,000	50,000
Totals	13,917	5,523	46,146	249,920	353,500	353,500	53,500
Art in Public Places (215)							
Developer in Lieu Fees	7,855	9,250	23,697	35,830	1,500	1,500	10,000
Investment Earnings	859	1,144	1,541	32,603	1,125	1,125	1,125
Totals	8,714	10,394	25,238	68,433	2,625	2,625	11,125
General Plan Surcharge (216)							
Service Charges	75,450	92,573	87,125	90,000	80,000	80,000	76,000
Investment Earnings	3,157	3,398	4,232	8,065	3,050	3,050	21,900
Other			56,767				
Totals	78,607	95,971	148,124	98,065	83,050	83,050	97,900
Automation Surcharge (217)							
Service Charges	79,584	98,649	94,137	114,537	85,000	85,000	81,000
Investment Earnings	1,146	1,126	1,038	1,640	825	825	785
Totals	80,730	99,775	95,175	116,177	85,825	85,825	81,785
Hamilton Community Facilities District (218)							
Investment Earnings	2,393	2,496	3,232	6,765	1,750	1,750	1,488
Special Assessments	561,497	575,762	569,119	559,538	595,905	595,905	566,110
Other	230,000	230,000	230,000	230,000	230,000	230,000	230,000
Totals	793,890	808,258	802,351	796,303	827,655	827,655	797,598
Pointe Marin Community Facilities District (219)							
Investment Earnings	3,878	5,407	7,182	15,051	4,550	4,550	4,550
Special Assessments	193,667	187,285	188,285	181,593	191,698	191,698	191,698
Totals	197,545	192,692	195,467	196,644	196,248	196,248	196,248
Hamilton Arts Center (220)							
Investment Earnings	6,780	8,029	11,971	12,000	6,600	6,600	5,000
Rental Income	416,757	460,318	458,074	454,393	463,500	400,000	450,000
Totals	423,537	468,347	470,045	466,393	470,100	406,600	455,000
Chapter 27 Assessments (221)							
Investment Earnings	1,609	2,228	2,854	5,622	2,300	2,300	2,300
Service Charges	355	336	316	297	0	3,169	300
Totals	1,964	2,564	3,170	5,919	2,300	5,469	2,600
Landscape Assessment District - San Marin (222)							
Investment Earnings	143	243	413	932	385	385	550
Special Assessments	53,279	54,739	56,748	58,574	64,343	64,343	66,252

Revenue Detail History by Fund

	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget -OR- Projected Actual ¹ 2019/20	Proposed Budget 2020/21
Totals	53,422	54,982	57,161	59,506	64,728	64,728	66,802
Landscape Assessment District - Country Club (223)							
Investment Earnings	472	654	836	1,644	760	760	760
Totals	472	654	836	1,644	760	760	760
Landscape Assessment District - Wildwood Glen (224)							
Investment Earnings	15	11	60	205	100	100	100
Special Assessments	9,189	9,470	9,799	10,095	10,606	10,606	10,606
Totals	9,204	9,481	9,859	10,300	10,706	10,706	10,706
Landscape Assessment District - Hillside (225)							
Investment Earnings	307	445	657	1,552	610	610	680
Special Assessments	17,340	20,400	21,098	21,098	22,746	22,746	23,000
Other	2,252			0	0	0	0
Totals	19,899	20,845	21,755	22,650	23,356	23,356	23,680
Landscape Assessment District - Downtown Landscape Lighting (226)							
Investment Earnings	693	990	1,312	2,655	1,025	1,025	1,025
Special Assessments	5,873	6,038	6,204	6,372	6,685	6,685	6,685
Totals	6,566	7,028	7,516	9,027	7,710	7,710	7,710
San Pablo Assessment District (227)							
Investment Earnings	243	404	552	1,163	440	440	470
Special Assessments	13,143	13,500	13,547	13,547	14,256	14,256	14,256
Totals	13,386	13,904	14,099	14,710	14,696	14,696	14,726
Scottsdale Assessment District (228)							
Investment Earnings	68	94	121	238	100	100	100
Totals	68	94	121	238	100	100	100
Gas Tax Fund (229)							
Intergovernmental Revenue	1,185,578	1,061,613	1,488,554	2,135,294	2,832,310	1,996,722	1,597,378
Investment Earnings	8,255	10,288	12,206	33,012	14,000	14,000	14,000
Totals	1,193,833	1,071,901	1,500,760	2,168,306	2,846,310	2,010,722	1,611,378
Special Projects Fund (231)							
Investment Earnings	783	1,257	1,135	2,036	780	780	780
Other	44,865	5,896	26,820	12,224	6,000	6,000	2,000
Intergovernmental Revenue	99,452	62,861	121,966	136,442	90,000	90,000	105,000
Totals	145,100	70,014	149,921	150,702	96,780	96,780	107,780
State COPS Grant Fund (232)							
Intergovernmental Revenue	173,027	187,741	144,934	155,402	100,000	100,000	135,000
Totals	173,027	187,741	144,934	155,402	100,000	100,000	135,000
Operating Grants Fund (233)							
Investment Earnings	266	351	444	872	355	355	355
Cal Recycle Grant							151,400
Totals	266	351	444	872	355	355	151,755
Capital Grants Fund (234)							
Intergovernmental Revenue	631,488	1,148,341	172,399	1,948,000	7,251,792	4,295,629	4,301,000
Totals	631,488	1,148,341	172,399	1,948,000	7,251,792	4,295,629	4,301,000
Marin County Street Improvements/VRF (Measure B) (235)							
Intergovernmental		456,206			450,000	437,013	
Investment Earnings	452	2,188	5,480	10,817	4,260	4,260	4,260
Totals	452	458,394	5,480	10,817	454,260	441,273	4,260
Street Improvement Projects (Measure A) (236)							

Revenue Detail History by Fund

	Amended Budget						
	Previous Actual	Previous Actual	Previous Actual	Unaudited Actual	Adopted Budget	-OR- Projected Actual ¹	Proposed Budget
	2015/16	2016/17	2017/18	2018/19	2019/20	2019/20	2020/21
Intergovernmental	552,175	588,510	1,054,263	597,496	3,175,396	1,473,046	881,792
Investment Earnings	11,287	10,651	6,833	36,857	16,250	16,250	16,250
Totals	563,462	599,161	1,061,096	634,353	3,191,646	1,489,296	898,042
Parks Measure A (237)							
Intergovernmental	384,922	390,710	405,716	429,993	435,000	435,697	300,000
Investment Earnings	2,837	5,162	5,658	5,728	2,310	2,310	2,310
Totals	387,759	395,872	411,374	435,721	437,310	438,007	302,310
Clean Stormwater Capital Improvement Projects (238)							
Investment Earnings	1,659	1,822	2,685	6,359	2,460	2,460	2,460
Totals	1,659	1,822	2,685	6,359	2,460	2,460	2,460
Street and Storm Drain Maintenance (239)							
Investment Earnings	1,787	2,472	3,162	6,223	2,490	2,490	2,490
Totals	1,787	2,472	3,162	6,223	2,490	2,490	2,490
Restricted Revenue (240)							
Project Fees	1,669	383	296,863	389,501	460,308	131,042	50,000
Investment Earnings				0	0	0	0
Totals	1,669	383	296,863	389,501	460,308	131,042	50,000
Development Impact Fees (241)							
Investment Earnings	81,067	107,135	129,433	288,732	120,000	120,000	120,000
- Streets & Intersections	269,370	111,900	39,329	841,111	95,000	95,000	95,000
- Recreational & Cultural Facilities	91,993	81,185	34,628	26,226	65,000	65,000	65,000
- Civic Facilities	24,199	14,996	6,209	53,842	15,000	15,000	15,000
- Transit/Bicycle Facilities	11,371	3,839	1,351	28,407	6,000	6,000	6,000
- Corporation Yard	5,836	2,439	850	17,649	5,000	5,000	5,000
- General Governmental Systems	10,127	6,525	2,694	23,763	9,000	9,000	9,000
- Open Space	24,731	17,404	7,491	65,991	20,000	20,000	20,000
- Drainage	39,956	31,874	11,815	50,152	35,000	35,000	35,000
Totals	558,650	377,297	233,800	1,395,873	370,000	370,000	370,000
Community Facilities Maintenance & Contingency (242)							
Investment Earnings	2,447	756	(51)	0	0	0	0
Totals	2,447	756	(51)	0	0	0	0
Novato Public Financing Authority Capital Projects (243)							
Investment Earnings	6,175	9,367	4,205	2,788	1,125	1,125	1,125
Rental Income	38,375	39,490	40,681	41,200	43,500	43,500	43,500
Lease Payments			155,950	155,950	155,950	155,950	155,950
Debt Proceeds				0	0	0	0
Totals	44,550	48,857	200,836	199,938	200,575	200,575	200,575
Debt Service Fund - General Obligation Bonds (501)							
Taxes	1,778,128	1,845,806	1,976,812	1,820,247	1,484,879	1,484,879	1,514,577
Investment Earnings	6,715	10,269	16,391	29,744	8,100	8,100	8,100
Totals	1,784,843	1,856,075	1,993,203	1,849,991	1,492,979	1,492,979	1,522,677
Equipment/Vehicle Maintenance (601)							
Charges to Departments	653,480	639,208	635,042	595,119	841,247	841,247	841,247
Other				1,468	0	0	0
Totals	653,480	639,208	635,042	596,587	841,247	841,247	841,247
Equipment/Vehicle Replacement (602)							
Charges to Departments	724,091	731,258	704,327	553,043	567,444	226,570	567,444
Investment Earnings	29,290	163,523	72,868	132,440	47,500	47,500	47,500
Other	57,837	14,725		54,006	10,000	10,000	10,000
Totals	811,218	909,506	777,195	739,489	624,944	284,070	624,944

Revenue Detail History by Fund

	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget -OR- Projected Actual ¹ 2019/20	Proposed Budget 2020/21
Information Technology Replacement Fund (603)							
Charges to Departments		39,859	95,000	75,898	95,000	95,000	95,000
Investment Earnings	5	2,666	4,298	8,717	3,925	3,925	3,925
Other				0	0	0	0
Totals	5	42,525	99,298	84,615	98,925	98,925	98,925
Marin Valley Mobile Country Club (651)							
Investment Earnings	26,478	39,463	38,000	117,372	42,000	42,000	42,000
Rental Income	2,393,892	2,403,750	2,411,864	2,412,543	2,412,086	2,412,086	2,420,792
Utility Reimbursements	695,461	742,355	740,708	800,450	827,051	827,051	877,833
Grants				0	0	0	
Other	12,867	154,842	10,393	8,872	6,660	6,660	200
Totals	3,128,698	3,340,410	3,200,965	3,339,237	3,287,797	3,287,797	3,340,825
Total Revenues - All Funds	50,925,736	50,459,674	53,786,823	57,894,964	64,349,278	58,117,391	54,725,687

to be updated
with Council
approval in June

Appropriation Detail by Fund

Fund #	Fund Description	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget -OR- Projected Actual ¹ 2019/20	Proposed Budget 2020/21
General Funds					
101	General Fund	36,772,490	39,824,029	40,712,992	42,450,247
111	Measure F	1,036,401	1,231,941	1,231,941	985,357
112	City Owned Property	-		Consolidated with Fund 116	
113	RDA Successor Agency <i>(to be dissolved to RDA Fund)</i>	66,067		Dissolved to RDA Fund	
114	Pension Reserve	-	-	-	-
115	Self-Insurance	87,742	-	576,805	-
116	Emergency and Disaster Response Reserve	-	400,000	475,000	-
117	Civic Center	-	-	-	-
118	Facilities Long-Term Maintenance	-	-	-	-
119	Infrastructure Long-Term Maintenance	-	-	-	-
121	Risk Mitigation Reserve	-	-	-	-
	Total General Funds	37,962,700	41,455,970	42,996,738	43,435,604
Special Revenue Funds:					
210	Affordable Housing Programs	203,779	193,558	193,558	193,558
211	Clean Stormwater	216,237	245,800	222,950	245,800
212	Underground Utility	-	-	-	-
213	Parking Improvement	575	-	-	-
214	Subdivision Park Trust (Quimby Fees)	-	-	-	-
215	Art in Public Places	5,000	-	-	-
216	General Plan Surcharge	112,996	150,000	150,000	150,000
217	Automation Surcharge	100,221	101,501	101,501	101,501
218	Hamilton Community Facilities District	565,275	587,436	587,436	768,017
219	Pointe Marin Community Facilities District	157,417	237,265	233,226	130,895
220	Hamilton Arts Center	276,762	285,000	285,000	260,000
221	Chapter 27 Assessments	-	-	-	-
222	Landscape Assessment District-San Marin	52,225	61,874	61,874	66,248
223	Landscape Assessment District-Country Club	-	-	-	-
224	Landscape Assessment District-Wildwood Glen	9,414	10,396	8,500	10,850
225	Landscape Assessment District-Hillside	22,860	22,746	22,746	23,680
226	Downtown Landscape & Lighting Assessment District	2,452	2,850	3,080	2,850
227	San Pablo Assessment District	875	7,534	7,534	29,368
228	Scottsdale Assessment District	-	-	-	-
229	Gas Tax	-	-	-	-
230	Justice Assistance Grants	-	-	-	-
231	Special Projects	148,633	106,000	106,000	110,000
232	State COPS Grant	161,625	200,000	200,000	220,000
233	Operating Grants	-	-	-	-
234	Capital Grants (State)	-	-	-	-
235	Marin County Street Improvements (VRF)	-	-	-	-
236	Measure A Street Projects	-	-	-	-
237	Parks Measure A	183,748	397,283	275,000	125,000
238	Clean Storm Water Capital Improvement	-	-	-	-
239	Street & Storm Drain Maintenance	-	-	-	-
240	Restricted Revenue	411	-	-	-

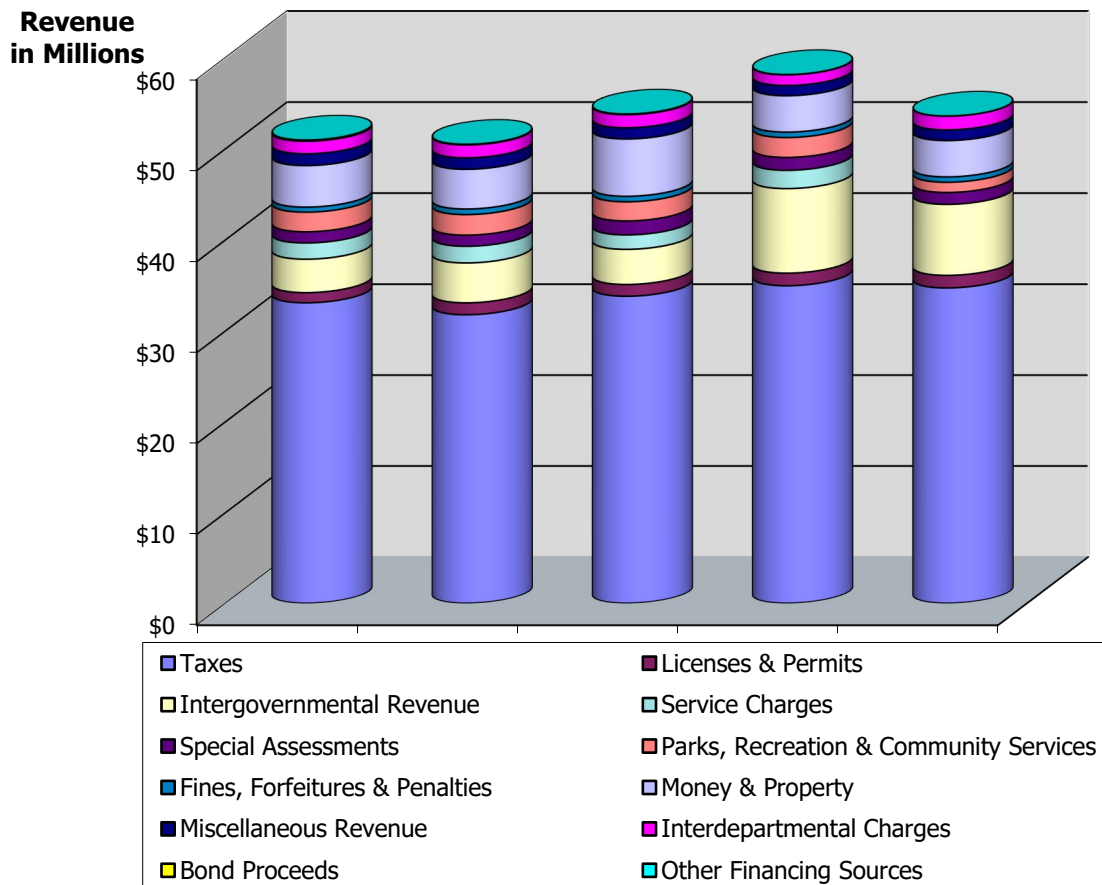
Appropriation Detail by Fund

Fund #	Fund Description	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget -OR- Projected Actual 2019/20 ¹	Proposed Budget 2020/21
241	Development Impact Fees	-	-	-	-
242	Community Facilities	-	-	-	-
243	Novato Public Financing Authority Capital Projects	23,789	89,882	89,882	89,882
	Total Special Revenue Funds	2,244,294	2,699,125	2,548,287	2,527,649
 <i>Debt Service Funds:</i>					
501	Debt Service Fund - General Obligation Bonds	1,782,576	1,797,302	1,797,302	1,802,443
502	Debt Service Fund - Pension Obligation Bonds	1,391,976	1,439,807	1,439,807	1,454,387
	Total Debt Service Funds	3,174,552	3,237,109	3,237,109	3,256,830
 <i>Proprietary Funds</i>					
601	Equipment/Vehicle Maintenance	772,229	850,138	850,138	850,138
602	Equipment/Vehicle Replacement	848,838	1,265,719	1,265,719	1,283,186
603	Information Technology Replacement	112,929	112,000	112,000	134,000
651	Marin Valley Mobile Country Club	2,459,334	3,263,581	3,263,581	3,447,561
	Total Internal Service Funds	4,193,330	5,491,438	5,491,438	5,714,885
 TOTALS		 47,574,876	 52,883,642	 54,273,572	 54,934,968

1. Various fund tables supporting the CIP program and Special Districts include Projected Actual data for FY 2019/20 rather than the Amended Budget numbers. The Projected Actual numbers are shown in dark red.

Revenues by Category - All Funds

	Previous Actual FY 2015/16	Previous Actual FY 2016/17	Previous Actual FY 2017/18	Unaudited Actual FY 2018/19	Amended Budget FY 2019/20
Revenues					
Taxes	33,057,261	31,745,220	33,781,808	35,188,281	34,933,266
Licenses & Permits	1,114,970	1,308,927	1,284,901	1,482,026	1,379,000
Intergovernmental Revenue	3,676,821	4,381,601	3,862,645	5,755,678	9,288,201
Service Charges	1,782,470	1,831,535	1,586,172	2,932,207	2,011,210
Special Assessments	1,225,968	1,219,142	1,531,219	1,594,517	1,410,450
Parks, Recreation & Community Services	2,155,774	2,261,067	2,104,985	2,290,822	2,187,100
Fines, Forfeitures & Penalties	549,834	610,176	600,692	633,773	591,200
Money & Property	4,565,878	4,363,408	6,299,097	5,162,049	3,998,736
Miscellaneous Revenue	1,296,994	1,262,533	1,230,781	1,446,365	1,127,911
Interdepartmental Charges	1,377,571	1,410,325	1,434,369	1,224,060	1,162,817
Other Financing Sources	122,195	65,740	70,154	185,186	27,500
Total Revenue - All Funds	50,925,736	50,459,674	53,786,823	57,894,964	58,117,391



Personnel List

<u>DEPARTMENT</u>	<u>Actual 2017/18</u>	<u>Actual 2018/19</u>	<u>Adopted Budget 2019/20</u>	<u>Amended <input type="checkbox"/> Budget 2019/20</u>	<u>Proposed Budget 2020/21</u>
<u>ADMINISTRATION (Central Administration)</u>					
City Manager					
City Manager	1.00	1.00	1.00	1.00	1.00
Economic Development Manager	--	--	--	--	0.00
Sustainability Coordinator	--	--	1.00	1.00	0.00
Public Communications Coordinator	--	--	--	--	0.00
Management Analyst I / II	0.10	--	0.50	0.50	0.00
Executive Secretary	0.80	0.80	0.80	0.80	0.80
Subtotal	1.90	1.80	3.30	3.30	1.80
Measure F					
Management Analyst II	1.00	1.00	0.50	0.50	0.00
Subtotal	1.00	1.00	0.50	0.50	0.00
Public Engagement/Economic Development					
Assistant City Manager (eliminated)	1.00	1.00	1.00	1.00	0.00
Assistant City Manager	--	--	--	--	0.35
Economic Development Manager	--	--	1.00	1.00	0.00
Sr. Management Analyst	1.00	1.00	--	--	0.00
Management Analyst II / Webmaster	--	1.00	1.00	1.00	1.00
Management Analyst II	--	--	--	--	0.50
Sr Office Assistant	1.00	1.00	1.00	1.00	1.00
Subtotal	3.00	4.00	4.00	4.00	2.85
Measure F					
Hamilton Property Project Manager	1.00	1.00	--	--	0.00
Subtotal	1.00	1.00	0.00	0.00	0.00
City Clerk					
City Clerk	1.00	1.00	1.00	1.00	1.00
Executive Secretary	0.20	0.20	0.20	0.20	0.20
Assistant City Clerk	1.00	1.00	1.00	1.00	1.00
Subtotal	2.20	2.20	2.20	2.20	2.20
Human Resources					
Assistant City Manager	--	--	--	--	0.35
Human Resources Manager	--	--	--	--	1.00
Human Resources Analyst	--	--	--	--	1.00
Principal HR Analyst	--	--	--	--	1.00
Human Resources Assistant	--	--	--	--	1.00
Management Analyst II	--	--	--	--	0.50
Sr. Office Assistant	--	--	--	--	1.00
Subtotal	--	--	--	--	5.85
Information Technology Services					
Assistant City Manager	--	--	--	--	0.10
Information Technology Manager	--	--	--	--	1.00
Senior IT Analyst	--	--	--	--	1.00
Network & Systems Administrator	--	--	--	--	1.00
Information Technology Technician	--	--	--	--	1.00
Information Technology Technician - new mid-y	--	--	--	--	1.00
Subtotal	--	--	--	--	5.10
<u>TOTAL ADMINISTRATION (Central Administration)</u>					
	9.10	10.00	10.00	10.00	17.80

Personnel List

<u>DEPARTMENT</u>	<u>Actual 2017/18</u>	<u>Actual 2018/19</u>	<u>Adopted Budget 2019/20</u>	<u>Amended <input type="checkbox"/> Budget 2019/20</u>	<u>Proposed Budget 2020/21</u>
<u>FINANCE (Administrative Services)</u>					
Administration					
Assistant City Manager	0.60	0.60	0.60	0.60	--
Principal Analyst	--	--	1.00	1.00	--
Management Analyst II	0.85	0.60	0.60	0.60	--
Subtotal	1.45	1.20	2.20	2.20	0.00
RDA Successor Agency					
Assistant City Manager	--	--	--	--	--
Management Analyst II	0.05	--	--	--	--
Subtotal	0.05	0.00	0.00	0.00	0.00
Human Resources					
Human Resources Manager	0.90	0.90	0.90	0.90	--
Human Resources Analyst	1.00	1.00	1.00	1.00	--
Principal HR Analyst	1.00	1.00	1.00	1.00	--
Human Resources Assistant	1.00	1.00	1.00	1.00	--
Sr. Office Assistant	--	--	1.00	1.00	--
Subtotal	3.90	3.90	4.90	4.90	0.00
Finance					
Finance Director	0.90	0.90	0.90	0.90	0.90
Accounting Supervisor	0.90	0.90	0.90	0.90	0.90
Payroll/Accounting Technician	1.00	1.00	1.00	1.00	1.00
Senior Accounting Assistant	1.00	1.00	1.00	1.00	1.00
Accounting Assistant I / II	1.00	1.00	1.00	1.00	1.00
Accountant/Analyst - new mid-year	--	--	--	--	1.00
Principal Analyst	--	--	--	--	1.00
Subtotal	4.80	4.80	4.80	4.80	6.80
RDA Successor Agency					
Finance Manager	0.10	0.10	0.10	0.10	0.10
Accounting Supervisor	0.10	0.10	0.10	0.10	0.10
Subtotal	0.20	0.20	0.20	0.20	0.20
Capital Improvement Fund					
Accounting Supervisor (through August)	1.00	0.17	--	--	0.00
Subtotal	1.00	0.17	0.00	0.00	0.00
Information Technology Services					
Information Technology Manager	1.00	1.00	1.00	1.00	--
Senior IT Analyst	1.00	1.00	1.00	1.00	--
Network & Systems Administrator	1.00	1.00	1.00	1.00	--
GIS/Engineering Technician	1.00	1.00	1.00	1.00	--
Information Technology Technician	1.00	1.00	1.00	1.00	--
Subtotal	5.00	5.00	5.00	5.00	0.00
Measure F					
Business Analyst	--	0.75	--	--	--
Subtotal	0.00	0.75	0.00	0.00	0.00
Capital Improvement Fund					
Business Analyst	1.00	0.25	--	--	--
Subtotal	1.00	0.25	0.00	0.00	0.00
Citywide Programs					
Human Resources Manager	0.10	0.10	0.10	0.10	--
Human Resources Analyst	--	--	--	--	--
Management Analyst I / II	0.25	--	--	--	--
Subtotal	0.35	0.10	0.10	0.10	0.00
TOTAL FINANCE (Administrative Services)	17.75	16.37	17.20	17.20	7.00

Personnel List

<u>DEPARTMENT</u>	<u>Actual 2017/18</u>	<u>Actual 2018/19</u>	<u>Adopted Budget 2019/20</u>	<u>Amended <input type="checkbox"/> Budget 2019/20</u>	<u>Proposed Budget 2020/21</u>
<u>POLICE</u>					
Administration					
Police Chief	1.00	1.00	1.00	1.00	1.00
Deputy Chief (Captain)	2.00	2.00	2.00	2.00	1.00
Lieutenant	--	--	--	--	1.00
Sr. Management Analyst	1.00	1.00	--	--	0.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Community Services Officer	--	--	--	--	1.00
Subtotal	5.00	5.00	4.00	4.00	5.00
Technical Services					
Evidence Technician	1.00	1.00	1.00	1.00	1.00
Dispatch Supervisor	1.00	1.00	1.00	1.00	1.00
Sr. Dispatcher	2.00	2.00	2.00	2.00	2.00
Dispatcher	7.00	7.00	7.00	7.00	7.00
Dispatcher	--	--	--	--	1.00
Records Supervisor	1.00	1.00	1.00	1.00	1.00
Records Specialist	3.50	3.50	3.50	3.50	3.00
Subtotal	15.50	15.50	15.50	15.50	16.00
Professional Standards					
Sergeant	1.00	1.00	1.00	1.00	1.00
Management Analyst I / II	--	1.00	1.00	1.00	1.00
Office Assistant II	--	--	--	--	0.50
Subtotal	1.00	2.00	2.00	2.00	2.50
Criminal Investigations					
Lieutenant	--	1.00	1.00	1.00	1.00
Sergeant	1.00	1.00	1.00	1.00	1.00
Officer	4.00	4.00	4.00	4.00	4.00
Subtotal	5.00	6.00	6.00	6.00	6.00
Patrol Administration & Operations					
Lieutenant	2.00	2.00	2.00	2.00	2.00
Sergeant	6.00	5.00	5.00	5.00	5.00
Corporal	4.00	4.00	4.00	4.00	4.00
Officer	26.00	26.00	26.00	26.00	26.00
K-9 Officer	3.00	3.00	3.00	3.00	3.00
Subtotal	41.00	40.00	40.00	40.00	40.00
Traffic					
Sergeant	1.00	1.00	1.00	1.00	1.00
Officer	3.00	3.00	3.00	3.00	3.00
Community Service Officer	--	1.00	1.00	1.00	1.00
Subtotal	4.00	5.00	5.00	5.00	5.00
Special Police Services					
Officer-Major Crimes Task Force	1.00	1.00	1.00	1.00	1.00
Officer-NC3 Task Force	0.78	--	--	--	0.00
Officer-COPE Grant	1.00	1.00	1.00	1.00	1.00
Corporal-NRT	--	--	--	--	0.00
Sergeant-NRT	1.00	1.00	1.00	1.00	1.00
Officer-NRT	2.00	2.00	2.00	2.00	2.00
Officer-SRO	1.00	1.00	2.00	2.00	2.00
Management Analyst I (NRT)	1.00	--	--	--	0.00
Subtotal	6.78	6.00	7.00	7.00	7.00
Measure F					
Officer-NC3 Task Force	0.22	--	--	--	--
Dispatcher	1.00	1.00	1.00	1.00	0.00
Records Specialist	0.50	0.50	0.50	0.50	0.00
Office Assistant II	0.50	0.50	0.50	0.50	0.00
Subtotal	2.22	2.00	2.00	2.00	0.00
TOTAL POLICE	80.50	81.50	81.50	81.50	81.50

Personnel List

<u>DEPARTMENT</u>	<u>Actual 2017/18</u>	<u>Actual 2018/19</u>	<u>Adopted Budget 2019/20</u>	<u>Amended <input type="checkbox"/> Proposed Budget 2019/20</u>	<u>Proposed Budget 2020/21</u>
<u>COMMUNITY DEVELOPMENT</u>					
Administration					
Community Development Director	0.78	0.78	0.78	0.78	0.78
Sustainability Coordinator	1.00	1.00	--	--	0.00
Economic Development Manager	--	--	--	--	1.00
Subtotal	1.78	1.78	0.78	0.78	1.78
Code Enforcement					
Supervising Code Enforcement Officer	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	1.50	1.50	1.50	1.50	1.50
Housing Inspector	1.00	1.00	1.00	1.00	1.00
Development Permit Supervisor	--	--	--	--	--
Subtotal	3.50	3.50	3.50	3.50	3.50
Planning					
Community Development Director	0.20	0.20	0.20	0.20	0.20
Planning/Environmental Svcs Manager	1.00	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00	1.00
Senior Planner (reclass to Plans Examiner)	1.90	1.90	1.90	1.90	0.90
Planner I	2.00	2.00	1.00	1.00	1.00
Planner II	--	--	1.00	1.00	1.00
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00
Subtotal	7.10	7.10	7.10	7.10	6.10
Clerical Services					
Development Permit Supervisor	0.50	0.50	0.50	0.50	0.50
Permit Technician	1.00	1.00	1.00	1.00	1.00
Senior Office Assistant	--	1.00	1.00	1.00	1.00
Office Assistant II	2.50	2.00	2.00	2.00	2.00
Subtotal	4.00	4.50	4.50	4.50	4.50
Building					
Chief Building Official	1.00	1.00	1.00	1.00	1.00
Plans Examiner (reclass from Sr Planner)	--	--	--	--	1.00
Senior Building Inspector	1.00	1.00	1.00	1.00	1.00
Building Inspector I & II	2.50	2.50	2.50	2.50	2.50
Subtotal	4.50	4.50	4.50	4.50	5.50
Affordable Housing Programs					
Community Development Director	0.02	0.02	0.02	0.02	0.02
Sr. Planner	0.10	0.10	0.10	0.10	0.10
Subtotal	0.12	0.12	0.12	0.12	0.12
Automation Surcharge					
Development Permit Supervisor	0.50	0.50	0.50	0.50	0.50
Subtotal	0.50	0.50	0.50	0.50	0.50
TOTAL COMMUNITY DEVELOPMENT	21.50	22.00	21.00	21.00	22.00

Personnel List

<u>DEPARTMENT</u>	<u>Actual 2017/18</u>	<u>Actual 2018/19</u>	<u>Adopted Budget 2019/20</u>	<u>Amended <input type="checkbox"/> Budget 2019/20</u>	<u>Proposed Budget 2020/21</u>
<u>PUBLIC WORKS</u>					
Engineering Administration					
Public Works Director	0.85	0.85	0.85	0.85	0.85
PW Admin Manager	--	0.75	0.75	0.75	0.75
Engineering Project Coordinator	0.30	0.30	0.30	0.30	0.00
Senior Civil Engineer	0.10	--	--	--	0.00
Management Analyst II	1.00	1.00	1.00	1.00	1.00
Sustainability Coordinator	--	--	--	--	1.00
Senior Office Assistant	0.20	0.20	0.20	0.20	0.20
Subtotal	2.45	3.10	3.10	3.10	3.80
Engineering Operations					
Deputy PW Director / City Engineer	--	0.30	--	--	--
Engineering Services Manager	--	--	0.30	0.30	0.30
PW Admin Manager	--	0.25	0.25	0.25	0.25
Senior Civil Engineer	--	0.40	0.40	0.40	0.40
Assistant Engineer	--	0.50	0.50	0.50	0.50
Public Works Inspector	--	1.00	1.00	1.00	1.00
Engineering Project Coordinator	--	1.00	1.00	1.00	1.00
Senior Office Assistant	--	0.80	0.80	0.80	0.80
Subtotal	0.00	4.25	4.25	4.25	4.25
Project Development					
Public Works Director	0.15	0.15	0.15	0.15	0.15
Deputy PW Director / City Engineer	0.10	0.10	--	--	--
Engineering Services Manager	--	--	0.10	0.10	0.10
Senior Civil Engineer	0.50	--	--	--	0.00
Assistant Engineer	1.00	0.20	0.20	0.20	0.20
Subtotal	1.75	0.45	0.45	0.45	0.45
Capital Projects Engineering					
Deputy PW Director / City Engineer	0.90	0.60	--	--	0.00
Engineering Services Manager	--	--	0.60	0.60	0.60
PW Admin Manager	0.75	--	--	--	0.00
Senior Civil Engineer	0.40	0.60	0.60	0.60	0.60
Assistant Engineer	3.00	2.30	2.30	2.30	2.30
Engineering Project Coordinator	0.70	0.70	0.70	0.70	0.00
Public Works Inspector	2.00	--	--	--	0.00
Office Assistant II	0.80	--	--	--	0.00
Subtotal	8.55	4.20	4.20	4.20	3.50
Maintenance Administration					
Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00
Management Analyst	--	--	--	--	1.00
Office Assistant II	1.00	1.00	1.00	1.00	1.00
Subtotal	2.00	2.00	2.00	2.00	3.00
Street Maintenance					
Maintenance Supervisor	0.68	0.68	0.68	0.68	0.68
Senior Maintenance Worker	4.00	4.00	4.00	4.00	4.00
Maintenance Worker	3.00	3.00	3.00	3.00	3.00
Subtotal	7.68	7.68	7.68	7.68	7.68
Traffic Operations					
Maintenance Supervisor	0.25	0.25	0.25	0.25	0.25
Senior Maintenance Worker	1.00	1.00	1.00	1.00	1.00
Maintenance Worker	1.00	1.00	1.00	1.00	1.00
Subtotal	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
Senior Maintenance Worker	1.00	1.00	1.00	1.00	1.00
Maintenance Worker	0.62	3.00	4.00	4.00	4.00
Subtotal	1.92	4.30	5.30	5.30	5.30

Personnel List

<u>DEPARTMENT</u>	<u>Actual 2017/18</u>	<u>Actual 2018/19</u>	<u>Adopted Budget 2019/20</u>	<u>Amended <input type="checkbox"/> Proposed Budget 2019/20</u>	<u>Proposed Budget 2020/21</u>
Parks Maintenance					
Maintenance Supervisor	0.70	0.70	0.70	0.70	0.70
Senior Maintenance Worker	2.00	2.00	2.00	2.00	2.00
Maintenance Worker	6.38	4.00	5.00	5.00	5.00
Subtotal	9.08	6.70	7.70	7.70	7.70
Building Maintenance					
Building Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance Lead	--	--	1.00	1.00	1.00
Senior Custodian	1.00	1.00	--	--	--
Custodian	6.50	6.50	6.50	6.50	6.50
Subtotal	8.50	8.50	8.50	8.50	8.50
Hamilton Community Facilities					
Maintenance Supervisor	0.07	0.07	0.07	0.07	0.07
Maintenance Worker	3.00	3.00	3.00	3.00	3.00
Subtotal	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
Subtotal	2.00	2.00	2.00	2.00	2.00
Measure F					
Maintenance Worker	2.00	2.00	2.00	2.00	0.00
Subtotal	2.00	2.00	2.00	2.00	0.00
Parks Measure A					
Maintenance Worker	2.00	2.00	--	--	0.00
Subtotal	2.00	2.00	0.00	0.00	0.00
Equipment/Vehicle Maintenance					
Supervising Equipment Technician	1.00	1.00	1.00	1.00	1.00
Senior Equipment Technician	1.00	1.00	1.00	1.00	1.00
Equipment Technician	1.00	1.00	1.00	1.00	1.00
Subtotal	3.00	3.00	3.00	3.00	3.00
TOTAL PUBLIC WORKS	56.50	55.50	55.50	55.50	54.50

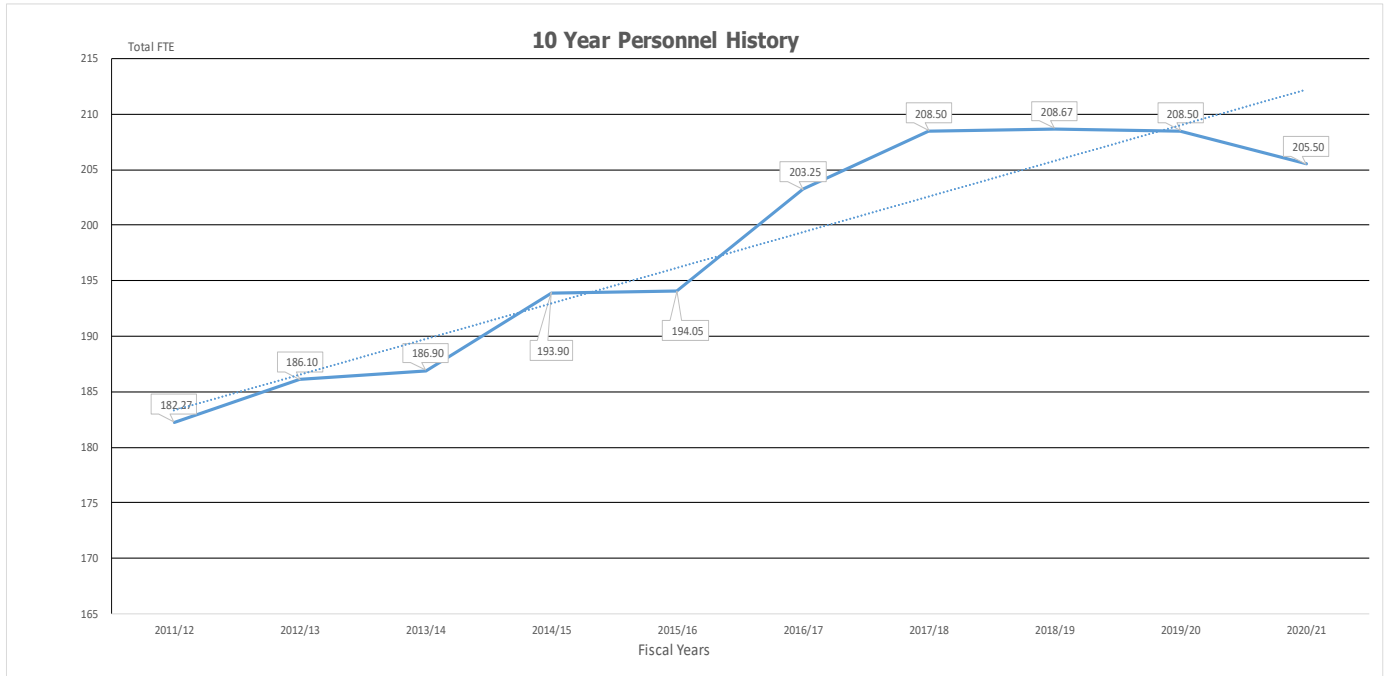
Personnel List

<u>DEPARTMENT</u>	<u>Actual 2017/18</u>	<u>Actual 2018/19</u>	<u>Adopted Budget 2019/20</u>	<u>Amended <input type="checkbox"/> Budget 2019/20</u>	<u>Proposed Budget 2020/21</u>
<u>PARKS, RECREATION & COMMUNITY SERVICES</u>					
Administration					
Assistant City Manager	0.40	0.40	0.40	0.40	0.20
Recreation Director	--	--	--	--	0.00
Deputy Director	--	0.20	0.20	0.20	0.20
Recreation Services Manager	0.90	0.70	0.75	0.75	0.75
Sr. Management Analyst	--	--	--	--	0.00
Management Analyst	0.75	1.37	1.37	1.37	0.97
Recreation Supervisor	0.21	0.21	0.21	0.21	0.21
Recreation Coordinator	1.00	0.50	0.50	0.50	0.50
Administrative Technician	1.97	--	--	--	0.00
Subtotal	5.23	3.38	3.43	3.43	2.83
Child Care and Enrichment Programs					
Deputy Director	--	0.20	0.20	0.20	0.20
Management Analyst	--	0.03	0.03	0.03	0.03
Recreation Services Manager	0.20	--	--	--	0.00
Recreation Supervisor	0.90	0.90	0.90	0.90	0.90
Recreation Coordinator	1.75	1.75	1.75	1.75	1.75
Administrative Technician	0.03	--	--	--	0.00
Senior Office Assistant	0.10	0.10	0.10	0.10	0.10
Child Care Teacher	1.75	1.75	1.75	1.75	1.75
Subtotal	4.73	4.73	4.73	4.73	4.73
Cultural Programs/Museum Administration					
Recreation Services Manager	0.05	0.05	--	--	0.00
Recreation Coordinator	--	--	--	--	0.00
Subtotal	0.05	0.05	0.00	0.00	0.00
Senior Citizens					
Recreation Services Manager	0.25	0.25	0.25	0.25	0.25
Recreation Supervisor	0.95	0.95	0.95	0.95	0.95
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00
Administrative Technician	--	--	--	--	0.00
Senior Office Assistant	0.90	0.90	0.90	0.90	0.90
Subtotal	3.10	3.10	3.10	3.10	3.10
Athletics					
Deputy Director	--	0.60	0.60	0.60	0.60
Recreation Services Manager	0.60	--	--	--	0.00
Recreation Supervisor	3.94	3.94	3.94	3.94	3.94
Recreation Coordinator	--	1.00	1.00	1.00	1.00
Gymnastics Instructor	3.50	4.25	4.25	4.25	4.25
Senior Office Assistant	--	1.00	1.00	1.00	1.00
Office Assistant II	1.50	0.75	0.75	0.75	0.75
Subtotal	9.54	11.54	11.54	11.54	11.54
Parks Measure A					
Recreation Coordinator	0.50	0.50	0.50	0.50	0.50
Subtotal	0.50	0.50	0.50	0.50	0.50
TOTAL PARKS, RECREATION & COMMUNITY SERVICES	23.15	23.30	23.30	23.30	22.70
GRAND TOTAL PERSONNEL	208.50	208.67	208.50	208.50	205.50

Personnel Allocation Summary by Department

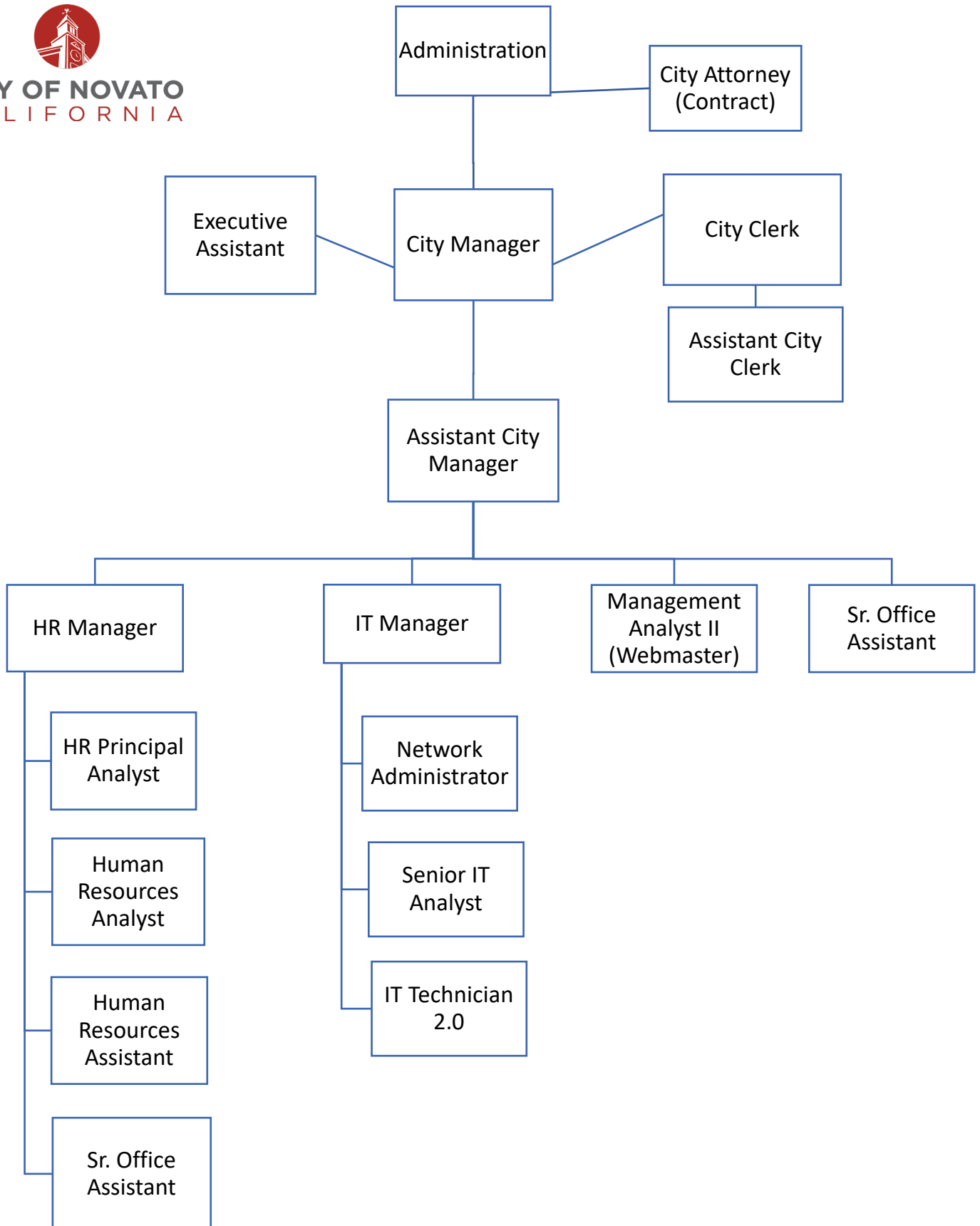
<u>DEPARTMENT</u> *	RDA Eliminated								<u>Amended</u> <input type="checkbox"/>	<u>Proposed</u>
	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>Budget</u> <u>2019/20</u>	<u>Budget</u> <u>2020/21</u>
Central Administration	5.70	7.35	7.50	7.05	7.04	8.10	9.10	10.00	10.00	--
Administration	--	--	--	--	--	--	--	--	--	17.80
Administrative Services	12.35	13.10	13.45	16.55	16.64	16.65	17.50	16.17	17.00	--
Finance	--	--	--	--	--	--	--	--	--	6.80
Police	71.42	75.75	75.75	77.75	77.75	79.00	80.50	81.50	81.50	81.50
Community Development	16.90	17.50	18.30	19.30	19.30	20.50	21.50	22.00	21.00	22.00
Public Works	53.25	51.50	51.50	52.00	52.00	56.50	56.50	55.50	55.50	54.50
Parks, Recreation & Community Services	18.10	19.85	19.85	20.85	21.00	22.25	23.15	23.30	23.30	22.70
Redevelopment Agency	4.35									
RDA Successor Agency		1.05	0.55	0.40	0.32	0.25	0.25	0.20	0.20	0.20
	182.27	186.10	186.90	193.90	194.05	203.25	208.50	208.67	208.50	205.50

* Note: Department Personnel Allocations include positions funded from the General and other funds. RDA-funded personnel are listed separately.



Personnel Allocation by Fund

	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>
General Fund	190.11	194.61	196.11
Other Funds:			
Measure F	6.75	4.50	--
RDA Successor Agency	0.20	0.20	0.20
Capital Improvement Fund	0.42	--	--
Affordable Housing Fund	0.12	0.12	0.12
Automation Surcharge	0.50	0.50	0.50
Hamilton Community Facilities	3.07	3.07	3.07
Pte Marin Community Facilities	2.00	2.00	2.00
Parks Measure A	2.50	0.50	0.50
Equipment/Vehicle Maintenance	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
Subtotal Other Funds	18.56	13.89	9.39
 Total Personnel	 208.67	 208.50	 205.50



Department Mission Statement _____

The mission of Central Administration is to provide implementation of policy direction provided 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 services to the community.

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's Office: 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 implementation of goals and objectives.

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.

Communication and Community Engagement: The Communications & Community Engagement program plans and coordinates efforts to engage and communicate with the public and foster economic development in the community of Novato.

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

Information Technology: 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 Description

Communications & Community Engagement

The Communications & Community Engagement program plans and coordinates efforts to engage and communicate with the public and foster economic development in the community of Novato.

Program Elements

The Communications & Community 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.

Program Goals FY 2020/21

- Refresh the City's website to be more intuitive and accessible
- Implement Open Data portal to increase transparency and accessibility to City information
- Continue to establish City communication materials as "the" source of truth
- Develop "Town Hall" style engagement
- Continue to increase social media presence and programs
- Continue to increase civic pride and share more good news
- Work with departments to improve internal communications
- Promote service opportunities through partner organizations

Program Description

Human Resources and Risk Management

This division is responsible for city-wide human resources services including employee and labor relations, policy and procedure review and development, recruitment and selection, classification and compensation, benefits administration, workers' compensation, employee recognition and engagement, training and development, administration of personnel rules and regulations, policies and procedures, and compliance with federal and state employment laws. Risk Management functions include administration of multiple risk programs and participation in the Bay Cities Joint Powers Insurance Authority Risk Pool to reduce the City's exposure to losses resulting from workers' compensation, and liability claims.

Human Resources

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, training and staff development, and the administration and maintenance of personnel rules and regulations, and administrative policies.

Benefits Administration: Administer various benefit programs aimed at supporting the long-term health and general welfare of City employees including medical, dental and vision plans, deferred compensation, short-term and long-term disability, retirement, wellness, and an employee assistance program for free and confidential behavioral health services among other services.

Citywide Training and Development: Provide training and development programs that align with City business strategies, initiatives, and legal requirements.

Negotiations and Labor Relations: Negotiation and administration of labor agreements with the City's eight employee bargaining units; participate in on-going labor/management problem-solving by addressing grievances and other significant issues raised during and after negotiations.

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 background screening and medical exams, and provides new employee orientation for successful candidates.

Risk Management: Oversee the administration of the City's liability and workers' compensation programs and monitor and review claims and lawsuits; limit risk by implementing various risk transfer programs and activities that minimize the City's exposure to litigation.

Program Goals FY 2020/21

- Develop a comprehensive citywide volunteer and internship program that encourages young people to pursue public sector career paths;
- Develop and adopt a revised Employee Engagement program to build staff morale and improve retention;
- Negotiate and implement Memorandums of Understanding/Compensation Plans with all bargaining groups for FY 2020/21;
- Streamline existing Human Resources and Risk Management systems and processes to efficiently provide customer service to City departments and the community;
- Enhance the City's safety and wellness programs to improve responsiveness to injury prevention, and expand training resources to include on-line and in-house safety training;
- Improve the communication and visibility of HR programs through multiple communication outlets;
- Implement various initiatives and proactive approaches to reduce workers' compensation costs.

Program Description

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.

Information Technology

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 Goals FY 2020/21_____

- Deploy two-factor wireless solution to improve security;
- Deploy CMMS solution for the Public Works Department;
- Retire all Windows 7 and 2008 systems to decrease vulnerability to viruses and hacks;
- Deploy New Trakit Net, permitting software used by the Community Development Department;
- Various service and hardware replacements to maintain function and security of network and equipment;
- Replace firewalls at smaller City sites;
- Deploy additional GIS maps to meet department needs.

Department General Fund Budget Summary

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21	% change from Amended
Revenues					
City Manager	2,821	-	-	-	-
City Clerk	54,067	200	200	200	-
City Attorney Cost Recovery	24,054	30,000	30,000	10,000	(66.7)%
Risk Management	-	-	-	4,400	-
Department Total	80,942	30,200	30,200	14,600	(51.7)%

Appropriations by Division

City Council	84,532	83,622	83,891	85,708	2.2%
City Manager	463,803	583,396	592,916	600,250	1.2%
Communications	356,447	479,774	460,851	470,684	2.1%
Economic Development	396,362	508,440	460,874	-	-
Sustainability	-	185,081	185,081	-	-
City Clerk	374,101	541,367	552,215	425,809	(22.9)%
City Attorney	550,228	463,000	463,000	463,000	2.2%
Human Resources	-	-	-	1,181,299	1,181,299
Information Technology	-	-	-	1,385,094	1,385,094
Risk Management	-	-	-	1,739,507	1,739,507
Department Total	2,225,473	2,844,680	2,798,828	6,351,351	126.9%

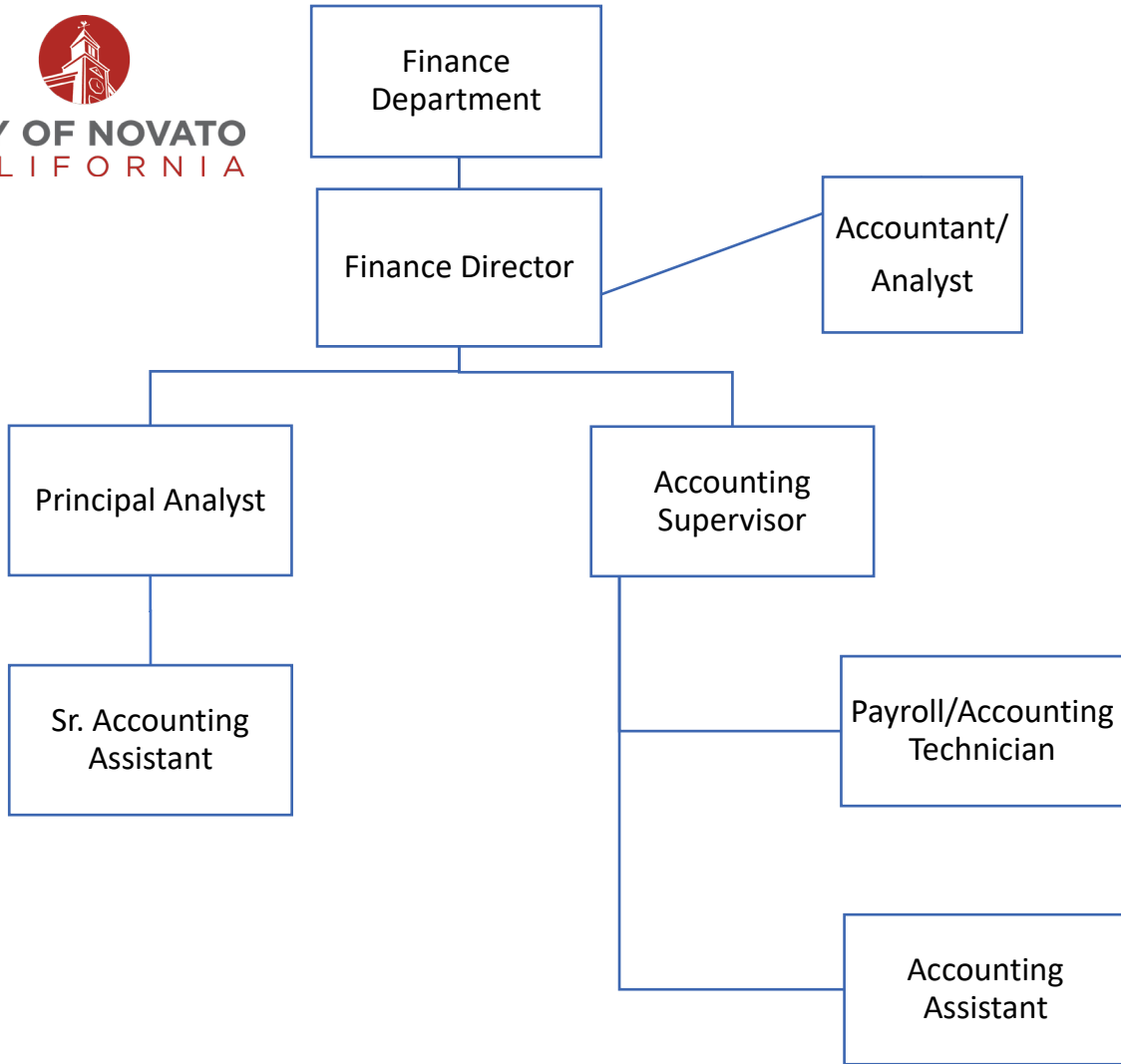
Appropriations by Category

Employee Services	1,243,111	1,621,397	1,575,545	2,699,327	71.3%
Professional Services	838,677	977,993	953,021	1,162,331	22.0%
Training and Travel	44,465	47,491	52,491	92,568	76.4%
Operating Expenses	92,426	191,396	193,368	2,243,722	1060.3%
Utilities	6,794	6,403	6,403	153,403	2295.8%
Other Expenses	-	-	18,000	-	-
Department Total	2,225,473	2,844,680	2,798,828	6,351,351	126.9%

Personnel Allocation History

City Council *	5.00	5.00	5.00	5.00	0.0%
City Manager	1.90	3.30	3.27	1.80	(45.0)%
Communications/Public Engagement	3.00	4.00	4.00	2.85	(28.8)%
City Clerk	2.20	2.20	2.20	2.20	-
Human Resources	-	-	-	5.85	-
Information Technology	-	-	-	5.10	-
Measure F	2.00	0.50	0.50	-	-
RDA Successor Agency	-	-	0.03	-	-
Department Total	9.10	10.00	10.00	17.80	78.0%

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



Department Mission Statement

The mission of the newly created Finance Department is to provide comprehensive and effective financial 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.

Department Responsibilities

Under the supervision of the Finance Director provides financial services to other departments, as well as to the public. The department performs various accounting, budget and business service needs of the City. This includes general ledger maintenance, accounts receivable and payable, payroll, business license activities, treasury, debt management, and preparation and maintenance of the annual city-wide budget. Finance also assists the IT division with maintenance of New World, the City's Enterprise Resource Planning system designed by Tyler Technologies. In addition, Finance prepares periodic revenue and expenditure reports, completes mandatory reporting to local, state and federal agencies, maintains cost accounting records, manages the annual external/independent audit, and assists in the preparation of the City's Comprehensive Annual Financial Report (CAFR).

The department provides staffing for both the Novato Successor Agency, the Successor Agency Oversight Board, and the Novato Citizens Finance Advisory/ Oversight Committee.

Citywide Programs: This program manages various programs, animal services through the Marin Humane Society; memberships in various associations; and programs that benefit the city as a whole or are not department specific.

Department Goals FY 2020/21

Finance

- Complete the city-wide service fee study
- Issue Request for Proposals for external/independent audit services
- Implement Cannabis tax
- Finalize position budgeting control
- Implement new cost savings programs and budget balancing measures
- Complete timely Comprehensive Annual Financial Report.

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; 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 independent auditors; calculate annual tax rates for bond indebtedness; maintain the general ledger; assist IT with management of the City's 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.

Budget: 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 other required reporting.

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.

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. 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.

Administration of the various shared public services including street lights, taxi cab regulation and animal control services as provided by 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, plus administration of CATV franchise and community access channel programming.

Department General Fund Budget Summary

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21	% change from Amended
Revenues					
Charges for Services	157,892	190,710	190,710	26,710	(86.0)%
Special Programs	-	50,000	50,000	50,000	-
Risk Management	4,767	4,400	4,400	-	(100.0)%
Department Total	162,659	245,110	245,110	76,710	(68.7)%

Appropriations by Division

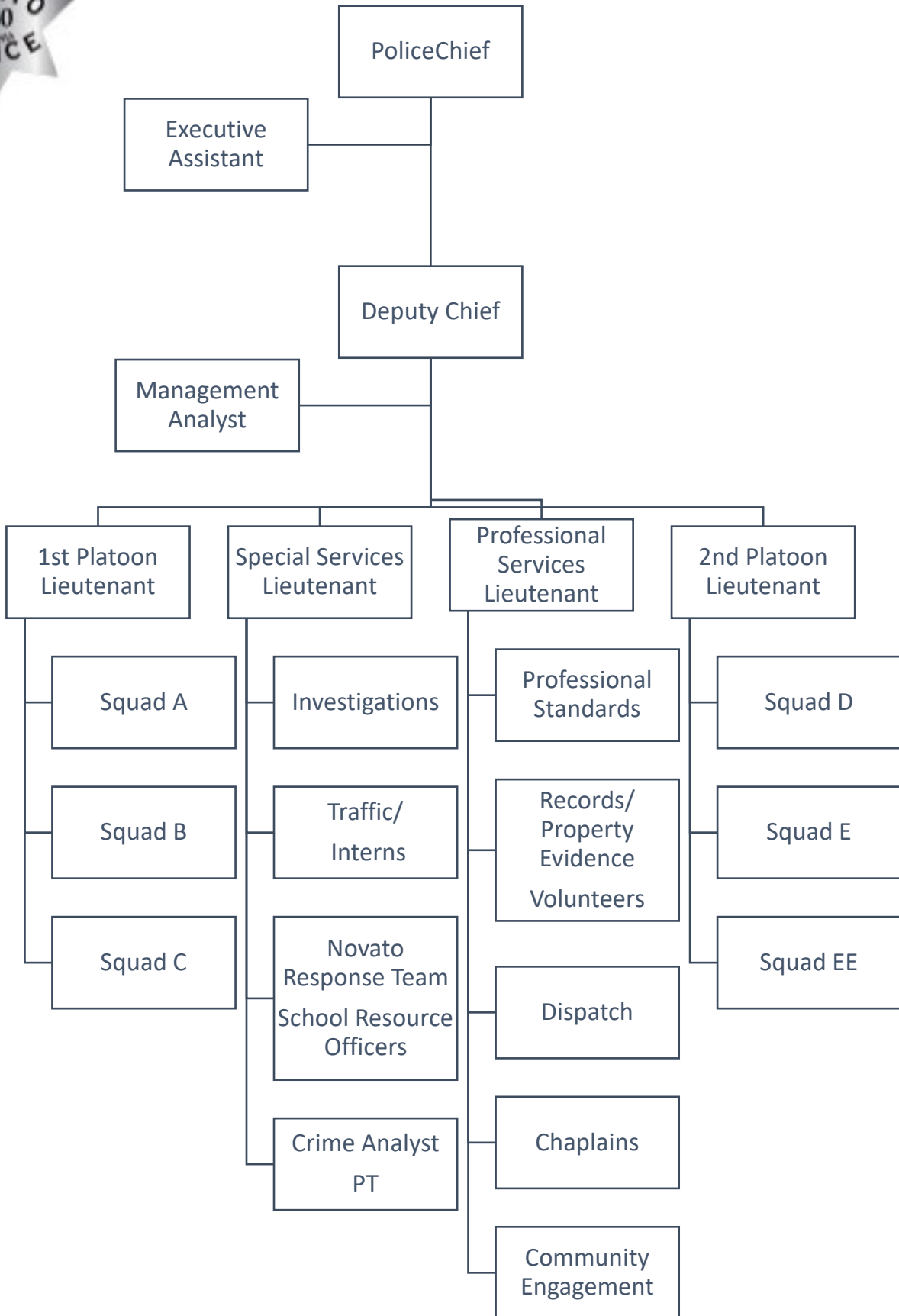
Administration	228,937	352,164	367,459	-	-
Human Resources	1,080,266	848,792	873,004	-	-
Finance	1,048,873	814,815	865,236	1,169,322	35.1%
Information Technology Services	1,139,183	1,252,096	1,297,001	-	-
Risk Management	1,155,398	1,305,185	1,305,185	-	-
Citywide Programs	1,771,204	2,477,981	2,477,981	2,538,606	2.4%
Department Total	6,423,861	7,051,033	7,185,866	3,707,928	(48.4)%

Appropriations by Category

Employee Services	1,477,660	2,155,999	2,290,832	954,736	(58.3)%
Professional Services	2,262,659	1,901,097	1,901,097	1,624,091	(14.6)%
Training and Travel	804,440	77,584	77,584	11,600	(85.0)%
Operating Expenses	1,733,921	2,758,481	2,844,581	1,117,501	(60.7)%
Utilities	145,181	147,872	147,872	-	-
Other Expenses	-	10,000	10,000	-	-
Department Total	6,423,861	7,051,033	7,271,966	3,707,928	(49.0)%

Personnel Allocation History

Administration	1.20	2.20	2.20	-	(100.0)%
Human Resources	3.90	4.90	4.90	-	(100.0)%
Finance	4.80	4.80	4.80	6.80	41.7%
Information Technology Services	5.00	5.00	5.00	-	(100.0)%
Citywide Programs	0.10	0.10	0.10	-	(100.0)%
Measure F	0.75	-	-	-	-
RDA Successor Agency	0.20	0.20	0.20	0.20	-
Other Funds	0.42	-	-	-	-
Department Total	16.37	17.20	17.20	7.00	(59.3)%



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. We value diversity and transparency.

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.

Police 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.

The Department's previous structure consisted of two Captains, one overseeing an Administrative Services Division and the other overseeing the Operations Division. Under the new provisional chain of command, the Department now consists of one Deputy Chief who is responsible for overseeing: Professional Services, Special Services, and Patrol. With one of the captain positions being left unfilled this allowed for the creation of a fourth lieutenant position, while still realizing some cost savings.

Department Goals FY 2020/21 _____

Enhance Public Engagement/Partnerships

- Continue expanding Social Media outreach, neighborhood meetings, transparency with news media & public;
- Emphasis on Youth, Community Events, and Latino Communities;
- Provide information and outreach to the community in different, creative ways taking into consideration social distancing recommendations.

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;
- Continue partnership with the Novato Fire Protection District on matters involving wildfire and disaster safety, and potential public safety power shut offs;

- Partner with nonprofit organizations and other government agencies to provide services and bring forth long term solutions.

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

- Continue to focus on employee morale, wellness, 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

- Continue ADA improvements;
- Upgrade of Body Camera System to better technology at no cost;
- Continue to fully implement Mark43 CAD/RMS System.

Administration

Office of the Chief: The Chief of Police is responsible for the overall management and direction of the Department and the Deputy Chief directly oversees the three Divisions: Professional Services (now inclusive of Technical Services); Special Services; and Patrol. The Professional Services and Special Services Divisions are both run by one Lieutenant, respectively. The Patrol Division is run by two Lieutenants, one serving as Watch Commander for each side of the week.

Professional Services Division: This Division provides management and direction to: Professional Standards, Dispatch, Records, Budget and Grant management, Property and Evidence, Volunteers in Policing (VIP), technology support, facility management, and community outreach.

Special Services Division: This Division provides management and direction to: Investigations, Traffic, NRT, School Resource Officers, special response teams, and the employee wellness and peer support programs.

Patrol Division: This Division provides management and direction to: Patrol, Field Training Officers, Honor Guard, Police Explorers and oversees fleet management, and the K9 Unit.

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. This is done in partnership with the Novato Fire Protection District.

Intern / Police Aide Program: This program prepares qualified college students and others in our community to enter the field of law enforcement. Interns and Police Aides 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 Goals FY 2020/21

Administration

- Emphasis on continued crime reduction efforts;
- Increase officer field availability and efficiency.

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;
- Provide services in new, creative ways given new and likely ongoing social distancing recommendations.

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 for City staff;
- Strengthen and publicize community emergency notification system.

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 Latino communities;
- Special note that outreach and partnerships may begin to look different over the next year (by way of delivery) due to social distancing.

Professional Services

Professional Services is composed of several sections: Records Management; Communications / Dispatch; Property and Evidence; Professional Standards; Budget Analysis; Community Outreach; and the Chaplain Program. 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, budget analysis, finance, grants management and staff reports, and community outreach efforts. Professional Standards staff, specifically, 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

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. They are also our first line contact at the front lobby for community members who come in seeking assistance.

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.

Professional Standards: Professional Standards Unit (PSU) 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. PSU is also 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.

Budget / Outreach: Staff handles department budget management, federal and state grant management, invoicing and reimbursements, executing and updating contracts, staff reports, social media and messaging, community events, local partnerships, and outreach.

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.

Program Goals FY 2020/21

Administration

- Continued focus on top quality customer service;
- Assess staff duties to better and more efficiently support all department units;
- Streamline outreach efforts to mirror ongoing community interactions (and constraints);
- Streamline internal finance processes and budget tracking methods;

- Proactively seek out grant opportunities for equipment and other purchases.

Technology Enhancements

- Upgrade to Novato Police Departments 9-1-1 phone system, funded by the California Office of Emergency Services, to allow our Dispatch Center to continue to provide excellent service to those calling in with an emergency;
- Installation of RapidDeploy, a 9-1-1 web based secondary location accuracy mapping tool, which will provide supplemental wireless 9-1-1 caller location, costs related to this deployment will be funded by California Office of Emergency Services;
- The California Office of Emergency Services will transform and fund California's legacy 9-1-1 system, modernizing California's outdated system, NextGen 9-1-1 is a digital or internet protocol (IP) -based system for which NPD is scheduled to integrate into NextGen9-1-1 by early 2021.

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;
- Focus on safety and wellness opportunities.

Special Services

Special Services refers to units and activities considered to be unique or special to the department or community. Programs housed in this Division include: Traffic; Investigations; the Marin County Major Crimes Task Force; Novato Response Team; COPE program; and the San Rafael Novato Regional Crisis Response Unit.

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.

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

Investigations: 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. The unit liaises with other county departments to share information and conduct criminal analysis and investigations.

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 team is prepared to safely respond to critical incidents in either jurisdiction. This unit provides support to critical field operations where specialized tactics and negotiation skills exceed the training of patrol officers, usually involving violent individuals trying to avoid apprehension. The team is comprised of a special weapons and tactics and crisis negotiation team.

Crisis Intervention: Trained personnel participate with other countywide officers, chaplains and dispatchers to assist citizens with various mental illnesses and disabilities.

Program Goals FY 2020/21

Training and Capacity

- Continue Peace Officer Standards Training (POST) specialized certification for detectives;
- Continue to enhance team cohesion, clearance rates, and cold case review;
- Continue education and enforcement via presentations, operations, and outreach;
- Maintain traffic enforcement levels within the traffic index guidelines;
- Continue direct enforcement at complaint locations.

Technology Enhancements

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

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 outreach with mentally ill and / or transient population.

Patrol

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, and on motorcycles, mountain bikes, and 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. Oversight of the Department's Field Training Officer Program, Fleet Management, Honor Guard Program, Bicycle Program, and liaison duties to SMART are conducted here.

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.

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.

Police Explorer Program: This program provides young adults and teenagers the opportunity to view a potential law enforcement career. Explorers assist patrol officers with minor cases, provide traffic control at city events, and perform other light duties.

Canine Program: This program consists of two officers and two specially trained police canines. Canine units are used primarily for search and rescue, criminal apprehension, officer safety, and community relations.

Program Goals FY 2020/21

Focus on Employee Recruitment, Hiring, and Retention

- Maintain staffing levels;
- Enhance employee and organizational development efforts, training, coaching and mentoring.

Technology and Vehicle Enhancements

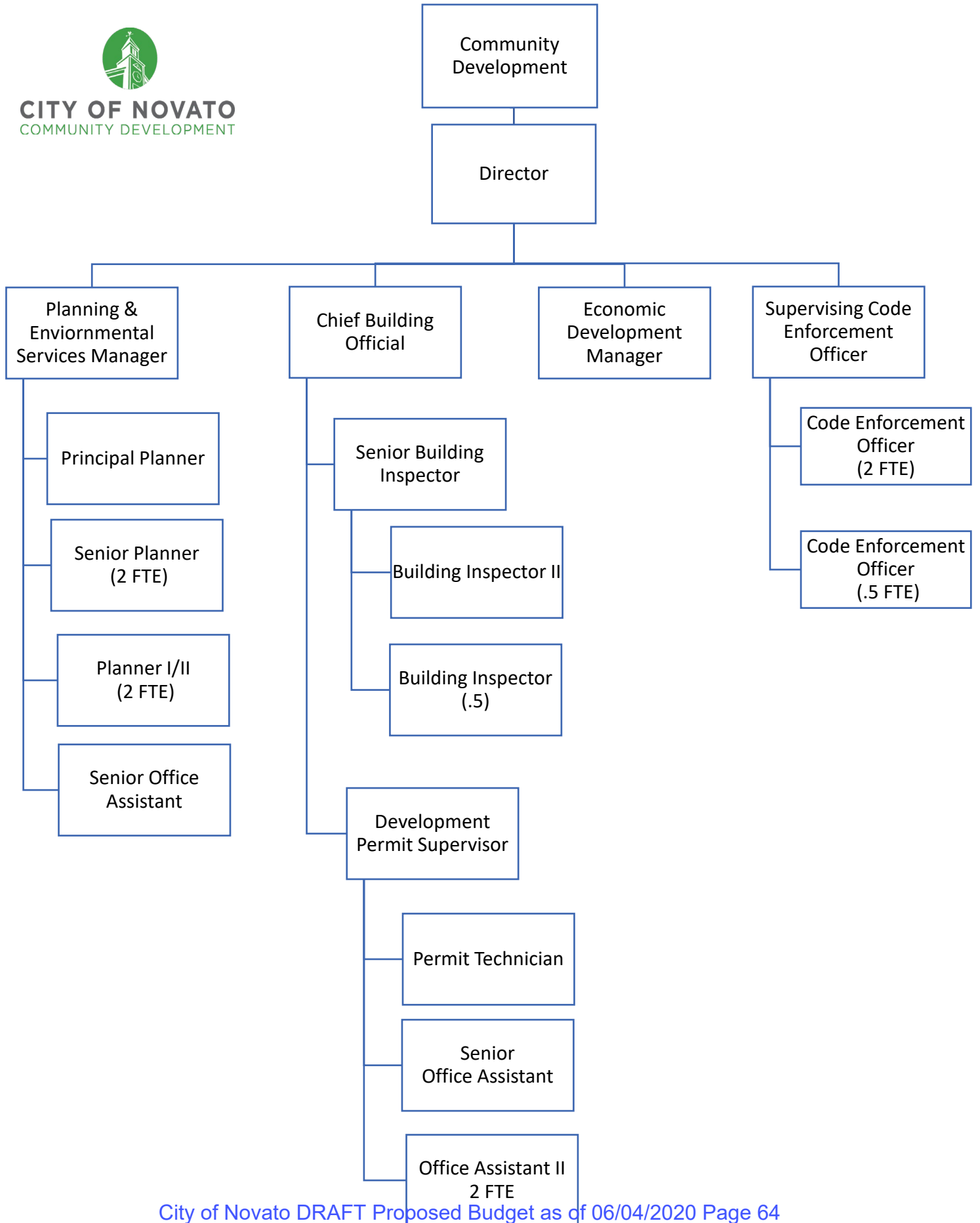
- Upgraded body cameras were rolled out in 2020 and continuing implementation;
- First set of hybrid vehicles rolled into the fleet.

Community and Regional Partnership Outreach

- Focus on directed patrol and proactive policing;
- Enhance protective safety equipment;
- Focus on staff training, coaching and mentoring.

Department General Fund Budget Summary

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21	% change from Amended
Revenues					
Administration	43,820	45,200	45,200	40,200	(11.1)%
Technical Services	49,331	22,000	22,000	17,500	(20.5)%
Professional Standards	46,621	46,250	5,525	48,500	777.8%
Patrol	731,982	723,400	723,400	724,200	0.1%
Traffic	212,787	186,000	186,000	173,000	(7.0)%
Special Police Services	183,077	303,744	303,744	337,572	11.1%
COVID-19 Impact	-	-	-	(7,500)	-
Department Total	\$1,267,618	\$1,326,594	\$1,285,869	1,340,972	4.3%
Appropriations by Division					
Administration	1,374,051	1,267,688	1,291,140	1,284,645	(0.5)%
Technical Services	2,078,008	1,983,825	2,043,663	2,088,748	2.2%
Professional Standards	667,237	632,616	647,908	701,669	8.3%
Investigations	998,722	1,430,211	1,547,949	1,395,513	(9.8)%
Patrol and K-9	7,872,953	8,618,023	8,712,601	9,827,528	12.8%
Traffic	830,918	914,660	934,465	912,416	(2.4)%
Special Police Services	1,185,560	1,243,317	1,274,456	1,147,923	(9.9)%
Department Total	\$15,007,449	\$16,090,340	\$16,452,182	17,358,442	5.5%
Appropriations by Category					
Employee Services	13,657,542	14,551,703	14,913,545	15,761,829	5.7%
Professional Services	377,011	302,917	302,917	360,893	19.1%
Training & Travel	139,642	218,043	219,043	215,043	(1.8)%
Supplies and Services	781,428	989,600	988,600	992,600	0.4%
Utilities	51,826	28,077	28,077	28,077	-
Department Total	\$15,007,449	\$16,090,340	\$16,452,182	17,358,442	5.5%
Personnel Allocation History					
Administration	5.00	4.00	4.00	5.00	25.0%
Technical Services	15.50	15.50	15.50	16.00	3.2%
Professional Standards	2.00	2.00	2.00	2.50	25.0%
Investigations	6.00	6.00	6.00	6.00	-
Patrol	40.00	40.00	40.00	40.00	-
Traffic	5.00	5.00	5.00	5.00	-
Special Police Services	6.00	7.00	7.00	7.00	-
Measure F	2.00	2.00	2.00	-	(100.0)%
Department Total	81.50	81.50	81.50	81.50	0.0%



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 Department develops long term economic development strategies and develops necessary implementation tools, as well as manages existing and planned programs such as business visitation and tenant improvement grants. In addition, the Department manages the City's various housing initiatives, including monitoring of existing, deed restricted housing stock and below market resale transactions.

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.

Additionally, the Planning Division is 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.

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

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

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

Department Goals FY 2020/21

Code Enforcement

- Consider implementation of a code enforcement volunteer program;
- Develop short term rental license monitoring process and materials if licensing is approved by City Council;
- Participate in commercial cannabis technical review committee.

Planning

- Complete General Plan implementing ordinances;
- Submit application for Local Early Action Planning (LEAP) grant to assist with housing element update;
- Begin update of the City's Housing Element;
- Process development applications for a variety of residential and commercial uses;
- Develop standards and process changes to respond to changes in State law regarding housing;
- Update Climate Change Action Plan;
- Participate in comprehensive fee schedule update;
- With use of SB2 grant funding, continue development of Objective Design and Development Standards as required by law and ADU implementation tools to assist homeowners;
- Initiate policy development to address climate adaptation and resiliency as required by law;
- Improve informational handouts and website, and consider process improvements for planning entitlements.

Building

- Implement all required process and materials changes resulting from adoption of 2019 building code;
- Continue to expand online permitting;
- Participate in comprehensive fee schedule update;
- Complete audit of permitting process and implement recommendations;
- Improve informational handouts and website.

Economic Development

- Develop licensing program for short term rentals;
- Develop process and evaluation criteria for commercial cannabis applications;
- Finalize development and initiate operation of business visitation program.

Program Description

Administration

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

Program Elements

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, particularly Public Works. The two departments conduct joint staff meetings with senior staff members on an as-needed basis to coordinate work efforts and discuss management issues and priorities.

Program Goals FY 2020/21

- Complete General Plan implementing ordinances;
- Initiate Business Visitation program;
- Complete first application process of commercial cannabis licensing;
- Implement short term rental licensing program if approved by City Council;
- Implement Council recommendations resulting from building permitting audit;
- Submit application for Local Early Action Planning (LEAP) grant to assist with housing element update;
- Begin implementation of General Plan action items;
- Initiate Housing Element update;
- Improve educational materials for our planning and building permit processes and explore internal streamlining enhancements.

Program Description

Economic Development

The Economic Development program builds and promotes the fiscal vitality and sustainability of the community through various economic development strategies and initiatives. Program staff support the Economic Development Advisory Commission.

Program Elements

Economic Development efforts include a variety of activities with a combination of short-, mid- and long-range goals. Short term efforts are focused on business retention and attraction in order to re-tenant or reuse existing facilities, whereas initiatives with longer range goals include development of targeted tools to assist redevelopment of key, under-utilized properties. Program staff develop new programs and tools, as well as coordinate with a variety of other departments and programs in support of our business community.

Program Goals FY 2020/21

- Complete all application and funding rounds of business emergency assistance through the newly established Small Business Relief Fund;
- Adopt Downtown Tenant/Property Improvement Grant program;
- Initiate Business Visitation program;
- Develop evaluation criteria and complete first application process of commercial cannabis licensing;
- Develop and implement short term rental licensing program if approved by City Council;
- Continue hosting small business workshops in partnership with the Small Business Development Center;
- Complete Economic Development Work Plan.

Code Enforcement

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. Further, Staff 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 Goals FY 2020/21 _____

- Consider implementation of a code enforcement volunteer program;
- Develop short term rental license monitoring process and materials if licensing is approved by City Council;
- Participate in commercial cannabis technical review committee.

Planning

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 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 Goals FY 2020/21

- Complete General Plan implementing ordinances;
- Begin update of the City's Housing Element;
- Process development applications for a variety of residential and commercial uses;
- Assist property owners in preparing development proposals for the North Redwood Boulevard corridor and former Fireman's Fund site;
- Develop standards and process changes to respond to changes in State law regarding housing;
- Update Climate Change Action Plan;
- Participate in comprehensive fee schedule update;
- With use of SB2 grant funding, continue development of Objective Design and Development Standards as required by law and ADU implementation tools to assist homeowners;
- Initiate policy development for address climate adaptation and resiliency as required by law;
- Improve informational handouts and website, and consider process improvements for planning entitlements.

Clerical Support Services

Clerical Support Services provides three critical program elements: building permit processing and issuance, general 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, a Permit Technician 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.

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 Goals FY 2020/21

- Continued to refine and expand ePermits service, allowing additional types of residential building permits to be obtained with this service;
- Support building official to implement recommendations from permitting audit;
- Continue to digitize permit files and plans in line with the city's retention policies.

Building

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: This element includes the Chief Building Official who carries out all duties required under state law. It includes supervision and directions of 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.

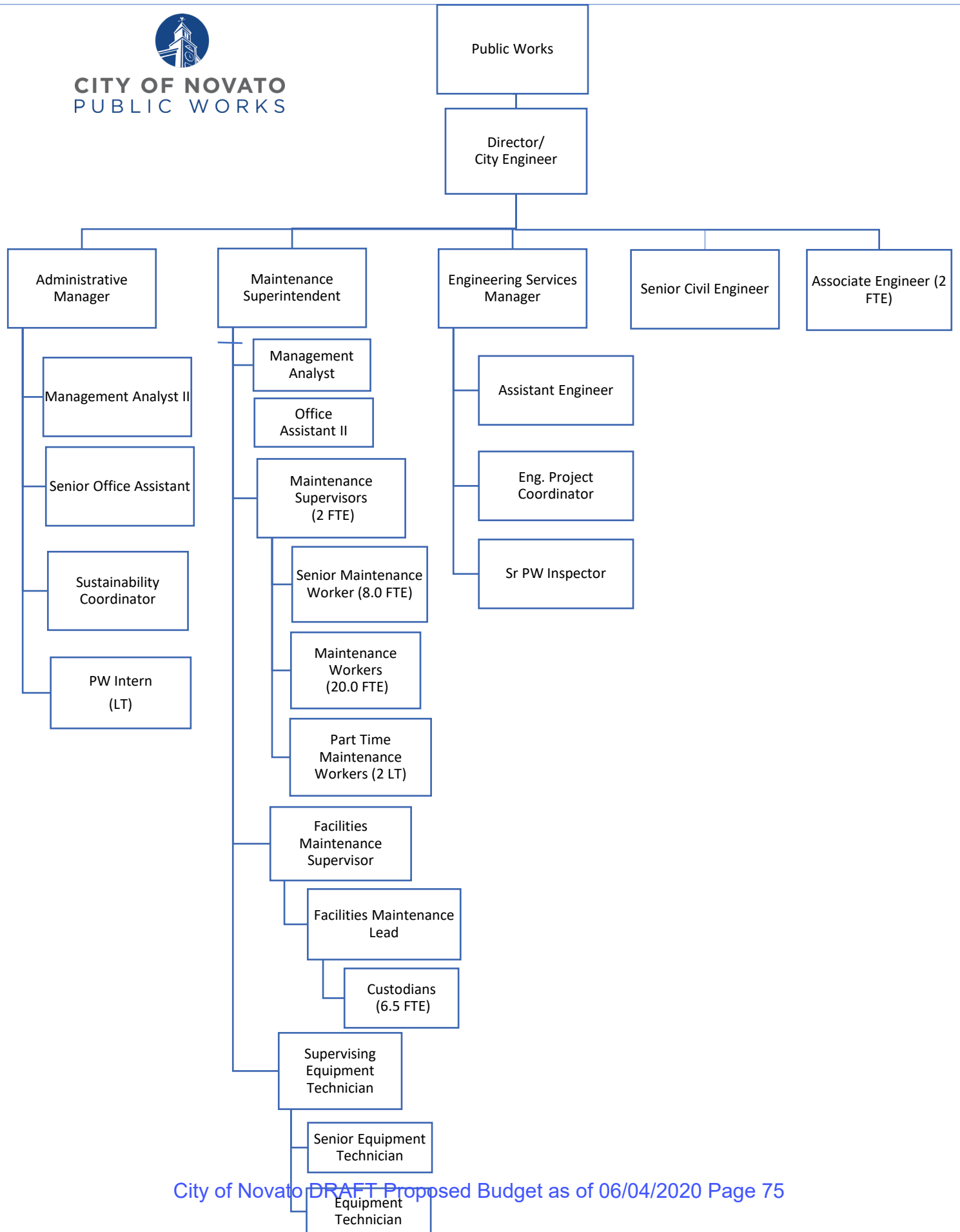
Housing and Building Codes Appeals Board: Provides determinations on appeals or referrals of building code interpretations and violations, and on public nuisances.

Program Goals FY 2020/21

- Implement all required process and materials changes resulting from adoption of 2019 building code;
- Continue to expand online permitting;
- Participate in comprehensive fee schedule update;
- Complete audit of permitting process and implement recommendations;
- Improve informational handouts and website.

Department General Fund Budget Summary

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21	% change from Amended
Revenues					
Administration					
Code Enforcement	333,273	327,000	327,000	327,000	-
Resale Inspection	248,894	196,000	196,000	196,000	-
Planning	226,681	210,200	210,200	210,400	0.1%
Clerical Support Services	30,148	33,500	33,500	33,500	-
Sustainability	3,000	-	-	-	-
Building Inspection	1,490,540	1,340,000	1,340,000	1,340,000	-
COVID-19 Impact	-	-	-	(180,135)	-
Department Total	\$2,332,536	\$2,106,700	\$2,106,700	\$2,106,900	0.0%
Appropriations					
Administration	273,898	216,426	220,929	228,938	3.6%
Economic Development	-	-	-	375,529	-
Sustainability	158,464	-	-	-	-
Code Enforcement	347,125	383,158	397,152	453,031	14.1%
Planning	850,330	1,010,715	1,040,512	994,770	(4.4)%
Clerical Support Services	349,774	454,677	470,906	440,678	(6.4)%
Building Inspection	919,297	882,027	907,077	878,443	(3.2)%
Department Total	2,898,888	2,947,003	3,036,576	3,371,389	11.0%
Appropriations by Category					
Employee Services	2,403,293	2,763,151	2,857,933	2,979,537	4.3%
Professional Services	375,735	53,208	53,208	195,208	266.9%
Training & Travel	13,808	29,200	29,200	38,200	30.8%
Operating Expenses	85,999	72,290	72,290	129,290	78.8%
Utilities	9,849	8,729	8,729	8,729	-
Other Expenses	10,204	20,425	20,425	20,425	-
Department Total	2,898,888	2,947,003	3,041,785	3,371,389	10.8%
Personnel Allocation History					
Administration	1.78	0.78	0.78	1.78	128.2%
Code Enforcement	3.50	3.50	3.50	3.50	-
Planning	7.10	7.10	7.10	6.10	(14.1)%
Clerical Support Services	4.50	4.50	4.50	4.50	-
Building Inspection	4.50	4.50	4.50	5.50	22.2%
Affordable Housing Programs	0.12	0.12	0.12	0.12	-
Automation Surcharge	0.50	0.50	0.50	0.50	-
Department Total	22.00	21.00	21.00	22.00	4.8%



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 sustainable 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.

Administrative Division

The Administrative Division's 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 also provides oversight of the citywide Sustainability Program and 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 Goals FY 2020/21 _____

- Integrate COVID-19 health and safety protocols into all operations;
- Forecast long-range infrastructure funding needs and reduce operating costs where possible;
- Complete major milestones for planned Capital Improvement projects on-time, within budget.

Administration

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 supervision of the staff with responsibilities for grant administration, contracts, procurement, accounting, technology initiatives, public outreach, records retention, special projects and general administrative support, and also submits and monitors the department's annual operating budget.

Property Management: The Administrative Division oversees the property management services for city-owned properties including the Marin Valley Country Club (MVMCC), the Novato Arts Center including Marin MOCA. Beso Bistro and 60 individual studio artists, and various other properties throughout the city.

Fleet Replacement Coordination: The Administrative Division convenes the Fleet Advisory Group on a quarterly basis to provide oversight and recommendations for best management practices pertaining to the annual replacement and disposal of the City's fleet of vehicles and equipment.

Sustainability Program: The Citywide Sustainability program is homed within Public Works and is managed by the Sustainability Coordinator. The program focuses on energy and water efficiency measures, waste reduction, vehicular trip reduction, environmentally friendly landscaping 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.

Council/Committees/Commissions: Public Works provides staffing for Council-established advisory groups, including the Street Improvement Oversight Advisory Commission, Bicycle/Pedestrian Advisory, the Integrated Pest Management and the Streetscape Committees, 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.

Engineering Operations

This program provides engineering support to ongoing activities within the city. Key components include Traffic Engineering, Pavement Management, Storm Water and Floodplain Management, Special Assessment District 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.

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

Project Development

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.

Capital Project Engineering

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 include responses to contractor inquiries, monitoring compliance with contract specifications, managing changes, timely payment to contractors for work performed, claims processing, and post-construction contract close-out.

Maintenance Administration

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: The Maintenance Division functions include 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 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: Support staff 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.

Street Maintenance

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.

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.

Traffic Operations

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.

Median Island Maintenance

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.

Parks Maintenance

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.

Building Maintenance

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.

Equipment/Vehicle Maintenance

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.

Equipment/Vehicle Replacement

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. Candidate vehicle and equipment replacements are selected annually by a Fleet Advisory Group with representatives from all departments based on an evaluation of the "right-sized" fleet needs, and the utilization, age, and maintenance costs.

Hamilton CFD

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.

Pointe Marin CFD

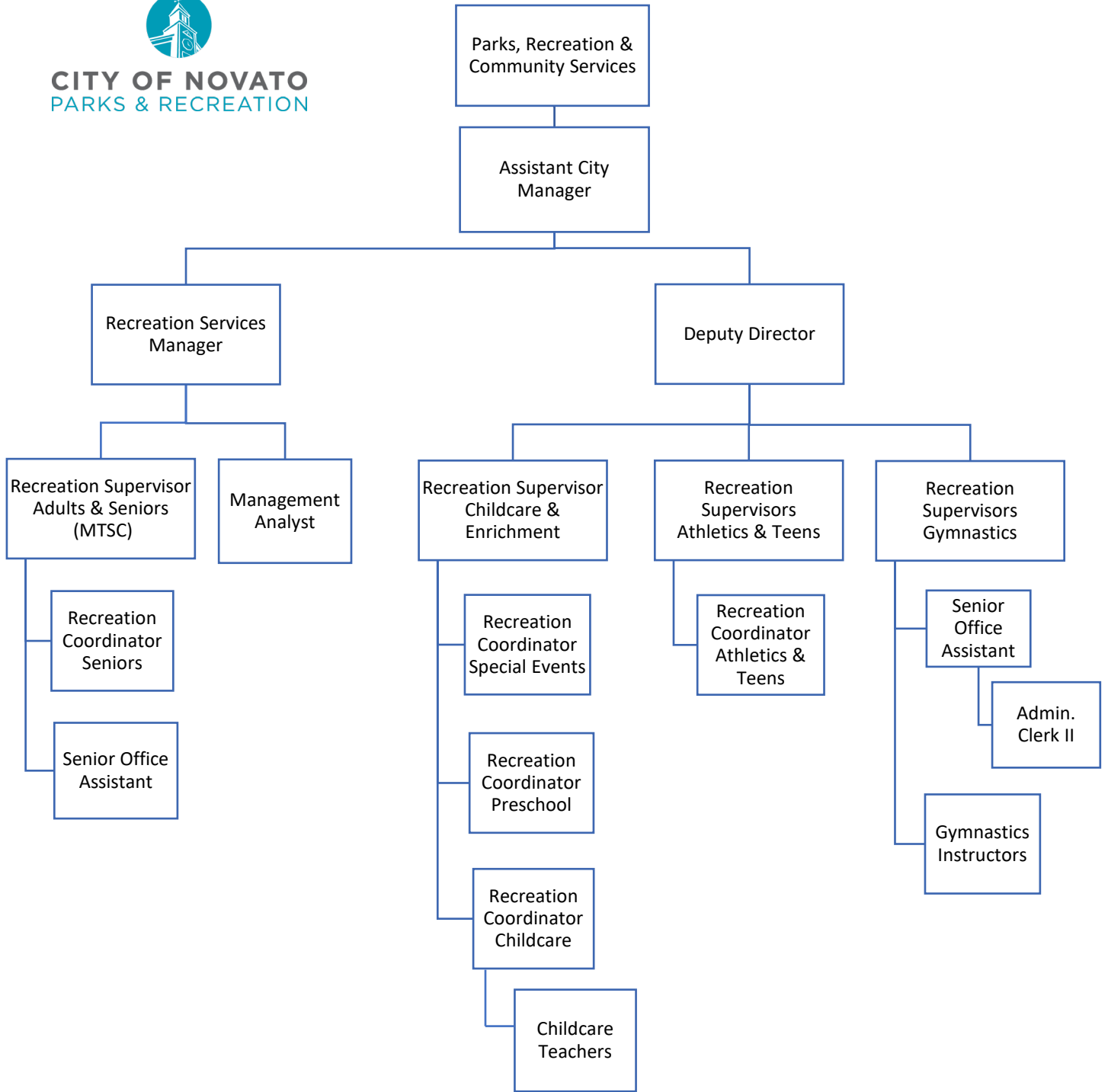
Under the direction of the Parks Supervisor, this section provides landscape maintenance for the Pointe Marin Community Facilities District (CFD).

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.

Department General Fund Budget Summary

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21	% change from Amended
Revenues					
Administration	10,000	10,000	10,000	-	-
Engineering Operations	21,659	-	-	-	-
Private Project Engineering	321,744	288,000	288,000	288,000	-
Capital Projects Engineering	278	300	300	300	-
Maintenance Administration	2,000	2,000	2,000	2,000	-
Street Maintenance	-	1,600	1,600	4,100	156.3%
Parks Maintenance	6,190	5,250	5,250	5,250	-
Civic Center Maintenance	1,976	3,050	3,050	18,550	508.2%
City Owned Property	-	20,000	20,000	20,000	-
COVID-19 Impact	-	-	-	(60,305)	-
Department Total	363,847	330,200	330,200	338,200	2.42%
Appropriations by Division					
Engineering Administration	686,647	690,500	703,607	731,310	3.9%
Engineering Operations	782,836	816,199	835,304	835,157	-
Sustainability	-	-	-	199,625	-
Private Project Engineering	119,244	181,899	188,770	244,799	29.7%
Capital Projects Engineering	494,870	675,305	695,292	570,487	(18.0)%
<i>Less Capital Projects Reimbursement</i>	(803,347)	(799,000)	(799,000)	(799,000)	-
Maintenance Administration	397,111	402,868	409,828	509,656	24.4%
Street Maintenance	1,306,996	1,413,757	1,440,103	1,522,830	5.7%
Traffic Operations	224,221	352,501	355,204	375,065	5.6%
Island Maintenance	687,731	780,007	804,228	804,425	-
Parks Maintenance	1,341,006	1,196,243	1,211,807	1,134,270	(6.4)%
Building Maintenance	1,548,551	1,557,749	1,582,027	1,644,660	4.0%
Department Total	6,785,866	7,268,028	7,427,170	7,773,284	4.7%
Appropriations by Category					
Employee Services	4,643,582	5,218,097	5,370,368	5,569,381	3.7%
<i>Less Capital Projects Reimbursement</i>	(803,347)	(799,000)	(799,000)	(799,000)	0.0%
Professional Services	414,456	312,981	312,981	367,481	17.4%
Training and Travel	35,502	47,271	47,271	47,671	0.8%
Supplies and Services	1,372,154	1,556,951	1,556,951	1,579,152	1.4%
Utilities	1,065,832	938,599	938,599	1,008,599	7.5%
Other Expenses	57,687	-	-	-	-
Department Total	6,785,866	7,274,899	7,427,170	7,773,284	4.7%
Personnel Allocation History					
Engineering Administration	3.10	3.10	3.10	3.80	22.6%
Engineering Operations	4.25	4.25	4.25	4.25	-
Private Project Engineering	0.45	0.45	0.45	0.45	-
Capital Projects Engineering	4.20	4.20	4.20	3.50	-16.7%
Maintenance Administration	2.00	2.00	2.00	3.00	50.0%
Street Maintenance	7.68	7.68	7.68	7.68	-
Traffic Operations	2.25	2.25	2.25	2.25	-
Median Island Maintenance	4.30	5.30	5.30	5.30	-
Parks Maintenance	6.70	7.70	7.70	7.70	-
Building Maintenance	8.50	8.50	8.50	8.50	-
Measure F	2.00	2.00	2.00	-	-
Parks Measure A	2.00	-	-	-	-
Equipment/Vehicle Maintenance	3.00	3.00	3.00	3.00	-
Community Facilities Districts	5.07	5.07	5.07	5.07	-
Department Total	55.50	55.50	55.50	54.50	55.9%



Department Mission Statement _____

Enrich individual and community life.

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 including the Novato Gymnastics Center and Margaret Todd Senior Center, which provide a variety of programs, activities, services and special events for individuals of all ages and interests. 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 Athletic Facilities, 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.

Program Description

Administration

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

Program Elements

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. The Special Events Team delivered a number of special events during the 2019/20 fiscal year.

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 a small portion of remaining 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 manages the Art in Public Place Program which is funded by Quimby Act Park Dedication and In-Lieu Fees.

Program Goals FY 2020/21

- Grand opening of the Hill Athletic Facilities "Central Hub" CIP;
- 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 led 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;
- Continue to align preschool and childcare curriculum to promote continuity of learning between the two programs;
 - Increase adaptive needs programs by offering an additional week of adaptive needs camp;
 - Continue Margaret Todd Senior Center outreach to the senior community to broaden our audience and grow our programs targeted at older adults;
 - Increase awareness and attendance of the museums through public outreach and programs.

Child Care & Enrichment

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 Goals FY 2020/21

- Continue to align Preschool and Child Care curriculum;
- Expand Camp Ton-Of-Fun MINIS;
- Provide two weeks of adaptive needs camp.

Senior Citizens

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 Goals FY 2020/21

- Continue to do outreach to the senior community;
- Diversify and expand program offerings by creating an online program presence with the additional of at least one Zoom class;
- Adapt special events (either size, theme or online) to meet the changing circumstances;
- Partner with other local organizations to provide services and programs that meet the needs of all members of Novato's adult and senior population.

Athletics

The Recreation Division is comprised of Athletics and Gymnastics programs, both of which offer year-round recreational sports programs for all ages, from children as young as one to older 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 Goals FY 2020/21

- Create New Adult Bocce Ball and Pickleball Recreational Leagues and Classes;
- Develop New Program Offerings;
- Improve Staff Training(s).

Department General Fund Budget Summary

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21	% change from Amended
<u>Revenues</u>					
Administration	99,452	90,600	90,600	105,100	16.00%
Child Care & Enrichment	902,049	746,900	746,900	764,000	2.29%
Senior Citizens Programs	260,656	284,000	289,000	276,500	(4.33)%
Athletics Programs	359,455	435,000	435,000	435,000	-
Gymnastics	1,078,461	1,016,600	1,016,600	996,600	(1.97)%
COVID-19 Impact	-	-	-	(1,288,600)	-
Department Total	2,700,073	2,573,100	2,578,100	2,577,200	(0.03)%

Appropriations by Division

Administration	660,846	665,266	692,947	667,128	(3.7)%
Child Care & Enrichment	770,266	802,940	818,237	849,532	3.8%
Senior Citizens Programs	442,608	364,679	381,682	464,674	21.7%
Athletics Programs	1,596,902	1,790,060	1,833,404	1,906,519	4.0%
Department Total	3,470,622	3,622,945	3,726,270	3,887,853	4.3%

Appropriations by Category

Employee Services	2,896,043	3,000,749	3,099,074	3,279,057	5.8%
Professional Services	250,517	259,291	264,291	266,192	0.7%
Training & Travel	18,148	29,420	29,420	29,420	-
Operating Expenses	285,365	316,188	316,188	295,384	(6.6)%
Utilities	20,549	17,297	17,297	17,800	2.9%
Department Total	3,470,622	3,622,945	3,726,270	3,887,853	4.3%

Personnel Allocation History

Administration	3.38	3.43	3.43	2.83	(17.5)%
Museum Administration	0.05	-	-	-	-
Child Care & Enrichment	4.73	4.73	4.73	4.73	-
Senior Citizens Programs	3.10	3.10	3.10	3.10	-
Athletics Programs	11.54	11.54	11.54	11.54	-
Measure A Parks	0.50	0.50	0.50	0.50	-
Department Total	23.30	23.30	23.30	22.70	(2.6)%

Capital Improvement Project Budget

Placeholder

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. FUND BALANCES WILL CHANGE BASED ON FY 2018/19 AUDIT.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	8,603,995	7,165,153	7,165,153	985,357 ¹
Revenues				
Sales Tax	20,871	7,500	7,500	
Investment Earnings	182,338	75,000	75,000	
Other Revenues	5,755	17,500	17,500	
Subtotal Revenues	208,964	100,000	100,000	0
TOTAL FINANCING AVAILABLE	8,812,959	7,265,153	7,265,153	985,357
Expenditures	1,036,401	1,231,941	1,231,941	985,357
Transfers Out:				
General Fund		442,545	442,545	
Risk Mitigation Reserve				
Debt Service-POB Fund	20,505	12,310	12,310	
CIP	590,900	4,508,207	4,343,000	
Equipment Replacement		250,000	250,000	
Information Technology Replacement				
Total Expenditures & Transfers Out	1,647,806	6,445,003	6,279,796	985,357
Fund Balance - End Fiscal Year	7,165,153	820,150	985,357	0

Notes

1. Fund balance designated for unspent programs: Business Retention program, part time non-benefited Maintenance Workers, and CIP projects.

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	1,414	1,446	1,446	1,461
Revenues				
Investment Earnings	32	15	15	15
Subtotal Revenues	32	15	15	15
TOTAL FINANCING AVAILABLE	1,446	1,461	1,461	1,476
Expenditures				
Total Expenditures & Transfers Out	0	0	0	0
Fund Balance - End Fiscal Year	1,446	1,461	1,461	1,476

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. The City Council authorized by resolution 2020-07 to utilize \$576,805 from this fund to offset the cost of a litigation settlement regarding the administrative building construction.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	636,109	576,805	576,805	6,500
Revenues				
Investment Earnings	14,138	6,500	6,500	0
Other	14,300			
Subtotal Revenues	28,438	6,500	6,500	0
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	664,547	583,305	583,305	6,500
Expenditures	87,742		576,805	0
Transfers Out				
Capital Projects Fund				
Total Expenditures & Transfers Out	87,742	0	576,805	0
Fund Balance - End Fiscal Year	576,805	583,305	6,500	6,500

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. The adopted FY 2019/20 Budget authorized consolidating Fund 112 and Fund 121 into the Fund 116 Emergency and Disaster Response Reserve. FUND Balances ARE SUBJECT TO CHANGE BASED ON FY 2018/19 AUDIT.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	6,916,835	6,618,741	6,618,741	10,397,502
Revenues				
Investment Earnings	1,906			
Equity Transfer (City Owned Property-Parks Measure A loan)		465,000	465,000	
Equity Transfer (City Owned Property)		1,190,298	1,190,298	
Equity Transfer (Risk Mitigation Reserve)		3,000,000	3,000,000	
Subtotal Revenues	1,906	4,655,298	4,655,298	0
Transfers In				
General Fund		3,463	3,463	
TOTAL FINANCING AVAILABLE	6,918,741	11,277,502	11,277,502	10,397,502
Expenditures		400,000 ¹	475,000 ²	
Note: FY 2020/21				
Transfers Out:				
General Fund				
Capital Projects Fund	300,000	255,000	405,000 ³	
Total Expenditures & Transfers Out	300,000	655,000	880,000	0
Fund Balance - End Fiscal Year	6,618,741	10,622,502	10,397,502	10,397,502

Notes

1. \$400,000 budgeted for Novato theatre restoration
2. Mid-year budget amendment authorized \$75,000 for Hamilton Base Reuse professional service
3. Mid-year budget amendment authorized \$150,000 for emergency generator for City Administrative building

Fund 117 - Civic Center

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

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	128,237	25,883	25,883	27,058
Revenues				
Investment Earnings	2,368	1,175	1,175	1,000
Other				
Subtotal Revenues	2,368	1,175	1,175	1,000
Transfers In				
Capital Projects				
TOTAL FINANCING AVAILABLE	130,605	27,058	27,058	28,058
Expenditures				
Transfers Out				
Capital Projects	104,722	43,369	0	0
Total Expenditures & Transfers Out	104,722	43,369	0	0
Fund Balance - End Fiscal Year	25,883	(16,311)	27,058	28,058

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	1,278,132	959,596	959,596	894,831
Revenues				
Investment Earnings	26,479	9,200	9,200	2,800
Other				
Subtotal Revenues	26,479	9,200	9,200	2,800
Transfers In				
General Fund	307,500	150,000	150,000	0
TOTAL FINANCING AVAILABLE	1,612,111	1,118,796	1,118,796	897,631
Expenditures				
Transfers Out				
Capital Projects	652,515	716,000	223,965	500,000
Total Expenditures & Transfers Out	652,515	716,000	223,965	500,000
Fund Balance - End Fiscal Year	959,596	402,796	894,831	397,631

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	622,945	564,270	564,270	554,252
Revenues				
Investment Earnings	9,048	7,600	7,600	7,600
Other				
Subtotal Revenues	9,048	7,600	7,600	7,600
Transfers In				
General Fund	499,090	250,000	250,000	0
TOTAL FINANCING AVAILABLE	1,131,083	821,870	821,870	561,852
Expenditures				
Transfers Out				
Capital Projects	566,813	891,606	267,618	0
Total Expenditures & Transfers Out	566,813	891,606	267,618	0
Fund Balance - End Fiscal Year	564,270	(69,736)	554,252	561,852

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. The adopted FY 2019/20 Budget authorized consolidating Fund 121 into the Fund 116 Emergency and Disaster Response Reserve.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	3,000,000	3,000,000	3,000,000	0
Revenues				
Other				
Subtotal Revenues	0	0	0	0
Transfers In				
Measure F				
TOTAL FINANCING AVAILABLE	3,000,000	3,000,000	3,000,000	0
Expenditures				
Transfers Out:				
Emergency & Disaster Response Reserve		3,000,000	3,000,000	
Total Expenditures & Transfers Out	0	3,000,000	3,000,000	0
Fund Balance - End Fiscal Year	3,000,000	0	0	0

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	2,807,377	2,901,716	2,901,716	2,910,130
Revenues				
Investment Earnings	30,497	12,750	12,750	12,750
Affordable Housing Fees	103,947	110,000	110,000	110,000
Other	123,957			
Subtotal Revenues	258,401	122,750	122,750	122,750
Transfers In				
General Fund				
Hamilton Trust Fund	40,469	80,000	80,000	41,000
TOTAL FINANCING AVAILABLE	3,106,247	3,104,466	3,104,466	3,104,466
Expenditures	203,779	193,558	193,558	193,558
Transfers Out				
Debt Service-POB Fund	752	778	778	778
Total Expenditures & Transfers Out	204,531	194,336	194,336	194,336
Fund Balance - End Fiscal Year	2,901,716	2,910,130	2,910,130	2,910,130

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 storm drains before flowing into creeks and wetlands.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	3,064	137,873	137,873	220,548
Revenues				
Investment Earnings	(192)	625	625	625
Special Assessments	353,902	370,000	370,000	369,000
Subtotal Revenues	353,710	370,625	370,625	369,625
Transfers In:				
General Fund				
Other Funds				
TOTAL FINANCING AVAILABLE	356,774	508,498	508,498	590,173
Expenditures:				
County of Marin-Collection Fees	21,344	15,000	6,850	15,000
County of Marin-One Time Stormwater Fee				
JPA Contribution-MCSTOPP	186,543	215,000	194,006	215,000
Other	8,350	15,800	22,094	15,800
Transfers Out:				
General Fund	0	65,000	65,000	65,000
Clean Storm Water Capital Improvement Fund	2,664	45,000	0	90,000
Total Expenditures & Transfers Out	218,901	355,800	287,950	400,800
Fund Balance - End Fiscal Year	137,873	152,698	220,548	189,373

Fund 212 - Underground Utilities

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

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	994,460	689,203	689,203	697,453
Revenues				
Investment Earnings	23,054	8,250	8,250	8,250
Subtotal Revenues	23,054	8,250	8,250	8,250
TOTAL FINANCING AVAILABLE	1,017,514	697,453	697,453	705,703
Transfers Out:				
Capital Projects Fund	328,311	283,273	0	500,000
Total Expenditures & Transfers Out	328,311	283,273	0	500,000
Fund Balance - End Fiscal Year	689,203	414,180	697,453	205,703

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	8,880	140	140	1,850
Revenues				
Investment Earnings	75	75	50	
Transfer In Capital Projects			1,660	
Subtotal Revenues	75	75	1,710	0
TOTAL FINANCING AVAILABLE	8,955	215	1,850	1,850
Expenditures	575			
Transfers Out:				
Capital Projects Fund	8,240	13,000	0	
Total Expenditures & Transfers Out	8,815	13,000	0	0
Fund Balance - End Fiscal Year	140	(12,785)	1,850	1,850

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	484,589	548,490	548,490	552,732
Revenues				
Investment Earnings	14,135	3,500	3,500	3,500
Developer in Lieu Fees	235,785	350,000	350,000	50,000
Subtotal Revenues	249,920	353,500	353,500	53,500
Transfers In:				
CIP			168,127	
TOTAL FINANCING AVAILABLE	734,509	901,990	1,070,117	606,232
Expenditures				
Transfers Out:				
General Fund	500	500	0	0
Capital Projects Fund	185,519	752,400	517,385	0
Total Expenditures & Transfers Out	186,019	752,900	517,385	0
Fund Balance - End Fiscal Year	548,490	149,090	552,732	606,232
Reserved for Long-Term Obligations				
Available Funds - End Fiscal Year	548,490	149,090	552,732	606,232

Fund 215 - Art in Public Places

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

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	133,117	196,550	196,550	186,675
Revenues				
Investment Earnings	32,603	1,125	1,125	1,125
Developer in Lieu Fees	35,830	1,500	1,500	10,000
Subtotal Revenues	68,433	2,625	2,625	11,125
TOTAL FINANCING AVAILABLE	201,550	199,175	199,175	197,800
Expenditures	5,000			
Transfers Out:				
Capital Projects Fund	0	19,616	12,500	0
Total Expenditures & Transfers Out	5,000	19,616	12,500	0
Fund Balance - End Fiscal Year	196,550	179,559	186,675	197,800

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	328,276	313,345	313,345	246,395
Revenues				
Investment Earnings	8,065	3,050	3,050	21,900
Service Charges	90,000	80,000	80,000	76,000
Other				
Subtotal Revenues	98,065	83,050	83,050	97,900
Other Financing Sources				
General Fund				
TOTAL FINANCING AVAILABLE	426,341	396,395	396,395	344,295
Expenditures	112,996	150,000	150,000	150,000
Total Expenditures & Transfers Out	112,996	150,000	150,000	150,000
Fund Balance - End Fiscal Year	313,345	246,395	246,395	194,295

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	88,709	102,596	102,596	84,737
Revenues				
Investment Earnings	1,640	825	825	785
Service Charges	114,537	85,000	85,000	81,000
Subtotal Revenues	116,177	85,825	85,825	81,785
TOTAL FINANCING AVAILABLE	204,886	188,421	188,421	166,522
Expenditures	100,221	101,501	101,501	101,501
Transfers Out:				
Debt Service-POB Fund	2,069	2,183	2,183	2,183
Total Expenditures & Transfers Out	102,290	103,684	103,684	103,684
Fund Balance - End Fiscal Year	102,596	84,737	84,737	62,838

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.

	Unaudited Actual 2018/19	Amended Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	407,821	583,831	583,831	790,571
Revenues				
Investment Earnings	6,765	1,750	1,750	1,488
Special Tax Assessment	559,538	595,905	595,905	566,110
Other	230,000	230,000	230,000	230,000
Subtotal Revenues	796,303	827,655	827,655	797,598
Transfers In:				
General Fund				
San Pablo CFD	8,908	9,000	9,000	8,550
TOTAL FINANCING AVAILABLE	1,213,032	1,420,486	1,420,486	1,596,719
Expenditures	565,275	587,436	587,436	768,017
Interfund Loan Interest Payment				
Transfers Out:				
Debt Service-POB Fund	10,096	10,691	10,691	
Capital Projects	53,830	110,000	31,788	
Total Expenditures & Transfers Out	629,201	708,127	629,915	768,017
Fund Balance - End Fiscal Year	583,831	712,359	790,571	828,702

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.

	Unaudited Actual 2018/19	Amended Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2019/20
Fund Balance - Begin Fiscal Year	688,514	721,220	721,220	677,763
Revenues				
Investment Earnings	15,051	4,550	4,550	4,550
Special Tax Assessment	181,593	191,698	191,698	191,698
Subtotal Revenues	196,644	196,248	196,248	196,248
TOTAL FINANCING AVAILABLE	885,158	917,468	917,468	874,011
Expenditures	157,417	237,265	233,226	130,895
Transfers Out:				
Debt Service-POB Fund	6,521	6,479	6,479	
Total Expenditures & Transfers Out	163,938	243,744	239,705	130,895
Fund Balance - End Fiscal Year	721,220	673,724	677,763	743,116

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	1,177,919	1,329,424	1,329,424	1,339,150
Revenues				
Investment Earnings	12,000	6,600	6,600	5,000
Rental Income	454,393	463,500	400,000	450,000
Subtotal Revenues	466,393	470,100	406,600	455,000
TOTAL FINANCING AVAILABLE	1,644,312	1,799,524	1,736,024	1,794,150
Expenditures	276,762	285,000	285,000	260,000
Transfers Out:				
Capital Projects	38,126	500,000	111,874	300,000
Total Expenditures & Transfers Out	314,888	785,000	396,874	560,000
Fund Balance - End Fiscal Year	1,329,424	1,014,524	1,339,150	1,234,150

Fund 221 - Chapter 27 Assessments

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

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	242,390	241,389	241,389	253,778
Revenues				
Investment Earnings	5,622	2,300	2,300	2,300
Service Charges	297		3,169	300
Other				
Subtotal Revenues	5,919	2,300	5,469	2,600
Transfers In:				
General Fund				
TOTAL FINANCING AVAILABLE	248,309	243,689	246,858	256,378
Expenditures				
Transfers Out:				
Capital Projects Fund	6,920	6,920	(6,920)	0
Total Expenditures & Transfers Out	6,920	6,920	(6,920)	0
Fund Balance - End Fiscal Year	241,389	236,769	253,778	256,378

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.

	Unaudited Actual 2018/19	Amended Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	37,872	45,153	45,153	48,007
Revenues				
Special Assessments	58,574	64,343	64,343	66,252
Investment Earnings	932	385	385	550
Other				
Subtotal Revenues	59,506	64,728	64,728	66,802
TOTAL FINANCING AVAILABLE	97,378	109,881	109,881	114,809
Expenditures	52,225	61,874	61,874	66,248
Total Expenditures & Transfers Out	52,225	61,874	61,874	66,248
Fund Balance - End Fiscal Year	45,153	48,007	48,007	48,561

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.

	Unaudited Actual 2018/19	Amended Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	70,936	72,580	72,580	73,340
Revenues				
Investment Earnings	1,644	760	760	760
Subtotal Revenues	1,644	760	760	760
TOTAL FINANCING AVAILABLE	72,580	73,340	73,340	74,100
Expenditures				
Total Expenditures & Transfers Out	0	0	0	0
Fund Balance - End Fiscal Year	72,580	73,340	73,340	74,100

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.

	Unaudited Actual 2018/19	Amended Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	6,825	7,711	7,711	9,917
Revenues				
Special Assessments	10,095	10,606	10,606	10,606
Investment Earnings	205	100	100	100
Subtotal Revenues	10,300	10,706	10,706	10,706
TOTAL FINANCING AVAILABLE	17,125	18,417	18,417	20,623
Expenditures	9,414	10,396	8,500	10,850
Total Expenditures & Transfers Out	9,414	10,396	8,500	10,850
Fund Balance - End Fiscal Year	7,711	8,021	9,917	9,773

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.

	Unaudited Actual 2018/19	Amended Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	61,014	60,804	60,804	61,414
Revenues				
Special Assessments	21,098	22,746	22,746	23,000
Investment Earnings	1,552	610	610	680
Other				
Subtotal Revenues	22,650	23,356	23,356	23,680
TOTAL FINANCING AVAILABLE	83,664	84,160	84,160	85,094
Expenditures	22,860	22,746	22,746	23,680
Total Expenditures & Transfers Out	22,860	22,746	22,746	23,680
Fund Balance - End Fiscal Year	60,804	61,414	61,414	61,414

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.

	Unaudited Actual 2018/19	Amended Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	113,100	119,675	119,675	124,305
Revenues				
Special Assessments	6,372	6,685	6,685	6,685
Investment Earnings	2,655	1,025	1,025	1,025
Subtotal Revenues	9,027	7,710	7,710	7,710
TOTAL FINANCING AVAILABLE	122,127	127,385	127,385	132,015
Expenditures	2,452	2,850	3,080	2,850
Total Expenditures & Transfers Out	2,452	2,850	3,080	2,850
Fund Balance - End Fiscal Year	119,675	124,535	124,305	129,165

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.

	Unaudited Actual 2018/19	Amended Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	44,038	48,965	48,965	46,952
Revenues				
Special Assessments	13,547	14,256	14,256	14,256
Investment Earnings	1,163	440	440	470
Subtotal Revenues	14,710	14,696	14,696	14,726
TOTAL FINANCING AVAILABLE	58,748	63,661	63,661	61,678
Expenditures	875	7,534	7,534	29,368
Transfers Out				
Hamilton CFD	8,908	9,175	9,175	9,000
Total Expenditures & Transfers Out	9,783	16,709	16,709	38,368
Fund Balance - End Fiscal Year	48,965	46,952	46,952	23,310

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.

	Unaudited Actual 2018/19	Amended Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	10,252	10,490	10,490	10,590
Revenues				
Investment Earnings	238	100	100	100
Subtotal Revenues	238	100	100	100
TOTAL FINANCING AVAILABLE	10,490	10,590	10,590	10,690
Expenditures				
Total Expenditures & Transfers Out	0	0	0	0
Fund Balance - End Fiscal Year	10,490	10,590	10,590	10,690

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	1,210,941	2,056,376	2,056,376	1,037,710
Revenues				
Investment Earnings	33,012	14,000	14,000	14,000
Intergovernmental Revenue	2,135,294	2,832,310	1,996,722	1,597,378
Subtotal Revenues	2,168,306	2,846,310	2,010,722	1,611,378
TOTAL FINANCING AVAILABLE	3,379,247	4,902,686	4,067,098	2,649,088
Expenditures				
Transfers Out:				
General Fund	817,000	917,000	917,000	917,000
Capital Projects Fund	505,871	3,039,738	2,112,388	895,000
Total Expenditures & Transfers Out	1,322,871	3,956,738	3,029,388	1,812,000
Fund Balance - End Fiscal Year	2,056,376	945,948	1,037,710	837,088

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	108,884	117,953	117,953	115,733
Revenues				
Investment Earnings	2,036	780	780	780
Crime Prevention				
Intergovernmental Revenue	136,442	90,000	90,000	105,000
Other	12,224	6,000	6,000	2,000
Subtotal Revenues	150,702	96,780	96,780	107,780
Transfers In				
General Fund	7,000	7,000	7,000	7,000
TOTAL FINANCING AVAILABLE	266,586	221,733	221,733	230,513
Expenditures	148,633	106,000	106,000	110,000
Transfers Out				
Equipment Replacement				
Total Expenditures & Transfers Out	148,633	106,000	106,000	110,000
Fund Balance - End Fiscal Year	117,953	115,733	115,733	120,513

Fund 232 - State COPS Grant

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

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21
Available Funds - Begin Fiscal Year	283,060	276,837	276,837	176,837
Revenues				
Intergovernmental	155,402	100,000	100,000	135,000
Subtotal Revenues	155,402	100,000	100,000	135,000
TOTAL FINANCING AVAILABLE	438,462	376,837	376,837	311,837
Expenditures	161,625	200,000	200,000	220,000
Transfers Out				
Equipment Replacement				
Capital Projects Fund				
Total Expenditures & Transfers Out	161,625	200,000	200,000	220,000
Available Funds - End Fiscal Year	276,837	176,837	176,837	91,837

Fund 233 - Operating Grants Fund

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

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2002/21
Fund Balance - Begin Fiscal Year	22,131	23,003	23,003	23,358
Revenues				
Investment Earnings	872	355	355	355
CalRecycle Grant				151,400
Subtotal Revenues	872	355	355	151,755
TOTAL FINANCING AVAILABLE	23,003	23,358	23,358	175,113
Expenditures				
Transfers Out				
Capital Projects				151,755
Total Expenditures & Transfers Out	0	0	0	151,755
Fund Balance - End Fiscal Year	23,003	23,358	23,358	23,358

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	2,008	1,321,588	1,321,588	2,525,620
Revenues				
Grants	1,948,000	7,251,792	4,295,629	4,301,000
Investment Earnings				
Subtotal Revenues	1,948,000	7,251,792	4,295,629	4,301,000
Transfers In				
Federal Grants Fund				
TOTAL FINANCING AVAILABLE	1,950,008	8,573,380	5,617,217	6,826,620
Expenditures				
Transfers Out				
Capital Projects Fund	628,420	7,252,278	3,091,597	1,543,000
Total Expenditures & Transfers Out	628,420	7,252,278	3,091,597	1,543,000
Fund Balance - End Fiscal Year	1,321,588	1,321,102	2,525,620	5,283,620

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.

	Unaudited Actual 2018/19	Amended Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	466,529	21,140	21,140	462,413
Revenues				
Investment Earnings	10,817	4,260	4,260	4,260
Intergovernmental Revenue		450,000	437,013	
Subtotal Revenues	10,817	454,260	441,273	4,260
TOTAL FINANCING AVAILABLE	477,346	475,400	462,413	466,673
Expenditures				
Transfers Out:				
Capital Projects Fund	456,206	387,775	0	430,000
Total Expenditures & Transfers Out	456,206	387,775	0	430,000
Fund Balance - End Fiscal Year	21,140	87,625	462,413	36,673

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.

	Unaudited Actual 2018/19	Amended Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	1,248,374	153,766	153,766	956,644
Revenues				
Investment Earnings	36,857	16,250	16,250	16,250
Intergovernmental Revenue	597,496	3,175,396	1,473,046	881,792
Other				
Subtotal Revenues	634,353	3,191,646	1,489,296	898,042
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	1,882,727	3,345,412	1,643,062	1,854,686
Expenditures				
Transfers Out:				
Capital Projects Fund	1,228,961	2,382,396	100,000	1,565,000
General Fund	500,000	617,000	586,418	0
Total Expenditures & Transfers Out	1,728,961	2,999,396	686,418	1,565,000
Fund Balance - End Fiscal Year	153,766	346,016	956,644	289,686

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.

	Unaudited Actual 2018/19	Amended Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	(273,663)	(304,959)	(304,959)	166,048
Revenues				
Investment Earnings	5,728	2,310	2,310	2,310
Intergovernmental Revenue	429,993	435,000	435,697	300,000
Equity Transfer		465,000	465,000	
Subtotal Revenues	435,721	902,310	903,007	302,310
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	162,058	597,351	598,048	468,358
Expenditures	183,748	397,283	432,000	280,000
Transfers Out:				
General Fund				
Capital Projects Fund	128,269			50,000
Pension Obligation Bonds				
Equity Transfer (Repay Interfund Loan)	155,000			
Total Expenditures & Transfers Out	467,017	397,283	432,000	330,000
Fund Balance - End Fiscal Year	(304,959)	200,068	166,048	138,358

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed budget 2020/21
Fund Balance - Begin Fiscal Year	248,069	296,764	296,764	284,990
Revenues				
Investment Earnings	6,359	2,460	2,460	2,460
Developer in Lieu Fees				
Other				
Subtotal Revenues	6,359	2,460	2,460	2,460
Transfers In:				
Clean Storm Water Fund	45,000	45,000	45,000	
TOTAL FINANCING AVAILABLE	299,428	344,224	344,224	287,450
Expenditures				
Transfers Out:				
Capital Projects Fund	2,664	59,234	59,234	
Total Expenditures & Transfers Out	2,664	59,234	59,234	0
Fund Balance - End Fiscal Year	296,764	284,990	284,990	287,450

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Budget 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	268,390	274,613	274,613	277,103
Revenues				
Investment Earnings	6,223	2,490	2,490	2,490
Subtotal Revenues	6,223	2,490	2,490	2,490
TOTAL FINANCING AVAILABLE	274,613	277,103	277,103	279,593
Expenditures				
Transfers Out				
Capital Projects				
Total Expenditures & Transfers Out	0	0	0	0
Fund Balance - End Fiscal Year	274,613	277,103	277,103	279,593

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	0	(411)	(411)	0
Revenues				
Project Fees	389,501	460,308	131,042	50,000
Subtotal Revenues	389,501	460,308	131,042	50,000
TOTAL FINANCING AVAILABLE	389,501	460,308	131,042	50,000
Expenditures	411			
Transfers Out				
Capital Projects	389,501	460,308	131,042	50,000
Total Expenditures & Transfers Out	389,912	460,308	131,042	50,000
Fund Balance - End Fiscal Year	(411)	0	0	0

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Projected Actual 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	11,919,357	13,142,859	13,142,859	12,387,002
Revenues				
Investment Earnings	288,732	120,000	120,000	120,000
Developer in Lieu Fees				
- Streets & Intersections	841,111	95,000	95,000	95,000
- Recreational & Cultural Facilities	26,226	65,000	65,000	65,000
- Civic Facilities	53,842	15,000	15,000	15,000
- Transit/Bicycle Facilities	28,407	6,000	6,000	6,000
- Corporation Yard	17,649	5,000	5,000	5,000
- General Governmental Systems	23,763	9,000	9,000	9,000
- Open Space	65,991	20,000	20,000	20,000
- Drainage	50,152	35,000	35,000	35,000
Subtotal Revenues	1,395,873	370,000	370,000	370,000
Transfers In:				
General Fund				
TOTAL FINANCING AVAILABLE	13,315,230	13,512,859	13,512,859	12,757,002
Expenditures				
Transfers Out:				
General Fund		2,000		
Capital Projects Fund	172,371	2,439,555	1,125,857	1,000,000
Equity Transfer				
Total Expenditures & Transfers Out	172,371	2,441,555	1,125,857	1,000,000
Fund Balance - End Fiscal Year	13,142,859	11,071,304	12,387,002	11,757,002

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	1,979,029	2,046,444	2,046,444	1,742,121
Revenues				
Taxes	1,820,247	1,484,879	1,484,879	1,514,577
Investment Earnings	29,744	8,100	8,100	8,100
Subtotal Revenues	1,849,991	1,492,979	1,492,979	1,522,677
TOTAL FINANCING AVAILABLE	3,829,020	3,539,423	3,539,423	3,264,798
Expenditures				
Debt Service	21,140	26,425	26,425	26,500
	1,761,436	1,770,877	1,770,877	1,775,943
Total Expenditures & Transfers Out	1,782,576	1,797,302	1,797,302	1,802,443
Fund Balance - End Fiscal Year	2,046,444	1,742,121	1,742,121	1,462,355

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	(2,499)	16,817	16,817	16,818
Revenues				
Investment Earnings	17,815			
Subtotal Revenues	17,815	0	0	0
Transfers In	1,385,325	1,439,808	1,439,808	1,454,387
TOTAL FINANCING AVAILABLE	1,400,641	1,456,625	1,456,625	1,471,205
Expenditures	3,789			
Debt Service	1,388,187	1,439,807	1,439,807	1,454,387
Transfers Out				
General Fund	(8,152)			
Total Expenditures & Transfers Out	1,383,824	1,439,807	1,439,807	1,454,387
Fund Balance - End Fiscal Year	16,817	16,818	16,818	16,818

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	(1,234,020)	(1,422,391)	(1,422,391)	(1,244,240)
Revenues				
Charges to Departments	595,119	841,247	841,247	841,247
Other	1,468			
Subtotal Revenues	596,587	841,247	841,247	841,247
Transfers In				
General Fund		200,000	200,000	
TOTAL FINANCING AVAILABLE	(637,433)	(381,144)	(381,144)	(402,993)
Expenditures	772,229	850,138	850,138	850,138
Transfers Out				
Debt Service-POB Fund	12,729	12,958	12,958	13,000
Other				
Total Expenditures & Transfers Out	784,958	863,096	863,096	863,138
Fund Balance - End Fiscal Year	(1,422,391)	(1,244,240)	(1,244,240)	(1,266,131)

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	7,068,248	6,465,702	6,465,702	5,451,497
Revenues				
Charges to Departments	553,043	567,444	567,444	567,444
Investment Earnings	132,440	47,500	47,500	47,500
Other	54,006	10,000	10,000	10,000
Subtotal Revenues	739,489	624,944	624,944	624,944
Transfers In				
General Fund	359,500	226,570	226,570	483,186
Measure F		250,000	250,000	
State COPS grant	14,031			
TOTAL FINANCING AVAILABLE	8,181,268	7,567,216	7,567,216	6,559,627
Equipment Acquisition	438,608	789,149	789,149	800,000
MERA	465,372	476,570	476,570	483,186
Other	(55,142)			
Transfers Out				
Capital Projects	287,630	850,000	850,000	0
Extraordinary Loss	579,098			
Total Expenditures & Transfers Out	1,715,566	2,115,719	2,115,719	1,283,186
Fund Balance - End Fiscal Year	6,465,702	5,451,497	5,451,497	5,276,441

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.

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Proposed Budget 2020/21
Fund Balance - Begin Fiscal Year	389,193	360,879	360,879	347,804
Revenues				
Charges to Departments	75,898	95,000	95,000	95,000
Investment Earnings	8,717	3,925	3,925	3,925
Subtotal Revenues	84,615	98,925	98,925	98,925
Transfers In				
Measure F				
Equipment Replacement Fund				
TOTAL FINANCING AVAILABLE	473,808	459,804	459,804	446,729
Expenditures	112,929	112,000	112,000	134,000
Total Expenditures & Transfers Out	112,929	112,000	112,000	134,000
Fund Balance - End Fiscal Year	360,879	347,804	347,804	312,729

Fund 651 - Marin Valley Mobile Country Club

Placeholder

Glossary & Acronyms

Placeholder