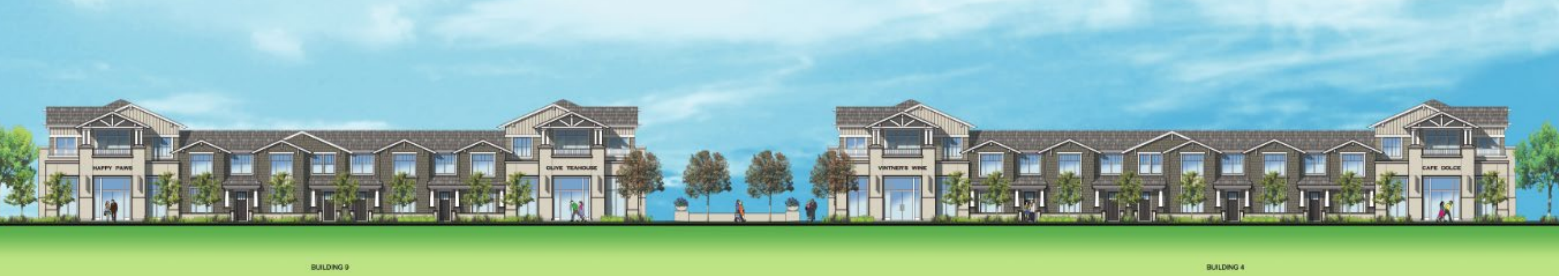


# CITY OF NOVATO | CALIFORNIA

## ADOPTED BUDGET FISCAL YEAR 2020/2021

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 on the City's website and the City Manager's Budget Message on Page 2.

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

**A.** A summary of City revenues begins on Page 55. This summary explains each of the different revenue sources and its outlook for the future. On Page 56 is a table of general fund revenues by category.

**Q.** *How does the City spend its money?*

**A.** A table listing general fund expenditures by department is on Page 71, and a chart that graphically summarizes this information on Page 69. Beginning on Page 91 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. 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 149. Individual CIP projects are also shown by type of project (Municipal, Parks, Technology, and Transportation). Each section lists the projects alphabetically, followed by a detailed project table for each project.

**CITY OF NOVATO**  
**Adopted Budget**  
**Fiscal Year 2020/21**

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## Budget Message



City Manager Budget Transmittal Letter  
Fiscal Year 2020/21 Adopted Budget

June 30, 2020

Honorable Mayor and Members of the City Council:

I am pleased to present the City of Novato Adopted Budget for Fiscal Year 2020/21. The annual budget is an important policy document outlining the City Council's priorities for the upcoming year and the plan for delivering services to the community through allocation of limited City resources. As we are currently in the midst of the COVID-19 pandemic, we remain focused on our immediate response to deliver core services to our residents, including keeping public areas safe, clean and healthy; ensuring the City is prepared for future natural disasters or health emergencies; and maintaining the 9-1-1 emergency response.

Immediately after the pandemic began an sheltering orders were issued, I directed several actions with the intent to immediately reduce expenditures including:

- freezing all vacant positions but the most mission critical positions.
- laying off approximately 100 part time temporary employees in Parks, Recreation and Community Services
- approving only essential expenditures
- deferring some capital projects

### BUDGET DEVELOPMENT

This budget provides funding for the operation of vital City services, and the Capital Improvement Plan. The adopted General Fund Operating Budget totals \$42.5 million, with \$17.6 million allocated to 53 new capital projects. As with any other year, adoption of the annual budget represents a snapshot of the City's fiscal forecasts based on currently known factors; however, due to the pandemic, the FY 2020/21 projections remain more fluid than usual.

Because of the evolving emergency and projecting its financial impacts to the City; the Council directed staff to develop a FY 2020/21 "carryover" budget for adoption in June, and a follow-up budget revision presented to Council in September. This September budget revision will provide updated financial projections and present options for Council's consideration to reduce the projected General Fund \$5.7 million deficit.

Community input is a critical component of the annual budget process; however, the community budget workshops were cancelled in compliance with the COVID-19 public health orders. Despite the community's inability to gather in person during the pandemic, there were numerous opportunities for

## Budget Message

community input and engagement during the development of the Fiscal Year 2020/21 budget: including the budget survey, participation in the virtual City Council budget development meeting, the CIP review meeting and the operating budget workshop and public hearing.

## STRATEGIC PLAN

The City Council's adopted Strategic Plan provides an overall framework for development of the operating and capital budgets. The Strategic Plan also includes considerable input from community stakeholders and staff prior to City Council adoption. The current Strategic Plan includes the five following goals:

- Living Well, Together
  - Support facilities and design programs and services that create a healthy, caring and interconnected community that is safe and secure.
- Great Places
  - Create inviting natural and built places and spaces for contemplation, play, arts, and connection, while celebrating our diverse community.
- Economic Vitality
  - Encourage a thriving business environment, becoming a hub of economic activity and innovation, with a focus on high-paying industries, a vibrant downtown, and a healthy economy.
- Environmental Stewardship
  - Preserve, protect and enhance Novato's unique environment, now and for future
- At City that Works
  - Know, understand, and respond to the community we serve, engage our residents, and provide valued services promptly, professionally and with a passion.

## FISCAL YEAR 2020/21 OPERATING BUDGET

The carryover budget is essentially a replicate of the FY 2019/20 budget with some exceptions including removing one-time revenue and expense activities and updating any mandated adjustments. The budget was developed with a baseline assumption of no growth in expenses over the prior year.

### Budget Revision

Council directed staff to prepare a revised budget by September that will provides updated financial projections, and budget adjustment options to reduce the \$5.7 million budget deficit. The revision included a series of budget adjustment options aimed at better aligning ongoing revenues with ongoing expenses.

Below is a brief summary of the Revised Budget presented to Council in September, which included budget adjustments that reduced the projected deficit from \$5.7 million to \$2.5 million, a difference of \$3.26 million. Additional detail regarding the FY 2020/21 Revised Budget is provided in the staff report presented to the City Council on September 29, 2020 and resolution #2020-063.

### New Revenue

- CARES Act reimbursement of \$663,066
- Increased Gas Tax funding, of \$83,000

## Budget Message

### Expense revisions

- \$3 million, or a 7% reduction in General Fund expense, in the following categories:
  - Salaries and Benefits, (reduction in full and part time personnel, overtime and City Council compensation)
  - Professional services and travel and training
  - Review of authorized positions:
    - Freezing non-critical vacant positions
    - Voluntary Early Separation Program
  - Savings in operating accounts corresponding to the reduction in recreational programming

### General Fund Summary

Following is a summary of the General Fund Budget for FY 2020/21. With Council's direction as noted above, the adopted FY 2020/21 carryover budget as presented in this document includes \$37.8 million in revenue and \$42.4 million in expense; with Transfers In of \$1.3 million, and Transfers Out of \$2.4 million, resulting in an operating budget deficit of \$5.7 million.

General Fund Budget Summary Adopted Budget FY 2020/21	
<b>Revenue</b>	\$37.8 million
<b>Expense</b>	(\$42.4 million)
<b>Transfer In</b>	\$1.3 million
<b>Transfer Out</b>	(\$2.4 million)
<b>Surplus/(Deficit)</b>	<b>(\$5.7 million)</b>

### General Fund Revenue

The majority of General Fund revenue (less Transfers In) is primarily derived from Taxes (including property tax, sales tax, franchise tax, TOT and business licenses). The tax category represents 88%, or \$33.2 million of all General Fund revenues generated, at \$33.2 million this is a 0.8% decrease over the FY 2019/20 total of \$33.4 million, mostly due to the uncertainty of the pandemic.

Sales tax revenues reflect the latest projection based on COVID-19 impacts and is projected to decrease by \$348,000, a 2% decrease from the prior year. Property Taxes assumes a 2.88% or \$452,000 increase from FY 2019/20, for a budget estimate of \$16,120,542. No COVID-19 related impacts are expected for this tax category. Transient Occupancy Tax (TOT or hotel tax) has a projected decrease 20.5% or \$375,000.

Charges for Services category represents 4% or \$1.5 million of General Fund revenue and generates revenue through development activity, permit processing, facility rentals, and recreational programs and other services provided to the community. Revenue is projected to be \$1.56 million for this year, a 52.9% or 1.8 million decrease, from the \$3.32 million budgeted in FY 2019/20, this impact is due to the COVID-19 pandemic.



## Budget Message

The License and Permits category include building, inspection, and engineering fees, police and home occupancy permits, is budgeted at \$1.4 million, which represent 4% of General Fund revenues. Overall, revenue from the Licenses and Permits category is expected to remain similar to the prior year.

The remaining General Fund revenue categories include: Fines & Forfeitures, Use of Money & Property, and Other (miscellaneous revenue such as reimbursements), totaling approximately \$1.2 million, which are not expected to change significantly for FY 2020/21.

### Revenue Options

Even prior to the pandemic, the City Council was working toward ensuring future fiscal sustainability, including identifying ways to generate revenue to support critical services and secure ongoing locally-controlled funding. Below are new revenue options that will either generate ongoing or one-time revenue:

<u>Ongoing</u>	<u>One-Time</u>
Transient Occupancy Tax Measure (TOT)	Disposition of City-owned properties
Sales Tax Measure	
Solid Waste Franchise Fee	
Hamilton Trust Utilization	Hamilton Trust Utilization

One of the options noted above that could strengthen the City's financial condition is an increase to the City's existing Transient Occupancy (Hotel) Tax (TOT) rate. An increase to the existing TOT rate from 10% to 12% could provide an additional \$400,000 annually.

In addition, two new hotels are in the development process and will generate new, ongoing TOT to support City services once they are constructed and operational. Finally, Staff continues to explore the remaining four areas for potential revenue generation, as shown above.

### General Fund Expense

The FY 2020/21 General Fund expense is projected at \$42.5 million (without Transfers Out). Typical of a service organization, expenses are primarily in Salaries and Benefits at 74%, or \$31.2 million. Other significant expense categories include Operating Expenses and Professional Services at 10.4% or 4.8 million and 5% or \$3.97 million, respectively.

Salaries and Employee Benefits are projected to grow by 3.5% over the FY 2019/20 adopted budget. The increase is primarily driven by escalating costs for health insurance, Workers' Compensation insurance, UAL and pension costs.

All Other (non-personnel) expense categories (professional services, training and travel, operating expense, utilities and miscellaneous expenses) together total \$11.2 million or a 6.5% increase over FY 2019/20. The increase is primarily in the areas of professional services, operating expense, and utilities. Specifically, liability insurance expense jumps 39.27%, utilities rise by 6.1% and animal control has a 2.61% increase. In addition, program and activities previously supported by Measure F funds have been shifted to the General Fund.

### Personnel Summary

The following table provides a summary of staffing levels between FY 2018/19 and FY 2020/21. Although, the total number of authorized FTE has declined, the number of positions reliant on the General

## Budget Message

Fund has increased primarily due to the depletion of Measure F funds. In FY 2018/19, 6.75 FTE were Measure F supported, and by FY 2020/21 all positions were shifted to the General Fund. Additionally, reliance on Parks Measure A for personnel costs decreased by 2.0 positions during the same period.

Staffing levels have fluctuated beginning in FY 2009/10 when levels were at a high of 213.48 FTE. During the recession personnel totals dipped to 182.27 FTE, with a slow rebuilding to 208.67 FTE by FY 2018/19. Since that time there has been a slight decline to 208.5 FTE in FY 2019/20, and a drop to 205.5 FTE in FY 2020/21.

<b>Personnel Allocation by Funding Source 3 Year History</b>			
<b>Fund</b>	<b>Adopted FY 2018/19</b>	<b>Adopted FY 2019/20</b>	<b>Adopted FY 2020/21</b>
General Fund	190.11	194.61	196.11
Measure F	6.75	4.50	0
Measure A	2.50	0.50	0.50
Other Funds	9.31	8.89	8.89
<b>TOTAL</b>	<b>208.67</b>	<b>208.50</b>	<b>208.50</b>

### FISCAL YEAR 2021/22 CAPITAL IMPROVEMENT PROGRAM

Capital improvement programming is the process where capital projects are identified, prioritized, selected, and incorporated into the long-range fiscal and strategic planning of the City. Each fiscal year the City's five-year Capital Improvement Program (CIP) is updated based on citywide priorities, community need and input, and available revenue. This year the CIP includes 53 new projects with approximately \$17.6 million in approved funding.

Capital projects are funded by several sources: regional, state or federal grants, gas taxes, Measure F, Parks Measure A, building maintenance funds, and development impact fees.

Prior to the impacts of COVID-19, staff anticipated recommending a \$875,000, transfer from the General Fund to the Facilities Long-Term Maintenance Fund to support the repair and maintenance needs of City's municipal building and parks. That transfer was reduced to \$500,000 due to the projected reduction in General Fund revenue for this fiscal year.

### CONCLUSION

This budget represents the commitment of City Council and staff to continue providing critical City services in the midst of the COVID-19 pandemic. During the upcoming year the City is committed to developing a sustainable financial plan and presenting a revised budget to Council to include solutions to mitigate the potential impacts from the continually shifting COVID -19 pandemic and rising expenses.

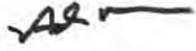
### ACKNOWLEDGEMENTS

I would like to express my appreciation to the City Council for providing leadership and direction on behalf of our community, particularly during these challenging times. Completion of the Fiscal Year 2020/21 budget would not have been possible without the dedicated efforts of the City's hardworking staff. On behalf of myself and all the City Staff, we look forward to working with the City Council,

## Budget Message

community, and citizen Boards, Commissions and Committees to deliver critical services and preserve the excellent quality of life the community enjoy.

Sincerely,

A handwritten signature in black ink, appearing to read 'AM', followed by a horizontal line.

Adam McGill  
City Manager



## Community Profile

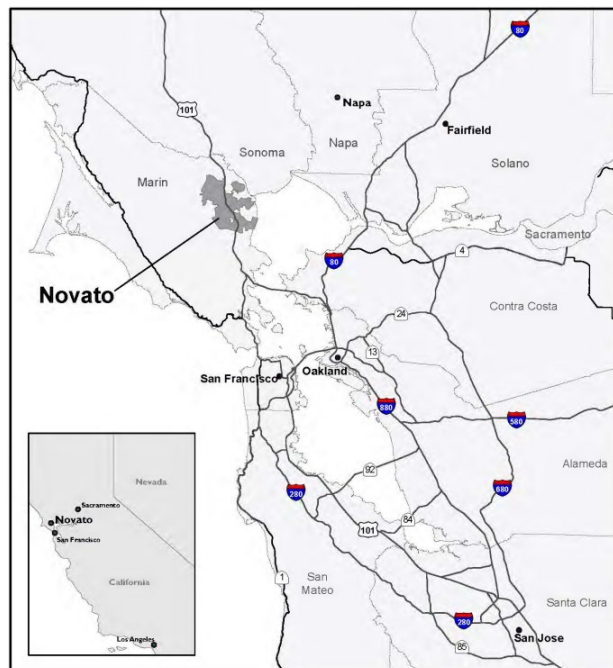
Novato is known for its scenic abundance of natural beauty, agricultural roots, parks and open space, hiking trails, family-oriented neighborhoods, with a historic Downtown, Novato continues to protect its small-town character. With its diversified economy, and a promising health and life sciences industry, the City is well-positioned to continue to thrive in the 21st century.

Novato is located in north Marin County in the San Francisco Bay Area; it is a suburban city framed by undeveloped hillsides and the open water of San Pablo Bay.

Home to about 53,500 residents and 2,500 businesses, Novato is a suburban city with a robust economy. Novato has one of the lowest population densities among cities and towns in Marin County, with most of the development as residential.



The City of Novato was incorporated on January 20, 1960, as a general law city. The City Council consists of five members, serving four-year terms in a district-based geographic election system. The mayor is selected for a one-year term from among the members of the City Council. The City operates under a council-manager form of government.



# Community Profile

## Government

January 20, 1960 – date of incorporation  
Form of Government – General Law City

## Infrastructure

152 miles of street, sidewalks, curbs, gutters, and drainage  
2,350 drainage catch basins and drop inlets  
2 storm drain pump stations

## Public Services

Novato Fire Protection District – Fire Protection  
Novato Marin Water District – water supply  
Novato Sanitary District – wastewater and trash  
Pacific, Gas & Electric – electricity and gas distribution

## Recreation and Leisure

28 Parks with 316.5 acres	Novato Arts Festival
Two history museums	Nostalgia Days
5,540 acres of open space	Sundays on Sherman
One swimming pool	July 4 <sup>th</sup> Parade
22 acres of athletic fields	Outdoor Concerts

## Education

Novato Unified School District

- 7,500 students
- Eight Elementary Schools
- Three Middle Schools
- Two comprehensive high schools
- Five alternative education programs

Marin Community College District-post secondary education

## Households and Income

Median income - \$101,300  
Households - 22,300      Median Property Value –\$782,500  
(All stats from 2019)

## Geography

Covers 28 square miles	Low population density
Rural atmosphere	Suburban city
Located in north Marin County	

## Local Employment and Business

25,500 employed residents  
26,800 Jobs available, majority in educational services  
2,500 Businesses including:

- Bio Marin – Bio Tech leader
- Buck Institute – Aging Research
- Entertainment – Software Industry

# Community Profile

## Transportation

S.M.A.R.T. - passenger service 3 Train Stations  
Marin Transit - local transit service  
33 miles of Bikeways

## Population and Diversity

Population - 53,486 (January 2021)  
Median age 46.9 years  
Diversity: White 63%  
Hispanic 19%  
Other 10%  
Asian 8%

## Police Protection

81.50 Police personnel  
61 sworn personnel  
Community-oriented programs  
Strong volunteer program  
Historically low crime rates





# Community Profile

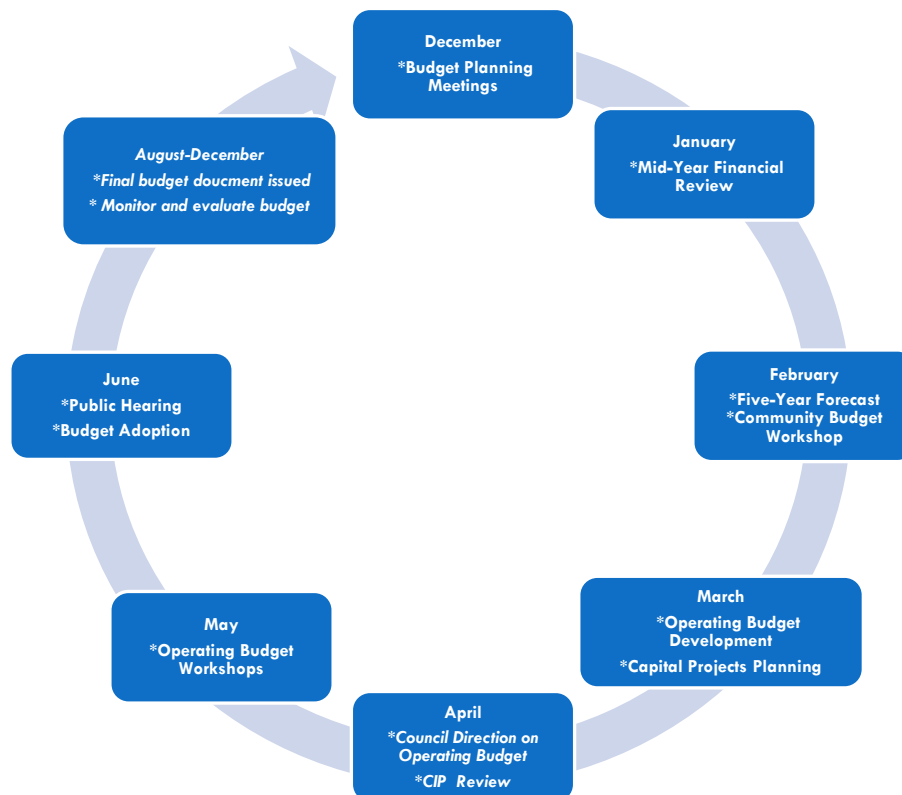
## Budget Process

Development of the City’s annual budget is a labor intensive six (6) month process beginning in December of the prior calendar year and concludes in June the following year with a City Council adopted final budget. The city’s budget is developed with significant staff analysis, research, and statistical projections of all city revenues and expenditures and created in conjunction with the City Council and public input. The City’s Strategic Plan guides both the capital and operating budget development to ensure effective implementation and accountability.

### Budget Process Flow

The budget was developed through numerous opportunities for public input and engagement during the Fiscal Year. Through numerous public meetings, residents and businesses provided valuable input to assist the City Council in allocation of resources. Some of those opportunities are shown in the calendar below.

Fiscal Year 2020/2021 Budget Development Calendar	
April 14, 2020	Council Direction on Operating Budget Development
April 28, 2020	Capital Improvement Program Review
May 19, 2020	Operating Budget Workshop
June 9, 2020	Public Hearing
June 23, 2020	Adopt Budget
September 29, 2020	Operating Budget Revision Discussion



## Community Profile

### Financial Policies

Financial policies are an essential component to a strategic, long-term approach to financial management of the City and set baseline standards for how the City develops its financial practices and manages its resources. A few of the City's financial policies that follow are: Budget Amendments, Debt Management Policy, Investment Policy, Purchasing Policy and Reserves Policy.

#### BUDGET AMENDMENTS

##### ADMINISTRATIVE POLICY 4.5

Revised: March, 1994

January 1981

#### I. PURPOSE

The purpose of this policy is to establish guidelines and procedures for amending the City's operating budget throughout the fiscal year.

#### II. POLICY

Appropriations may be transferred to meet higher than anticipated costs but may not impact or expand service levels. Each department has the responsibility for managing its own budget and the Budget Manager has overall responsibility for monitoring the City's operating budget.

#### III. OPERATING BUDGET TRANSFERS

- A. Appropriations of \$15,000 may be transferred to meet higher than anticipated costs and deficit accounts but may not impact or extend service levels.
- B. All accounts should be reviewed on a monthly basis. At no time should the division (e.g., Planning, Finance, Patrol, Senior Citizens) total exceed its budget appropriation. If a budget amendment is required to correct a negative account balance, the transfer amount should cover expenditures for the balance of the fiscal year.
- C. All budget amendments require the Budget Manager and the Assistant City Manager signatures in order to confirm budget availability. The forms must also include the Department Head signature. The City Manager's signature is required for all amendments including transfers within a department or division.

#### IV. AMENDING BUDGET RESOLUTIONS

The City Council authorizes budget amendments in the form of an amending budget resolution which are first approved by the City Manager. City Council authorization is required for any unbudgeted capital outlay items in excess of \$15,000, all transfers from the Contingency Reserve Fund and Unallocated Reserve Account, transfers expanding service levels as well as all budget amendments over \$15,000.

## Community Profile

### V. INTERFUND TRANSFERS

Budget transfers between funds for \$15,000 or less require a budget amendment form with approval from the City Manager. Transfers in excess of \$15,000 require Council authorization in the form of an amending budget resolution.

### VI. UNBUDGETED CAPITAL OUTLAY

Capital outlay items are purchases of fixed assets. Generally, fixed assets are non-expendable items with a unit value of \$1,000 or more and a useful life of three or more years. Examples of fixed assets include: sedans, patrol vehicles, and office equipment and furniture.

The City Manager may authorize the purchase of an unbudgeted capital outlay item(s) of \$15,000 or less in order to maintain services and programs at approved levels. To purchase item(s), appropriations may be transferred from personnel accounts (400 account series), supplies and services accounts (500 to 800 account series) to a capital outlay account (900 account series) using the budget amendment form. The City Manager may also authorize the substitution of budgeted capital outlay items. The necessary budget amendment form must be submitted prior to Finance processing a requisition for the items.

### VII. COST COVERING PROGRAMS

Increases to appropriation accounts for cost covering programs supported with a like increase to revenue or donation accounts under \$15,000 may also be accomplished by submitting a budget amendment form.

---

Roderick J. Wood  
City Manager

Attachment: Exhibit A - Budget Transfer Form



### DEBT MANAGEMENT POLICY

This Debt Management Policy (the “Debt Policy”) of the City of Novato (the “Issuer”) was approved by the Issuer’s City Council on March 28, 2017. The Debt Policy may be amended by the City Council as it deems appropriate from time to time in the prudent management of the debt of the Issuer.

#### 1. Findings

This Debt Policy is intended to comply with Government Code Section 8855(i), effective on January 1, 2017, and shall govern all debt undertaken by the Issuer.

The Issuer hereby recognizes that a fiscally prudent debt policy is required in order to:

- Maintain the Issuer’s sound financial position.
- Ensure the Issuer has the flexibility to respond to changes in future service priorities, revenue levels, and operating expenses.
- Protect the Issuer’s credit-worthiness.
- Ensure that all debt is structured in order to protect both current and future taxpayers, ratepayers and constituents of the Issuer.
- Ensure that the Issuer’s debt is consistent with the Issuer’s planning goals and objectives and capital improvement program or budget, as applicable.

#### 2. Policies

##### A. Purposes For Which Debt May Be Issued

(i) Long-Term Debt. Long-term debt may be issued to finance the construction, acquisition, and rehabilitation of capital improvements and facilities, equipment and land to be owned and operated by the Issuer.

(a) Long-term debt financings are appropriate when the following conditions exist:

- When the project to be financed is necessary to provide basic services.
- When the project to be financed will provide benefit to constituents over multiple years.
- When total debt does not constitute an unreasonable burden to the Issuer and its taxpayers and ratepayers.
- When the debt is used to refinance outstanding debt in order to produce debt service savings or to realize the benefits of a debt restructuring.

## Community Profile

(b) Long-term debt financings will not generally be considered appropriate for current operating expenses and routine maintenance expenses.

(c) The Issuer may use long-term debt financings subject to the following conditions:

- The project to be financed must be approved by the [GOVERNING BOARD].
- The weighted average maturity of the debt (or the portion of the debt allocated to the project) will not exceed the average useful life of the project to be financed by more than 20%.
- The Issuer estimates that sufficient revenues will be available to service the debt through its maturity.
- The Issuer determines that the issuance of the debt will comply with the applicable state and federal law.

(ii) Short-term debt. Short-term debt may be issued to provide financing for the Issuer's operational cash flows in order to maintain a steady and even cash flow balance. Short-term debt may also be used to finance short-lived capital projects; for example, the Issuer may undertake lease-purchase financing for equipment.

(iii) Financings on Behalf of Other Entities. The Issuer may also find it beneficial to issue debt on behalf of other governmental agencies or private third parties in order to further the public purposes of Issuer. In such cases, the Issuer shall take reasonable steps to confirm the financial feasibility of the project to be financed and the financial solvency of any borrower and that the issuance of such debt is consistent with the policies set forth herein.

### B. Types of Debt

The following types of debt are allowable under this Debt Policy:

- general obligation bonds
- bond or grant anticipation notes
- lease revenue bonds, certificates of participation and lease-purchase transactions
- other revenue bonds and certificates of participation
- tax and revenue anticipation notes
- land-secured financings, such as special tax revenue bonds issued under the Mello-Roos Community Facilities Act of 1982, as amended, and limited obligation bonds issued under applicable assessment statutes

## Community Profile

- tax increment financing to the extent permitted under state law
- conduit financings, such as financings for affordable rental housing and qualified 501c3 organizations

The Issuer may from time to time find that other forms of debt would be beneficial to further its public purposes and may approve such debt without an amendment of this Debt Policy.

Debt shall be issued as fixed rate debt unless the Issuer makes a specific determination as to why a variable rate issue would be beneficial to the Issuer in a specific circumstance.

### C. Relationship of Debt to Capital Improvement Program and Budget

The Issuer is committed to long-term capital planning. The Issuer intends to issue debt for the purposes stated in this Debt Policy and to implement policy decisions incorporated in the Issuer's capital budget and the capital improvement plan.

The Issuer shall strive to fund the upkeep and maintenance of its infrastructure and facilities due to normal wear and tear through the expenditure of available operating revenues. The Issuer shall seek to avoid the use of debt to fund infrastructure and facilities improvements that are the result of normal wear and tear.

The Issuer shall integrate its debt issuances with the goals of its capital improvement program by timing the issuance of debt to ensure that projects are available when needed in furtherance of the Issuer's public purposes.

The Issuer shall seek to avoid the use of debt to fund infrastructure and facilities improvements in circumstances when the sole purpose of such debt financing is to reduce annual budgetary expenditures.

The Issuer shall seek to issue debt in a timely manner to avoid having to make unplanned expenditures for capital improvements or equipment from its general fund.

### D. Policy Goals Related to Planning Goals and Objectives

The Issuer is committed to long-term financial planning, maintaining appropriate reserves levels and employing prudent practices in governance, management and budget administration. The Issuer intends to issue debt for the purposes stated in this Policy and to implement policy decisions incorporated in the Issuer's annual operations budget.

It is a policy goal of the Issuer to protect taxpayers, ratepayers and constituents by utilizing conservative financing methods and techniques so as to obtain the highest practical credit ratings (if applicable) and the lowest practical borrowing costs.

## Community Profile

The Issuer will comply with applicable state and federal law as it pertains to the maximum term of debt and the procedures for levying and imposing any related taxes, assessments, rates and charges.

When refinancing debt, it shall be the policy goal of the Issuer to realize, whenever possible, and subject to any overriding non-financial policy considerations, (i) minimum net present value debt service savings equal to or greater than 3.0% of the refunded principal amount, and (ii) present value debt service savings equal to or greater than 100% of any escrow fund negative arbitrage.

### E. Internal Control Procedures

When issuing debt, in addition to complying with the terms of this Debt Policy, the Issuer shall comply with any other applicable policies regarding initial bond disclosure, continuing disclosure, post-issuance compliance, and investment of bond proceeds.

The Issuer will periodically review the requirements of and will remain in compliance with the following:

- any continuing disclosure undertakings under SEC Rule 15c2-12,
- any federal tax compliance requirements, including without limitation arbitrage and rebate compliance, related to any prior bond issues, and
- the Issuer's investment policies as they relate to the investment of bond proceeds.

Whenever reasonably possible, proceeds of debt will be held by a third-party trustee and the Issuer will submit written requisitions for such proceeds. The Issuer will submit a requisition only after obtaining the signature of the Finance Manager. In those cases where it is not reasonably possible for the proceeds of debt to be held by a third-party trustee, the Finance Manager shall retain records of all expenditures of proceeds through the final payment date for the debt.

Investment Policy

**ADMINISTRATIVE POLICY 4.7**

Revised: July 2019  
(Issued: April, 1996)

I. **POLICY**

In accordance with the City of Novato Municipal Code and under authority granted by the City Council, the City Treasurer is responsible for investing the unexpended cash in the City Treasury.

The investment of the funds of the City of Novato is directed by the goals of safety, liquidity and yield. The authority governing investments for municipal governments is set forth in the California Government Code, Sections 53600 through 53659.

The primary objective of the investment policy of the City of Novato is **SAFETY OF PRINCIPAL**. Effective cash flow management and resulting cash investment practices are recognized as essential to good fiscal management and control. The City's portfolio shall be designed and managed in a manner responsive to the public trust and consistent with state and local law. Portfolio management requires continual analysis and as a result the balance between the various investments and maturities may change in order to give the City of Novato the optimum combination of liquidity and yield/return based on cash flow projections.

II. **SCOPE**

The investment policy applies to all financial assets of the City of Novato as accounted for in its Annual Audit. Policy statements outlined in this document focus on the City of Novato's pooled funds, but will also apply to all other funds under the City Treasurers' span of control unless specifically exempted by statute, ordinance or this policy. The City also has a unique irrevocable trust, entered into with the developer of the Hamilton housing subdivisions, the Hamilton Trust Fund. The trust provides investment income to the General Fund.

III. **STANDARD OF CARE**

1. **Prudence**

The standard of prudence to be used by City of Novato investment officials shall be the "prudent investor" standard as defined by California Government Code §53600.3 and shall be applied within the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely manner and appropriate action is taken to control adverse developments.

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“When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the City, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the City.”

### 2. Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose through filing appropriate disclosure forms with the City Clerk any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City.

### 3. Delegation of Authority

Through the authority granted by City Council, the responsibility of investing unexpended cash is assigned to the City Treasurer. This includes the daily management responsibility of the investment program and the maintenance of procedures for the management of all cash that is consistent with this investment policy. No person may engage in an investment transaction except as provided under the limits of this Investment Policy.

The City may contract for the use of investment manager services subject to all other provisions of this Investment Policy. The Treasurer shall maintain investment instructions for internal and external management of investments consistent with Government Code requirements.

## IV. OBJECTIVES

### 1. Safety of Principal

Safety of principal is the foremost objective of the City of Novato. Each investment transaction shall seek to ensure that capital losses are avoided, whether from securities default, broker-dealer default or erosion of market value. The City shall seek to preserve principal by mitigating the two types of risk, credit risk and market risk.



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*Credit risk*, defined as the risk of loss due to failure of the issuer of a security, shall be mitigated by investing in investment grade securities and by diversifying the investment portfolio so that the failure of any one issuer does not unduly harm the City's capital base and cash flow.

*Market risk*, defined as market value fluctuations due to overall changes in the general level of interest rates, will be mitigated by maintaining a diversified maturity structure.

### 2. Liquidity

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity).

### 3. Yield and Return

The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above. The core of investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.

## V. SAFEKEEPING AND CUSTODY OF SECURITIES

### 1. Safekeeping

To protect against fraud or embezzlement or losses caused by collapse of an individual securities dealer, all securities owned by the City shall be held in safekeeping by a third party custodian bank, acting as agent for the City under the terms of City Council approved custody agreement or investment agreement, and evidenced by safekeeping receipts.

Securities held in custody for the City shall be independently audited on an annual basis to verify investment holdings.

All exceptions to this safekeeping policy must be approved by the City Treasurer in written form and included in quarterly reporting to City Council.

### 2. Authorized Financial Dealer and Institution

A list will be maintained of financial institutions authorized to provide investment services. In addition, a list will also be maintained of approved security broker/dealers selected by creditworthiness who are authorized to provide investment services in the State of California. These may include "primary" dealers or regional dealers that are guaranteed by a primary dealer and qualify under Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule).

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the following as appropriate:

- audited financial statements
- proof of Financial Industry Regulatory Authority (FINRA) certification
- proof of state registration
- completed broker/dealer questionnaire
- certification of having read the City's investment policy

An annual review of the financial condition and registration of qualified bidders will be conducted by the City Treasurer.

If the City has engaged the services of a registered investment advisory firm, the firm is authorized to conduct investment transactions on the City's behalf with their own list of approved broker/dealers and financial institutions. The investment advisor's approved list must be made available to the City upon request.

### 3. Internal Control

The City of Novato Finance Manager is responsible for establishing and maintaining an internal controls structure designed to ensure that the assets of the entity are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

The minimum controls in place for the City of Novato shall be:

- a. *Separation of transaction authority from accounting and record keeping.* The City Treasurer, Finance Manager and their designees may make wire transfers between City accounts. Only the City Treasurer and their designees may make investments. The Finance Manager is responsible for recording all transactions.

## Community Profile

- b. *Custodial safekeeping.* Securities purchased from any bank or dealer including appropriate collateral (as defined by State Law) shall be placed with an independent third party for custodial safekeeping.
- c. *Avoidance of physical delivery securities.* Book entry securities are much easier to transfer and account for since actual delivery of a negotiable document never takes place. Delivered securities must be properly safeguarded against loss or destruction. The potential for fraud and loss increases with physically delivered securities.
- d. *Wire transfer agreement with the lead bank or third party custodian.*  
These agreements are on file in the City's Finance Division.

### 4. Delivery vs. Payment

All trades where applicable will be executed by delivery vs. payment (DVP). This ensures that securities are deposited in the eligible financial institution prior to the release of funds. Securities will be held by a third party custodian as evidenced by safekeeping receipts.

### 5. Collateral Requirements

Collateral is required for investments in certificates of deposit, repurchase agreements and reverse repurchase agreements. In order to reduce market risk, the collateral level will be at least 102% of market value of principal and accrued interest.

Only U.S. Treasury securities or Federal Agency securities will be acceptable collateral.

## VI. AUTHORIZED INVESTMENTS

### 1. Authorized Investments

All concentration limits and minimum credit rating requirements shall apply at the time of purchase. In the event a security held by the City is subject to a rating change that brings it below the minimum credit ratings specified in this Policy, the City shall require investment advisors engaged in the investment of City funds to notify City staff of the downgrade and provide a plan of action to address the downgrade.

Investment of City cash is governed by the California Government Code Sections 53600 et seq. Within the context of the limitations, the following investments are authorized:

- a. Bonds issued by the local agency, including bonds payable solely out of the revenues from a revenue -producing property owned, controlled, or operated by the local agency or by a department, board, agency, or authority of the local agency.

## Community Profile

- b. United States Treasury Bills, Bonds, and Notes or those for which the full faith and credit of the United States are pledged for payment of principal and interest. There is no percentage limitation of the portfolio which can be invested in this category, although a five year maturity limitation is applicable.
- c. Federal Agency or United States Government-Sponsored Enterprise Obligations, Participations, or other Instruments, including those issued by or fully guaranteed as to principal and interest by federal agencies or United States government-sponsored enterprises. There is no percentage limitation of the portfolio which can be invested in this category, although a five year maturity limitation is applicable.

With the exception of items in the California Local Agency Investment Fund (LAIF), investments detailed in items d through j below are further restricted for any one issuer to a maximum of 15% of the cost value of the portfolio at the time the investment is made. The total value invested in any one issuer shall not exceed 5% of the issuers net worth. Again, a five year maximum maturity limitation is applicable unless determined otherwise by this policy.

- d. Bonds, notes, warrants, or other evidence of indebtedness of any local agency within this state, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by the local agency, or by a department, board, agency, or authority of the local agency, provided that these securities are rated in one of the two highest rating categories (without regard to any gradations within such categories by numerical qualifier or otherwise) by a NRSRO.
- e. Bills of exchange or time drafts drawn on and accepted by commercial banks, otherwise known as banker's acceptances. Banker's acceptances purchased may not exceed 180 days to maturity or 40% of the cost value of the portfolio. However, no more than 30% of the cost value of the portfolio may be invested in the bankers acceptances of any one commercial bank.
- f. Commercial paper rated in the highest letter and number rating category by one or more NRSROs., The corporation that issues the commercial paper shall meet all of the following conditions in either paragraph (1) or paragraph (2).

(1) The entity meets the following criteria: (a) is organized and operating within the United States, as (a) general corporation, (b) has total assets in excess of five hundred million dollars (\$500,000,000), and (c) has debt, other than commercial paper, if any, that is rated in the highest rating category (without regard to any gradations within such categories by numerical qualifier or otherwise) by a NRSRO.

(2) The entity meets the following criteria: (a) is organized within the United States as a special purpose corporation, trust or limited liability company, (b) has program-wide credit enhancements including, but not

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limited to over collateralization, letters of credit, or surety bond, and (c) has commercial paper that is rated “A-1” or higher, or the equivalent by a NRSRO.

Purchases of eligible commercial paper may not exceed 270 days to maturity nor represent more than 10% of the outstanding paper of the issuing corporation. Purchases of commercial paper may not exceed 25% of the cost value of the portfolio.

- g. Negotiable Certificates of deposit issued by nationally or state chartered banks or state or federal savings institutions. Purchases of negotiable certificates of deposit may not exceed 30% of the cost value of portfolio. A maturity limitation of five years is applicable.
- h. Repurchase agreements which specify terms and conditions may be transacted with banks and broker dealers. The maturity of the repurchase agreements shall not exceed 90 days. The market value of the securities used as collateral for the repurchase agreements shall be monitored by the investment staff and shall not be allowed to fall below 102% of the value of the repurchase agreement. An investment agreement is required between the City of Novato and the broker dealer or financial institution for all repurchase agreements transacted.
- i. Reverse repurchase agreements which specifies terms and conditions may be transacted with broker dealers and financial institutions but cannot exceed 20% of the cost value of the portfolio value on the date entered into. The City may enter into reverse repurchase agreements only to fund short term liquidity needs. The term of reverse repurchase agreements may not exceed 90 days.
- j. Local Agency Investment Fund (LAIF) which is a State of California managed investment pool may be used up to the statutory limit.
- k. The pooled cash program as managed by the Treasurer of Marin County may be used up to the maximum permitted by California State Law.
- l. Time deposits, non-negotiable and collateralized in accordance with the California Government Code, in those banks and savings and loans associations which meet the requirement for investment in negotiable certificate of deposit. The issuer firm should have been in existence for at least five years. The City may waive the first \$250,000 of collateral security for such deposits if the institution is insured pursuant to federal law. Since time deposits are not liquid, no more than 25% of the cost value of the portfolio may be invested in this investment type.
- m. Medium Term Corporate Notes, issued by corporations organized and operating within the United States or by depository institutions licensed by the United States or any state and operating within the United States. may be purchased. Securities eligible for investment shall be rated A or better by a nationally recognized statistical rating organization. Purchase of medium term notes may

## Community Profile

not exceed 30% of the cost value of the portfolio and no more than 15% of the cost value of the portfolio may be invested in notes issued by one corporation.

- n. Supranationals which are United States dollar denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by the International Bank for Reconstruction and Development (IBRD), International Finance Corporation (IFC), or Inter-American Development Bank (IADB), with a maximum remaining maturity of five years or less, and eligible for purchase and sale within the United States. Investments under this subdivision shall be rated "AA", its equivalent, or better by at least one of the three large rating agencies, Moody's, Standard & Poor's, or Fitch.

Purchases of supranationals shall not exceed 30 percent of the investment portfolio of the City. Supranationals will be permitted by California Government Code § 53601 (q) and this Policy effective January 1, 2015.

Other eligible investments are those that are described under Government Code Section 53601. It is noted that special circumstances may arise that will necessitate the purchase of securities beyond the five year limitation. On such occasions, requests must be approved by City Council prior to purchase.

Various daily cash funds administered for or by trustees, paying agents and custodian banks contracted by the City of Novato may be purchased as allowed under State of California Government Code and per the Trust Indenture.

The following summary of maximum percentage limits, by instrument, is established for the City's total pooled funds portfolio, at the time purchases are made:

<b>Investment</b>	<b>Percentage</b>
Marin County Investment Pool	0 to 100%
Repurchase Agreements	0 to 100%
Local Agency Investment Fund	0 to 100% <i>up to LAIF's maximum</i>
Local Government Agency Debt	0 to 100%
US Treasury Bonds/Notes/Bills	0 to 100%
US Government Agency Obligations	0 to 100%
Bankers' Acceptances	0 to 40%
Commercial Paper	0 to 25%
Negotiable Certificates of Deposit	0 to 30%
Time Certificates of Deposit	0 to 25%
Medium Term Corporate Notes	0 to 30%
Reverse Repurchase Agreements	0 to 20%



## Community Profile

Supranational Investments	0 to 30%
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### 2. Legislative Changes

Any State of California legislative action, that further restricts allowable maturities, investment type or percentage allocations, will be incorporated into the City of Novato's Investment Policy and supersede any and all previous applicable language.

### 3. Interest Earnings

All moneys earned and collected from investments authorized in this policy shall be allocated quarterly to various fund accounts based on the cash balance at the end of each quarter in each fund as a percentage of the entire pooled portfolio.

### 4. Limiting Market Value Erosion

The longer the maturity of securities, the greater their market price volatility. Therefore, it is the general policy of the City to limit the potential effects from erosion in market values by adhering to the following guidelines:

All immediate and anticipated liquidity requirements will be addressed prior to purchasing all investments.

All long-term securities will be purchased with the intent to hold all investments to maturity under then prevailing economic conditions. However, economic or market conditions may change, making it in the City's best interest to sell or trade a security prior to maturity.

Bond reserves and other cash for which there is a restriction on the expenditure of the principal may be invested in securities maturing in a period greater than five years. On such occasions, requests must be approved by City Council prior to purchase.

Effective May 22, 2007, the City Council of the City of Novato approved an exception to its Investment Policy to allow for funds deposited in the Hamilton Trust Fund to be invested in securities that can have maturities up to thirty years.

## VII. ADVISE AND REVIEW

### 1. Policy Review

The City of Novato's investment policy shall be reviewed and adopted by resolution of the City Council. This investment policy shall be reviewed at least annually, to ensure its consistency with the overall objectives of preservation of principal, liquidity and yield/return, and its relevance to current law and financial and economic trends. Any amendments to the policy shall be forwarded to City Council for approval. If there are no such amendments, it should be stated.

### **VIII. INVESTMENT PARAMETERS**

#### **1. Diversification**

The investments will be diversified by security type and institution.

#### **2. Maximum Maturities**

The City of Novato shall limit its maximum final stated maturities to five years unless specific authority is given to exceed. To the extent possible, the Treasurer will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the Treasurer will not directly invest in securities maturing more than five (5) years from the date of purchase. The Treasurer should determine what the appropriate average weighted maturity of the portfolio should be.

Reserve funds may be invested in securities exceeding five (5) years if the maturity of such investments are made to coincide as nearly as practical with the expected use of funds. All bond reserve fund investments will be made in compliance with the bond indenture. The ability to invest these types of funds should be disclosed to the City Council including appropriate time restrictions, if any apply.

### **IX. REPORTING**

#### **1. Methods**

The City Treasurer shall review and render quarterly reports to the City Manager and City Council which shall include the face amount of the cash investment, the classification of the investment, the name of the institution or entity, the rate of interest, the maturity date, the current market value, and any other information required by law. The report shall also detail all repurchase agreements, reverse repurchase positions and associated liabilities. The report shall include a statement of any investment which is an exception to this policy and any realized losses in the prior period.

This report will be prepared in a manner which will allow the City Manager and City Council to ascertain whether investment activities during the reporting period have conformed to the investment policy.

#### **2. Performance Standards**

The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return during a market/economic environment of stable interest rates. Portfolio performance should be

## Community Profile

compared to appropriate benchmarks on a regular basis. The investment results shall be reviewed annually with the Measure F

Oversight/Citizens Finance Committee (or its successors).

### 3. Marking to Market

A statement of the market value of the portfolio shall be issued quarterly. This will ensure that the minimal amount of review has been performed on the investment portfolio in terms of value and subsequent price volatility. Review should be consistent with the GFOA Recommended Practice on Mark-to Market Practices for State and Local Government Investment Portfolios and Investment Pools.

## X. POLICY

### 1. Exemption

Any investment currently held that does not meet the guidelines of this policy shall be exempted from the requirements of this policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.

### 2. Amendment

This policy shall be reviewed on an annual basis. Any changes must be approved by the City Council.

## XI. GLOSSARY OF INVESTMENT TERMS

***Accrued Interest*** - Interest earned but not yet received.

***Active Deposits*** - Funds which are immediately required for disbursement.

***Amortization*** - An accounting practice of gradually decreasing (increasing) an asset's book value by spreading its premium (discount) over a period of time.

***Asked Price*** - The price a broker dealer offers to sell securities.

***Bankers' Acceptance (BA)*** - Short-term credit arrangements to enable businesses to obtain funds to finance commercial transactions. They are time drafts drawn on a bank by an exporter or importer to obtain funds to pay for specific merchandise. By its acceptance, the bank becomes primarily liable for the payment of the draft at its maturity. A BA is a high grade negotiable

## Community Profile

investment instrument. Bankers' Acceptances are purchased in various denominations for a term usually not exceeding thirty, sixty, ninety days, but in no case longer than two hundred seventy days.

**Basis Point** - One basis point is one hundredth of one percent (.01%).

**Bid Price** - The price a broker dealer offers to purchase securities.

**Bond** - A financial obligation for which the issuer promises to pay the bondholder a specified stream of future cash flows, including periodic interest payments and a principal repayment.

**Book Value** - The value at which a debt security is shown on the holder's balance sheet. Book value is acquisition cost less amortization of premium or acquisition cost plus amortization of discount.

**Certificate of Deposit** - A deposit insured up to \$250,000 by the FDIC at a set rate for a specified period of time.

**Collateral** - Securities, evidence of deposit or pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposit of public moneys.

**Commercial Paper** - Short term unsecured promissory note issued by a corporation to raise working capital. These negotiable instruments are purchased at a discount to par value or at par value with interest bearing.

**Constant Maturity Treasury (CMT)** - An average yield of a specific Treasury maturity sector for a specific time frame. This is a market index for reference of past direction of interest rates for the given Treasury maturity range.

**Coupon** - The annual rate of interest that a bond's issuer promises to pay the bondholder on the bond's face value.

**Credit Analysis** - A critical review and appraisal of the economic and financial conditions or of the ability to meet debt obligations.

**Current Yield** - The interest paid on an investment expressed as a percentage of the current price of the security.

**Custody** - A banking service that provides safekeeping for the individual securities in a customer's investment portfolio under a written agreement which also calls for the bank

## Community Profile

to collect and pay out income, to buy, sell, receive and deliver securities when ordered to do so by the principal.

***Delivery vs. Payment (DVP)*** - Delivery of securities with a simultaneous exchange of money for the securities.

***Derivative Investments*** - Derivatives are investments whose value is "derived" from an underlying asset. Frequently derivatives are also indexed in some fashion either directly or indirectly. When appropriate, limited use of derivative investments tied solely to interest rate structures are allowable. However, any investment of this type must receive prior approval from the City Treasurer. Securities or investments classified as derivatives must be issued by an agency or entity authorized by this investment policy.

***Discount*** - The difference between the cost of a security and its value at maturity when quoted at an amount lower than its value at maturity.

***Diversification*** - Dividing investment funds among a variety of securities offering independent returns and risk profiles.

***Duration*** - The weighted average maturity of a bond's cash flow stream, where the present value of the cash flows serve as the weights; the future point in time at which on average, an investor has received exactly half of the original investment, in present value terms; a bond's zero-coupon equivalent; the fulcrum of a bond's present value cash flow time line.

***Fannie Mae*** - Trade name for the Federal National Mortgage Association (FNMA), a U.S. sponsored corporation.

***Federal Farm Credit Bank (FFCB)*** - A U.S. sponsored corporation used to finance the short and intermediate term needs of farmers and national agricultural industry.

***Federal Deposit Insurance Corporation (FDIC)*** - Insurance provided to customers of a subscribing bank which guarantees deposits to a set limit (currently \$250,000) per account.

***Federal Home Loan Bank (FHLB)*** - A federal credit agency to help finance the housing industry. The notes and bonds issued by this agency provide liquidity and home mortgage credit to savings and loan associations, mutual savings banks, cooperative banks, insurance companies and mortgage-lending institutions.

***Federal Home Loan Mortgage Corporation (FHLMC)*** - A U.S. corporation and instrumentality of the U.S. government. Through its purchases of conventional mortgages, it provides liquidity to the mortgage markets, much like FNMA. FHLMC assumes and guarantees that all security holders will receive timely payment of principal and interest.

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***Federal National Mortgage Association (FNMA)*** - A U.S. sponsored corporation used to assist the home mortgage market by purchasing mortgages insured by the Federal Housing Veterans Administration.

***Federal Reserve System*** - The central bank of the U.S. which consists of a seven member Board of Governors, 12 regional banks and 5,700 commercial banks that are members.

***Fed Wire*** - A wire transmission service established by the Federal Reserve Bank to facilitate the transfer of funds through debits and credits of funds between participants within the Fed system.

***Freddie Mac*** - Trade name for the Federal Home Loan Mortgage Corporation (FHLMC), a U.S. sponsored corporation.

***Governmental National Mortgage Association (GNMA)*** - A chartered federal corporation guarantees mortgages issued by mortgage bankers, commercial banks, savings and loan associations and other institutions.

***Ginnie Mae*** - Trade name for the Government National Mortgage Association (GNMA), a direct obligation bearing the full faith and credit of the U.S. Government.

***Inactive Deposits*** - Funds not immediately needed for disbursement.

***Interest Rate*** - The annual yield earned on an investment, expressed as a percentage.

***Investment Agreements*** - An agreement with a financial institution to borrow public funds subject to certain negotiated terms and conditions concerning collateral, liquidity and interest rates.

***Investment Grade*** - Securities rated BBB+ (by Standard and Poors and Fitch) and Baa1 by Moody's Investors Service.

***Liquidity*** - Refers to the ability to rapidly convert an investment into cash.

***Local Agency Investment Fund (LAIF)***- A fund managed by the California State Treasury which local government agencies may use to deposit funds for liquidity and yield. Deposits can be converted to cash within twenty-four hours

***Market Value*** - The price at which a security is trading and could presumably be purchased or sold.

***Mark to Market*** - The process of establishing market value.



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**Maturity** - The date upon which the principal or stated value of an investment becomes due and payable. operating in the United States. These are negotiable instruments and are traded in the secondary market and mature within five years.

**Negotiable Certificates of Deposit** - Unsecured obligations of the financial institution, bank or savings and loan, bought at par value with the promise to pay face value plus accrued interest at maturity. They are investment grade negotiable instruments, paying a higher interest rate than regular certificates of deposit. The primary market issuance is in multiples of \$1 million, the secondary market usually trades in denominations of \$500,000.

**New Issue** - Term used when a security is originally "brought" to market.

**Perfected Delivery** - Refers to an investment where the actual security or collateral is held by an independent third party representing the purchasing entity.

**Portfolio** - Collection of securities held by an investor.

**Primary Dealer** - A group of government securities dealers that submit daily reports of market activity and security positions held to the Federal Reserve Bank of New York and are subject to its informal oversight.

**Purchase Date** - The date in which a security is purchased for settlement on that or a later date.

**Rate of Return** - The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity on a bond or the current income return.

**Repurchase Agreement (REPO)** - A transaction where the seller (bank) agrees to buy back from the buyer (City) the securities at an agreed upon price after a stated period of time.

**Reverse Repurchase Agreement (REVERSE REPO)** - A transaction where the seller (City) agrees to buy back from the buyer (bank) the securities at an agreed upon price after a stated period of time.

**Risk** - Degree of uncertainty of return on an asset.

**Safekeeping** - see Custody.

**Sallie Mae** - Trade name for the Student Loan Marketing Association (SLMA), a U.S. sponsored corporation.

**Secondary Market** - A market made for the purchase and sale of securities that have already been issued.

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**Separate Trading of Registered Interest and Principal of Securities (STRIPS)** - U.S. Treasury issued zero coupon securities.

**Settlement Date** - The date on which a trade is cleared by delivery of securities against funds.

**Student Loan Marketing Association (SLMA)** - A U.S. corporation and instrumentality of the U.S.

government. Through its borrowing, funds are targeted for loans to students in higher education institutions.

**Strips** - U.S. Treasury or municipal securities that brokerage firms have separated into principal and interest which are marketed as zero coupon securities.

**Supranationals** – Bonds issued by international organizations which promote economic development for members. Examples of Supranational organizations include International Bank for Reconstruction and Development (IBRD), International Finance Corporation (IFC), and Inter-American Development Bank (IADB).

**Treasury Bills** - Short-term, direct obligations of the U.S. Government issued with original maturities of 13 weeks, 26 weeks and 52 weeks; sold in minimum amounts of \$10,000 in multiples of \$5,000 above the minimum. Issued in book entry form only. T-bills are sold on a discount basis.

**U.S. Government Agencies** - Instruments issued by various US Government Agencies most of which are secured only by the credit worthiness of the particular agency.

**Yield** - The rate of annual income return on an investment, expressed as a percentage. It is obtained by dividing the current dollar income by the current market price of the security.

**Yield to Maturity** - The rate of income return on an investment, minus any premium or plus any discount, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond, expressed as a percentage.

**Yield to Maturity at Maturity** - The rate of income return of a callable security with a variable interest rate. The Yield is calculated as if the security matures at par value and is not called.

**Yield Curve** - The yield on bonds, notes or bills of the same type and credit risk at a specific date for maturities up to thirty years.

**Zero-Coupons** - A debt security or instrument that does not pay periodic interest. They are issued at a discount to the maturity value of the security, and its value increases as its time to maturity decreases.

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City Manager

Purchasing Policy

ADMINISTRATIVE POLICY 4.1

(Issued 9/1/71)

Revised: February 2019

**i. POLICY**

All purchases of goods and services purchased on behalf of the City of Novato must be made within the applicable provisions of the California Public Contracts Code, California Government Code, the Novato Municipal Code and the City's Administrative Policies.

Pursuant to Section 2-8.5 of the Novato Municipal Code, no employee may commit payment for goods or services without adherence to the applicable City administrative policies, City and State laws. Any commitment for goods or services by an employee made outside of these policies and laws is subject to non-payment by the City and disciplinary action against the individual employee.

City employees are expected to use good judgement, proper regard and the greatest discretion for taxpayer dollars when making purchases for the City. Employees should be fair and frugal when obtaining bids from vendors and contractors. Splitting contracts is prohibited. Recognizing that certain aspects of purchasing may occasionally require judgement calls on the part of staff, questions or requests for interpretations of these procedures should be directed to the City's Finance Manager.

**ii. PURPOSE**

The purpose of this document is to provide employees with instructions on how to purchase goods and services for the City of Novato that are consistent with the California Public Contracts Code, California Government Code, the Novato Municipal Code and the City's Administrative Policies.

**iii. PURCHASING AUTHORITY**

The City Manager may sign for purchases associated with Public Projects (construction and professional service agreements) up to \$200,000, provided the project has been included in the approved operating or capital budgets. For all other purchases, the City Manager may sign up to \$60,000. Any purchases made above \$60,000 (with the exception of Public Projects) must be approved by the City Council. Note that the \$60,000 approval threshold is indexed to the limits contained in the Public Contracts Code 22032, as the State adjusts the dollar amount limits for public projects, the City Manager's approval threshold will automatically adjust. Division Managers must receive Department Heads approval for any purchase over \$15,000. Department Heads must notify the Assistant City Manager of any purchases over \$15,000. Department Heads and Division Managers must notify the Information Technology Manager and receive approval for the purchase of technology-related goods and services of a technical nature.

## Community Profile

Employees shall be responsible for obtaining proper signatures before submitting to the Finance Division. All signatures must be dated.

The Finance Division is responsible for ensuring the proper department approvals are obtained prior to any purchase.

The following table outlines signatures required to authorize a specific amount of purchase:

Purchase Amount	Public Projects	All Other
>\$200,000	City Council	City Council
\$60,001-\$200,000	City Manager	City Council
\$20,001-\$60,000	City Manager	City Manager
\$10,001-\$20,000	Department Head	Department Head
<\$10,000	Division Manager	Division Manager

#### IV. TYPES OF PURCHASES AND BIDDING REQUIREMENTS

The following table outlines the bidding procedures that must be followed based on the type of purchase and purchase amount. Specific requirements for formal and informal bidding are contained in the California Public Contracts Code and the Novato Municipal Code. A public works project is defined by Public Contract Code Section 22002.

	Public Projects	Professional Services	Technology	Goods /Supplies/Equipment/General Services
<b>Examples</b>	Any publicly owned infrastructure, construction, reconstruction, renovation, demolition.	Planning, human resources, financial, engineering, architectural consultants	Software and hardware installation, computer equipment, software, on-going maintenance, subscriptions, cell phones	Vehicles, furniture, fixtures, office supplies, uniforms, tools, police/public safety equipment, landscape materials and supplies, graphic design, photography, printing, small/one-time repair projects
<b>&gt;\$200,001</b>	Formal bid process required	Select vendor who can best meet the needs of the City; departments are expected to use a bid solicitation (RFP / RFI / RFQ process) for contracts over \$60,000.		Formal bid process required
<b>\$60,001 - \$200,000</b>	Informal bid process required			
<b>\$5,001- \$60,000</b>	Work may be performed by City employees, negotiated contract,			Informal pricing procedures

## Community Profile

	purchase requisition-no bids are required	Select vendor who can best meet the needs of the City; no bid process required.	
<\$5,000	No bids required; informal quotations desirable		No bids required; informal quotations desirable

**Informal Pricing Procedures-**Prior to purchasing Goods/Services/Equipment/General Services \$5,000-\$60,000, three (3) bids must be obtained (written, email, fax, etc.) and documented on the Bid Summary/Purchase Request form. The lowest responsible bidder shall be selected based on the criteria outlined in the Novato Municipal Code 2.8.8. Bids for purchases less than \$5,000 are not required, however, employees should obtain quotes and use proper judgement in selecting the best vendor to provide the good or service.

**Local Preference Policy-**Goods/Services/Equipment/General Services purchases over \$5,000 are subject to the local preference policy providing a 5% preference to local vendors. Employees should use the Bid Summary/Purchase Request Form to determine lowest responsible local bids. See the Local Preference Ordinance, Municipal Code Section 2-8.17.

**Sole-source purchases-** The use of a sole source without observing the bid/proposal/quote process may be used when the City's needs can only be met from one feasible vendor or source because of the unique nature of the product, equipment or service. These purchases are exempt from all bidding requirements. These purchases shall be indicated on the Bid Summary/Purchase Requisition form.

## v. PROCUREMENT FORMS AND PROCESS

	Purpose	When to Use, Purchase Limits, & Examples	Process
<b>Agreements</b>			
General Services	Authorizes agreement between City and consultant/contractor to provide specific services to the City	Translation, writing, graphic design, photography, printing, small one-time repairs	<ol style="list-style-type: none"> <li>1) Complete required contract information on proper agreement template and obtain required insurance documents</li> <li>2) Receive signatures from risk management and appropriate supervisors</li> <li>3) Prepare Bid Summary / Purchase Request form with appropriate account number</li> <li>4) Submit PR and copy of above documentation to Finance Division</li> </ol>
Professional Services		Planning (EIR, transportation studies etc), human resources, architectural consultants, software/hardware installation and maintenance, software subscription	
Maintenance		On-going maintenance projects	

## Community Profile

Construction		Any publicly owned infrastructure, construction, reconstruction, renovation, demolition or professional service required to complete project. The construction budget for every project shall be at least 10 percent greater than the award amount at the award of the contract.	
<b>Payment Forms</b>			
<b>BID + Purchase Request</b>	Documents bidding process  Authorizes payments for agreements and large one-time payments	Use for all purchases >\$5,000  Vehicles and technology purchases	1) Complete form, obtain proper signatures and attach to copy of executed agreement package (see above)  2) Submit to Finance Division
<b>Supply Requisition</b>	Authorizes payment of purchases against open/blanket purchase orders	Goods/Supplies/Equipment with vendors. Amounts should not exceed \$1,500 per requisition	Confirm open purchase order 1) with vendor Track purchases 2) from vendor on form 3) Submit form to Finance Division at the end of each month
<b>Payment Stamp</b>	Authorizes one-time payments and progress payments on agreements	Use for purchases under \$5,000 for vendors who cannot process credit cards and progress payments on agreements  When paying invoice for a progress payment, only the purchase request # and project manager signature is required	1) Receive invoice from vendor 2) Stamp invoice and write in date, account number, purchase requisition number (if applicable), obtain appropriate signatures 3) Submit to Finance Division
<b>Credit Card</b>	Issued to specific employees to make small purchases for departmental needs  Purchases may not be split	Purchases <\$5,000 and approval of purchase is required by Division Manager  Purchases of >\$5,000 may be made after Bid Summary form is completed and signed  Purchases goods/supplies/equipment by credit card is strongly encouraged.	1) Purchase goods/supplies/equipment with credit card, indicate GL account number for each purchase on monthly statement, obtain appropriate signatures on statement, attach receipts  2) Submit to Finance Division within five days of statement closing date
<b>Reimbursements</b>			



## Community Profile

<b>Payment Authorization Form</b>	Authorizes payment to reimburse employees for out-of-pocket purchases	Petty cash (<\$50), Check (>\$50)	<ol style="list-style-type: none"> <li>1) Fill out form with amount to be reimbursed, obtain appropriate signatures, attach receipts or other appropriate backup (if applicable) Submit to Finance Division for cash reimbursement or payment through AP</li> <li>2) Submit to Finance Division for cash reimbursement or payment through AP</li> </ol>
	Purchases may not be split		
	Authorizes refund or payment of funds to outside person / entity / agency		

All employees should strive to ensure that processing of purchasing documents are done in a timely manner. In order for purchasing and payments to occur in a timely manner, all procedures outlined above must be followed.

### Amendments to Agreements/Change Orders

An amendment to agreement form shall be used when changes to agreements are required. Amendments to agreements that increase the total agreement amount into the next signature threshold must be signed by the proper authority. Amendments that maintain the total cost of the agreement within a signature threshold level must be signed by the level of authority that originally signed the agreement.

## vi. USE OF PETTY CASH CHANGE FUND

A petty cash fund of \$2,000 has been established by the Finance Division. The petty cash fund includes change funds. A change fund is defined as cash available to a department for use during regular business transactions. Change fund expenditures are to be made only from the Finance Division's petty cash fund.

1. Finance Division - not to exceed \$50
2. Margaret Todd Senior Center and Gymnastics Center-not to exceed \$50 at each location

Reimbursements (using Petty Cash or Check), regardless of dollar value are not allowed for: a.

Payment of employee salaries

- b. Payments to firms for supplies and materials which are, or should be, covered by blanket purchase orders; or for items available from the City's stockroom
- c. Payment of per diem for meals; however, reimbursements for meal expenses already incurred (both training and non-training and subject to the maximum allowable as indicated in Administrative Policy 6.1 may be made with supporting documentation).

No advance payments or loans will be made. Change funds located in other departments are to be used for change purposes only. Expenditure reimbursements are to be made only from the Finance Division's petty cash fund.

## vii. OTHER PROCEDURES AND DEFINITIONS

- a. **Emergency Purchases** -in a proclaimed State of Emergency, Emergency Procurement Procedures shall be followed-Novato Municipal Code 2- 13.14.

## Community Profile

- b. Green Purchasing Policy/Procedures-TBD
- c. **Travel, Training and Expense Reimbursement**-purchasing procedures related to employee travel, training and reimbursements can be found in  
Administrative Policy 6.1
- d. **Local Preference Policy** – Novato Municipal Code section 2-8.17

## Community Profile

### Reserves Policy

The City of Novato endeavors to maintain adequate reserves for its General Fund and several other funds as a matter of fiscal prudence and sound financial management. These policies will guide the City in:

- Planning for contingencies and unexpected events;
- Maintaining good standing with credit rating agencies;
- Ensuring cash availability when revenue is unavailable; and
- Deciding when to use reserves and how to replenish reserves if they have been spent.

Per current governmental accounting standards (“GASB 54”), fund balances are divided into 5 categories in the financial statements:

Category	Description
Non-Spendable	Cannot be readily converted to cash or cannot legally be spent
Restricted	Externally imposed (by granting agencies, governmental entities, etc.) restrictions on spending
Committed	City Council formally imposed (by resolution or other action) restrictions on spending
Assigned	Funds reserved by Council direction or City Manager for designated purposes
Unassigned	Residual balance not classified in any of the above categories

For purposes of this document, a fund’s “reserves” include the sum of the Committed, Assigned, and Unassigned Fund Balances for that fund.

### General Fund and Emergency & Disaster Response Fund

The General Fund shall not maintain any reserves at year end, except for those designated as Assigned for capital projects, which represent budgeted funds for capital projects that have yet to be completed. Instead, the City shall maintain a separate fund on its books, called the “Emergency and Disaster Response Fund” (hereinafter the “EDRF”) which shall be the main reserve fund for the General Fund. The City maintains this fund to provide a financial buffer in the event of significant economic downturns or for unexpected severe emergencies or natural disasters.

The Government Finance Officers Association maintains a best practice for general reserve funds. While the level of reserves should be assessed on a City’s unique circumstances or risk levels, the generally recommended best practice is to keep at least two months of operating expenditures or 15% reserves.

For Novato, the EDRF shall be maintained at a level equal to 15% of annual General Fund expenditures (excluding “Transfers Out” for purposes of this calculation).

When adopting the budget for each fiscal year, the General Fund budget shall be balanced. If the General Fund budget projects a surplus of revenues over expenditures, then a fund transfer out of the General Fund to the EDRF shall be budgeted. If the General Fund budget is expected to encounter a deficit of revenues compared to expenditures, then a transfer of funds from other available, unencumbered funds shall be budgeted to balance the General Fund. If no such funds are available from another source, a

## Community Profile

fund transfer shall be budgeted from the EDRF to the General Fund in the amount of the projected deficit to ensure that the budget is balanced.

If the General Fund ends the fiscal year with a surplus of revenues over expenditures, any Unassigned fund balance that would result shall be transferred out of the General Fund and into the EDRF.

If the General Fund ends the year with an unexpected deficit which would create a negative Unassigned fund balance, funds shall be transferred from the EDRF at year end to ensure a zero Unassigned fund balance for the General Fund.

The City Council may from time-to-time authorize budget appropriations that would reduce the EDRF below its policy-mandated 15% level. These appropriations should be made only in response to significant events such as (but not limited to):

- Economic downturns / recessions that impact City revenues;
- Natural disasters and declared emergencies; and/or
- State government reductions or takeaways of City revenues.

If the City Council appropriates funds that, for any purpose authorized in this policy, would drop the EDRF below 15%, the next budget cycle should include a plan outlining how the EDRF will be restored to the 15% required reserve level within a reasonable time period.

If the level of the EDRF rises above the required 15% level, appropriations of EDRF funds may be authorized by the City Council for one-time purchases or projects that bring the EDRF back down to the 15% level. Funds above the 15% level shall not be spent on recurring operating expenditures unless otherwise authorized in this policy or a long-term plan for ongoing funding is developed.

It may be prudent from time-to-time to loan funds from the EDRF to other City funds or to invest EDRF in less-than-immediately liquid investments. The City Council shall authorize all such loans and shall make findings in a resolution acknowledging the duration and payback timeframe of said loans, which should not exceed five years. If the loan is made with another entity (for example, the Redevelopment Successor Agency), the loan should also be accompanied by a written loan agreement.

In case of emergencies falling under the purview of Novato Municipal Code Section 2-13, purchases authorized by the Director of Emergency Services under Section 2-13.13(c) may cause the balance in the EDRF to drop below the required 15% level.

### Measure F Transactions and Use Tax Fund

This fund, hereinafter known as the Measure F fund, shall be used to account for all funds collected under the Measure F transactions and use tax, which shall be collected in the City of Novato from April 1, 2011 through March 31, 2016.

There are no specific reserves required within this fund. However, the City Council has designated \$3 million of unassigned Measure F fund balance as a "Risk Mitigation Reserve". This reserve will be 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 or regulatory requirements.

To the extent Measure F funds are available beyond the Risk Mitigation Reserve mentioned above, they may be used to backfill General Fund deficits while permanent revenue streams or other longer-term budget balancing strategies are implemented.

## **Community Profile**

Recognizing its status as a general-purpose tax, the City Council has complete purview to appropriate Measure F funds for any lawful government purpose. However, as a tax with a fixed 5-year duration, Measure F funds should be spent on one-time or short-term programs and projects rather than ongoing operating expenditures.

### **Self-Insurance Fund**

The City shall maintain a reserve of \$1 million in the Self-Insurance Fund. This reserve can be used at the City Council's discretion to pay one-time insurance and liability related costs, such as large, unexpected claims, settlements, etc. in addition this fund may be used for one-time proactive risk mitigation measures. The next year's budget should include a plan to replenish the reserve back to the \$1 million level.

### **Equipment, Technology and Vehicle Replacement Fund**

The City shall maintain an Equipment and Vehicle Replacement Fund (hereinafter "EVRF") to properly fund the replacement of vehicles, technology, and equipment. The City will set aside an appropriate amount of money annually in the fund for each vehicle, technology, or equipment, based on that item's typical usage and expected useful life. Monies that have accumulated in the fund for a specific asset's replacement can then be used when the asset is replaced.

No specific reserves are required for the EVRF. However, excess funds not specifically needed for replacements from sources such as interest earnings, surplus sales or trade-ins, auction sales, and lower-than-expected replacement prices should remain in the fund until other EVRF-related purposes are identified for the funds and appropriated by the City Council. Such excess funds can also be used to replace or begin replacement cycles for vehicles, equipment, or technology items that are not currently in the replacement fund.

## Community Profile

### Basis of Budgeting/Accounting

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

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

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

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

Gann Limit Resolution

**CITY COUNCIL OF THE CITY OF NOVATO**

**RESOLUTION NO. 2020-033**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF  
NOVATO ESTABLISHING THE APPROPRIATIONS LIMIT OF  
\$113,093,816 FOR THE FISCAL YEAR 2020/21**

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

**WHEREAS**, Proposition 1 1 1 was approved by California voters in 1990. This proposition provides that each City may choose for its growth factor the growth in California per capita personal income or the growth in the non-residential assessed valuation due to new construction within the City, and may choose for its population factor the population growth within the City or its County; and that the factors are annual elections; and

**WHEREAS**, the Novato Fiscal Year 2020/21 appropriations limit is calculated using the following:

- The state of California per capita personal income increase determined by the California Department of Finance for the fiscal year 2020/21, 3.73%; and
- The County of Marin population decreased for the fiscal year 2019/20 as determined by the California Department of Finance, -0.06%.

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of Novato has utilized the County of Marin population increase and the State of California per capita personal income increase to calculate the Fiscal Year 2020/21 appropriations limit; and the appropriations limit for Fiscal Year 2020/21 is established to be \$113,093,816.

**I HEREBY CERTIFY** that the foregoing resolution was duly and regularly adopted by the City Council of the City of Novato, Marin County, California, at a meeting thereof, held on the 23rd day of June, 2020, by the following vote, to wit:

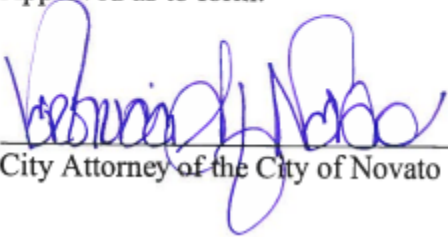
AYES: Councilmembers Eklund, Wernick, Lucan, Peele, Athas  
NOES: Councilmembers  
ABSTAIN: Councilmembers  
ABSENT: Councilmembers

**Community Profile**



\_\_\_\_\_  
City Clerk of the City of Novato

Approved as to form:



\_\_\_\_\_  
City Attorney of the City of Novato



## Community Profile

### General Fund Summary

Following is a summary of General Fund revenue and expense for FY 2020/21. General Fund revenues are projected to be \$37.8 million (without Transfers In), while expenses are projected to be \$42.5 million (without Transfers Out). With Transfers In of \$1.3 million and Transfers Out of \$2.4 million, an operating budget deficit materializes.

<b>General Fund Budget Summary Adopted Budget FY 2020/21</b>	
<b>Revenue</b>	37.8 million
<b>Expense</b>	(42.4 million)
<b>Transfer In</b>	1.3 million
<b>Transfer Out</b>	(2.4 million)
<b>Surplus/(Deficit)</b>	<b>(5.7 million)</b>

While the majority of the projected deficit a result of revenue impacts from the COVID-19 emergency, the City was already facing budget challenges due to flattening of ongoing revenue and rising expense. This situation was compounded by the depletion of Measure F funds available for use in FY 2020/21. The General Fund is absorbing approximately \$1.2 million in ongoing operating costs that were previously supported by Measure F.

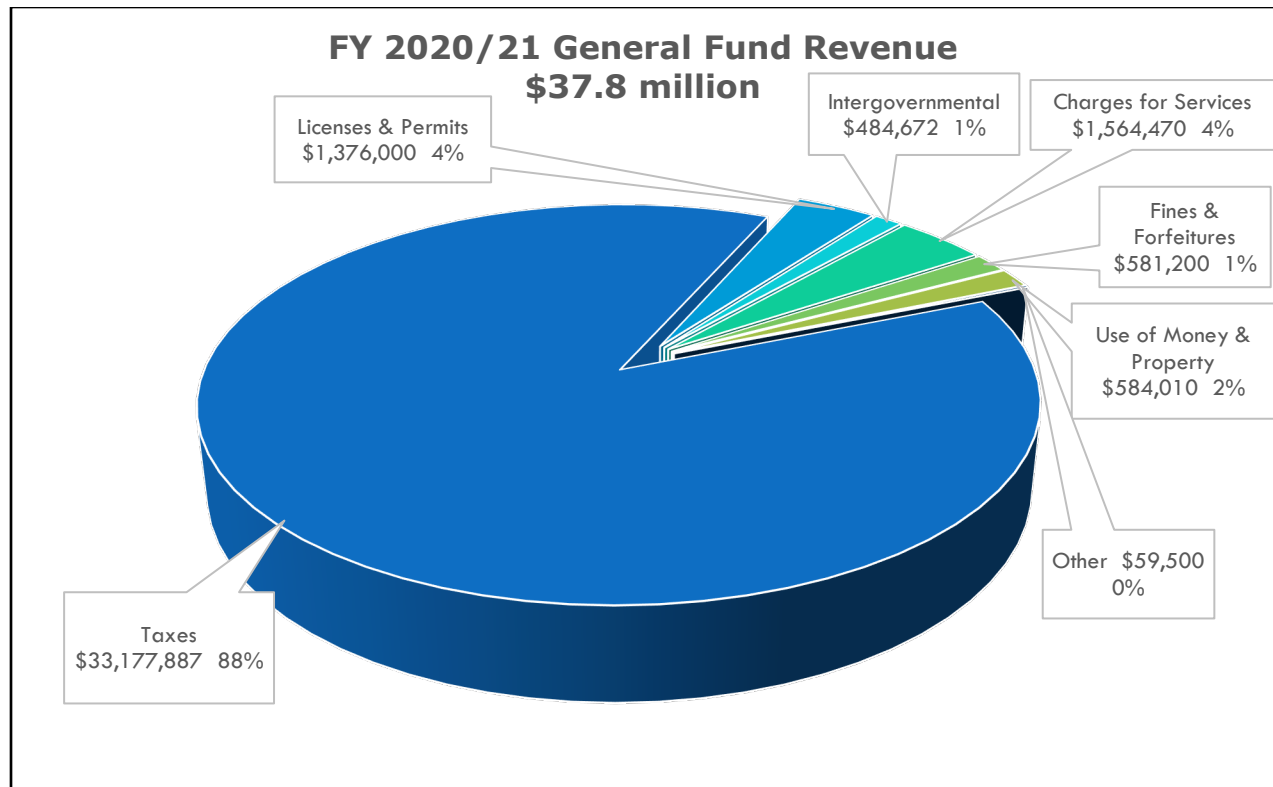
With the ongoing pandemic and difficulty of projecting financial impacts to the City; the Council directed staff to develop a FY 2020/21 “carryover” budget for adoption in June, and a follow-up budget revision presented to Council in September. This revised budget is discussed in further detail near the end of this section.

#### General Fund Revenue

The pie chart below provides an overview of General Fund revenue for FY 2020/21; the City classifies these revenues into seven different categories as shown. Current year revenues of \$37.8 million compares to \$39.8 million in FY 2019/20, a 5.0% decrease. As the COVID-19 pandemic has continued to evolve, staff has actively monitored and analyzed incoming revenue and worked with our economic consultants to ensure that revenue projections reflect the most up to date information available.

The pie chart identifies proportional share of General Fund revenue by category; Taxes at \$33.2 million comprises 88% of revenue, License and Permits, and Charges for Services each comprising 4%. The Charges for Services category (where most department revenues are reported), and the Taxes category (less Sales Tax and TOT) are expected to see the largest immediate decline due to COVID-19.

## Community Profile



### Taxes

The tax category includes a variety of taxes: all property taxes, sales tax, franchise tax, TOT and business licenses. Total revenue for the tax category is \$33.2 million, representing 88% of total general fund revenues (excluding Transfers In).

### Sales Tax

Sales Tax revenue is a major revenue source in the General Fund, representing 37.82% of General Fund tax revenues and budgeted at \$12.5 million for FY 2020/21. Due to the ongoing financial impacts resulting from the COVID-19 Pandemic, sales tax revenues have been adjusted to reflect the most up-to-date information received from the City's sales tax consultants. The overall change from the prior year shows a decrease of \$348,000, approximately a 2.7% decrease.

### Property Tax Revenues

Property tax revenues are a major source of revenue for critical city services such as Police, Public Works, Recreation and Parks. The Property Tax category budgeted at \$16,120,845 includes all property related taxes, such as: real estate property tax, property tax in lieu, ERAF refund, residual property tax, and real property transfer tax. The budget assumes a 2.88% or \$452,000 increase from FY 2019/20. The largest revenue in this category is the real estate property tax, projected at \$7,690,000. Due to timing of property assessments and receipt of tax payments, there is no projected COVID-19 related impact to this revenue for the current fiscal year. Residential sales and values have remained steady since March which is positive; however, there are signs that commercial properties may be impacted by COVID-19 behavior shifts that have resulted in reduced demand for leasing of retail storefronts and office space.

## Community Profile

### Transient Occupancy Tax

Transient Occupancy Tax, (TOT) is paid when an individual rents a hotel or motel room, or other lodging within the City. The TOT rate is currently 12% of the room rental price, 10% of this is received by the City. Of the City's portion, 1% is dedicated to tourism promotion and the remaining 9% is used to support critical City services. TOT is projected at \$1.45 million for this year, a decrease of 20.5% or \$375,000 from the prior year.

The proposed reduction is based on the latest information received from the City's TOT consultants, that indicated TOT revenue has declined approximately 25% in the Bay Area between June 2019-June 2020. TOT revenue is typically received on a quarterly basis, therefore the first quarter revenue (July-September) for the current fiscal year will likely not be received until mid-October. Passage of Measure Q, the proposed 2% update to TOT, could generate approximately \$200K in additional revenue for the second half of the fiscal year. If approved, these funds would support the City's local recovery and relief needs and other critical City services.

### Business License Tax

There is currently no recommended change to the Business License Tax. The majority of this revenue is collected in January each year as part of the annual business license renewal process. There is a correction to the Business License Tax-Audit account, reducing the budget by \$2,000 for FY 2020/21.

### Other Taxes

Other Taxes consisting of Franchise Fees (cable, gas and electric) and the Residential Development Tax, is projected to increase by 0.6% or \$10,000 for FY 2020/21.

### Service Charges

This revenue is primarily generated from recreational programming, facility rentals, and permits issuance/development activity. Budgeted revenue for FY 2020/21 is approximately \$1.6 million, a 52.9% or \$1.8 million decrease from the prior year. The reduced revenue is primarily attributable to anticipated losses associated with COVID-19.

The reduction of approximately \$1.6 million is anticipated across all department categories, with the largest reduction anticipated in Parks, Recreation, and Community Services. Revenue in this department has been severely impacted due to the pandemic. Many programs offered in prior years are now restricted by public health orders, as a result overall demand has significantly declined.

### Licenses and Permits

This revenue comes to the city from a variety of sources, the largest sources, are building, electrical, plumbing, and mechanically permits. Overall, revenue from the Licenses and Permits category is expected to remain similar to the prior year with a budget of \$1,376,000.

### Fines & Forfeitures, Use of Money & Property and Other

The remaining General Fund revenue categories: Fines & Forfeitures, Use of Money & Property, and Other (miscellaneous revenue such as reimbursements), totaling approximately \$1.2 million, are not expected to change significantly for FY 2020/21.

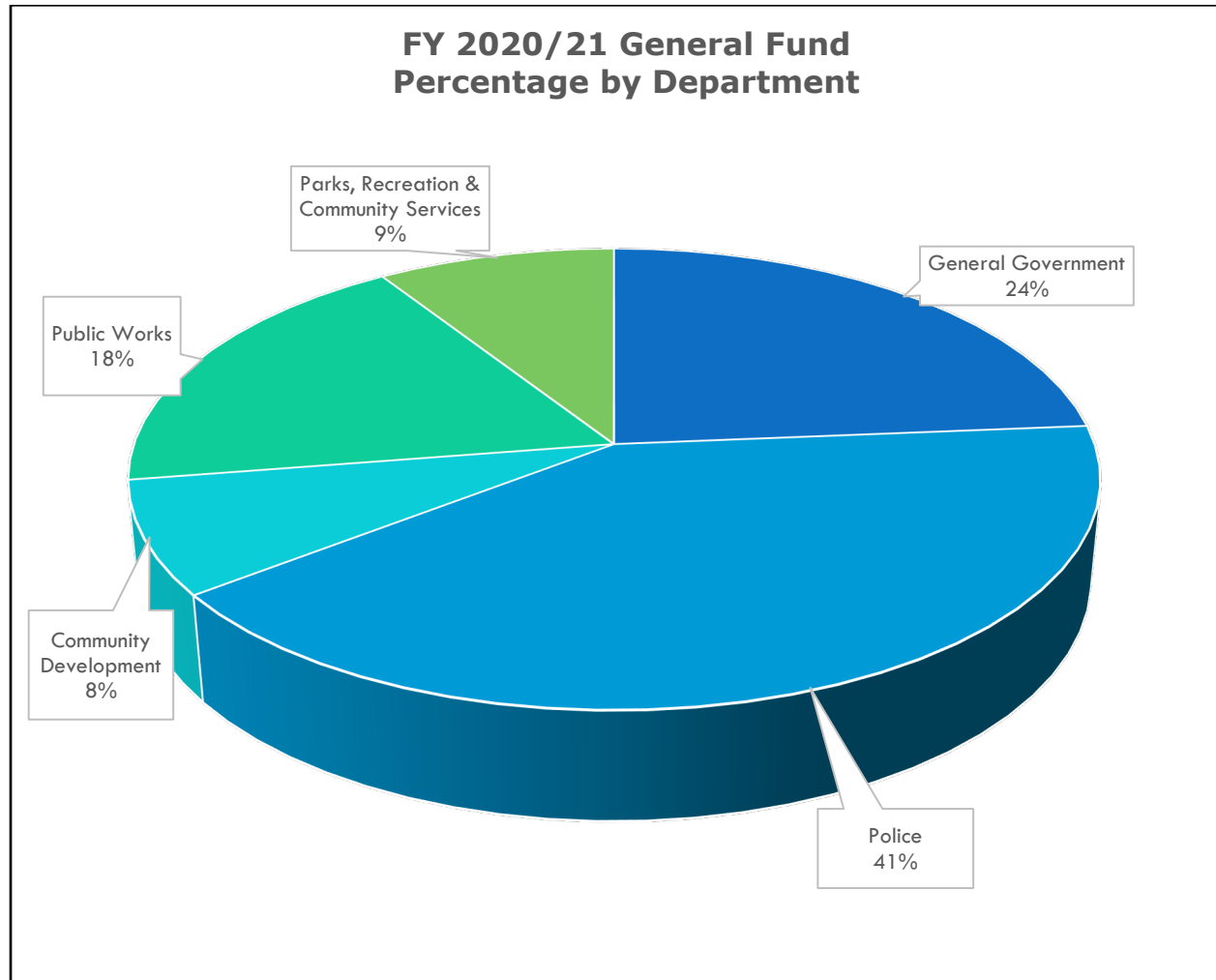
### General Fund Expense

The FY 2020/21 General Fund expense (excluding Transfers Out) total \$42.5 million as compared to \$40.7 million in FY 2019/20, a 4.3% increase. Expense growth is primarily attributable to depletion of Measure F funds and the General Fund absorbing approximately \$1.2 million in ongoing operational costs

## Community Profile

that were previously supported by Measure F. In addition, increased costs for insurance, utilities, and pension liability contribute to the growth.

The following chart shows FY 2020/21 General Fund percentage of cost by department. As with most local government agencies, Public Safety, at 41% of the budget receives the largest share of General Fund support. Some departments, such as Parks, Recreation and Community Services, Community Development, and to a lesser extent Public Works, receive revenue that offset a portion of operating costs. Note that in this chart below, Administration, Finance, and some non-departmental costs such as Animal Control and Insurance, are combined in the General Government category.

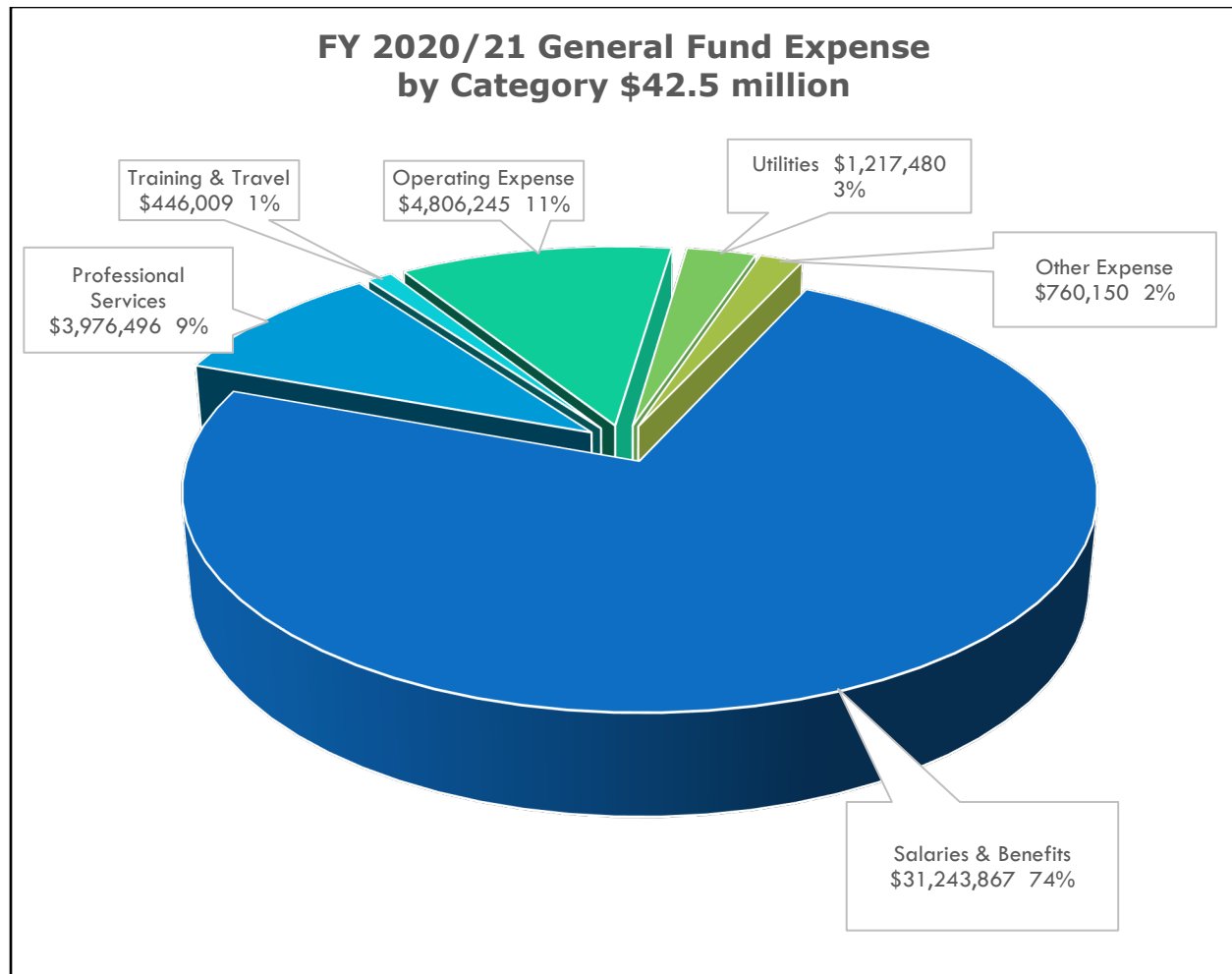


The following table provides comparative information of the General Fund budget listed by each expense category. Total expense for the FY 2020/21 budget is \$42.5 million as compared to FY 2019/20 at \$40.7 million, a 4.3% increase.

## Community Profile

<b>General Fund Expense by Category</b>			
<b>Category</b>	<b>Amended FY 2019/20</b>	<b>Adopted FY 2020/21</b>	<b>% Change</b>
Salaries & Benefits	\$30,188,188	\$31,243,867	3.5%
Professional Services	3,787,515	3,976,496	5.0%
Training & Travel	45,5009	446,009	(2.0%)
Operating Expense	4,355,153	4,806,245	10.4%
Utilities	1,146,977	1,217,480	6.1%
Other Expense	780,150	760,150	2.6%
<b>TOTAL</b>	<b>\$40,712,992</b>	<b>\$42,450,247</b>	<b>4.3%</b>

The chart below provides adopted FY 2020/21 General Fund expense and percentage of cost by category as reported in the budget document. Personnel (salaries, benefits, retirement, etc.) are approximately \$31.2 million or 74% of the budget. This is typical in municipal organizations as the “product” is services delivered by personnel to the community. The percentage share of General Fund personnel expense is expected to continue growing as CalPERS retirement costs will rise significantly over the next several years.



Salaries and Benefits represents \$31.2 million, or 74% of overall operating expense. The increase of approximately 3.5% over FY 2019/20 are primarily due to shifting of positions from Measure F and Measure A to the General Fund, as well as increased pension cost, workers ‘compensation insurance, and unfunded accrued liability (UAL) costs.

Personnel Summary

The following table summarizes the reduction in personnel over the last three years and the shifting of positions from non-General Fund sources (Other Funds) to the General Fund. The total position allocation for FY 2020/21 is currently 205.5 full-time equivalents (FTE), a reduction of 3.17 FTE from FY 2018/19. Although the total number of authorized FTE has declined, the number of positions reliant on the General Fund has increased primarily due to the depletion of Measure F funds. In FY 2018/19, 6.75 FTE were Measure F supported, with all positions shifted to the General Fund by FY 2020/21. Additionally, reliance on Parks Measure A for personnel costs has decreased by 2.0 positions during the same period.

## Community Profile

Personnel Allocation by Funding Source 3 Year History			
Fund	Adopted FY 2018/19	Adopted FY 2019/20	Adopted FY 2020/21
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
Pointe Marin Community Facilities	2.00	2.00	2.00
Parks Measure A	2.50	0.50	0.50
Equipment/Vehicle Maintenance	3.00	3.00	3.00
<i>Other Funds Subtotal</i>	<i>18.56</i>	<i>13.89</i>	<i>9.39</i>
<b>TOTAL</b>	<b>208.67</b>	<b>208.50</b>	<b>205.50</b>

### Revised Budget

As stated earlier, the projected \$5.7 million deficit materialized mostly as a result of revenue impacts from the COVID-19 emergency. Facing the difficulty of projecting financial impacts to the City; the Council directed staff to develop a FY 2020/21 “carryover” budget for adoption in June, and a follow-up budget revision presented to Council in September.

Below is a summary of the Revised Budget presented to Council in September, which includes budget adjustments that reduced the projected deficit from \$5.7 million to \$2.5 million, a difference of \$3.26 million. Additional detail regarding the FY 2020/21 Revised Budget is provided in the staff report and adopted resolution # 2020-063.

### Revenue

The September budget identifies two new revenues (totaling \$746k), that were not included in the FY 2020/21 carryover budget. The City will qualify for \$663,066 in CARES Act reimbursement and a revision of the State’s budget increased the City’s Gas Tax funding, an increase of \$83,000 in the Transfers In category.

### Expense

The Revised Budget includes \$3 million, or a 7% reduction in General Fund expense. Recommended decreases are in the following categories: Salaries and Benefits, (reduction in full and part time personnel, overtime and City Council compensation), in addition to reductions in professional services and travel and training.

## Community Profile

<b>General Fund Budget Summary Revised Budget FY 2020/21</b>		
	<b>Adopted Budget FY 2020/21</b>	<b>Revised Budget FY 2020/21</b>
<b>Revenue</b>	37,827,739	37,980,916
<b>Expense</b>	(42,450,247)	(39,469,825)
<b>Transfer In</b>	1,320,500	1,383,000
<b>Transfer Out</b>	(2,444,573)	(2,400,000)
<b>Surplus/(Deficit)</b>	<b>\$ (5,746,581)</b>	<b>\$ (2,505,909)</b>

### City of Novato Five-Year Capital Improvement Plan (CIP)

The City's Capital Improvement Program (CIP) is a multiyear planning instrument that identifies capital infrastructure projects in need of renovation, repair, and/or construction. Capital projects range from road maintenance or construction to the renovation of municipal facilities, recreation centers, parks, and improvements to transportation, drainage, and utilities. Capital improvement programming is the process by which these capital projects are identified, prioritized, and selected, and thus are incorporated into the long-range fiscal and strategic planning of the City. The CIP matches the projected capital needs to available financial sources that support their development. This year the CIP includes 53 individual projects with approximately \$17.6 million in approved and new capital funds.

### COVID Pandemic Revenue Impacts

There is an estimated decrease of 25-30% or \$575,000 in gas tax revenue for Fiscal Year 2019/20 and are projected to decrease by 50% or \$1,000,000 in Fiscal Year 2020/21. Sales tax-based revenues are estimated to decrease by approximately 30% or \$500,000 in Fiscal Year 2020/21. The annual transfer from the General fund to the Facilities Long-Term Maintenance Fund used to support the repair and maintenance needs of the City's municipal buildings and parks is reduced to \$500,000 due the projected reduction in General Fund revenue for FY 2020/21.



## Community Profile

### Other Major Funds

#### Fund 111 – Measure F

Measure F was substantially depleted in FY 2019/20. Some funding allocated in FY 2019/20 was not expended within the timeframe initially planned and has been carried forward (\$985k) to the FY 2020/21 operating and capital budgets. Any balance remaining outside of the carried forward funds will be presented to the Council for consideration.

#### Fund 116 - Emergency and Disaster Response Fund

The Emergency & Disaster Response Fund (EDRF) was created as “a financial buffer in the event of significant economic downturns or for unexpected severe emergencies or disasters.” To ensure fiscal prudence and sound financial management, the City’s Reserve Policy requires that this reserve be maintained at a level equal to 15% of annual General Fund expenditures (excluding Transfers Out). The reserve is currently projected at \$10.4 million (FY 2020/21 Budget), which exceeds the 15% requirement of \$6.6 million (for FY 2020/21). The current budget uses EDRF reserves to address the budget deficit.

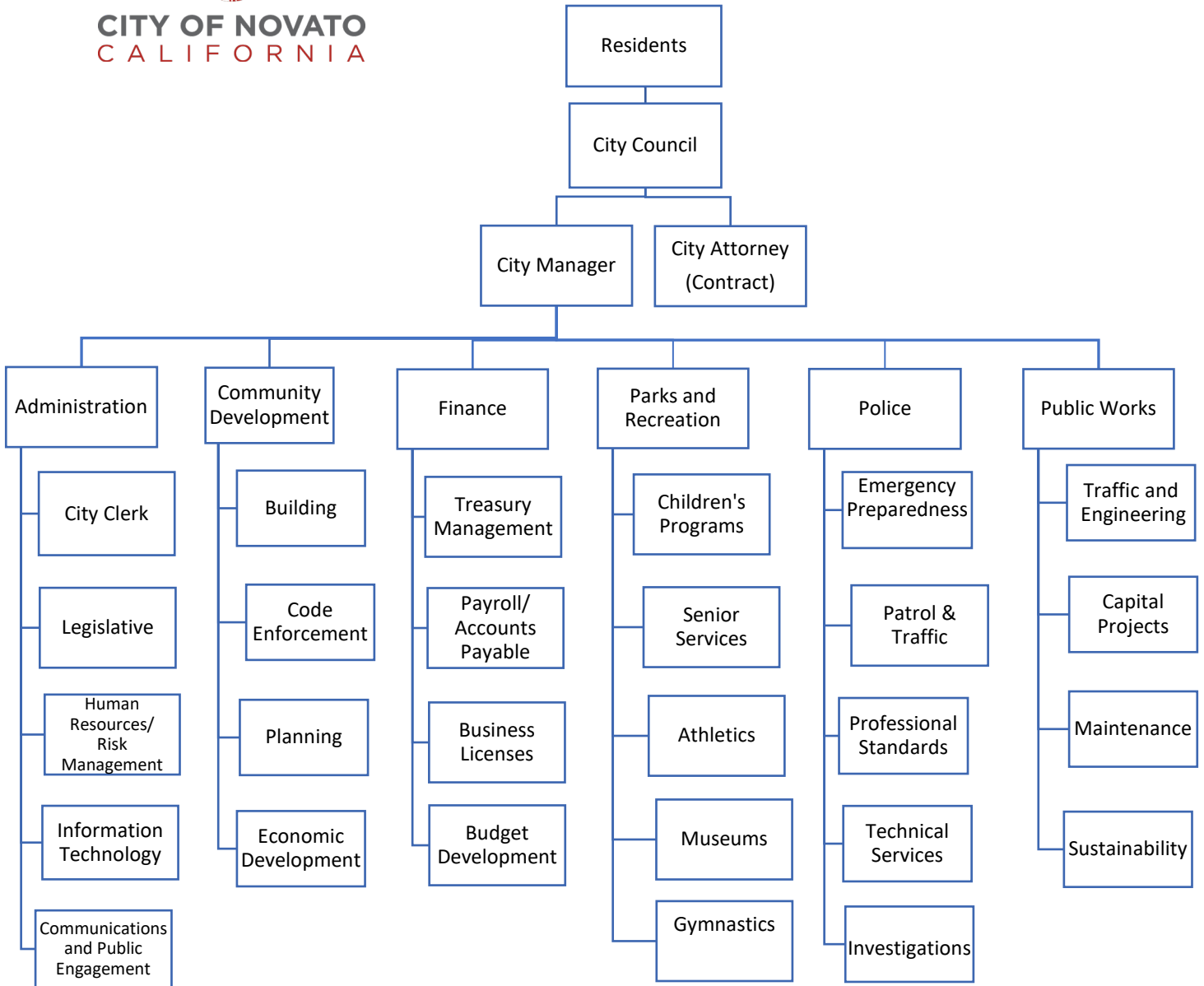
#### Fund 115 – Self Insurance

This fund was substantially depleted in FY 2019/20 due to a litigation settlement related to the City’s administrative building construction (\$576,805 in expense). The fund has a FY 2020/21 projected balance of \$6,500. Council could consider using one-time funding to replenish this fund.

# Functional Organization Chart



**CITY OF NOVATO**  
CALIFORNIA



## Budget Tables

### General Fund Summary

	<b>Unaudited Actual FY 2018/19</b>	<b>Adopted Budget FY 2019/20</b>	<b>Amended Budget FY 2019/20</b>	<b>Adopted Budget FY 2020/21</b>	<b>% change from Amended</b>
<b><u>Beginning Available Fund Balance</u></b>	<b>77,831</b>	<b>500,000</b>			
<b><u>Revenues</u></b>					
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)%
<b>Total Revenues and Transfers In</b>	42,077,461	42,201,596	42,206,596	39,148,239	(7.2)%
Other Sources			1,353,263		
<b>Total Financing Available</b>	<b>42,155,292</b>	<b>42,701,596</b>	<b>43,559,859</b>	<b>39,148,239</b>	<b>(10.1)%</b>
<b><u>Appropriations</u></b>					
Non Departmental	(39,669)				
Administration (Central Administration)	2,225,473	2,844,680	2,798,828	6,351,351	126.9%
Finance (Administrative Services) Police	6,423,861	7,051,033	7,271,966	3,707,928	(49.0)%
Community Development	15,007,449	16,090,340	16,452,182	17,358,442	5.5%
Public Works	2,898,888	2,947,003	3,036,576	3,371,389	11.0%
Parks, Recreation & Community Services	6,785,866	7,268,028	7,427,170	7,773,284	4.7%
Subtotal Appropriations	3,470,622	3,622,945	3,726,270	3,887,853	4.3%
Transfers Out	36,772,490	39,824,029	40,712,992	42,450,247	4.3%
<b>Total Use of Funds</b>	<b>2,754,655</b>	<b>2,846,867</b>	<b>2,846,867</b>	<b>2,444,573</b>	<b>(14.1)%</b>
<b>Unspent Appropriations</b>	<b>39,527,145</b>	<b>42,670,896</b>	<b>43,559,859</b>	<b>44,894,820</b>	<b>3.1%</b>
<b>Ending Fund Balance</b>		325,000	355,700		
<b>Surplus/ (Deficit)</b>	<b>2,628,147</b>			<b>(5,746,581)</b>	

## Budget Tables

### General Fund Revenue Detail

	Unaudited Actual FY 2018/19	Adopted Budget FY 2019/20	Amended Budget FY 2019/20	Adopted Budget FY 2020/21	% change from Amended
<b><u>Taxes</u></b>					
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	
<b>Subtotal</b>	<b>33,185,696</b>	<b>33,440,887</b>	<b>33,440,887</b>	<b>33,177,887</b>	<b>(0.8)%</b>
<b><u>Licenses and Permits</u></b>					
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	
<b>Subtotal</b>	<b>1,482,026</b>	<b>1,379,000</b>	<b>1,379,000</b>	<b>1,376,000</b>	<b>(0.2)%</b>
<b><u>Intergovernmental Revenue</u></b>					
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	
<b>Subtotal</b>	<b>285,667</b>	<b>460,094</b>	<b>460,094</b>	<b>484,672</b>	<b>5.3%</b>
<b><u>Service Charges</u></b>					
<b><u>General Government Charges</u></b>					
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	
<b>Subtotal</b>	<b>160,130</b>	<b>246,610</b>	<b>246,610</b>	<b>86,610</b>	<b>(64.9)%</b>

## Budget Tables

### General Fund Revenue Detail

	Unaudited Actual FY 2018/19	Adopted Budget FY 2019/20	Amended Budget FY 2019/20	Adopted Budget FY 2020/21	% change from Amended
<b><u>Zoning and Subdivision Charges</u></b>					
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	
<b>Subtotal</b>	<b>179,760</b>	<b>167,000</b>	<b>167,000</b>	<b>167,000</b>	<b>0.0%</b>
<b><u>Plan Checking Fees</u></b>					
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	
<b>Subtotal</b>	<b>341,818</b>	<b>303,000</b>	<b>303,000</b>	<b>303,000</b>	<b>0.0%</b>
<b><u>Engineering Fees</u></b>					
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	
<b>Subtotal</b>	<b>200,653</b>	<b>216,000</b>	<b>216,000</b>	<b>216,000</b>	<b>0.0%</b>
<b><u>Parks, Recreation, and Community Services</u></b>					
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	
<b>Subtotal</b>	<b>2,290,822</b>	<b>2,182,100</b>	<b>2,187,100</b>	<b>2,154,100</b>	<b>(1.5)%</b>
<b><u>Police Service Charges</u></b>					
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	
<b>Subtotal</b>	<b>222,420</b>	<b>110,000</b>	<b>110,000</b>	<b>102,000</b>	<b>(7.3)%</b>
<b><u>Other Service Charges</u></b>					
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	
<b>Subtotal</b>	<b>140,186</b>	<b>92,100</b>	<b>92,100</b>	<b>72,300</b>	<b>(21.5)%</b>
<b>Service Charges Total</b>	<b>3,535,789</b>	<b>3,316,810</b>	<b>3,321,810</b>	<b>3,101,010</b>	<b>(6.6)%</b>

Department Revenue COVID-19 impact

(1,536,540)

## Budget Tables

### General Fund Revenue Detail

	Unaudited Actual FY 2018/19	Adopted Budget FY 2019/20	Amended Budget FY 2019/20	Adopted Budget FY 2020/21	% change from Amended
<b><u>Fines, Forfeits and Penalties</u></b>					
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	
<b>Subtotal</b>	<b>633,773</b>	<b>591,200</b>	<b>591,200</b>	<b>581,200</b>	<b>(1.7)%</b>
<b><u>Use of Money and Property</u></b>					
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	
<b>Subtotal</b>	<b>1,121,476</b>	<b>573,360</b>	<b>573,360</b>	<b>584,010</b>	<b>1.9%</b>
<b><u>Miscellaneous Revenue</u></b>					
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				
<b>Subtotal</b>	<b>380,519</b>	<b>58,200</b>	<b>58,200</b>	<b>59,500</b>	<b>2.2%</b>

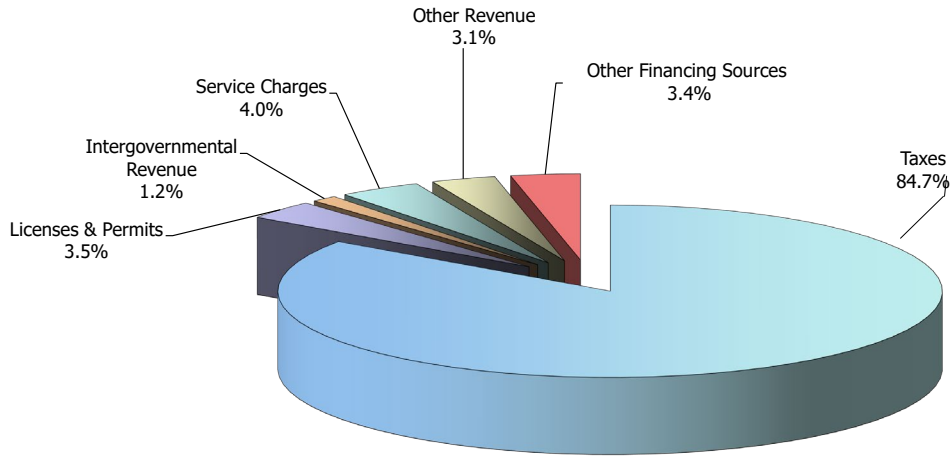
## Budget Tables

### General Fund Revenue Detail

	Unaudited Actual FY 2018/19	Adopted Budget FY 2019/20	Amended Budget FY 2019/20	Adopted Budget FY 2020/21	% change from Amended
<b>Total Revenues</b>	40,624,946	39,819,551	39,824,551	37,827,739	(5.0)%
<b>Transfers In</b>					
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	
<b>Subtotal</b>	<b>1,452,515</b>	<b>2,382,045</b>	<b>2,382,045</b>	<b>1,320,500</b>	<b>(44.6)%</b>
<b>Total Revenues and Transfers In</b>	<b>42,077,461</b>	<b>42,201,596</b>	<b>42,206,596</b>	<b>39,148,239</b>	<b>(7.2)%</b>
Other Sources			1,353,263		
<b>Total Financing Available</b>	<b>42,077,461</b>	<b>42,201,596</b>	<b>43,559,859</b>	<b>39,148,239</b>	<b>(10.1)%</b>

# Budget Tables

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



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



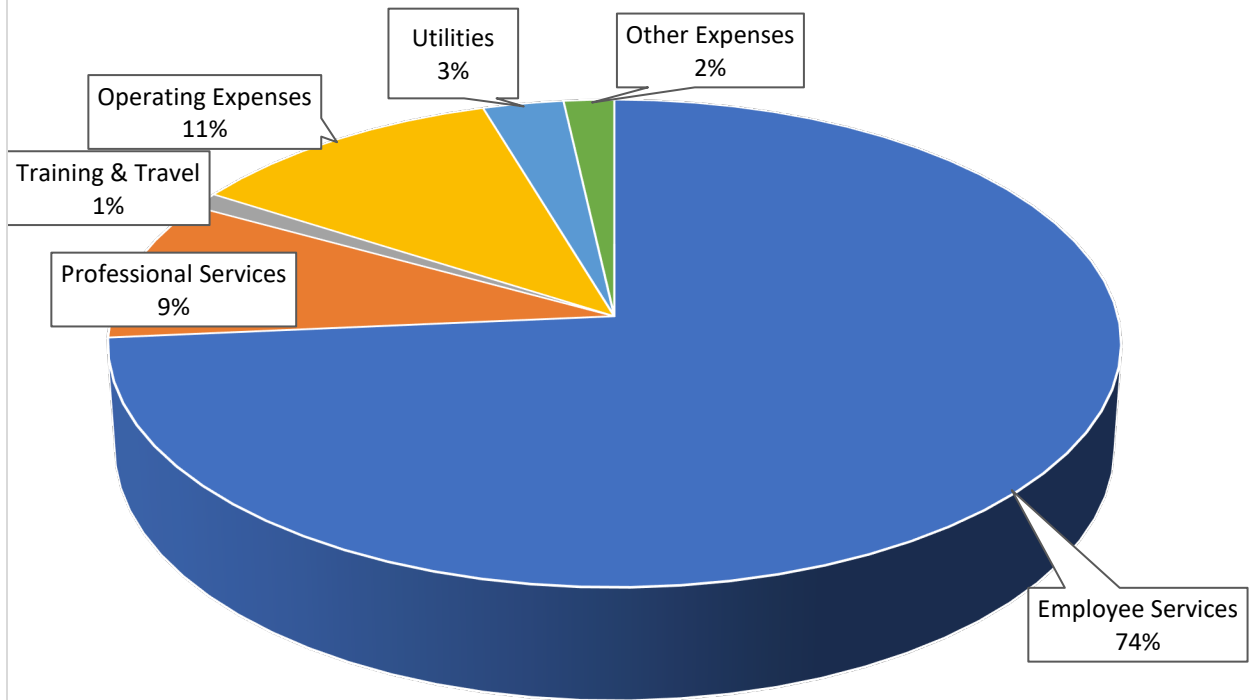
## General Fund Appropriation Detail

	Unaudited Actual FY 2018/19	Adopted Budget FY 2019/20	Amended Budget FY 2019/20	Adopted Budget FY 2020/21	% change from Amended
<b><u>Administration (Central Administration)</u></b>					
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	-
<b>Subtotal</b>	<b>2,225,473</b>	<b>2,844,680</b>	<b>2,798,828</b>	<b>6,351,351</b>	<b>126.9%</b>
<b><u>Finance (Administrative Services)</u></b>					
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)%
<b>Subtotal</b>	<b>6,423,861</b>	<b>7,051,033</b>	<b>7,271,966</b>	<b>3,707,928</b>	<b>(49.0)%</b>
<b><u>Police</u></b>					
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)%
<b>Subtotal</b>	<b>15,007,449</b>	<b>16,090,340</b>	<b>16,452,182</b>	<b>17,358,442</b>	<b>5.5%</b>
<b><u>Community Development</u></b>					
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)%
<b>Subtotal</b>	<b>2,898,888</b>	<b>2,947,003</b>	<b>3,036,576</b>	<b>3,371,389</b>	<b>11.0%</b>

## General Fund Appropriation Detail

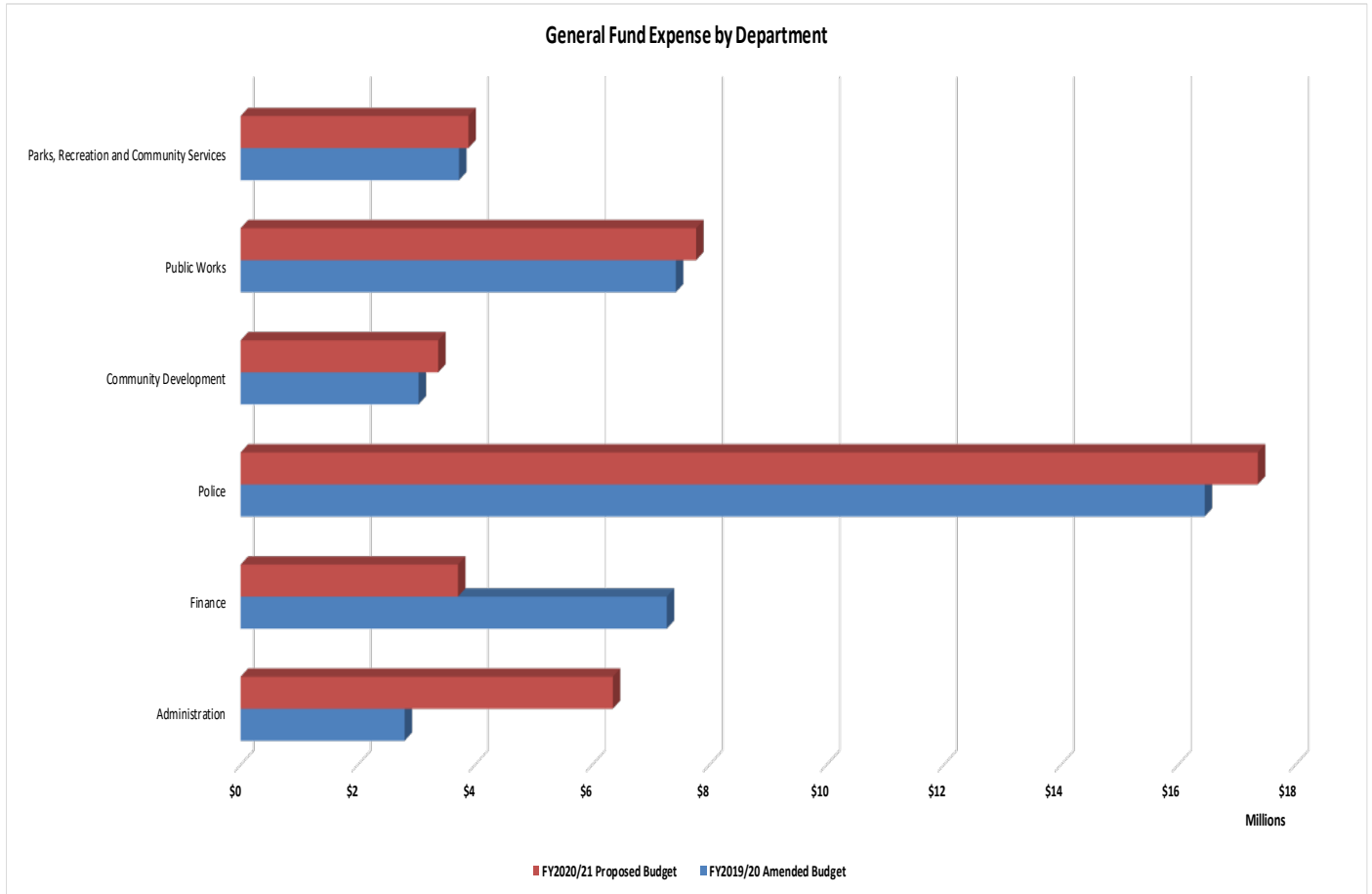
	Unaudited Actual FY 2018/19	Adopted Budget FY 2019/20	Amended Budget FY 2019/20	Adopted Budget FY 2020/21	% change from Amended
<b>Public Works</b>					-
Engineering Administration	686,647	690,500	703,607	731,310	3.9%
Engineering Operations	782,836	816,199	835,304	835,157	(0.0)%
Sustainability	-	-	-	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%
<b>Subtotal</b>	<b>6,785,866</b>	<b>7,268,028</b>	<b>7,427,170</b>	<b>7,773,284</b>	<b>4.7%</b>
<b>Parks, Recreation, and Community Services</b>					
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%
<b>Subtotal</b>	<b>3,470,622</b>	<b>3,622,945</b>	<b>3,726,270</b>	<b>3,887,853</b>	<b>4.3%</b>
Non Departmental	(39,669)				
<b>SUBTOTAL APPROPRIATIONS</b>	<b>36,772,490</b>	<b>39,824,029</b>	<b>40,712,992</b>	<b>42,450,247</b>	<b>4.3%</b>
<b>Transfers Out</b>					
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%
<b>Subtotal</b>	<b>2,754,655</b>	<b>2,846,867</b>	<b>2,846,867</b>	<b>2,444,573</b>	<b>(14.1)%</b>
<b>TOTAL APPROPRIATIONS</b>	<b>39,527,145</b>	<b>42,670,896</b>	<b>43,559,859</b>	<b>44,894,820</b>	<b>3.1%</b>

### 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>
<b>General Fund Total</b>	<b>\$42,450,247</b>

# Budget Tables



## Budget Tables

### General Fund Revenue Detail History

	<b>Previous Actual 2015/16</b>	<b>Previous Actual 2016/17</b>	<b>Previous Actual 2017/18</b>	<b>Unaudited Actual 2018/19</b>
<b><u>Taxes</u></b>				
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
<b>Subtotal</b>	<b>27,540,118</b>	<b>29,853,325</b>	<b>31,781,791</b>	<b>33,185,696</b>
<b><u>Licenses and Permits</u></b>				
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
<b>Subtotal</b>	<b>1,114,970</b>	<b>1,308,927</b>	<b>1,284,901</b>	<b>1,482,026</b>

## Budget Tables

### General Fund Revenue Detail History

	<b>Previous Actual 2015/16</b>	<b>Previous Actual 2016/17</b>	<b>Previous Actual 2017/18</b>	<b>Unaudited Actual 2018/19</b>
<b><u>Intergovernmental Revenue</u></b>				
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	
<b>Subtotal</b>	<b>559,119</b>	<b>418,235</b>	<b>407,429</b>	<b>285,667</b>
<b><u>Service Charges</u></b>				
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
<b>Subtotal</b>	<b>962,980</b>	<b>1,264,588</b>	<b>1,119,085</b>	<b>1,244,967</b>
<b><u>Parks, Recreation, and Community Services</u></b>				
	<b>2,155,774</b>	<b>2,261,067</b>	<b>2,104,985</b>	<b>2,290,822</b>

## Budget Tables

### General Fund Revenue Detail History

	<b>Previous Actual 2015/16</b>	<b>Previous Actual 2016/17</b>	<b>Previous Actual 2017/18</b>	<b>Unaudited Actual 2018/19</b>
<b><u>Fines, Forfeits and Penalties</u></b>				
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
<b>Subtotal</b>	<b>549,834</b>	<b>610,176</b>	<b>600,692</b>	<b>633,773</b>
<b><u>Use of Money and Property</u></b>				
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
<b>Subtotal</b>	<b>854,359</b>	<b>292,874</b>	<b>255,973</b>	<b>1,121,476</b>
<b><u>Miscellaneous Revenue</u></b>				
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
<b>Subtotal</b>	<b>306,600</b>	<b>107,040</b>	<b>110,545</b>	<b>380,519</b>
<b>Subtotal Revenues</b>	<b>34,043,754</b>	<b>36,116,232</b>	<b>37,665,401</b>	<b>40,624,946</b>

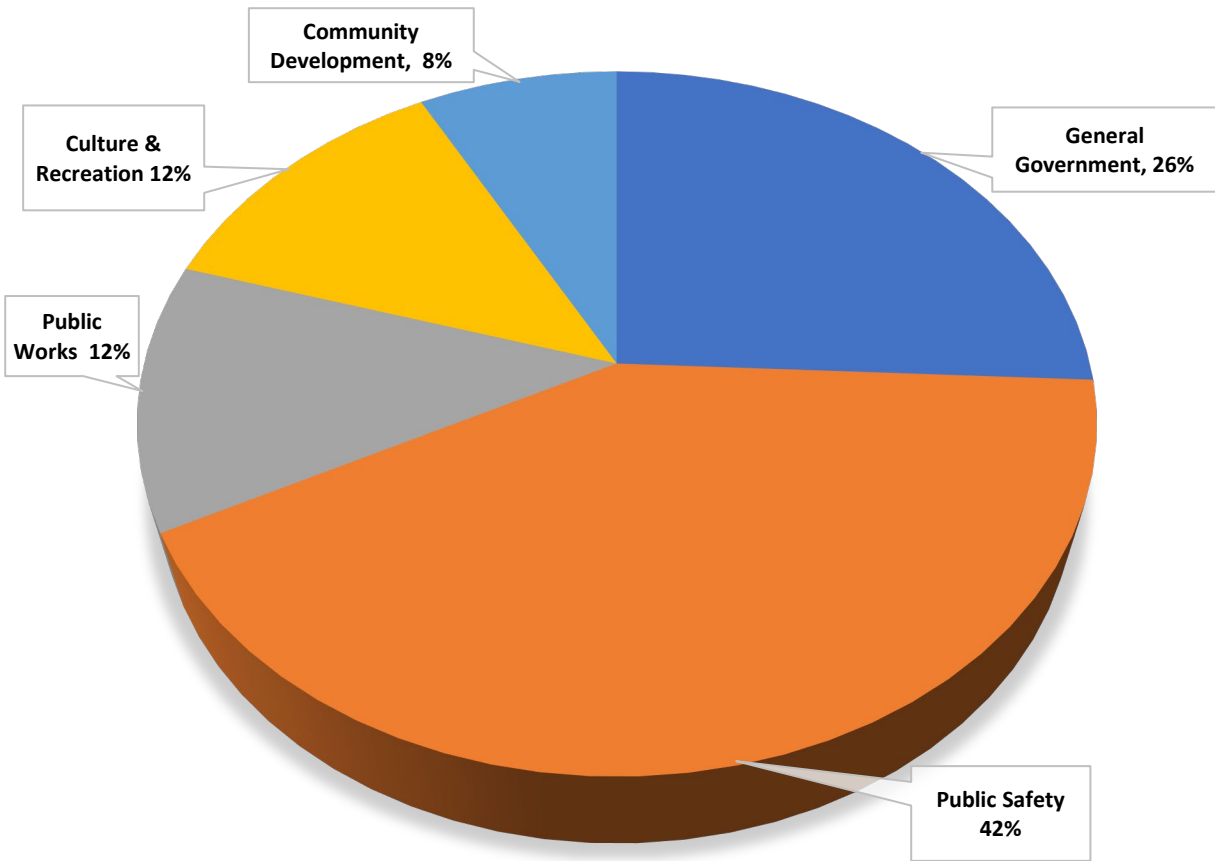
**Budget Tables**

**General Fund Revenue Detail History**

	<b>Previous Actual 2015/16</b>	<b>Previous Actual 2016/17</b>	<b>Previous Actual 2017/18</b>	<b>Unaudited Actual 2018/19</b>
<b><u>Other Financing Sources</u></b>				
<b><u>Transfers In</u></b>				
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			
<b><u>Debt Proceeds/Equity Transfers</u></b>				
Miscellaneous	750,000	1,711,962		
<b>Subtotal</b>	<b>2,004,455</b>	<b>2,990,473</b>	<b>1,168,690</b>	<b>1,452,515</b>
<b>Total Revenues &amp; Transfers</b>				
	<b>36,048,209</b>	<b>39,106,705</b>	<b>38,834,091</b>	<b>42,077,461</b>



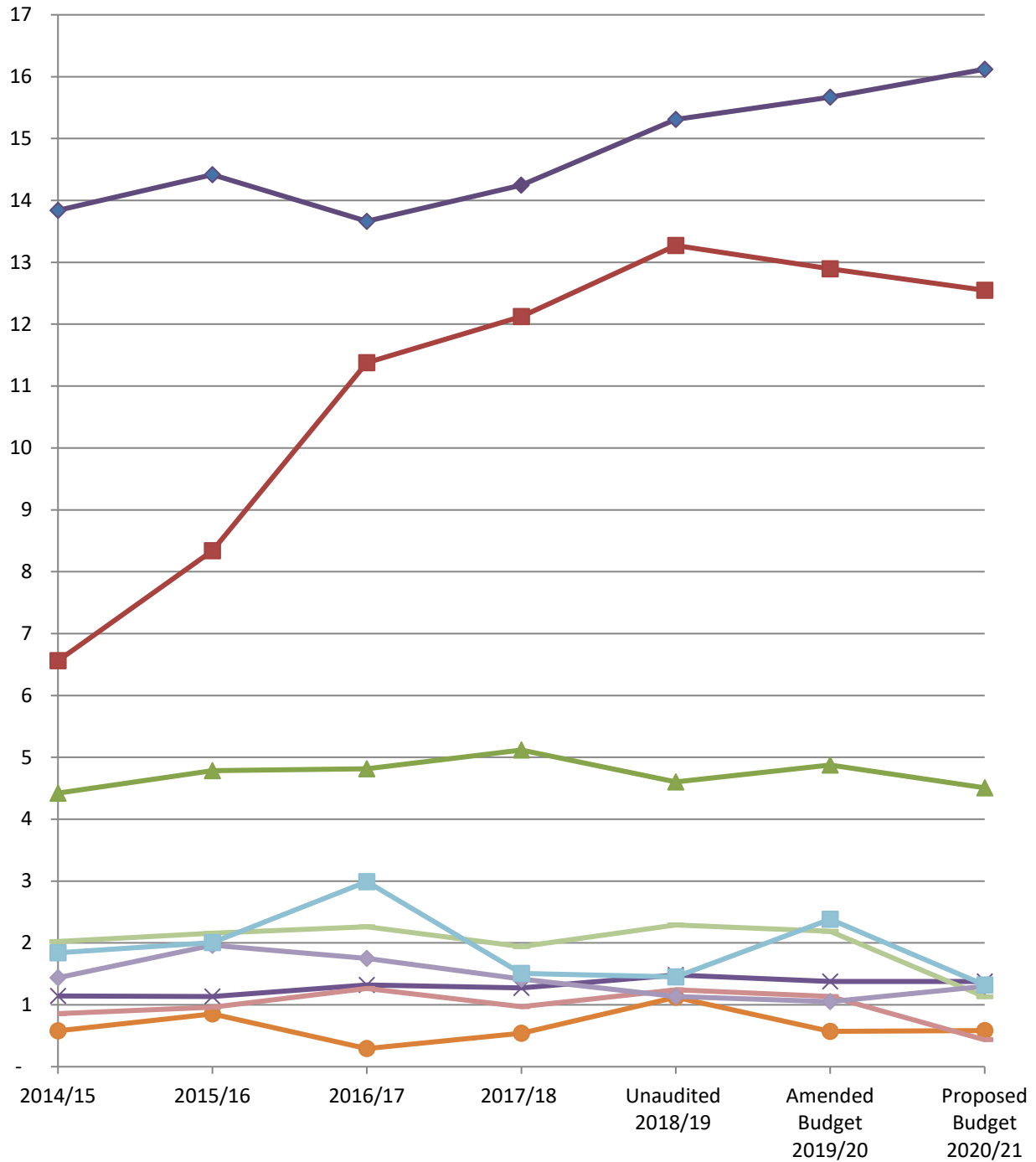
## General Fund Appropriation by Function FY 2020/21



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>
<b>General Fund Total</b>	<b>\$44,894,820</b>

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

\$ Millions



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

## Budget Tables

### General Fund Appropriation Detail History

	<b>Previous Actual 2015/16</b>	<b>Previous Actual 2016/17</b>	<b>Previous Actual 2017/18</b>	<b>Unaudited Actual 2018/19</b>
<b><u>Central Administration</u></b>				
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
<b>Subtotal</b>	<b>2,141,351</b>	<b>2,122,536</b>	<b>2,107,436</b>	<b>2,225,473</b>
<b><u>Administrative Services</u></b>				
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
<b>Subtotal</b>	<b>4,966,476</b>	<b>5,268,412</b>	<b>6,336,694</b>	<b>6,423,861</b>
<b><u>Police</u></b>				
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
<b>Subtotal</b>	<b>12,962,905</b>	<b>13,549,093</b>	<b>14,498,360</b>	<b>15,007,449</b>
<b><u>Community Development</u></b>				
Administration	189,561	201,343	333,865	273,898
Sustainability				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
<b>Subtotal</b>	<b>2,077,215</b>	<b>2,419,754</b>	<b>2,698,682</b>	<b>2,898,888</b>

## Budget Tables

### General Fund Appropriation Detail History

	Previous Actual 2015/16	Previous Actual 2016/17	Previous Actual 2017/18	Unaudited Actual 2018/19
<b>Public Works</b>				
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
<b>Subtotal</b>	<b>6,098,765</b>	<b>6,657,074</b>	<b>6,392,132</b>	<b>6,785,866</b>
<b>Parks, Recreation &amp; Community Services</b>				
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
<b>Subtotal</b>	<b>3,376,356</b>	<b>3,448,916</b>	<b>3,306,700</b>	<b>3,470,622</b>
Non Departmental				(39,669)
<b>Subtotal Expenditures</b>	<b>31,623,068</b>	<b>33,465,785</b>	<b>35,340,004</b>	<b>36,772,490</b>
<b>Transfers Out</b>				
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
<b>Other Financing Uses</b>				
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				
<b>Subtotal</b>	<b>4,461,740</b>	<b>5,991,495</b>	<b>5,969,523</b>	<b>2,754,655</b>
<b>Total Expenditures &amp; Transfers</b>	<b>36,084,808</b>	<b>39,457,280</b>	<b>41,309,527</b>	<b>39,527,145</b>

# Budget Tables

## 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	Adopted Budget 2020/21
						-OR- Projected Actual <sup>1</sup> 2019/20	
<b>General Fund (101)</b>							
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>				--	--	--	(1,536,540)
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
<b>Totals</b>	<b>34,043,754</b>	<b>36,116,232</b>	<b>37,665,401</b>	<b>40,624,946</b>	<b>39,819,551</b>	<b>39,824,551</b>	<b>37,827,739</b>
<b>Measure F Sales Tax (111)</b>							
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
<b>Totals</b>	<b>3,852,797</b>	<b>194,991</b>	<b>152,313</b>	<b>208,964</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>
<b>City Owned Property (112)</b>							
Investment Earnings		877	24,645	58,794	Consolidated with Fund 116		
Proceeds from Property Sales		500,018	1,997,723	3,450			
<b>Totals</b>	<b>0</b>	<b>500,895</b>	<b>2,022,368</b>	<b>62,244</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Successor Agency (113)</b> <i>(To be Dissolved into RDA -802)</i>							
Intergovernmental	91,060	67,384	67,384	67,384	Dissolved to RDA Fund		
<b>Totals</b>	<b>91,060</b>	<b>67,384</b>	<b>67,384</b>	<b>67,384</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Pension Reserve Fund (114)</b>							
Investment Earnings	9	13	17	32	15	15	15
<b>Totals</b>	<b>9</b>	<b>13</b>	<b>17</b>	<b>32</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>Self Insurance Fund (115)</b>							
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
<b>Totals</b>	<b>7,173</b>	<b>28,802</b>	<b>113,403</b>	<b>28,438</b>	<b>6,500</b>	<b>6,500</b>	<b>0</b>
<b>Emergency and Disaster Response Reserve (116)</b>							
Investment Earnings		3,030		1,906	0	0	0
<b>Totals</b>	<b>0</b>	<b>3,030</b>	<b>0</b>	<b>1,906</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Civic Center (117)</b>							
Investment Earnings	907	1,256	1,486	2,368	1,175	1,175	1,000
<b>Totals</b>	<b>907</b>	<b>1,256</b>	<b>1,486</b>	<b>2,368</b>	<b>1,175</b>	<b>1,175</b>	<b>1,000</b>
<b>Long-Term Maintenance-Facilities (118)</b>							
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
<b>Totals</b>	<b>9,156</b>	<b>9,604</b>	<b>19,592</b>	<b>26,479</b>	<b>9,200</b>	<b>9,200</b>	<b>2,800</b>
<b>Long-Term Maintenance-Infrastructure (119)</b>							
Investment Earnings	3,897	8,376	8,977	9,048	7,600	7,600	7,600
<b>Totals</b>	<b>3,897</b>	<b>8,376</b>	<b>8,977</b>	<b>9,048</b>	<b>7,600</b>	<b>7,600</b>	<b>7,600</b>
<b>Risk Mitigation Reserve (121)</b>							
Investment Earnings					--	--	--
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Affordable Housing Programs (210)</b>							
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

# Budget Tables

## Revenue Detail History by Fund

	Previous	Previous	Previous	Unaudited	Adopted	Amended Budget	Adopted
	Actual	Actual	Actual	Actual	Budget	-OR- Projected Actual <sup>1</sup>	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
<b>Totals</b>	<b>223,523</b>	<b>177,363</b>	<b>161,715</b>	<b>258,401</b>	<b>122,750</b>	<b>122,750</b>	<b>122,750</b>
<b>Clean Stormwater (211)</b>							
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
<b>Totals</b>	<b>369,218</b>	<b>350,706</b>	<b>369,696</b>	<b>353,710</b>	<b>370,625</b>	<b>370,625</b>	<b>369,625</b>
<b>Underground Utility (212)</b>							
Investment Earnings	6,625	9,156	11,717	23,054	8,250	8,250	8,250
<b>Totals</b>	<b>6,625</b>	<b>9,156</b>	<b>11,717</b>	<b>23,054</b>	<b>8,250</b>	<b>8,250</b>	<b>8,250</b>
<b>Parking Improvement Fund (213)</b>							
Investment Earnings	489	670	675	75	75	50	0
<b>Totals</b>	<b>489</b>	<b>670</b>	<b>675</b>	<b>75</b>	<b>75</b>	<b>50</b>	<b>0</b>
<b>Subdivision Park Trust (Quimby Fees) (214)</b>							
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
<b>Totals</b>	<b>13,917</b>	<b>5,523</b>	<b>46,146</b>	<b>249,920</b>	<b>353,500</b>	<b>353,500</b>	<b>53,500</b>
<b>Art in Public Places (215)</b>							
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
<b>Totals</b>	<b>8,714</b>	<b>10,394</b>	<b>25,238</b>	<b>68,433</b>	<b>2,625</b>	<b>2,625</b>	<b>11,125</b>
<b>General Plan Surcharge (216)</b>							
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				
<b>Totals</b>	<b>78,607</b>	<b>95,971</b>	<b>148,124</b>	<b>98,065</b>	<b>83,050</b>	<b>83,050</b>	<b>97,900</b>
<b>Automation Surcharge (217)</b>							
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
<b>Totals</b>	<b>80,730</b>	<b>99,775</b>	<b>95,175</b>	<b>116,177</b>	<b>85,825</b>	<b>85,825</b>	<b>81,785</b>
<b>Hamilton Community Facilities District (218)</b>							
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
<b>Totals</b>	<b>793,890</b>	<b>808,258</b>	<b>802,351</b>	<b>796,303</b>	<b>827,655</b>	<b>827,655</b>	<b>797,598</b>
<b>Pointe Marin Community Facilities District (219)</b>							
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
<b>Totals</b>	<b>197,545</b>	<b>192,692</b>	<b>195,467</b>	<b>196,644</b>	<b>196,248</b>	<b>196,248</b>	<b>196,248</b>
<b>Hamilton Arts Center (220)</b>							
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
<b>Totals</b>	<b>423,537</b>	<b>468,347</b>	<b>470,045</b>	<b>466,393</b>	<b>470,100</b>	<b>406,600</b>	<b>455,000</b>
<b>Chapter 27 Assessments (221)</b>							
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
<b>Totals</b>	<b>1,964</b>	<b>2,564</b>	<b>3,170</b>	<b>5,919</b>	<b>2,300</b>	<b>5,469</b>	<b>2,600</b>
<b>Landscape Assessment District - San Marin (222)</b>							
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

# Budget Tables

## Revenue Detail History by Fund

	Previous	Previous	Previous	Unaudited	Adopted	Amended Budget	Adopted
	Actual	Actual	Actual	Actual	Budget	-OR- Projected Actual <sup>1</sup>	Budget
	2015/16	2016/17	2017/18	2018/19	2019/20	2019/20	2020/21
<b>Totals</b>	53,422	54,982	57,161	59,506	64,728	64,728	66,802
<b>Landscape Assessment District - Country Club (223)</b>							
Investment Earnings	472	654	836	1,644	760	760	760
<b>Totals</b>	472	654	836	1,644	760	760	760
<b>Landscape Assessment District - Wildwood Glen (224)</b>							
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
<b>Totals</b>	9,204	9,481	9,859	10,300	10,706	10,706	10,706
<b>Landscape Assessment District - Hillside (225)</b>							
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
<b>Totals</b>	19,899	20,845	21,755	22,650	23,356	23,356	23,680
<b>Landscape Assessment District - Downtown Landscape Lighting (226)</b>							
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
<b>Totals</b>	6,566	7,028	7,516	9,027	7,710	7,710	7,710
<b>San Pablo Assessment District (227)</b>							
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
<b>Totals</b>	13,386	13,904	14,099	14,710	14,696	14,696	14,726
<b>Scottsdale Assessment District (228)</b>							
Investment Earnings	68	94	121	238	100	100	100
<b>Totals</b>	68	94	121	238	100	100	100
<b>Gas Tax Fund (229)</b>							
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
<b>Totals</b>	1,193,833	1,071,901	1,500,760	2,168,306	2,846,310	2,010,722	1,611,378
<b>Special Projects Fund (231)</b>							
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
<b>Totals</b>	145,100	70,014	149,921	150,702	96,780	96,780	107,780
<b>State COPS Grant Fund (232)</b>							
Intergovernmental Revenue	173,027	187,741	144,934	155,402	100,000	100,000	135,000
<b>Totals</b>	173,027	187,741	144,934	155,402	100,000	100,000	135,000
<b>Operating Grants Fund (233)</b>							
Investment Earnings	266	351	444	872	355	355	355
Cal Recycle Grant							151,400
<b>Totals</b>	266	351	444	872	355	355	151,755
<b>Capital Grants Fund (234)</b>							
Intergovernmental Revenue	631,488	1,148,341	172,399	1,948,000	7,251,792	4,295,629	4,301,000
<b>Totals</b>	631,488	1,148,341	172,399	1,948,000	7,251,792	4,295,629	4,301,000
<b>Marin County Street Improvements/VRF (Measure B) (235)</b>							
Intergovernmental		456,206			450,000	437,013	
Investment Earnings	452	2,188	5,480	10,817	4,260	4,260	4,260
<b>Totals</b>	452	458,394	5,480	10,817	454,260	441,273	4,260
<b>Street Improvement Projects (Measure A) (236)</b>							

# Budget Tables

## Revenue Detail History by Fund

	Amended Budget						
	Previous Actual	Previous Actual	Previous Actual	Unaudited Actual	Adopted Budget	-OR- Projected Actual <sup>1</sup>	Adopted Budget
	2015/16	2016/17	2017/18	2018/19	2019/20	2019/20	2020/21
<b>Intergovernmental</b>	552,175	588,510	1,054,263	597,496	3,175,396	1,473,046	881,792
<b>Investment Earnings</b>	11,287	10,651	6,833	36,857	16,250	16,250	16,250
<b>Totals</b>	563,462	599,161	1,061,096	634,353	3,191,646	1,489,296	898,042
<b>Parks Measure A (237)</b>							
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
<b>Totals</b>	387,759	395,872	411,374	435,721	437,310	438,007	302,310
<b>Clean Stormwater Capital Improvement Projects (238)</b>							
Investment Earnings	1,659	1,822	2,685	6,359	2,460	2,460	2,460
<b>Totals</b>	1,659	1,822	2,685	6,359	2,460	2,460	2,460
<b>Street and Storm Drain Maintenance (239)</b>							
Investment Earnings	1,787	2,472	3,162	6,223	2,490	2,490	2,490
<b>Totals</b>	1,787	2,472	3,162	6,223	2,490	2,490	2,490
<b>Restricted Revenue (240)</b>							
Project Fees	1,669	383	296,863	389,501	460,308	131,042	50,000
Investment Earnings				0	0	0	0
<b>Totals</b>	1,669	383	296,863	389,501	460,308	131,042	50,000
<b>Development Impact Fees (241)</b>							
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
<b>Totals</b>	558,650	377,297	233,800	1,395,873	370,000	370,000	370,000
<b>Community Facilities Maintenance &amp; Contingency (242)</b>							
Investment Earnings	2,447	756	(51)	0	0	0	0
<b>Totals</b>	2,447	756	(51)	0	0	0	0
<b>Novato Public Financing Authority Capital Projects (243)</b>							
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
<b>Totals</b>	44,550	48,857	200,836	199,938	200,575	200,575	200,575
<b>Debt Service Fund - General Obligation Bonds (501)</b>							
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
<b>Totals</b>	1,784,843	1,856,075	1,993,203	1,849,991	1,492,979	1,492,979	1,522,677
<b>Equipment/Vehicle Maintenance (601)</b>							
Charges to Departments	653,480	639,208	635,042	595,119	841,247	841,247	841,247
Other				1,468	0	0	0
<b>Totals</b>	653,480	639,208	635,042	596,587	841,247	841,247	841,247
<b>Equipment/Vehicle Replacement (602)</b>							
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
<b>Totals</b>	811,218	909,506	777,195	739,489	624,944	284,070	624,944



# Budget Tables

## 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 <sup>1</sup> 2019/20	Adopted Budget 2020/21
<b>Information Technology Replacement Fund (603)</b>							
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
<b>Totals</b>	<b>5</b>	<b>42,525</b>	<b>99,298</b>	<b>84,615</b>	<b>98,925</b>	<b>98,925</b>	<b>98,925</b>
<b>Marin Valley Mobile Country Club (651)</b>							
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
<b>Totals</b>	<b>3,128,698</b>	<b>3,340,410</b>	<b>3,200,965</b>	<b>3,339,237</b>	<b>3,287,797</b>	<b>3,287,797</b>	<b>3,340,825</b>
<b>Total Revenues - All Funds</b>	<b>50,925,736</b>	<b>50,459,674</b>	<b>53,786,823</b>	<b>57,894,964</b>	<b>64,349,278</b>	<b>58,117,391</b>	<b>54,725,687</b>

to be updated  
with Council  
approval in June

## Budget Tables

### Appropriation Detail by Fund

Fund #	Fund Description	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget -OR- Projected Actual 2019/20 <sup>1</sup>	Adopted Budget 2020/21
<b>General Funds</b>					
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 (to be dissolved to RDA Fund)	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	-	-	-	-
<b>Total General Funds</b>		<b>37,962,700</b>	<b>41,455,970</b>	<b>42,996,738</b>	<b>43,435,604</b>
<b>Special Revenue Funds:</b>					
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	-	-	-

## Budget Tables

### Appropriation Detail by Fund

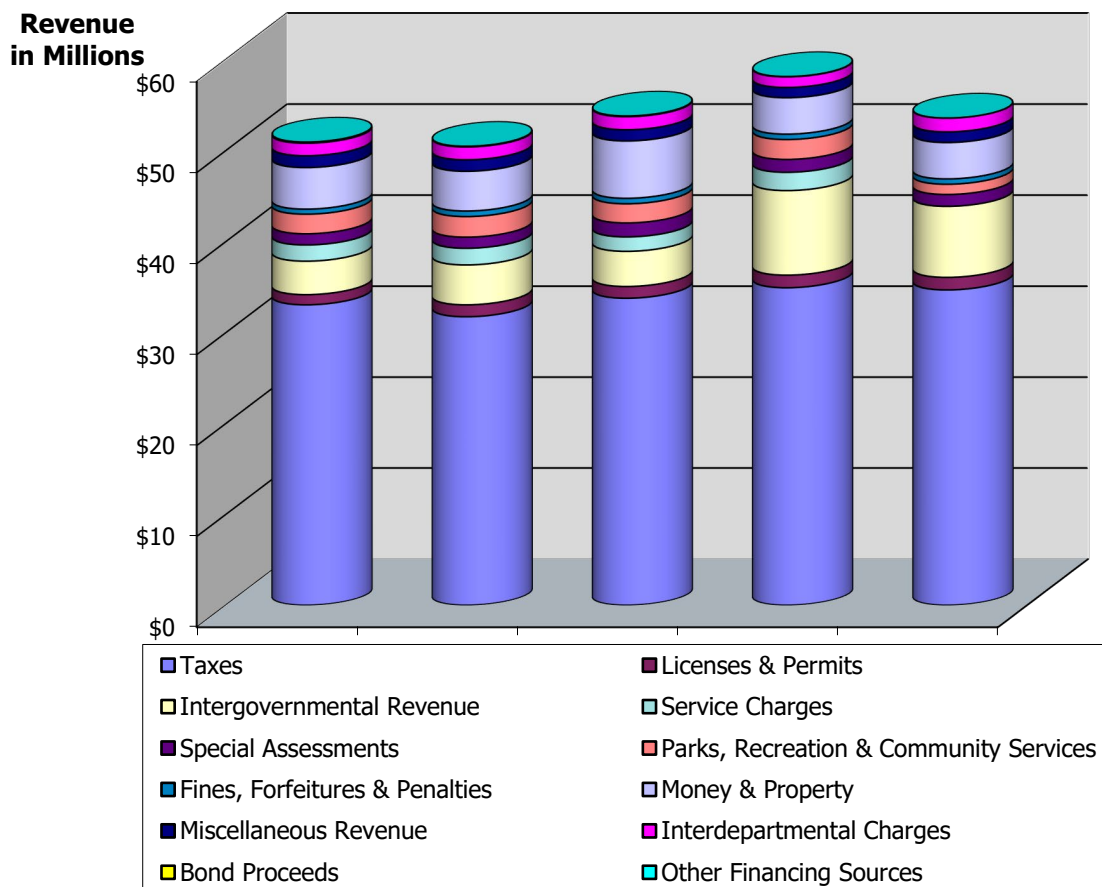
<b>Fund #</b>	<b>Fund Description</b>	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Amended Budget -OR- Projected Actual 2019/20</b> <sup>1</sup>	<b>Adopted Budget 2020/21</b>
241	Development Impact Fees	-	-	-	-
242	Community Facilities	-	-	-	-
243	Novato Public Financing Authority Capital Projects	23,789	89,882	89,882	89,882
	<b>Total Special Revenue Funds</b>	2,244,294	2,699,125	2,548,287	2,527,649
<b>Debt Service Funds:</b>					
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
	<b>Total Debt Service Funds</b>	3,174,552	3,237,109	3,237,109	3,256,830
<b>Proprietary Funds</b>					
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
	<b>Total Internal Service Funds</b>	4,193,330	5,491,438	5,491,438	5,714,885
<b>TOTALS</b>		<b>47,574,876</b>	<b>52,883,642</b>	<b>54,273,572</b>	<b>54,934,968</b>

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.

## Budget Tables

### 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
<b>Revenues</b>					
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
<b>Total Revenue - All Funds</b>	<b>50,925,736</b>	<b>50,459,674</b>	<b>53,786,823</b>	<b>57,894,964</b>	<b>58,117,391</b>



# Budget Tables

## Personnel List

<u>DEPARTMENT</u>	<u>Actual 2017/18</u>	<u>Actual 2018/19</u>	<u>Adopted Budget 2019/20</u>	<u>Amended Budget 2019/20</u>	<u>Adopted Budget 2020/21</u>
<b><u>ADMINISTRATION (Central Administration)</u></b>					
<b>City Manager</b>					
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
<b>Subtotal</b>	<b>1.90</b>	<b>1.80</b>	<b>3.30</b>	<b>3.30</b>	<b>1.80</b>
<b>Measure F</b>					
Management Analyst II	1.00	1.00	0.50	0.50	0.00
<b>Subtotal</b>	<b>1.00</b>	<b>1.00</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>
<b>Public Engagement/Economic Development</b>					
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
<b>Subtotal</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>2.85</b>
<b>Measure F</b>					
Hamilton Property Project Manager	1.00	1.00	--	--	0.00
<b>Subtotal</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>City Clerk</b>					
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
<b>Subtotal</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>
<b>Human Resources</b>					
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
<b>Subtotal</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>5.85</b>
<b>Information Technology Services</b>					
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
<b>Subtotal</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>5.10</b>
<b><u>TOTAL ADMINISTRATION (Central Administration)</u></b>					
	<b>9.10</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>17.80</b>

# Budget Tables

## Personnel List

<u>DEPARTMENT</u>	<u>Actual 2017/18</u>	<u>Actual 2018/19</u>	<u>Adopted Budget 2019/20</u>	<u>Amended Budget 2019/20</u>	<u>Adopted Budget 2020/21</u>
<b>FINANCE (Administrative Services)</b>					
<b>Administration</b>					
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	--
<b>Subtotal</b>	<b>1.45</b>	<b>1.20</b>	<b>2.20</b>	<b>2.20</b>	<b>0.00</b>
<b>RDA Successor Agency</b>					
Assistant City Manager	--	--	--	--	--
Management Analyst II	0.05	--	--	--	--
<b>Subtotal</b>	<b>0.05</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Human Resources</b>					
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	--
<b>Subtotal</b>	<b>3.90</b>	<b>3.90</b>	<b>4.90</b>	<b>4.90</b>	<b>0.00</b>
<b>Finance</b>					
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
<b>Subtotal</b>	<b>4.80</b>	<b>4.80</b>	<b>4.80</b>	<b>4.80</b>	<b>6.80</b>
<b>RDA Successor Agency</b>					
Finance Manager	0.10	0.10	0.10	0.10	0.10
Accounting Supervisor	0.10	0.10	0.10	0.10	0.10
<b>Subtotal</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>
<b>Capital Improvement Fund</b>					
Accounting Supervisor (through August)	1.00	0.17	--	--	0.00
<b>Subtotal</b>	<b>1.00</b>	<b>0.17</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Information Technology Services</b>					
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	--
<b>Subtotal</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>
<b>Measure F</b>					
Business Analyst	--	0.75	--	--	--
<b>Subtotal</b>	<b>0.00</b>	<b>0.75</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Capital Improvement Fund</b>					
Business Analyst	1.00	0.25	--	--	--
<b>Subtotal</b>	<b>1.00</b>	<b>0.25</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Citywide Programs</b>					
Human Resources Manager	0.10	0.10	0.10	0.10	--
Human Resources Analyst	--	--	--	--	--
Management Analyst I / II	0.25	--	--	--	--
<b>Subtotal</b>	<b>0.35</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.00</b>
<b>TOTAL FINANCE (Administrative Services)</b>	<b>17.75</b>	<b>16.37</b>	<b>17.20</b>	<b>17.20</b>	<b>7.00</b>

# Budget Tables

## Personnel List

<u>DEPARTMENT</u>	<u>Actual 2017/18</u>	<u>Actual 2018/19</u>	<u>Adopted Budget 2019/20</u>	<u>Amended Budget 2019/20</u>	<u>Adopted Budget 2020/21</u>
<b><u>POLICE</u></b>					
<b>Administration</b>					
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
<b>Subtotal</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>
<b>Technical Services</b>					
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
<b>Subtotal</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>16.00</b>
<b>Professional Standards</b>					
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
<b>Subtotal</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.50</b>
<b>Criminal Investigations</b>					
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
<b>Subtotal</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Patrol Administration &amp; Operations</b>					
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
<b>Subtotal</b>	<b>41.00</b>	<b>40.00</b>	<b>40.00</b>	<b>40.00</b>	<b>40.00</b>
<b>Traffic</b>					
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
<b>Subtotal</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Special Police Services</b>					
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
<b>Subtotal</b>	<b>6.78</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Measure F</b>					
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
<b>Subtotal</b>	<b>2.22</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>TOTAL POLICE</b>	<b>80.50</b>	<b>81.50</b>	<b>81.50</b>	<b>81.50</b>	<b>81.50</b>

# Budget Tables

## Personnel List

<u>DEPARTMENT</u>	<u>Actual 2017/18</u>	<u>Actual 2018/19</u>	<u>Adopted Budget 2019/20</u>	<u>Amended Budget 2019/20</u>	<u>Adopted Budget 2020/21</u>
<b><u>COMMUNITY DEVELOPMENT</u></b>					
<b>Administration</b>					
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
<b>Subtotal</b>	<b>1.78</b>	<b>1.78</b>	<b>0.78</b>	<b>0.78</b>	<b>1.78</b>
<b>Code Enforcement</b>					
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	--	--	--	--	--
<b>Subtotal</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>
<b>Planning</b>					
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
<b>Subtotal</b>	<b>7.10</b>	<b>7.10</b>	<b>7.10</b>	<b>7.10</b>	<b>6.10</b>
<b>Clerical Services</b>					
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
<b>Subtotal</b>	<b>4.00</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>
<b>Building</b>					
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
<b>Subtotal</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>5.50</b>
<b>Affordable Housing Programs</b>					
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
<b>Subtotal</b>	<b>0.12</b>	<b>0.12</b>	<b>0.12</b>	<b>0.12</b>	<b>0.12</b>
<b>Automation Surcharge</b>					
Development Permit Supervisor	0.50	0.50	0.50	0.50	0.50
<b>Subtotal</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>21.50</b>	<b>22.00</b>	<b>21.00</b>	<b>21.00</b>	<b>22.00</b>



# Budget Tables

## Personnel List

<u>DEPARTMENT</u>	<u>Actual 2017/18</u>	<u>Actual 2018/19</u>	<u>Adopted Budget 2019/20</u>	<u>Amended Budget 2019/20</u>	<u>Adopted Budget 2020/21</u>
<b><u>PUBLIC WORKS</u></b>					
<b>Engineering Administration</b>					
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
<b>Subtotal</b>	<b>2.45</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.80</b>
<b>Engineering Operations</b>					
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
<b>Subtotal</b>	<b>0.00</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>
<b>Project Development</b>					
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
<b>Subtotal</b>	<b>1.75</b>	<b>0.45</b>	<b>0.45</b>	<b>0.45</b>	<b>0.45</b>
<b>Capital Projects Engineering</b>					
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
<b>Subtotal</b>	<b>8.55</b>	<b>4.20</b>	<b>4.20</b>	<b>4.20</b>	<b>3.50</b>
<b>Maintenance Administration</b>					
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
<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>
<b>Street Maintenance</b>					
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
<b>Subtotal</b>	<b>7.68</b>	<b>7.68</b>	<b>7.68</b>	<b>7.68</b>	<b>7.68</b>
<b>Traffic Operations</b>					
Maintenance Supervisor	0.25	0.25	0.25	0.25	0.25
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
<b>Subtotal</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>
<b>Median Island Maintenance</b>					
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
<b>Subtotal</b>	<b>1.92</b>	<b>4.30</b>	<b>5.30</b>	<b>5.30</b>	<b>5.30</b>

# Budget Tables

## Personnel List

<u>DEPARTMENT</u>	<u>Actual 2017/18</u>	<u>Actual 2018/19</u>	<u>Adopted Budget 2019/20</u>	<u>Amended Budget 2019/20</u>	<u>Adopted Budget 2020/21</u>
<b>Parks Maintenance</b>					
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
<b>Subtotal</b>	<b>9.08</b>	<b>6.70</b>	<b>7.70</b>	<b>7.70</b>	<b>7.70</b>
<b>Building Maintenance</b>					
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
<b>Subtotal</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>
<b>Hamilton Community Facilities</b>					
Maintenance Supervisor	0.07	0.07	0.07	0.07	0.07
Maintenance Worker	3.00	3.00	3.00	3.00	3.00
<b>Subtotal</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>
<b>Pte Marin Community Facilities</b>					
Maintenance Worker	2.00	2.00	2.00	2.00	2.00
<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Measure F</b>					
Maintenance Worker	2.00	2.00	2.00	2.00	0.00
<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>Parks Measure A</b>					
Maintenance Worker	2.00	2.00	--	--	0.00
<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Equipment/Vehicle Maintenance</b>					
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
<b>Subtotal</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>TOTAL PUBLIC WORKS</b>	<b>56.50</b>	<b>55.50</b>	<b>55.50</b>	<b>55.50</b>	<b>54.50</b>

# Budget Tables

## Personnel List

<u>DEPARTMENT</u>	<u>Actual 2017/18</u>	<u>Actual 2018/19</u>	<u>Adopted Budget 2019/20</u>	<u>Amended Budget 2019/20</u>	<u>Adopted Budget 2020/21</u>
<b><u>PARKS, RECREATION &amp; COMMUNITY SERVICES</u></b>					
<b>Administration</b>					
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
<b>Subtotal</b>	<b>5.23</b>	<b>3.38</b>	<b>3.43</b>	<b>3.43</b>	<b>2.83</b>
<b>Child Care and Enrichment Programs</b>					
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
<b>Subtotal</b>	<b>4.73</b>	<b>4.73</b>	<b>4.73</b>	<b>4.73</b>	<b>4.73</b>
<b>Cultural Programs/Museum Administration</b>					
Recreation Services Manager	0.05	0.05	--	--	0.00
Recreation Coordinator	--	--	--	--	0.00
<b>Subtotal</b>	<b>0.05</b>	<b>0.05</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Senior Citizens</b>					
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
<b>Subtotal</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>
<b>Athletics</b>					
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
<b>Subtotal</b>	<b>9.54</b>	<b>11.54</b>	<b>11.54</b>	<b>11.54</b>	<b>11.54</b>
<b>Parks Measure A</b>					
Recreation Coordinator	0.50	0.50	0.50	0.50	0.50
<b>Subtotal</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>TOTAL PARKS, RECREATION &amp; COMMUNITY SERVICES</b>	<b>23.15</b>	<b>23.30</b>	<b>23.30</b>	<b>23.30</b>	<b>22.70</b>
<b>GRAND TOTAL PERSONNEL</b>	<b>208.50</b>	<b>208.67</b>	<b>208.50</b>	<b>208.50</b>	<b>205.50</b>

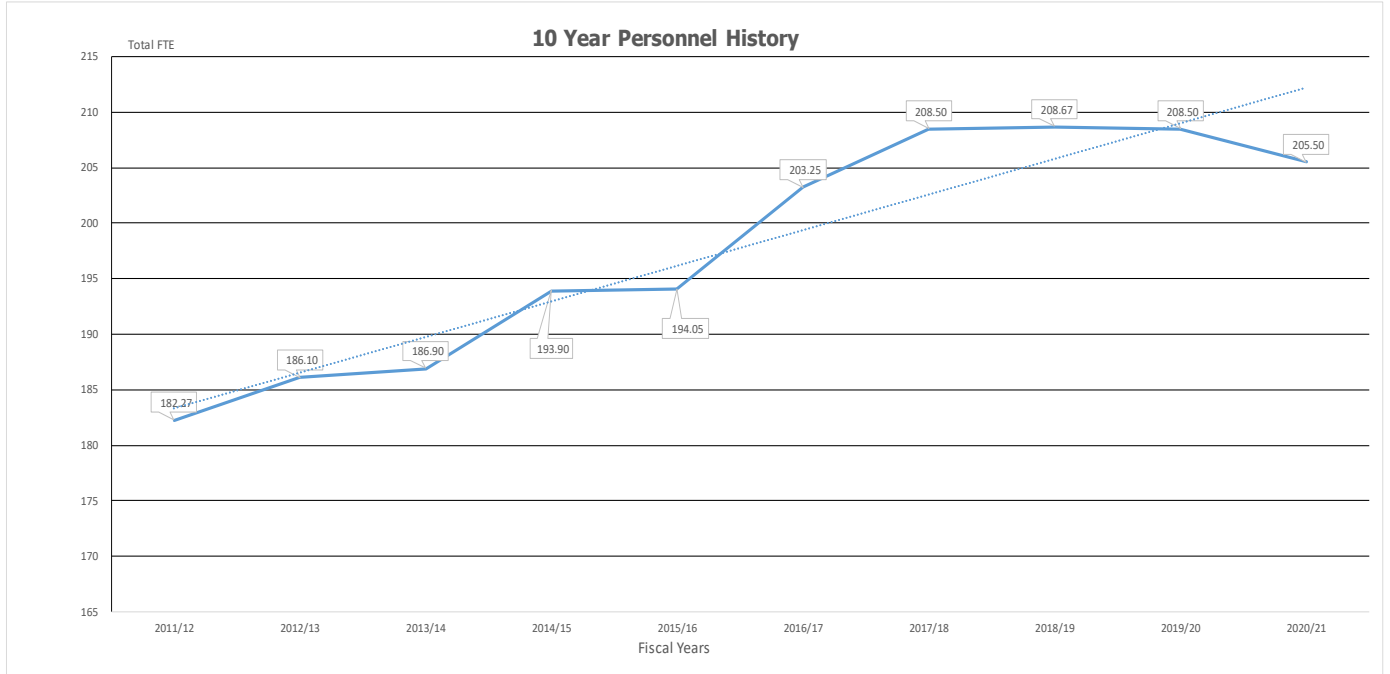
## Budget Tables

### Personnel Allocation Summary by Department

<b>DEPARTMENT *</b>	RDA Eliminated								<b>Amended</b>	<b>Adopted</b>
	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Budget</b>	<b>Budget</b>
									<b>2019/20</b>	<b>2020/21</b>
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
	<b>182.27</b>	<b>186.10</b>	<b>186.90</b>	<b>193.90</b>	<b>194.05</b>	<b>203.25</b>	<b>208.50</b>	<b>208.67</b>	<b>208.50</b>	<b>205.50</b>

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

# Budget Tables

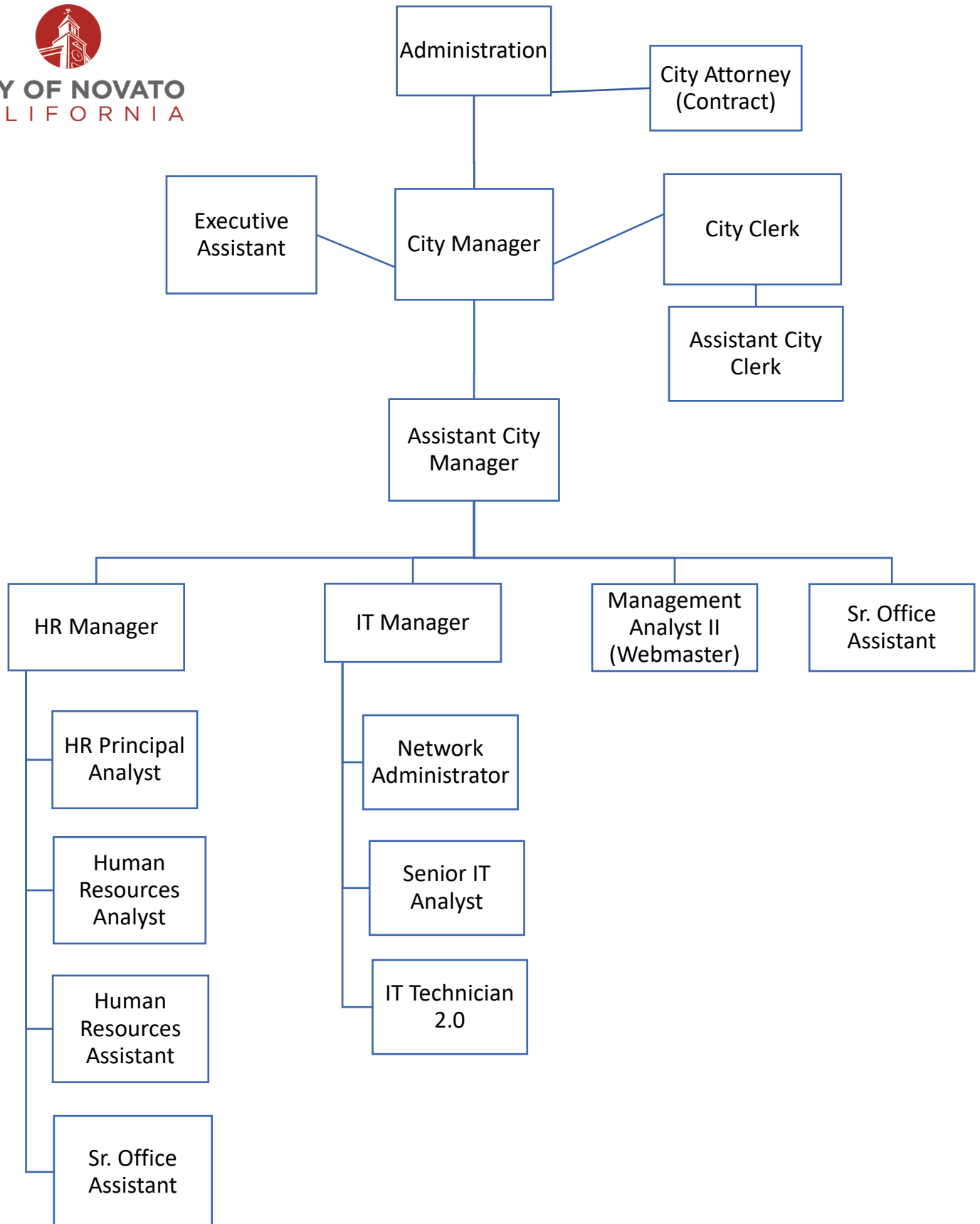


## Budget Tables

### 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

# Administration



## ***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.



## **Administration**

**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

## Administration

### *Program Description*

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#### ***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*

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**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,

## Administration

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***

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- 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.

## Administration

### *Program Description*

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#### **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*

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

### *Program Elements*

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

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

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

**Support:** Installs and configures computer equipment and applications for all city departments and provides hardware and software support to employees.

**Telephone Services:** Management of the City's communications systems, including telephones, voice mail, data and voice circuits, emergency and business lines.

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

## Administration

**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*

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- 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.

# Administration

## Department Budget Summary

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Amended Budget 2019/20</b>	<b>Adopted Budget 2020/21</b>	<b>% change from Amended</b>
<b>Revenues</b>					
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	-
<b>Department Total</b>	<b>80,942</b>	<b>30,200</b>	<b>30,200</b>	<b>14,600</b>	<b>(51.7)%</b>

### 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
<b>Department Total</b>	<b>2,225,473</b>	<b>2,844,680</b>	<b>2,798,828</b>	<b>6,351,351</b>	<b>126.9%</b>

### Appropriations by Category

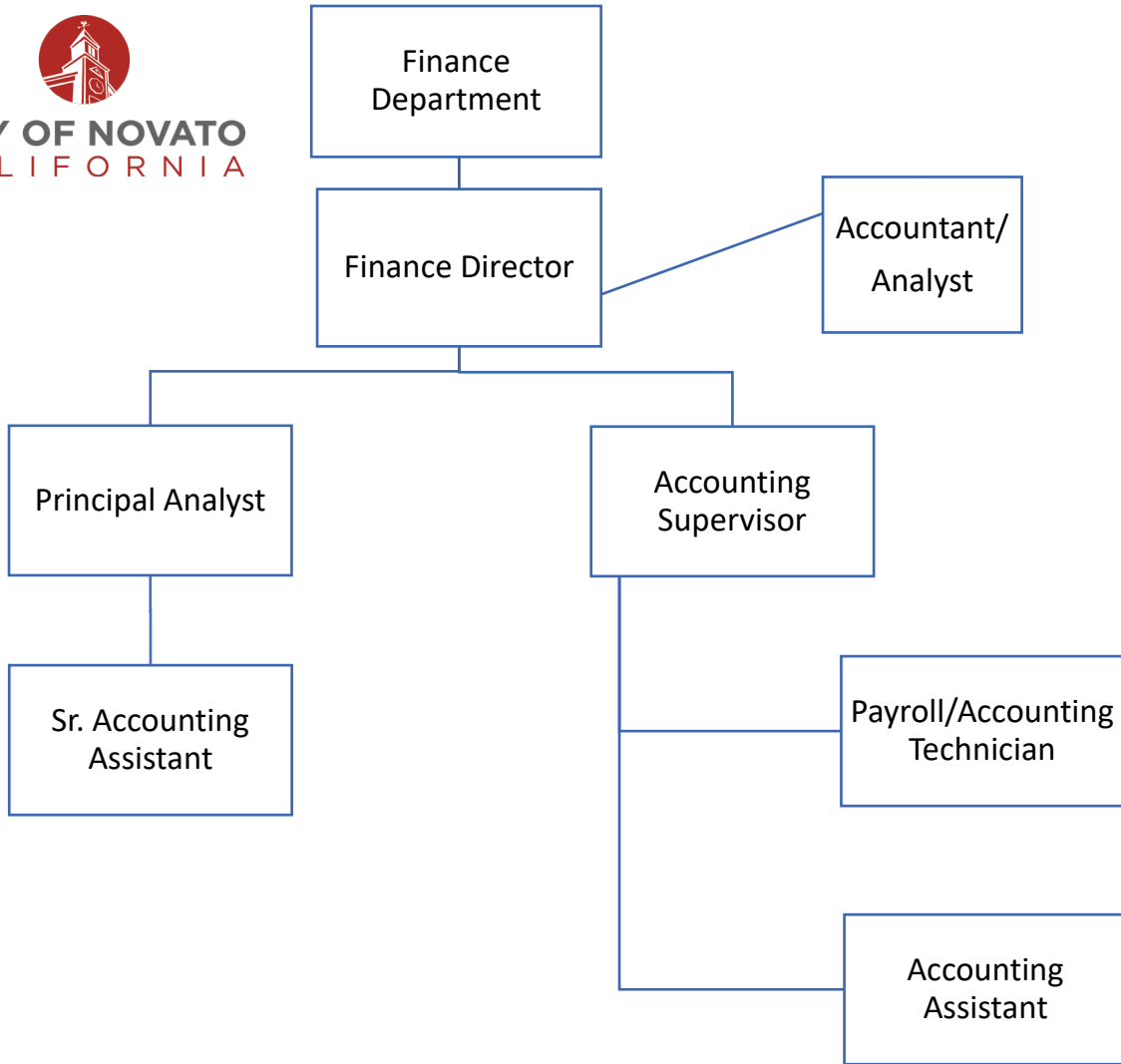
Employee Services	1,243,111	1,621,397	1,575,545	2,699,327	71.3%
Professional Services	838,677	977,993	953,021	1,162,331	22.0%
Training and Travel	44,465	47,491	52,491	92,568	76.4%
Operating Expenses	92,426	191,396	193,368	2,243,722	1060.3%
Utilities	6,794	6,403	6,403	153,403	2295.8%
Other Expenses	-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

### 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	-	-
<b>Department Total</b>	<b>9.10</b>	<b>10.00</b>	<b>10.00</b>	<b>17.80</b>	<b>78.0%</b>

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

**Finance**





### ***Department Mission Statement***

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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***

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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***

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#### **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*

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**Accounting and Administration:** Prepare monthly internal financial reports and all required state and federal reports for the City, Successor Agency of the dissolved Redevelopment Agency; 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 Budget Summary

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Adopted Budget 2020/21	% change from Amended
<b>Revenues</b>					
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)%
<b>Department Total</b>	<b>162,659</b>	<b>245,110</b>	<b>245,110</b>	<b>76,710</b>	<b>(68.7)%</b>

**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%
<b>Department Total</b>	<b>6,423,861</b>	<b>7,051,033</b>	<b>7,185,866</b>	<b>3,707,928</b>	<b>(48.4)%</b>

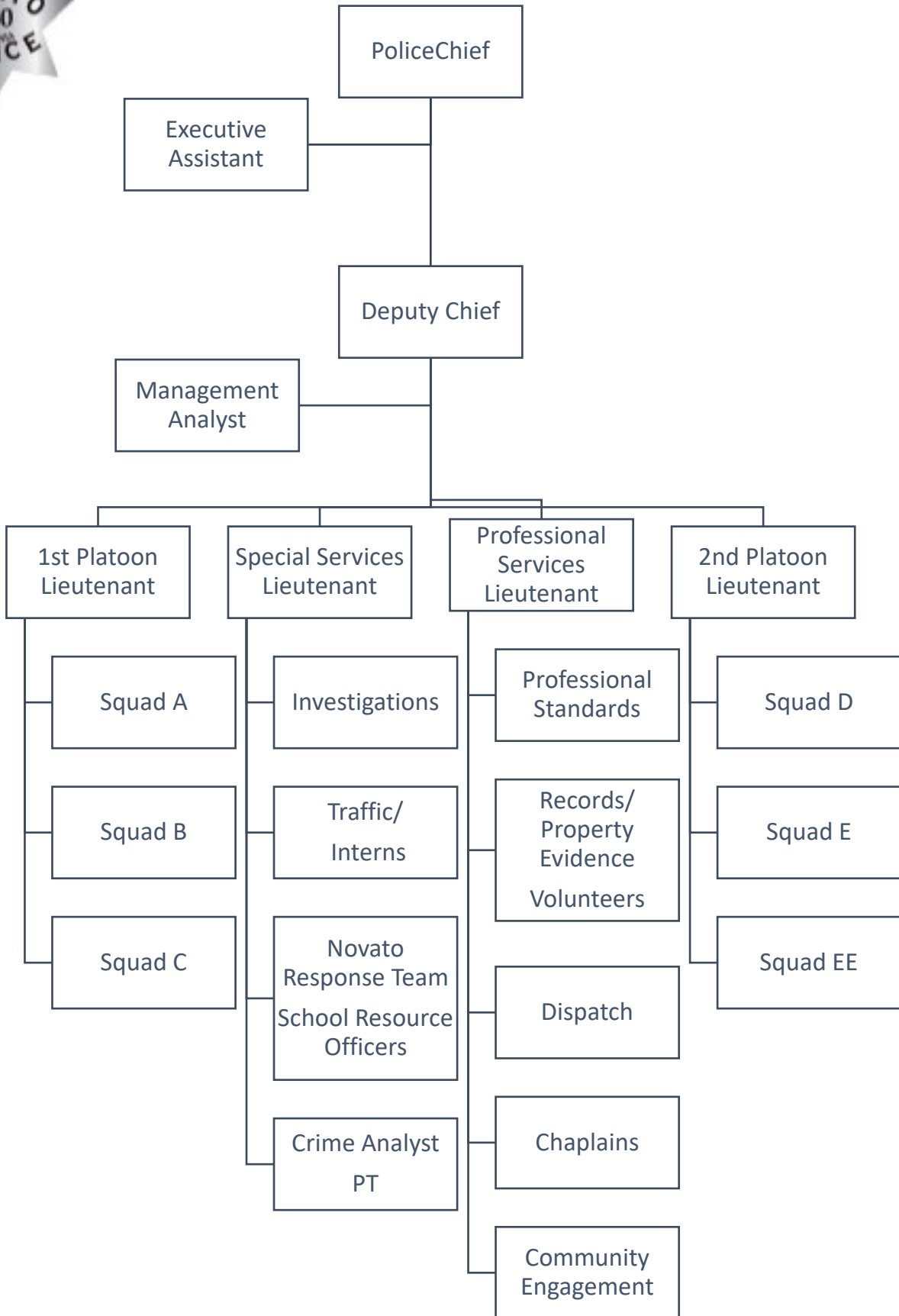
**Appropriations by Category**

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	-	-
<b>Department Total</b>	<b>6,423,861</b>	<b>7,051,033</b>	<b>7,271,966</b>	<b>3,707,928</b>	<b>(49.0)%</b>

**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	-	-	-	-
<b>Department Total</b>	<b>16.37</b>	<b>17.20</b>	<b>17.20</b>	<b>7.00</b>	<b>(59.3)%</b>

Police



## ***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;

## **Police**

- 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.

## Police

### 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

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#### 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.

## **Police**

### 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.



## Police

### 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

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**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

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#### 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;

## **Police**

- 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*

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**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.

## Police

### 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

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**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

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#### 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

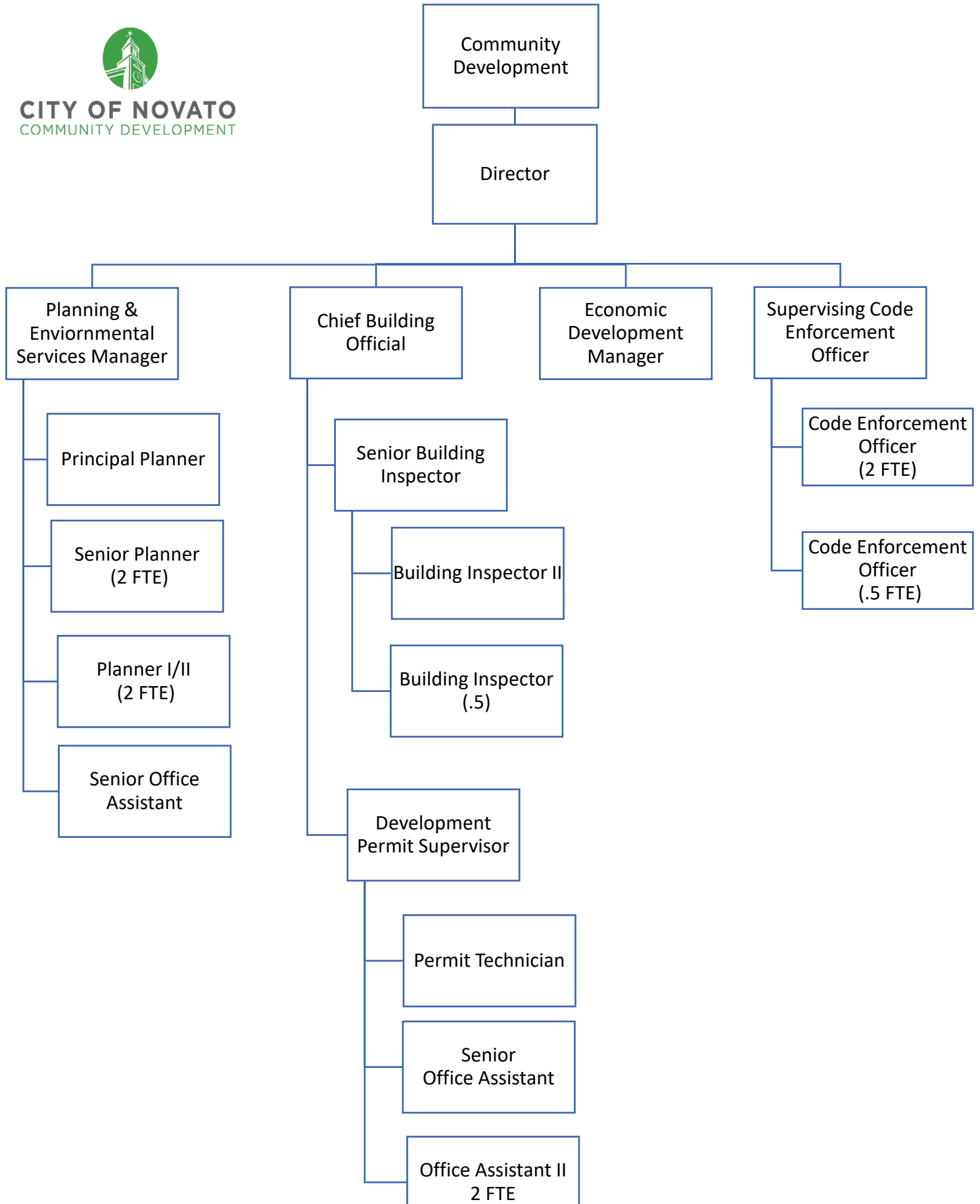
- Focus on directed patrol and proactive policing;
- Enhance protective safety equipment;
- Focus on staff training, coaching and mentoring.

Police

Department Budget Summary

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Adopted Budget 2020/21	% change from Amended
<b>Revenues</b>					
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)	-
<b>Department Total</b>	<b>\$1,267,618</b>	<b>\$1,326,594</b>	<b>\$1,285,869</b>	<b>1,340,972</b>	<b>4.3%</b>
<b>Appropriations by Division</b>					
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)%
<b>Department Total</b>	<b>\$15,007,449</b>	<b>\$16,090,340</b>	<b>\$16,452,182</b>	<b>17,358,442</b>	<b>5.5%</b>
<b>Appropriations by Category</b>					
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	-
<b>Department Total</b>	<b>\$15,007,449</b>	<b>\$16,090,340</b>	<b>\$16,452,182</b>	<b>17,358,442</b>	<b>5.5%</b>
<b>Personnel Allocation History</b>					
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)%
<b>Department Total</b>	<b>81.50</b>	<b>81.50</b>	<b>81.50</b>	<b>81.50</b>	<b>0.0%</b>

# Community Development



## Community Development

### *Department Mission Statement*

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The mission of the Community Development Department is to actively engage the community in defining its goals, ensure that Novato's values are reflected in the physical 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*

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

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#### **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

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

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- 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

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**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.

## Community Development

### *Program Goals FY 2020/21*

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- 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*

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**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*

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- 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***

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**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***

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- 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.

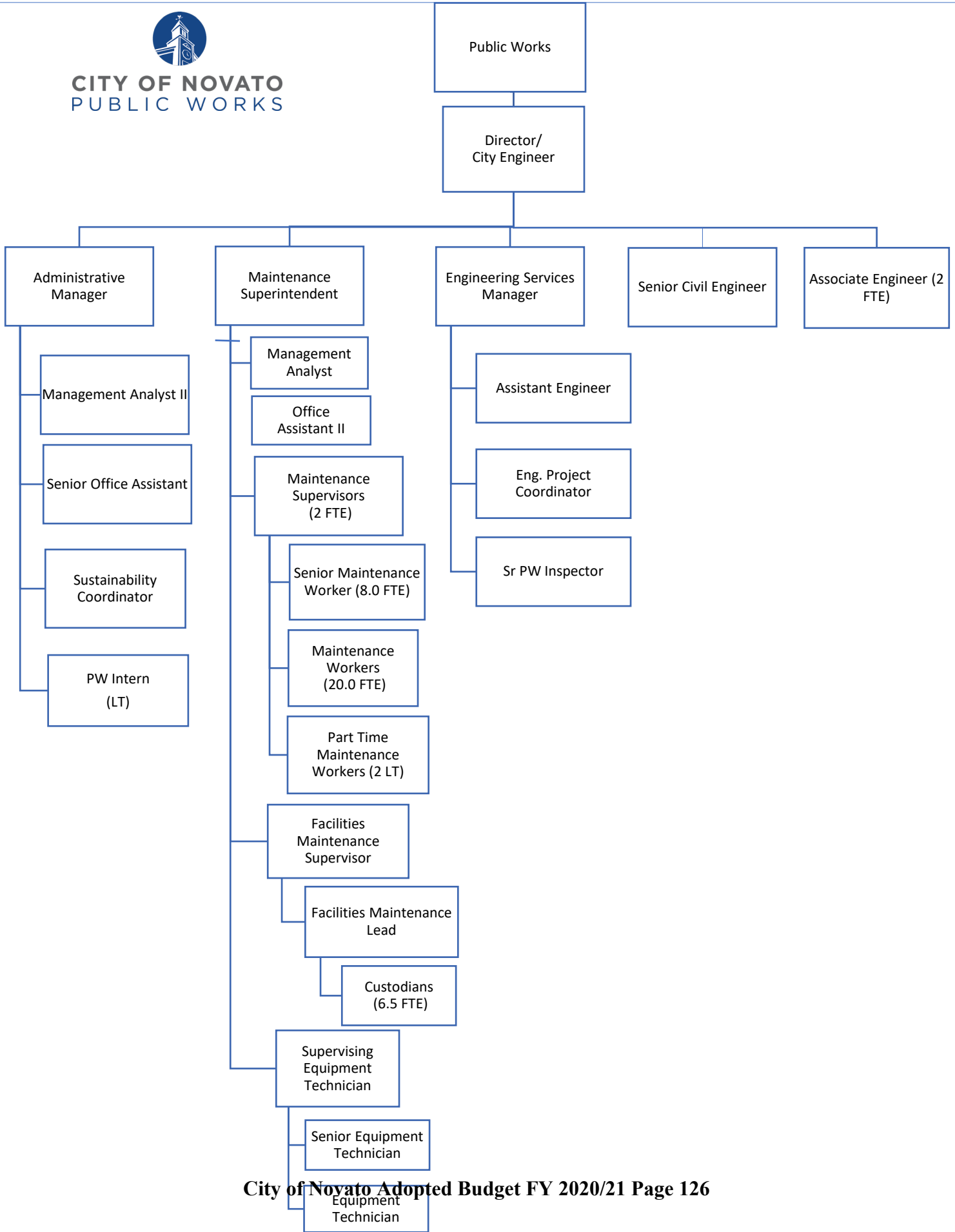


# Community Development

## Department Budget Summary

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Amended Budget 2019/20</b>	<b>Adopted Budget 2020/21</b>	<b>% change from Amended</b>
<b>Revenues</b>					
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)	-
<b>Department Total</b>	<b>\$2,332,536</b>	<b>\$2,106,700</b>	<b>\$2,106,700</b>	<b>\$2,106,900</b>	<b>0.0%</b>
<b>Appropriations</b>					
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)%
<b>Department Total</b>	<b>2,898,888</b>	<b>2,947,003</b>	<b>3,036,576</b>	<b>3,371,389</b>	<b>11.0%</b>
<b>Appropriations by Category</b>					
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	-
<b>Department Total</b>	<b>2,898,888</b>	<b>2,947,003</b>	<b>3,041,785</b>	<b>3,371,389</b>	<b>10.8%</b>
<b>Personnel Allocation History</b>					
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	-
<b>Department Total</b>	<b>22.00</b>	<b>21.00</b>	<b>21.00</b>	<b>22.00</b>	<b>4.8%</b>

# Public Works



### ***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.

## Public Works

### 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

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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.

## Public Works

### 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

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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

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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.

## Public Works

### 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*

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**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***

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**Supervision:** The supervisor directs and schedules park, pool facilities and athletic field maintenance, manages the division budget, manages repair work to correct deficiencies, and ensures that monthly facility safety checks are completed.

**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.

## Public Works

### **Building Maintenance**

Under the direction of the Building Maintenance Supervisor, this section provides building maintenance and custodial services to city-owned buildings.

### **Program Elements**

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**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.

## Public Works

### 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.

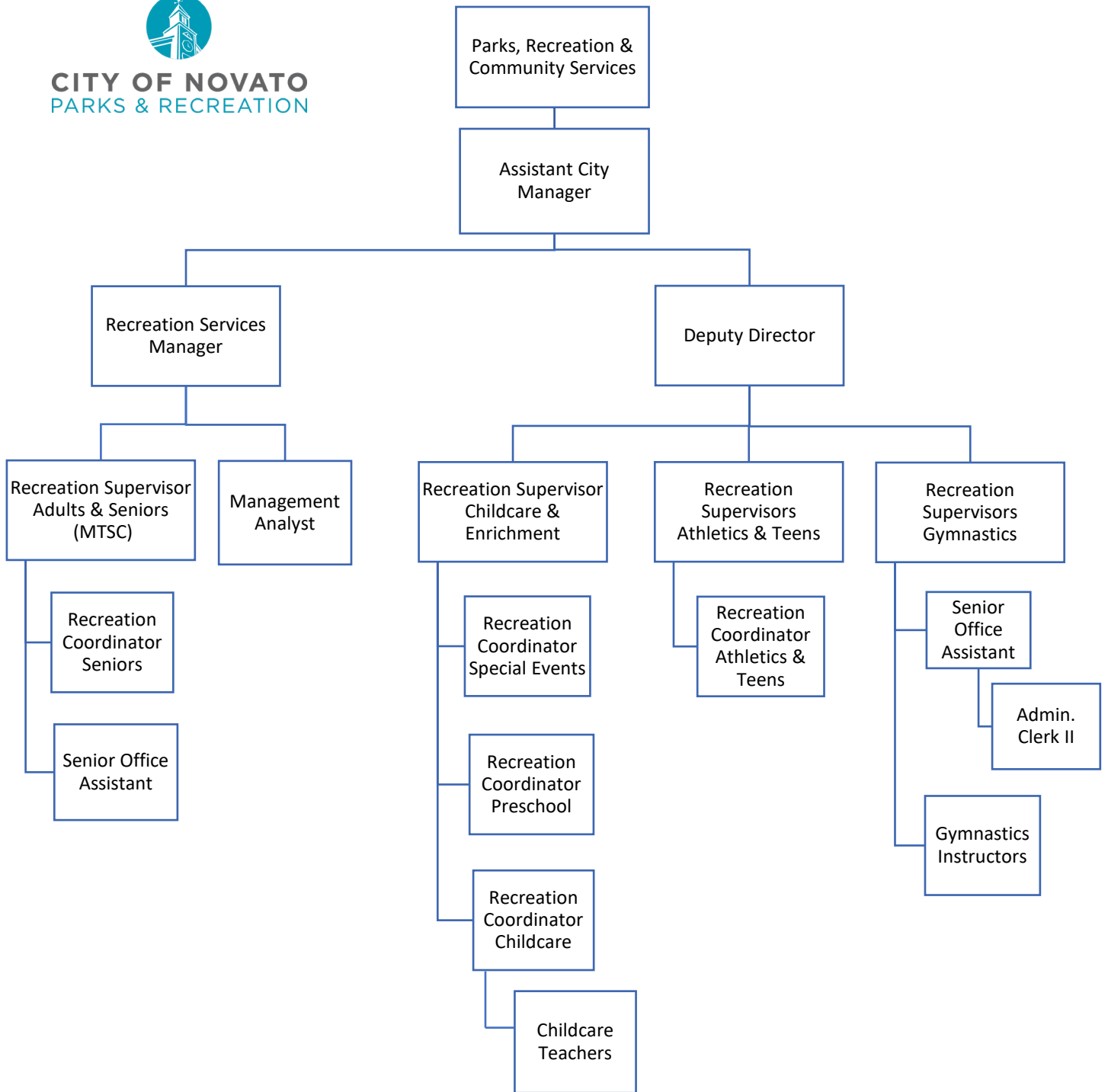
## Public Works

### Department Budget Summary

	Unaudited Actual 2018/19	Adopted Budget 2019/20	Amended Budget 2019/20	Adopted Budget 2020/21	% change from Amended
<b>Revenues</b>					
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)	-
<b>Department Total</b>	<b>363,847</b>	<b>330,200</b>	<b>330,200</b>	<b>338,200</b>	<b>2.42%</b>
<b>Appropriations by Division</b>					
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%
<b>Department Total</b>	<b>6,785,866</b>	<b>7,268,028</b>	<b>7,427,170</b>	<b>7,773,284</b>	<b>4.7%</b>
<b>Appropriations by Category</b>					
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	-	-	-	-
<b>Department Total</b>	<b>6,785,866</b>	<b>7,274,899</b>	<b>7,427,170</b>	<b>7,773,284</b>	<b>4.7%</b>
<b>Personnel Allocation History</b>					
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	-
<b>Department Total</b>	<b>55.50</b>	<b>55.50</b>	<b>55.50</b>	<b>54.50</b>	<b>55.9%</b>



# Parks, Recreation & Community Services



***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*

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### *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*

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**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](http://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*

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- 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

## **Parks, Recreation & Community Services**

- 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***

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- 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***

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- 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***

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

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Amended Budget 2019/20</b>	<b>Adopted Budget 2020/21</b>	<b>% change from Amended</b>
<b><u>Revenues</u></b>					
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)	-
<b>Department Total</b>	<b>2,700,073</b>	<b>2,573,100</b>	<b>2,578,100</b>	<b>2,577,200</b>	<b>(0.03)%</b>
<b><u>Appropriations by Division</u></b>					
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%
<b>Department Total</b>	<b>3,470,622</b>	<b>3,622,945</b>	<b>3,726,270</b>	<b>3,887,853</b>	<b>4.3%</b>
<b><u>Appropriations by Category</u></b>					
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%
<b>Department Total</b>	<b>3,470,622</b>	<b>3,622,945</b>	<b>3,726,270</b>	<b>3,887,853</b>	<b>4.3%</b>
<b><u>Personnel Allocation History</u></b>					
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	-
<b>Department Total</b>	<b>23.30</b>	<b>23.30</b>	<b>23.30</b>	<b>22.70</b>	<b>(2.6)%</b>



## **Capital Improvement Program**

### **City of Novato Five-Year Capital Improvement Plan**

#### **Capital Improvement Program**

The City's Capital Improvement Program is currently made up of 53 individual projects with about \$17.6 million in approved and new capital funds. Four new CIP projects address new priorities and objectives that are not yet included in the program:

- CIP 21-001 Annual Pavement Rehabilitation, \$805,000 new funding
- CIP 21-002, Sidewalk Repair Program – Matching Funds, \$100,000 new funding
- CIP 21-003, Update/Replace Grant Avenue Amenities, \$151,000 new funding, and
- CIP 21-004, Replace Retaining Wall at Pioneer Park, \$100,000 new funding

#### **CIP Budget Development Process**

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

- "MUNI" - Municipal Facilities (5% of CIP Budget)
- "PRCF" - Parks, Recreation and Community Facilities (9% of CIP Budget)
- "TDU" - Transportation, Drainage and Utilities (83% of CIP Budget)
- "TOI" - Technology and Organizational Investments (3% of CIP Budget)

#### **COVID Pandemic Revenue Impacts**

There is an estimated decrease of 25-30% (-\$575,000) gas tax revenue losses in Fiscal Year 19/20 and gas tax revenues could be down by 50% (-\$1,000,000) in Fiscal Year 20/21. Sales tax-based revenues are estimated to decrease by approximately 30% (-\$500,000) in Fiscal Year 20/21. General fund capacity will likely be reduced for long-term maintenance funds and roadway and sidewalk projects will need to be delayed or downscoped.

#### **2019/20 Capital Improvement Highlights**

- Hill Recreation Area – Project is 80% completed (suspended due to covid-19)
- Bike, Pedestrian, and Traffic Improvements – 13 locations nearly complete
- Novato Blvd Widening – Designing underground utility work
- Grant Avenue Bridge – Awaiting federal construction funding
- Lieb Community Garden – Finalizing CEQA and project plans
- Sidewalk repair project – New proposal for matching funds
- Lamont Avenue Bike Lanes – Project completed
- Nave Dr. and Bel Marin Keys Blvd. enhancements completed
- 2019 Annual Pavement Rehabilitation Design completed

**Municipal Facilities Projects  
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**Capital Improvement Program**

**Civic Center Master Planning**

**Project No.:** 11-006  
**Category:** MUNI  
**City Council District:** District 3

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

To determine the best use of the downtown Civic Center site.

**Location:**

Novato Civic Center

**Project Description and Background:**

Since the City was incorporated in 1960, the parcel of land bounded by Sherman Avenue, De Long Avenue, Machin Avenue and Cain Lane has been the Civic Center site. Over the years, other parcels have been incorporated, including 900 and 908 Sherman Avenue, and 909 Machin Avenue (Police building). In 2010 the historic church building at 901 Sherman Avenue on the Civic Center site was renovated into the Council Chambers and community meeting facility with an adjacent civic green. Two adjacent bungalows were demolished. In November 2013 staff moved into the new 20,000 sf Administrative Offices at 922 Machin Avenue across from the Police Building. Remaining on the site are the Community House at 908 Machin Avenue and the smaller structures at 900, 908, and 917 Sherman Avenue. Except for the Police building, the renovated Council Chamber, and the new Administration Building, the rest of the structures remain unfit for occupation. The master plan will determine possible uses for the civic center area.

**Cost Estimate and Revenue Considerations:**

Costs are based on an estimate of staff time to facilitate community workshops & consultant preparation of a master plan. The Civic Center Fund and Development Impact Fees-Civic are the funding sources for this project.

**Project Schedule Estimate:**

Workshops and master planning for the Downtown Civic Center will take significant resources to complete and are likely to be placed on-hold until the full economic impacts of the coronavirus pandemic are realized and potential funding sources are determined.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>Programmed 21/22</b>	<b>Programmed 22/23</b>	<b>Programmed 23/24</b>	<b>Programmed 24/25</b>
241.153 - DIF - Match - Civic Fa	\$12,200	\$1,220	\$10,980	\$0	\$0	\$0	\$0	\$0
117 - Civic Center	\$37,800	\$25,367	\$12,433	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$50,000	\$26,587	\$23,413	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$0 0%

Estimated Project Development Cost: \$50,000 100%

**Estimated Project Total: \$50,000**

**Capital Improvement Program**

**Corporation Yard Water Quality Improvements**

**Project No.:** 14-003  
**Category:** MUNI  
**City Council District:** District 3

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

To plan and implement stormwater related improvements at the corporation yard.

**Location:**

550 Davidson

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

Staff estimates based on size of site and engineer's estimate for the cost of improvements. The Clean Stormwater fund will provide the funding for the planning phase of the project.

**Project Schedule Estimate:**

Preliminary work was completed in FY 14/15 including a SWPPP and identification of needs. Some items on the improvement implementation plan were assessed in past years. Additional work is scheduled for FY 21/22.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>21/22 Programmed</b>	<b>22/23 Programmed</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>
211 - Clean Stormwater	\$115,000	\$41,200	\$73,800	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$115,000	\$41,200	\$73,800	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$89,700 78%

Estimated Project Development Cost: \$25,300 22%

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**Estimated Project Total: \$115,000**

**Capital Improvement Program**

**Accessibility Enhancements - Municipal Buildings 2016-2023**

**Project No.:** 17-002

Budget Status: Carryover

**Category:** MUNI

Funding Status: Complete

**City Council District:** District 1, District 2, District 3, District 4, District 5

**Project Objective:**

To upgrade accessibility features at City facilities.

**Location:**

City-owned facilities

**Project Description and Background:**

This project will implement specific projects identified in the City's updated Americans with Disabilities Act (ADA) Transition Plan. A priority project list is maintained by staff and is updated as items are completed. Typical improvements include the installation of ramps, modifications to building amenities such as drinking fountains, and installation of automatic door-openers

**Cost Estimate and Revenue Considerations:**

Funding for this project is evaluated during each annual budget cycle. New funding proposed for upcoming fiscal years is based off of the cost estimates for remaining work to be performed and carryover funding balances. This project does not pay for ADA improvements that can be addressed as a part of routine building maintenance (lowering a coathook, for example) or for work that will be incorporated into another CIP project budget (the restrooms at the Hill Gymnasium are covered under CIP #01-005, Hill Recreation Area, for example.) The Facilities Long Term Maintenance Fund is the source for this project.

**Project Schedule Estimate:**

This is an annual allocation project. Project components are typically constructed under informal contracts where allowed by the PCC.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
118 - LTM-Facilities	\$75,000	\$57,000	(\$61,296)	\$0	\$25,000	\$50,000	\$50,000	\$50,000
<b>Subtotals:</b>	\$75,000	\$57,000	(\$61,296)	\$0	\$25,000	\$50,000	\$50,000	\$50,000

Estimated Capital Costs: \$232,500 93%

Estimated Project Development Cost: \$17,500 7%

**Estimated Project Total: \$250,000**

**Capital Improvement Program**

**Municipal Buildings Deferred Maintenance 2017-2023**

**Project No.:** 18-008

Budget Status: Carryover

Category: MUNI

Funding Status: Complete

City Council District: District 1, District 2, District 3, District 4, District 5

**Project Objective:**

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

**Location:**

City-owned facilities

**Project Description and Background:**

The Facility Conditions Assessment Report identified and prioritized deferred building maintenance items for repair and replacement at the 21 active-use city-owned buildings. Two previous Civic Facilities Deferred Maintenance CIP projects have addressed high priority items such as replacement of heating and air conditioning systems, fire suppression systems, roofing, siding, and flooring. Civic Facilities Deferred Maintenance Group 3 will address the items identified for repair/replacement in FY 19/20 and fund other items from previous years that have not been addressed to date.

**Cost Estimate and Revenue Considerations:**

Costs are based on estimates included in the Facility Conditions Assessment Report for items that exceed the Public Works Buildings Maintenance operating budget capacity or require external technical expertise to repair/replace. In some cases funds are programmed over multiple years in order to cover large expenditures in the future. Facilities Long Term Maintenance Fund is the identified funding source.

**Project Schedule Estimate:**

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

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
118 - LTM-Facilities	\$115,000	\$91,621	\$12,903	\$0	\$0	\$100,000	\$25,000	\$300,000
<b>Subtotals:</b>	\$115,000	\$91,621	\$12,903	\$0	\$0	\$100,000	\$25,000	\$300,000

Estimated Capital Costs: \$432,000 80%

Estimated Project Development Cost: \$108,000 20%

**Estimated Project Total: \$540,000**

# Police Departments Equal Access and Waterproofing

**Project No.:** 18-009  
**Category:** MUNI  
**City Council District:** District 3

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

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

**Location:**

909 Machin Ave.

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

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

**Project Schedule Estimate:**

This project was anticipated to be developed and implemented during the Fiscal Year 17/18 and continues through Fiscal Year 21/22. Construction will be coordinated with NPD staff to maintain public access and minimize impacts to facility operations.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	Programmed 21/22	Programmed 22/23	Programmed 23/24	Programmed 24/25
118 - LTM-Facilities	\$340,000	\$96,867	\$225,095	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$340,000	\$96,867	\$225,095	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$268,600 79%

Estimated Project Development Cost: \$71,400 21%

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**Estimated Project Total: \$340,000**

## Police Department HVAC Replacement

**Project No.:** 18-010  
**Category:** MUNI  
**City Council District:** District 1

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

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

**Location:**

909 Machin Ave.

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

\$30,000 is allocated toward the preparation of preliminary plans and estimates for full HVAC system replacement. If deemed feasible, a separate CIP project will be programmed for future replacement costs. Facilities Long Term Maintenance Fund 118 is the identified funding source.

**Project Schedule Estimate:**

This study is anticipated to be completed during the 21/22 Fiscal Year as a part of a larger conversation about anticipated costs to address deferred maintenance items and required upgrades at the police station.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
118 - LTM-Facilities	\$30,000	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$30,000	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs:	\$0	0%
Estimated Project Development Cost:	\$30,000	100%
<b>Estimated Project Total:</b>	<b>\$30,000</b>	



## Hamilton Arts Center Deferred Maintenance

**Project No.:** 19-005  
**Category:** MUNI  
**City Council District:** District 5

**Budget Status:** Carryover  
**Funding Status:** Complete

**Project Objective:**

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

**Location:**

500 S. Palm Ave.

**Project Description and Background:**

This project will consolidate the recommended priority maintenance and capital renewal efforts into a series of contracts to address key building improvements identified in the 2013 Faithful and Gould Facility Condition Assessments and the subsequent update to the Americans with Disabilities Act (ADA) Transition Plan. Historical analysis and seismic retrofit assessments will be included in this project. The Hamilton Army Air Field Discontiguous Historic District was established on the National Historical Registry in 1998. In 2000, the City of Novato (through the Novato Public Finance Authority) acquired the 'Building 500 complex' at Hamilton, a group of buildings located in the historic center of the former Hamilton Field military base. Building 500, the former base Headquarters building, is considered the key historical building of the district. The buildings are leased to several tenants, the main tenant being the Marin Museum of Contemporary Art (MarinMOCA), other tenants include individual artists and Beso Bistro Café. The rental revenue and associated operating and building reserves for maintenance and capital expenses are captured in Special Fund 220, The Hamilton Arts Center Fund.

**Cost Estimate and Revenue Considerations:**

Is based on the Facilities Condition Assessment Report 2013 and estimated modification identified in the City's updated Americans with Disabilities Act (ADA) Transition Plan. Project will be funded by Hamilton Arts Center Fund (220).

**Project Schedule Estimate:**

Highest priority is to implement health and safety and ADA improvements and deferred maintenance, then tenant convenience within the available resources.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
220 - Hamilton Arts	\$600,000	\$150,000	\$465,570	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000
<b>Subtotals:</b>	\$600,000	\$150,000	\$465,570	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000

Estimated Capital Costs: \$912,500 73%

Estimated Project Development Cost: \$337,500 27%

---

**Estimated Project Total: \$1,250,000**

**Capital Improvement Program**

**MTSC Exterior Siding and Roof**

**Project No.:** 19-006  
**Category:** MUNI  
**City Council District:** District 3

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

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

**Location:**

1560 Hill Rd.

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

Consultation with city custodial staff and informal estimates from industry professionals. Long Term Maintenance - Facilities is the funding source for this project.

**Project Schedule Estimate:**

Project development and construction are planned for Fiscal Years 24/25 and 25/26.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>21/22 Programmed</b>	<b>22/23 Programmed</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>
118 - LTM-Facilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$470,000 94%

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

---

**Estimated Project Total: \$500,000**

**Capital Improvement Program**

**Exterior Building Paint (NPD, City Hall, Admin)**

**Project No.:** 19-007  
**Category:** MUNI  
**City Council District:** District 3

**Budget Status:** Carryover  
**Funding Status:** Complete

**Project Objective:**

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

**Location:**

Civic Center City-Owned Buildings

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

The cost estimate is based on painting projects recently undertaken by the building maintenance team. Long Term Maintenance - Facilities is the funding source for this project.

**Project Schedule Estimate:**

The Novato Police Department and City Hall buildings were painted in previous years. The City Administrative building will be painted in Fiscal Year 21/22.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>21/22 Programmed</b>	<b>22/23 Programmed</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>
118 - LTM-Facilities	\$135,000	\$119,000	\$15,200	\$0	\$85,000	\$0	\$0	\$0
<b>Subtotals:</b>	\$135,000	\$119,000	\$15,200	\$0	\$85,000	\$0	\$0	\$0

Estimated Capital Costs: \$204,600 93%

Estimated Project Development Cost: \$15,400 7%

---

**Estimated Project Total: \$220,000**

**Capital Improvement Program**

**Energy Efficiency Utility Upgrades**

**Project No.:** 20-002

Budget Status: New

**Category:** MUNI

Funding Status: Incomplete

**City Council District:** District 1, District 2, District 3, District 4, District 5

**Project Objective:**

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

**Location:**

Citywide, City-owned facilities

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

\$25,000 was included as the initial budget appropriation to purchase new irrigation controllers for priority areas and to serve as "seed" money for grant opportunities. \$25,000 from the Long Term Maintenance - Facilities fund. Staff will seek grant funding for other energy-saving and sustainability measures.

**Project Schedule Estimate:**

Product research started in the fall of 2019. Purchase and installation of new irrigation controllers for a pilot program at Indian Valley College occurred in May 2020. Staff will continue product research and evaluation identifying water efficiency measures to implement.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	Programmed 21/22	Programmed 22/23	Programmed 23/24	Programmed 24/25
118 - LTM-Facilities	\$25,000	\$6,000	\$17,367	\$25,000	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$25,000	\$6,000	\$17,367	\$25,000	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$40,000 80%

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

**Estimated Project Total: \$50,000**

**Capital Improvement Program**

**City Administrative Office Backup Generator**

**Project No.:** 20-004  
**Category:** MUNI  
**City Council District:** District 3

**Budget Status:** New  
**Funding Status:** Complete

**Project Objective:**

The project will supply the city administrative office critical equipment with electricity in the case of extended power outages.

**Location:**

922 Machin Ave.

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

Consultation with city maintenance staff and informal estimates from industry professionals. Received a CalOES grant for \$184,000 which will replace \$150,000 previously budgeted from Fund 116 Emergency and Disaster Response and add \$34,000 to the total project.

**Project Schedule Estimate:**

Project development started in late 2020 and installation was completed in summer of 2021. Project will be finalized and closed out in Fiscal Year 21/22.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>Programmed 21/22</b>	<b>Programmed 22/23</b>	<b>Programmed 23/24</b>	<b>Programmed 24/25</b>
112 - City-Owned Property Fun	\$65,000	\$20,320	\$44,680		\$0	\$0	\$0	\$0
116 - Emerg. & Disaster Respon	\$150,000	\$0	\$150,000	(\$150,000)	\$0	\$0	\$0	\$0
241.153 - DIF - Match - Civic Fa	\$0	\$0	\$0					
234.205 State Grants OES		\$0		\$184,000				
<b>Subtotals:</b>	\$215,000	\$20,320	\$194,680	\$34,000	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$224,100 90%

Estimated Project Development Cost: \$24,900 10%

**Estimated Project Total: \$249,000**

**Capital Improvement Program**

**City Administrative Offices**

**Project No.:** 11-005  
**Category:** MUNI  
**City Council District:** District 3

**Budget Status:** Closeout  
**Funding Status:** Complete

**Project Objective:**

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

**Location:**

922 Machin Ave.

**Project Description and Background:**

City offices, with the exception of the Police Department and the Maintenance Division of Public Works, were located in several small buildings at the Civic Center Complex. In 2004, the Civic Center structures were deemed unfit for occupation and City offices were temporarily relocated to leased office space at 75 Rowland Way. This project is constructing a new office building in the downtown area and eliminate ongoing lease costs. Construction was completed in 2013, but a construction defect lawsuit was pending through 2019. With the lawsuit resolved in late 2019, remaining funding will be used to correct deficiencies such as leaking roof & window flashing, HVAC balancing, and other minor improvements to better suit operational needs of the building.

**Cost Estimate and Revenue Considerations:**

Costs are based on the awarded construction contract and estimates of remaining costs. The General Fund (portion of liens repaid by RDA) is the primary funding source for this project.

**Project Schedule Estimate:**

The original project was substantially complete in 2013. The project will be closed-out following the completion of some repair work modifications and to meet operational needs.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>21/22 Programmed</b>	<b>22/23 Programmed</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>
101 - General Fund	\$14,087,500	\$13,409,328	\$894,529	\$0	\$0	\$0	\$0	\$0
117 - Civic Center	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$14,187,500	\$13,509,328	\$894,529	\$0	\$0	\$0	\$0	\$0

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

Estimated Project Development Cost: \$0 0%

**Estimated Project Total: \$14,187,500**

**Capital Improvement Program**

**DRC Front Desk Improvements**

**Project No.:** 19-008  
**Category:** MUNI  
**City Council District:** District 3

**Budget Status:** Closeout  
**Funding Status:** Complete

**Project Objective:**

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

**Location:**

950 7th St.

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

Consultation with city engineering staff and informal estimates from industry professionals. Grant money from HRB

**Project Schedule Estimate:**

Project development and construction was completed in FY 20/21

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
234.170 - Grant-HRP	\$75,000	\$5,200	\$65,173	\$0	\$0	\$0	\$0	\$0
118 - LTM-Facilities		\$0						
<b>Subtotals:</b>	\$75,000	\$5,200	\$65,173	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$50,250 67%

Estimated Project Development Cost: \$24,750 33%

**Estimated Project Total: \$75,000**

# Capital Improvement Program

## Parks, Recreation and Community Facilities

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# Hill Recreation Area Master Plan

**Project No.:** 01-005  
**Category:** PRCS  
**City Council District:** District 2

**Budget Status:** Carryover  
**Funding Status:** Complete

**Project Objective:**

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

**Location:**

1560 Hill Road

**Project Description and Background:**

Following a budget-based value engineering process in early 2018, a downscaled "Central Hub" project based on the larger Master Plan was agreed upon by park users and approved by Novato City Council to advance to construction. The project environmental document will be based on a buildout of the entire Master Plan, which includes an "East Expansion" phase that will add a synthetic turf field as well as bocce ball and pickleball courts.

**Cost Estimate and Revenue Considerations:**

A combination of Quimby Fees, Measure F, PCA Grant funding, and a maximum permissible Development Impact Fee contribution (20.9%) are the identified funding sources for this project. Separately funded CIP Projects 14-009 and 16-002 were merged with this project in May of 2017. The funds, expenditures, and carryover shown below are a summation of amounts from all three merged CIP projects related to the Hill Recreation Area Master Plan. A preliminary cost estimate range of \$9M-12M was prepared as part of the finalized Master Plan.

**Project Schedule Estimate:**

Construction is 80% completed and will be funaized in Summer 2020.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
241.152 - DIF - Match -Recreati	\$1,637,072	\$1,527,933	\$109,202	\$0	\$0	\$0	\$0	\$0
240 - Restricted Revenue	\$236,000	\$236,000	\$0	\$0	\$0	\$0	\$0	\$0
214 - Quimby In-Lieu Fees	\$1,236,784	\$1,091,563	\$0	\$0	\$0	\$0	\$0	\$0
229 - Gas Tax HUTA	\$391,025	\$0	\$391,025	\$0	\$0	\$0	\$0	\$0
111 - Measure F	\$4,200,000	\$4,200,000	\$578,807	\$0	\$0	\$0	\$0	\$0
118 - LTM-Facilities	\$28,000	\$0	\$28,000	\$0	\$0	\$0	\$0	\$0
237 - Parks Measure A	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
119 - LTM-Infrastructure	\$104,000	\$104,000	\$104,000	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$7,832,881	\$7,159,496	\$1,211,035	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs:	\$6,603,168	86%
Estimated Project Development Cost:	\$1,074,934	14%
<b>Estimated Project Total:</b>	<b>\$7,678,102</b>	

**Capital Improvement Program**

**Reservoir Hill Rehabilitation**

**Project No.:** 16-007  
**Category:** PRCS  
**City Council District:** District 5

**Budget Status:** Carryover  
**Funding Status:** Complete

**Project Objective:**

This project will add decomposed granite to existing path where the existing material has been removed with use over time. In FY 18/19 the work scope increased to include drainage improvements to prevent future recurrence of path damage on Reservoir Hill.

**Location:**

Recreational open space abutting Hamilton Parkway

**Project Description and Background:**

The needs are identified in the Facilities Condition Assessment Report and were confirmed by City staff.

**Cost Estimate and Revenue Considerations:**

The project costs are based on estimated costs in the Facilities Condition Assessment Report for the path, and staff's preliminary estimate of drainage improvements. Project development may lead to additional improvements being identified. Facilities Long Term Maintenance is the funding source.

**Project Schedule Estimate:**

The project is planned to be completed in 2022.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
118 - LTM-Facilities	\$76,000	\$5,100	\$70,900	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$76,000	\$5,100	\$70,900	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$63,080 83%

Estimated Project Development Cost: \$12,920 17%

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**Estimated Project Total: \$76,000**

Capital Improvement Program

**Accessibility Enhancements - Parks 2016-2023**

Project No.: 17-003

Budget Status: Carryover

Category: PRCS

Funding Status: Complete

City Council District: District 1, District 2, District 3, District 4, District 5

**Project Objective:**

To improve accessibility at community parks.

**Location:**

Citywide parks

**Project Description and Background:**

This project would implement specific projects identified in the City's updated Americans with Disabilities Act (ADA) Transition Plan. A priority project list is maintained by staff and is the subject of public input to the City's ADA Committee. Typical improvements could include curb ramps, drinking fountains, and accessible play equipment.

**Cost Estimate and Revenue Considerations:**

Per the City's ADA transition plan we are required to remove all the barriers within the community parks. The following table shows an estimate of the available funding for Fiscal Year 21/22. This project does not construct ADA improvements at facilities and parks that are subject to a larger CIP project.; those ADA improvements are incorporated into the larger project budget. The Long Term Maintenance Fund - Facilities is the source for this project.

**Project Schedule Estimate:**

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

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
241.152 - DIF - Match -Recreati	\$50,000	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0
118 - LTM-Facilities	\$136,896	\$107,056	\$111,157	\$50,000	\$25,000	\$50,000	\$25,000	\$50,000
<b>Subtotals:</b>	\$186,896	\$107,056	\$161,157	\$50,000	\$25,000	\$50,000	\$25,000	\$50,000

Estimated Capital Costs: \$321,124 83%

Estimated Project Development Cost: \$65,772 17%

**Estimated Project Total: \$386,896**

**Capital Improvement Program**

**Hoog Park Playground and Accessibility Enhancements**

**Project No.:** 17-004  
**Category:** PRCS  
**City Council District:** District 4

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

To replace aged playground equipment and implement access improvements at Hoog Park.

**Location:**

Marin Oaks Dr. north of Montura Way

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

The costs are from the referenced studies/ reports plus an allowance for staff time for project development and construction management based on recent similar projects. The Long-Term Maintenance Fund - Facilities is the source for this project.

**Project Schedule Estimate:**

Project development is anticipated to continue through 2022 with construction following in subsequent years.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>21/22 Programmed</b>	<b>22/23 Programmed</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>
118 - LTM-Facilities	\$0	\$0	\$0	\$200,000	\$300,000	\$0	\$0	\$0
<b>Subtotals:</b>	\$0	\$0	\$0	\$200,000	\$300,000	\$0	\$0	\$0

Estimated Capital Costs:	\$355,000	71%
Estimated Project Development Cost:	\$145,000	29%
<b>Estimated Project Total:</b>	<b>\$500,000</b>	

**Capital Improvement Program**

**Parks Deferred Maintenance Group 3 2017-2023**

**Project No.:** 18-007

Budget Status: Carryover

Category: PRCS

Funding Status: Complete

City Council District: District 1, District 2, District 3, District 4, District 5

**Project Objective:**

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

**Location:**

Citywide Parks

**Project Description and Background:**

The Parks Facility Conditions Assessment Report identified and prioritized deferred maintenance items for repair and replacement at parks throughout the city. Two previous Parks Deferred Maintenance CIP projects have addressed high priority items such as repairs to pathways and irrigation systems and replacement of drinking fountains and other older amenities. Parks Deferred Maintenance 2017-2023 will address the items identified for repair/replacement from FY 17/18 to 22/23 and fund other items from previous years that have not been addressed to date.

**Cost Estimate and Revenue Considerations:**

Costs are based on estimates included in the Parks Facility Conditions Assessment Report. Facilities Long Term Maintenance Fund is the identified funding source.

**Project Schedule Estimate:**

This project was initiated during the 17/18 Fiscal Year and continues through Fiscal Year 22/23. City staff is proposing to add \$50,000 in Fiscal Year 21/22 to the budget to cover the costs to replace park fencing.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	Programmed 21/22	Programmed 22/23	Programmed 23/24	Programmed 24/25
118 - LTM-Facilities	\$162,641	\$128,438	\$14,081	\$0	\$0	\$200,000	\$300,000	\$0
240 - Restricted Revenue	\$1,922	\$1,922	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$164,563	\$130,360	\$14,081	\$0	\$0	\$200,000	\$300,000	\$0

Estimated Capital Costs: \$544,942 82%

Estimated Project Development Cost: \$119,621 18%

**Estimated Project Total: \$664,563**

**Capital Improvement Program**

**Leib Property Deferred Maintenance**

**Project No.:** 19-003  
**Category:** PRCS  
**City Council District:** District 3

**Budget Status:** Carryover  
**Funding Status:** Complete

**Project Objective:**

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

**Location:**

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

\$100,000 of Measure F funding was appropriated for Leib Property deferred maintenance during the 17/18 Fiscal Year. The original funds were allocated for tree trimming, municipal water connections/plumbing, and building roof repairs and charged directly to Measure F. It has since been determined that an additional \$100,000 is needed to complete the balance of work described above. Given the larger expenditures required, a CIP is proposed to complete the remaining deferred maintenance work identified. No funding is shown prior to 18/19 in the table below because the \$100,000 original funding was appropriated as a direct charge to Measure F by Public Works as no CIP existed for the work at the time

**Project Schedule Estimate:**

The deferred maintenance work at the Leib Property has been ongoing since late 2017 and is anticipated to continue through the 2018/19 Fiscal Year.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>21/22 Programmed</b>	<b>22/23 Programmed</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>
111 - Measure F	\$100,000	\$58,519	\$53,680	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$100,000	\$58,519	\$53,680	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs:	\$85,000	85%
Estimated Project Development Cost:	\$15,000	15%
<b>Estimated Project Total:</b>	<b>\$100,000</b>	

**Capital Improvement Program**

**Hamilton Pool Resurfacing**

**Project No.:** 19-004  
**Category:** PRCS  
**City Council District:** District 5

**Budget Status:** Carryover  
**Funding Status:** Complete

**Project Objective:**

Restore and preserve the condition of the Hamilton pool surface.

**Location:**

203 El Bonito

**Project Description and Background:**

For the past two years the maintenance cost to repair and patch sections of the pool surfaces has increased. The finished plaster surface is delaminating from gunite structure. The first phase is to fully resurface the wading pool prior to the opening of the pool in Spring of 2019. The second phase is to resurface the adult swimming pool in Fiscal Year 20/21.

**Cost Estimate and Revenue Considerations:**

Based on contractors proposals the preliminary cost estimate to complete this project is about 500,000. Facilities Long-Term Maintenance is the funding source for this project.

**Project Schedule Estimate:**

Reprogrammed the funding from 14-008 Hamilton Gym Parking Lot Resurfacing to this project in order to make immediate repairs to the pool for health and safety considerations.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>21/22 Programmed</b>	<b>22/23 Programmed</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>
214 - Quimby In-Lieu Fees	\$65,000	\$65,000	\$0	\$0	\$0	\$0	\$0	\$0
112 - City-Owned Property Fun	\$350,000	\$50,000	\$298,785	\$0	\$0	\$0	\$0	\$0
118 - LTM-Facilities	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$415,000	\$115,000	\$298,785	\$100,000	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$499,550 97%

Estimated Project Development Cost: \$15,450 3%

**Estimated Project Total: \$515,000**

**Capital Improvement Program**

**Community Garden at the Leib Property**

**Project No.:** 19-010  
**Category:** PRCS  
**City Council District:** District 2

**Budget Status:** Carryover  
**Funding Status:** Complete

**Project Objective:**

This project will complete a site plan for the garden, issue a Use Permit, and construct improvements with CEQA approval. Future phases of the project will prepare construction drawings for the garden and to construct future improvements such as a driveway entrance, parking area, and a water service stub.

**Location:**

Lieb Property, 1521 Hill Road

**Project Description and Background:**

The Novato Live Well Network (NLWN) has been working to create a community garden in the city for over 10 years. On July 25, 2017, the Novato City Council approved a conceptual plan where NLWN would establish a community garden on a portion of the Lieb Property located at 1521 Hill Road. On March 26, 2019, the Novato City Council approved a resolution establishing 1.5 acres of the Lieb property located at 1521 Hill Road to establish a community garden.

**Cost Estimate and Revenue Considerations:**

The \$50,000 of Quimby In-Lieu Fees and \$15,000 from the Long Term Maintenance Facilities Fund are anticipated to cover the costs to perform initial studies, prepare and approve an environmental document, and support design services including the preparation of construction plans and specifications for the future project. Quimby In-Lieu Fees are proposed as the initial funding source for the project development work associated with the community garden. Funding for construction is included in Fiscal Year 21/22 out of Parks Measure A.

**Project Schedule Estimate:**

Work on the initial study and environmental document began in the spring of 2019. Initial studies and site planning were expected to be completed in Fall of 2020, however these efforts were delayed due to the pandemic. Project development is on track for construction in Spring of 2022.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>Programmed 21/22</b>	<b>Programmed 22/23</b>	<b>Programmed 23/24</b>	<b>Programmed 24/25</b>
214 - Quimby In-Lieu Fees	\$50,000	\$20,000	\$33,733	\$0	\$0	\$0	\$0	\$0
118 - LTM-Facilities	\$15,000	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0
237 - Parks Measure A	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$65,000	\$20,000	\$48,733	\$50,000	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$35,650 31%

Estimated Project Development Cost: \$79,350 69%

**Estimated Project Total: \$115,000**



**Capital Improvement Program**

**Public Art Projects**

**Project No.:** 11-019

Budget Status: Closeout

**Category:** PRCS

Funding Status: Ongoing

**City Council District:** District 1, District 2, District 3, District 4, District 5

**Project Objective:**

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

**Location:**

Citywide

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

Cost estimates are determined on a project-by-project basis. Funding collected from the Art In-Lieu fee program is the source for public art projects

**Project Schedule Estimate:**

Schedule is determined on a project-by-project basis. In 2019, city staff began drafting protocols for receiving public art submissions and awarding money for public arts projects; however these efforts were delayed by the pandemic.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
215 - Public Art	\$76,000	\$12,500	\$76,000	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$76,000	\$12,500	\$76,000	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$100,000 100%

Estimated Project Development Cost: \$0 0%

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**Estimated Project Total: \$100,000**

# Dogbone Meadow Improvements

**Project No.:** 15-005  
**Category:** PRCS  
**City Council District:** District 1

**Budget Status:** Closeout  
**Funding Status:** Complete

**Project Objective:**

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

**Location:**

**Project Description and Background:**

This project is the continuation of previous CIP #13-002, which expired on June 30, 2017. This four-year cycle project will measure the pavement life of a street after construction, reconstruction, or rehabilitation and develop the most cost-effective rehabilitation strategies for pavement maintenance. Through use of the Pavement Management System, Novato remains eligible to apply for transportation grants for other projects. The Pavement Management System database must be maintained on a regular basis by inputting new streets into the system, entering maintenance treatments applied to streets, rating streets that do not receive maintenance treatments within the four year cycle, updating the unit costs for maintenance treatments, data collection, updating the city's Geographic Information System (GIS), and programming future project funding. To remain certified with MTC the City must submit an annual report or make the database available through the internet for MTC to review.

**Cost Estimate and Revenue Considerations:**

Project development costs are for the rating of City streets, to maintain the database used by Streetsaver, and for staff to attend MTC pavement management trainings and submit reports and information as required. Gas Tax will be utilized for this project.

**Project Schedule Estimate:**

Arterial and collector streets are required to be rated every two years. Residential and other streets are not required to be rated, but annual ratings provide the city an advantage in receiving grant funding and are recommended by MTC. This project is

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
240 - Restricted Revenue	\$7,000	\$7,000	\$0	\$0	\$0	\$0	\$0	\$0
237 - Parks Measure A	\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0
118 - LTM-Facilities	\$543,000	\$543,000	(\$56,229)	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$800,000	\$800,000	(\$56,229)	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs:

Estimated Project Development Cost:

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**Estimated Project Total:**

Technology and Organizational Investments

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11-012	Technology Planning and Efficiencies	176



# Technology Planning and Efficiencies

**Project No.:** 11-012  
**Category:** TOI  
**City Council District:**

**Budget Status:** Carryover  
**Funding Status:** Complete

**Project Objective:**

To increase efficiencies by incorporating more technology into the workplace and provide training on new technologies. Several projects have been implemented throughout the life of this project.

**Location:**

City's data and information systems

**Project Description and Background:**

A strategic plan has been developed and the project is to implement the highest priorities for Information Technology and Geographical Information Systems. The remaining scope of work is to complete the roll-out of the Computerized Maintenance Management System (CMMS) and/or Asset Management System (AMS). Digitization of records and development of a secure electronic storage for digital records is also a top priority project for the coming fiscal year.

**Cost Estimate and Revenue Considerations:**

Measure F, Development Impact Fees - Civic Facilities, and the Civic Center funds all have previously approved funding. No carryover funding remains, and staff is seeking supplemental funding to complete the project.

**Project Schedule Estimate:**

Work is ongoing and expected to be completed in Fiscal Year 21-22.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
241.156 - DIF - Match - Gov't Sv	\$195,200	\$195,200	\$0	\$0	\$0	\$0	\$0	\$0
101 - General Fund	\$103,600	\$103,600	\$0	\$0	\$0	\$0	\$0	\$0
111 - Measure F	\$2,754,100	\$2,544,375	\$150,434	\$0	\$0	\$0	\$0	\$0
115 - Insurance Reserve	\$80,000	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0
116 - Emerg. & Disaster Respon	\$281,200	\$281,200	\$0	\$0	\$0	\$0	\$0	\$0
602 - Equipment Replacement	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	<b>\$3,444,100</b>	<b>\$3,234,375</b>	<b>\$150,434</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

Estimated Project Development Cost: \$0 0%

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**Estimated Project Total: \$3,444,100**

**Capital Improvement Program**

**NPD Computer Aided Dispatch and Records Management**

**Project No.:** 18-012  
**Category:** TOI  
**City Council District:**

**Budget Status:** Closeout  
**Funding Status:** Complete

**Project Objective:**

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

**Location:**

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

Cost estimate is based on staff preliminary research of public safety software systems and similar project costs incurred by neighboring agencies that implemented similar systems. An estimated \$200,000 remains to complete testing and training.

**Project Schedule Estimate:**

Implementation is estimated to take 16 months.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
111 - Measure F	\$1,000,000	\$1,000,000	\$197,173	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$1,000,000	\$1,000,000	\$197,173	\$0	\$0	\$0	\$0	\$0

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

Estimated Project Development Cost: \$0 0%

**Estimated Project Total: \$1,000,000**

# Capital Improvement Program

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**Capital Improvement Program**

**Olive Phase III (Redwood to Railroad)**

**Project No.:** 97-001  
**Category:** TDU  
**City Council District:** District 3

**Budget Status:** Carryover  
**Funding Status:** Complete

**Project Objective:**

To improve the sight distance across the railroad tracks, replace failing drainage facilities, provide a storm water treatment outfall structure, rehabilitate the pavement, and construct frontage improvements along Olive Avenue between Redwood Boulevard and Railroad Avenue.

**Location:**

Olive Ave. btwn Redwood Blvd and the SMART tracks

**Project Description and Background:**

Improvements to the north side of Olive Avenue, between Redwood Boulevard and the railroad tracks, will be constructed by the City. Drainage enhancements may include a new storm drain or enhanced channel from Redwood Blvd. to the railroad tracks. A pedestrian railroad crossing will be included in the scope of this project, but may be constructed by others under separate contract.

**Cost Estimate and Revenue Considerations:**

Project development estimates include environmental review and design. Construction includes contract quantities and recent bid prices, excluding environmental mitigation measures. Construction management are for inspection and material testing. Development Impact Fees Drainage will fund the drainage improvements. Collected revenue from adjacent development are for associated frontage improvements. Traffic in-lieu fees are the restricted revenue component. Gas Tax revenues will fund future project development costs.

**Project Schedule Estimate:**

Project development work will likely be finalized during the 21/22 fiscal year to address the purpose and need of the project and serve as a basis for potential development improvements. Pending issuance of regulatory permits, construction is planned for Fiscal Year 22/23.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>21/22 Programmed</b>	<b>22/23 Programmed</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>
999 - Novato Bond B (pre-2012	\$41,651	\$41,651	\$0	\$0	\$0	\$0	\$0	\$0
241.158 - DIF- Match - Drainag	\$102,502	\$42,183	\$65,519	\$0	\$0	\$0	\$0	\$0
240 - Restricted Revenue	\$353,446	\$154,790	\$219,456	\$0	\$0	\$0	\$0	\$0
211 - Clean Stormwater	\$32,234	\$9,789	\$22,445	\$0	\$0	\$0	\$0	\$0
212 - Underground Utility	\$4,744	\$413	\$4,331	\$0	\$0	\$0	\$0	\$0
229 - Gas Tax HUTA	\$55,728	\$0	\$55,728	\$0	\$0	\$0	\$0	\$0
229.105 - Gas Tax RMRA	\$100,000	\$100,000	\$72,100	\$100,000	\$50,000	\$0	\$350,000	\$150,000
236.300 - TAM Measure A	\$167,715	\$167,715	\$0	\$0	\$0	\$0	\$0	\$0
119 - LTM-Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	<b>\$858,020</b>	<b>\$516,541</b>	<b>\$439,579</b>	<b>\$100,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$350,000</b>	<b>\$150,000</b>

Estimated Capital Costs: \$1,251,657 83%

Estimated Project Development Cost: \$256,363 17%

**Estimated Project Total: \$1,508,020**

**Capital Improvement Program**

**Redwood and San Marin Improvements (AGP-5 and NP-1)**

**Project No.:** 99-007  
**Category:** TDU  
**City Council District:** District 1, District 3

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

To improve safety and reduce traffic congestion.

**Location:**

Redwood Blvd. and San Marin Dr.

**Project Description and Background:**

This project is part of the City of Novato's establishment of traffic impact fees for private development. This project originally proposed to modify the southbound, eastbound, and westbound approaches at Redwood Boulevard and San Marin Drive, and the eastbound right-turn lane onto the southbound U.S. 101 on-ramp, including ramp widening. The work could require widening the San Marin Drive bridge over the SMART railroad.

**Cost Estimate and Revenue Considerations:**

Costs are based on the 2002 update of the Development Impact Fees For Public Facilities for AGP-5 and NP-1 traffic mitigation. The preliminary construction cost estimate was \$6,032,203. The project scope and estimate will need to be updated following the submittal of new private project development applications along Redwood Blvd and San Marin Drive. Citywide Development Impact Fees-Streets and Intersections and gas taxes are the funding sources for these improvements.

**Project Schedule Estimate:**

This project is on hold pending the update to the General Plan (2035.) Further project development will be pending private development north of San Marin Drive, coordination with Caltrans for work proposed with the state right-of-way, and available funding.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>Programmed 21/22</b>	<b>Programmed 22/23</b>	<b>Programmed 23/24</b>	<b>Programmed 24/25</b>
241.151 - DIF - Match - Streets	\$26,000	\$3,100	\$22,856	\$0	\$0	\$0	\$0	\$0
240 - Restricted Revenue	\$30,604	\$6,400	\$24,440	\$0	\$0	\$0	\$0	\$0
229.105 - Gas Tax RMRA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$56,604	\$9,500	\$47,296	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$46,981 83%

Estimated Project Development Cost: \$9,623 17%

**Estimated Project Total: \$56,604**



**Capital Improvement Program**

**Railroad Ave. Drainage Ditch Improvements**

**Project No.:** 00-015  
**Category:** TDU  
**City Council District:** District 3

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

To reduce flooding risk in the northeastern area of Downtown Novato, between Sweetser Ave and Olive Ave, in the northern part of Downtown Novato.

**Location:**

Ditch along west side of railroad right-of-way

**Project Description and Background:**

Flooding has been a recurring problem in Downtown Novato. This project will reduce the risk of flooding at the intersection of Reichert Avenue and Sweetser Avenue, which has a history of flooding. A Corp of Engineering (COE) study and preliminary design was completed for the area. Staff reviewed the COE study, and determined that placement of a box culvert down Railroad Avenue is not feasible due to utility conflicts and inadequate grade. Staff determined that enhancements to the existing ditch on the west side of the railroad tracks would provide the reduced flooding risk. Sonoma Marin Area Rapid Transit (SMART), the owners of the railroad tracks and parallel drainage ditch, may construct the box culvert in the ditch with a Class I bike path on top as part of their ongoing track improvements. The City would then reimburse SMART for the cost of the construction.

**Cost Estimate and Revenue Considerations:**

Costs are based on the projected revenue available for street paving--Typically made up of Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds totaling around \$150,000 for project development and roughly \$1.5M for construction capital.

**Project Schedule Estimate:**

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

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
241.158 - DIF- Match - Drainag	\$92,199	\$27,664	\$64,535	\$0	\$0	\$0	\$0	\$0
999 - Novato Bond B (pre-2012	\$61,785	\$61,785	\$0	\$0	\$0	\$0	\$0	\$0
229 - Gas Tax HUTA	\$207,155	\$40,000	\$131,588	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$361,139	\$129,449	\$196,123	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$297,583 83%

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

**Estimated Project Total: \$358,534**

## Novato Blvd Improvements Diablo - Grant

**Project No.:** 01-004

Budget Status: Carryover

Category: TDU

Funding Status: Complete

City Council District: District 1, District 2

**Project Objective:**

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

**Location:**

Novato Blvd. from Diablo Ave. to Grant Ave.

**Project Description and Background:**

This project is listed in the General Plan as one of the improvements needed to accommodate future growth and enable the roadway system to operate safely and efficiently. The project will widen this segment of Novato Blvd. to accommodate future traffic conditions as well as bike lanes and sidewalks in each direction. A three-lane alternative was approved by Council following considerable public input in 2018. The traffic signals on Novato Blvd. at Diablo, 7th-Tamalpais, and Grant will be reconstructed. Right-of-way acquisitions are anticipated. This project will include the Rule 20A underground utility district between Diablo Avenue and Boulevard Terrace. The environmental documentation is being prepared and utility relocation coordination is in process as of Fiscal Year 21/22.

**Cost Estimate and Revenue Considerations:**

Previous costs estimates were based on the City Council approved Project Study Report, CIP Project 97-003, for a 4-lane alternative (two lanes each direction with a raised center median) that was developed about 15 years ago. The preliminary cost estimate for the 3-lane alternative is \$10-15M including right-of-way acquisitions. The Citywide Development Impact Fees - Streets and Intersections and TAM Measure A Major Streets and Roads funds are the major revenue sources for these improvements. Deferred improvement agreements along this section will also be invoked.

**Project Schedule Estimate:**

Environmental documentation (CEQA only) is underway and should be complete by early 2022. Right-of-way acquisition will follow. Detailed project design will take approximately 12-18 months to complete and would likely coincide with right-of-way acquisition. Construction would follow right-of-way acquisition and is estimated to take about 18 months to complete.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
241.151 - DIF - Match - Streets	\$1,432,382	\$935,127	\$487,330	\$200,000	\$1,900,000	\$0	\$0	\$0
236.400 - TAM A (Major Streets	\$2,232,382	\$738,499	\$1,506,854	\$1,000,000	\$9,000,000	\$0	\$0	\$0
229.105 - Gas Tax RMRA	\$0	\$0	\$0	\$0	\$0	\$350,000	\$0	\$0
PG&E Rule 20A Credits	\$0	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$3,664,764	\$1,673,626	\$1,994,185	\$2,700,000	\$10,900,000	\$350,000	\$0	\$0

Estimated Capital Costs: \$14,620,254 83%

Estimated Project Development Cost: \$2,994,510 17%

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**Estimated Project Total: \$17,614,764**

**Capital Improvement Program**

**Sherman and Cain Rehab**

**Project No.:** 02-008  
**Category:** TDU  
**City Council District:** District 3

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

To restore the surface of Sherman Avenue and Cain Lane between Sherman Avenue and Reichert Avenue.

**Location:**

Sherman Ave and Cain Lane

**Project Description and Background:**

The pavement on Sherman Avenue, and a portion of Cain Lane, need repair. Sherman Avenue is an accepted public street, and serves as an entrance to Novato's downtown. Cain Lane is not a public street but provides access to businesses and public parking. This project is likely to require design and construction of retaining walls, grading, and new sidewalk on Sherman Avenue where it intersects Cain Lane and will be subject to Specific Plan streetscaping improvements as well.

**Cost Estimate and Revenue Considerations:**

Costs are based on an engineer's estimate for pavement and concrete repair only. The cost estimate for the full scope of streetscape enhancements proposed by the Downtown Specific Plan is an estimate only. Measure "B" and Chapter 27 funding are for pavement and concrete work only. An additional \$296,739 (approximately, depending on level of improvements) will be needed for the Specific Plan streetscaping, and more for enhancements similar to Grant Avenue and decorative paving. Measure B funds were used for project development of pavement rehabilitation and drainage on Sherman Avenue. Remaining Measure B funds were replaced with Measure A funds as Measure B funds needed to be expended by March 2012. Future project design work is proposed from new revenues from anticipated SB1 "Road Maintenance & Rehabilitation Account" local streets and roads funding. Construction capital is not programmed at this time.

**Project Schedule Estimate:**

This project is on hold pending development of the Civic Center Master Plan.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	Programmed 21/22	Programmed 22/23	Programmed 23/24	Programmed 24/25
221 - Chap. 27 Right-of-Way	\$11,057	\$11,057	\$6,920	\$0	\$0	\$0	\$0	\$0
999 - Novato Bond B (pre-2012)	\$49,488	\$49,488	\$0	\$0	\$0	\$0	\$0	\$0
236.300 - TAM Measure A	\$23,968	\$6,920	\$20,888	\$0	\$0	\$0	\$0	\$0
229.105 - Gas Tax RMRA	\$0	\$0	\$0	\$0	\$0	\$33,000	\$0	\$0
<b>Subtotals:</b>	\$84,513	\$67,465	\$27,808	\$0	\$0	\$33,000	\$0	\$0

Estimated Capital Costs: \$27,390 83%

Estimated Project Development Cost: \$5,610 17%

**Estimated Project Total: \$33,000**

**Capital Improvement Program**

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

**Project No.:** 05-002  
**Category:** TDU  
**City Council District:** District 1, District 3

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

To improve safety and reduce traffic congestion.

**Location:**

Redwood Blvd. btwn. San Marin and Wood Hollow

**Project Description and Background:**

This project is listed in the General Plan as one of the improvements needed to accommodate future growth and is also part of the City of Novato's establishment of traffic impact fees of development. The project is also listed in the Development Impact Fee (DIF) Report for Public Facilities 2002 update, as a needed improvement to accommodate future growth. The project would widen Redwood Boulevard to include two southbound lanes between Wood Hollow Drive and San Marin Drive. This project will require right-of-way acquisition.

**Cost Estimate and Revenue Considerations:**

Costs are based on the 2002 update of the DIF Report for Public Facilities. The costs, shown on the future development share, are listed in the DIF Report for Public Facilities. Total project costs will not be known until project development begins. Right-of-way costs are unknown, and were not identified in the Development Impact Fee Report. Right-of-way costs are a rough estimate in the absence of an appraisal report. Citywide development impact fees are one funding source for these improvements. Additional revenues will be determined during project development. Staff may apply for state or federal grant funding to supplement and/or replace the DIF funding.

**Project Schedule Estimate:**

The project will be scheduled to occur during the timeframe that the San Marin Business Park (near Wood Hollow Drive and Meadow Crest Road) proceeds with development. This project is contingent upon sufficient funds being available in the DIF account.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>Programmed 21/22</b>	<b>Programmed 22/23</b>	<b>Programmed 23/24</b>	<b>Programmed 24/25</b>
241.151 - DIF - Match - Streets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
229.105 - Gas Tax RMRA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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

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

**Estimated Project Total: \$1,850,000**

**Capital Improvement Program**

**Grant Ave. Bridge Rehab**

**Project No.:** 09-003  
**Category:** TDU  
**City Council District:** District 1

**Budget Status:** Carryover  
**Funding Status:** Complete

**Project Objective:**

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

**Location:**

Grant Ave. between and Virginia Ave and Eighth St.

**Project Description and Background:**

The existing bridge on Grant Avenue over Novato Creek near the intersection with Virginia Avenue, was built in 1932, and by today's standards is not wide enough to carry both vehicle and bicycle traffic. Pedestrian traffic is limited to the northerly side of the bridge (via a separate bridge adjacent to the vehicle bridge). The pedestrian bridge on the southerly side was removed in 2005 as it had deteriorated beyond repair. Both the vehicle bridge and remaining pedestrian bridge are structurally sound and do not need to be replaced. This project is planned to widen the vehicle bridge to provide pedestrian and bicycle facilities and new bridge railings. The existing pedestrian bridge will no longer be needed and will be removed.

**Cost Estimate and Revenue Considerations:**

Project development costs are based on an estimate to complete environmental, design, and right-of-way phases of the project. Construction costs are based on an estimate prepared by the consultant performing the engineering design services. Construction management costs are based on the federal funding guidelines. Highway Bridge Program federal grant, Development Impact Fees Transit/Bicycle, Gas Tax, and Infrastructure Long Term Maintenance are the funding sources for this project.

**Project Schedule Estimate:**

Project development began late in FY 07/08 when the project was initiated, and a concept plan developed. The concept plan was completed spring 2010. A request for federal funding was made and received federal authorization in October 2010. The environmental process began in the summer of 2011, and preliminary design in 2015. The environmental documentation and design are complete, with construction anticipated during FY 2022 pending appropriation of federal construction funding.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>21/22 Programmed</b>	<b>22/23 Programmed</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>
234.130 - Grant-HBP	\$4,004,871	\$845,837	\$3,887,995	\$0	\$0	\$0	\$0	\$0
241.154 - DIF - Match - Bike & T	\$64,908	\$0	\$0	\$175,000	\$0	\$0	\$0	\$0
229.105 - Gas Tax RMRA	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0
229 - Gas Tax HUTA	\$461,631	\$114,344	\$104,292	\$0	\$0	\$0	\$0	\$0
119 - LTM-Infrastructure	\$267,242	\$156,817	\$250,000	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	<b>\$4,798,652</b>	<b>\$1,116,998</b>	<b>\$4,242,287</b>	<b>\$275,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Estimated Capital Costs: \$4,211,131 83%

Estimated Project Development Cost: \$862,521 17%

**Estimated Project Total: \$5,073,652**

**Capital Improvement Program**

**San Marin/Simmons Signalization or Roundabout**

**Project No.:** 11-020  
**Category:** TDU  
**City Council District:** District 1

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

To reduce traffic congestion.

**Location:**

San Marin and Simmons Drives

**Project Description and Background:**

The 2002 update of the Development Impact Fees for Public Facilities listed installation of a traffic signal at this intersection as a needed improvement to accommodate future growth and enable the roadway system to operate safely and efficiently. The update indicated that San Marin Drive and Simmons Lane would be expected to operate with an unacceptable Level of Service (LOS) category "E" during both peak hours under future conditions. The mitigation is to install a traffic signal. A traffic signal could improve the operation to a higher LOS category "B". A roundabout also will be considered for this intersection.

**Cost Estimate and Revenue Considerations:**

This project is postponed to future years due to funding limitations and limited staff resources. Project development costs are an estimate to complete the design, including advertising for bids. Construction costs are based on the preliminary estimate from the development impact fee report. Construction management costs are an estimate for the signal work. Development Impact Fees will be utilized to fund this project. It's anticipated that full construction capital for possible proposed improvements will be \$1,100,000.

**Project Schedule Estimate:**

Further project development work pending availability of funding and staff time. Construction is not currently scheduled.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>Programmed 21/22</b>	<b>Programmed 22/23</b>	<b>Programmed 23/24</b>	<b>Programmed 24/25</b>
241.151 - DIF - Match - Streets	\$183,433	\$20,755	\$164,494	\$0	\$0	\$0	\$0	\$0
229.105 - Gas Tax RMRA		\$0		\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$183,433	\$20,755	\$164,494	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$139,409 76%

Estimated Project Development Cost: \$44,024 24%

**Estimated Project Total: \$183,433**

**Capital Improvement Program**

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

**Project No.:** 12-004  
**Category:** TDU  
**City Council District:** District 2

**Budget Status:** Carryover  
**Funding Status:** Complete

**Project Objective:**

To remove all overhead wires and supporting poles on Novato Boulevard between Diablo Avenue and Boulevard Terrace and underground utilities.

**Location:**

Novato Blvd. between Diablo Ave. and Grant Ave.

**Project Description and Background:**

Novato Boulevard between Diablo Avenue and Grant Avenue is scheduled for major road work in Fiscal Year 21/22, and it is desirable to underground utilities along that corridor. Overhead utilities exist between Diablo Avenue and Boulevard Terrace. Novato Boulevard is an eligible street for a rule 20A underground conversion project. The involved utility companies will prepare their underground conversion designs and the City will compile the information into trench composites and then bid the project. The City would be reimbursed for non-City costs on the project by the utility companies.

**Cost Estimate and Revenue Considerations:**

Costs are based on rough trench costs provided by PG&E, but are ten years old, and will be updated once project design is underway. Measure A Regional and Development Impact Fees-Streets and Intersections will cover the City portion of the underground district. Utility reimbursements will cover the rest of the project costs.

**Project Schedule Estimate:**

The undergrounding work ideally would be scheduled 6 to 12 months prior to the street work.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>Programmed 21/22</b>	<b>Programmed 22/23</b>	<b>Programmed 23/24</b>	<b>Programmed 24/25</b>
241.151 - DIF - Match - Streets	\$87,500	\$3,402	\$84,698	\$0	\$0	\$0	\$0	\$0
PG&E Rule 20A Credits	\$310,000	\$155	\$309,845	\$0	\$0	\$0	\$0	\$0
229.105 - Gas Tax RMRA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
236.300 - TAM Measure A	\$7,500	\$2,956	\$4,544	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$405,000	\$6,513	\$399,087	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$595,000 100%

Estimated Project Development Cost: \$0 0%

**Estimated Project Total: \$595,000**

**Capital Improvement Program**

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

**Project No.:** 12-005  
**Category:** TDU  
**City Council District:** District 3

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

To remove all overhead wires and supporting poles on Olive Avenue between Redwood Blvd and the railroad tracks, and underground the replacement utilities.

**Location:**

Olive Ave. between Redwood Blvd & Railroad Ave.

**Project Description and Background:**

Olive Avenue between Redwood Blvd and Railroad Avenue is scheduled for major road work, and it is desirable to underground utilities along that corridor. Overhead utilities exist between Redwood Blvd to Railroad Avenue. The owner of the parcel at the northeast corner of Redwood Blvd and Olive Avenue signed a deferred improvement agreement including undergrounding the utilities.

**Cost Estimate and Revenue Considerations:**

Costs are based on rough trench costs provided by PG&E. Once the district is developed, more accurate estimates will be developed. Underground Utility fund will fund the improvements with the expectation that the developer will reimburse a portion of the funds. Restricted Revenue is included, reflecting the contribution from the developer.

**Project Schedule Estimate:**

This project is on hold pending environmental certification and permitting being undertaken for the associated Olive Ave. Phase III Widening project (CIP #97-001).

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>Programmed 21/22</b>	<b>Programmed 22/23</b>	<b>Programmed 23/24</b>	<b>Programmed 24/25</b>
212 - Underground Utility	\$270,281	\$34,597	\$235,684	\$0	\$0	\$0	\$0	\$0
240 - Restricted Revenue	\$152,096	\$23,077	\$129,019	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$422,377	\$57,674	\$364,703	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$422,377 100%

Estimated Project Development Cost: \$0 0%

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**Estimated Project Total: \$422,377**



**Capital Improvement Program**

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

**Project No.:** 12-006  
**Category:** TDU  
**City Council District:** District 3

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

To remove all overhead wires and supporting poles on Railroad Avenue between Olive Avenue and South End and underground utilities.

**Location:**

Railroad Ave. btwn. Olive Ave. and S. Railroad Ave

**Project Description and Background:**

Railroad Avenue between Olive Avenue and Grant Avenue has experienced a lot of construction activity in recent years, and due to the Sonoma Marin Area Rail Transit is built, Railroad Avenue will be in need of road work. It is therefore desirable to underground utilities along that corridor. The undergrounding will include all of Railroad and a small section of Olive Avenue at the intersection of Railroad Avenue extending across the railroad tracks. Railroad Avenue is a collector street which makes it an eligible Rule 20A underground conversion project. Undergrounding priorities will be considered by City Council prior to moving forward with this project.

**Cost Estimate and Revenue Considerations:**

Costs are based on rough trench costs provided by PG&E. Once the district is developed, more accurate estimates will be developed. Underground Utility fund covers the City's streetlight portion. Utility reimbursement is the other funding source for this project.

**Project Schedule Estimate:**

It takes the utility companies up to three years to complete design, and PG&E will not advance this project until similar phases on the higher priority District 16 (Novato Boulevard) undergrounding are complete.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>21/22 Programmed</b>	<b>22/23 Programmed</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>
212 - Underground Utility	\$22,275	\$8,881	\$13,394	\$0	\$163,350	\$0	\$0	\$0
Utility Reimbursement	\$45,225	\$0	\$45,225	\$0	\$331,650	\$0	\$0	\$0
<b>Subtotals:</b>	\$67,500	\$8,881	\$58,619	\$0	\$495,000	\$0	\$0	\$0

Estimated Capital Costs: \$562,500 100%

Estimated Project Development Cost: \$0 0%

**Estimated Project Total: \$562,500**

**Capital Improvement Program**

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

**Project No.:** 12-007  
**Category:** TDU  
**City Council District:** District 3

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

To remove all overhead wires and supporting poles and underground utilities on Olive Avenue between Rosalia Drive and the city limit.

**Location:**

Olive Ave. btwn Rosalia and City Limits

**Project Description and Background:**

Olive Avenue between Railroad Avenue and Rosalia Drive was undergrounded in the late 1980's. With the other two underground districts on Olive near Redwood and Railroad Avenue this project would complete undergrounding of utilities from Redwood Blvd to the city limits on Olive. Olive Avenue is a collector street which makes it an eligible Rule 20A underground conversion project. The amount of funding available may change after completion of other priority underground projects, and thus, this project should be considered partially funded at this time. Undergrounding priorities will be considered by City Council prior to moving forward with this project.

**Cost Estimate and Revenue Considerations:**

Costs are based on rough trench costs provided by PG&E. Once the district is developed, more accurate estimates will be developed. Underground Utility fund covering the City's streetlight portion and utility reimbursement are the funding source for this project. The availability of utility reimbursement revenues will be contingent upon the cost of previous utility reimbursement projects so this project may require additional funding.

**Project Schedule Estimate:**

It takes the utility companies up to three years to complete design, and PG&E will not advance this project until similar phases on the higher priority District 16 (Novato Boulevard) undergrounding are complete.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
212 - Underground Utility	\$29,700	\$4,265	\$25,435	\$0	\$0	\$326,700	\$0	\$0
Utility Reimbursement	\$0	\$0	\$0	\$0	\$105,300	\$663,300	\$0	\$0
<b>Subtotals:</b>	\$29,700	\$4,265	\$25,435	\$0	\$105,300	\$990,000	\$0	\$0

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

Estimated Project Development Cost: \$0 0%

**Estimated Project Total: \$1,125,000**

**Capital Improvement Program**

**Downtown SMART Station Phase III**

**Project No.:** 14-002  
**Category:** TDU  
**City Council District:** District 3

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

To plan and construct improvements to the former train depot site to support the future Downtown SMART Station.

**Location:**

695 Grant Ave.

**Project Description and Background:**

In 2013 the City negotiated a land swap with SMART that included the city obtaining the former downtown train depot lot at the corner of Grant Avenue and Railroad Avenue. SMART has constructed a multi-use path on the easement on a portion of the site to across the western boundary of the parcel. In early 2016 the City Council approved funding the first phase of improvements for a downtown SMART station adjacent to the depot lot. Phase Two improvements to provide an operating station were approved by City Council on May 23, 2017. Public outreach meetings were held on March 17 and April 19, 2018 to identify potential depot site improvements. This project does not include any renovations to the downtown depot building.

**Cost Estimate and Revenue Considerations:**

Staff estimate \$300,000-\$500,000 for development of the site improvements to City standards. The Development Impact Fee (DIF) - Civic Facilities fund will provide partial funding along with a required match from the Parking Improvement Fund. Full funding for potential improvements has not been identified to date.

**Project Schedule Estimate:**

Project development was postponed due to the pandemic, but is anticipated to resume in FY 21/22.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>Programmed 21/22</b>	<b>Programmed 22/23</b>	<b>Programmed 23/24</b>	<b>Programmed 24/25</b>
241.153 - DIF - Match - Civic Fa	\$27,000	\$27,000	\$471	\$0	\$0	\$0	\$0	\$0
213 - Public Parking	\$83,000	\$83,000	\$137	\$0	\$0	\$0	\$0	\$0
118 - LTM-Facilities	\$50,000	\$50,000	\$31,332	\$0	\$0	\$0	\$0	\$0
229.105 - Gas Tax RMRA	\$75,000	\$10,388	\$75,000	\$0	\$0	\$0	\$0	\$0
234.150 - Grant-PCA/STP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$235,000	\$170,388	\$106,940	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$195,050 83%

Estimated Project Development Cost: \$39,950 17%

**Estimated Project Total: \$235,000**

**Capital Improvement Program**

**LED Lighting Retrofits**

**Project No.:** 15-010

Budget Status: Carryover

Category: TDU

Funding Status: Complete

City Council District: District 1, District 2, District 3, District 4, District 5

**Project Objective:**

To replace all remaining non-LED light bulbs with energy efficient LED fixtures.

**Location:**

City-Owned facilities

**Project Description and Background:**

In Fiscal Year 2009/10 the City received federal stimulus energy block grant funding and participated in a PG&E on-bill financing loan to convert approximately one third of the City's street lights to more energy efficient LED fixtures. The FY 17/18 project description was modified from the FY 16/17 description to include the conversion for the remaining lights in city owned parking lots, exterior building lights, and city parks lighting. The reduced operating cost of street lights with LED bulbs, including rates paid for power and maintenance is such that the project has a less than ten year payback.

**Cost Estimate and Revenue Considerations:**

The costs are based on actual expenses of completed work. The carryover balance should be sufficient to retrofit the remaining non-LED city owned and maintained lights. Measure F is the funding source. This project will result in on-going operations savings, and has an estimated payback period of less than ten years.

**Project Schedule Estimate:**

All street lights were retrofit as of May 2016. Remaining work includes city owned parking lots, exterior building lights, and parks lighting.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	Programmed 21/22	Programmed 22/23	Programmed 23/24	Programmed 24/25
111 - Measure F	\$1,158,600	\$865,745	\$292,854	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$1,158,600	\$865,745	\$292,854	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$996,396 86%

Estimated Project Development Cost: \$162,204 14%

**Estimated Project Total: \$1,158,600**

**Capital Improvement Program**

**SMART Access Improvements**

**Project No.:** 15-013  
**Category:** TDU  
**City Council District:** District 5

**Budget Status:** Carryover  
**Funding Status:** Complete

**Project Objective:**

To construct gap closure improvements to address access deficiencies within the public right-of-way resulting from the development of the Novato Sonoma Marin Area Rail Transit (SMART) stations.

**Location:**

Sidewalks, curbs, sidewalks near SMART stations

**Project Description and Background:**

City staff has reviewed SMART station and pathway plans, and worked with SMART and Marin Transit in identifying gaps in a coordinated transportation system for pedestrians, bicyclists, bus and rail transit. To date, project expenditures have been for staff time and minor improvements to curb ramps and crosswalks immediately adjacent to the SMART stations. For example, the new roadway striping and crosswalks along Redwood Boulevard at the San Marin SMART Station were constructed in 2018 under this project. Some sidewalk gaps and curb ramps are still deficient near the Hamilton SMART Station and will be designed and constructed under this project in FY21/22.

**Cost Estimate and Revenue Considerations:**

Costs for individual components have been developed for the purpose of grant applications to match local funding. This project was funded with gas tax through FY 16/17. Restricted Revenue in the form of a \$100,000 railroad settlement agreement was approved to fund additional pedestrian enhancements at the SMART stations (such as accessible crosswalks) in 17/18 and is the primary funding source for the remaining improvements.

**Project Schedule Estimate:**

This is an ongoing project and is anticipated to continue through Fiscal Year 21/22.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>Programmed 21/22</b>	<b>Programmed 22/23</b>	<b>Programmed 23/24</b>	<b>Programmed 24/25</b>
240 - Restricted Revenue	\$30,000	(\$30,000)	(\$24,223)	\$0	\$0	\$0	\$0	\$0
229 - Gas Tax HUTA	\$100,000	\$62,991	\$37,009	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$130,000	\$32,991	\$12,786	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$180,000 90%

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

**Estimated Project Total: \$200,000**

Capital Improvement Program

**Storm Drain Improvements (Group 1)**

Project No.: 15-014

Budget Status: Carryover

Category: TDU

Funding Status: Incomplete

City Council District: District 1, District 2, District 3, District 4, District 5

**Project Objective:**

To repair and replace storm drain facilities as identified in the Storm Drain Master Plan.

**Location:**

Citywide

**Project Description and Background:**

The Storm Drain Master Plan identifies deficiencies in the City's storm drain infrastructure based on both capacity (size) and condition of the pipes and structures. The study was approved in FY 20/21, and this project was initiated to fund the first group of repairs or replacements identified.

**Cost Estimate and Revenue Considerations:**

The scope of work of this project will be developed over the next two years and construction is anticipated in Fiscal Year 23/24. Infrastructure Long Term Maintenance as well as the maximum allowable Development Impact Fee (DIF) (Drainage) contribution is the funding source. DIF funds are limited to collector and arterial streets only, therefore these funds will be programmed after project scope/locations are finalized.

**Project Schedule Estimate:**

Project to be developed upon completion of the Storm Drain Master Plan. Project design is anticipated in FY 20/21 with construction in subsequent years.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
241.158 - DIF- Match - Drainag	\$56,982	\$0	\$56,982	\$0	\$30,000	\$30,000	\$30,000	\$30,000
236.600 - TAM Meas AA	\$0	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000	\$100,000
119 - LTM-Infrastructure	\$225,108	\$72,675	\$114,342	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$282,090	\$72,675	\$171,324	\$0	\$130,000	\$130,000	\$130,000	\$130,000

Estimated Capital Costs: \$665,735 83%

Estimated Project Development Cost: \$136,355 17%

**Estimated Project Total: \$802,090**

# Traffic Signal Upgrade Program

**Project No.:** 15-015

Budget Status: Carryover

Category: TDU

Funding Status: Incomplete

City Council District: District 1, District 2, District 3, District 4, District 5

**Project Objective:**

To upgrade existing traffic signals with new LED lenses, ADA amenities, automatic detection for vehicles and bicyclists, generator backup power systems to continue signal operations during extended power outages, and hardware/software upgrades and to provide safety enhancements such as leading pedestrian intervals (LPIs).

**Location:**

All 32 city-owned traffic signal locations

**Project Description and Background:**

This program will address traffic signal deficiencies. The 32 LED lenses previously installed in city-owned traffic signals are near the end of their service life, and the battery back-up installations are no longer functional, bike detection is inconsistent across the intersections, and recent "Public Safety Power Shutoff" events drive a need for generator backup power systems to be installed to continue signal operations during extended power outages.

**Cost Estimate and Revenue Considerations:**

Annual project costs are based on a preliminary engineer's estimate for the improvements mentioned above, available funding in future fiscal years, and staff resources available to plan and implement improvements each fiscal year that the project is ongoing. In addition, project costs include \$40,000 for a consultant services contract with a senior-level Registered Traffic Engineer who will continue to investigate the signal operations and make timing changes as well as recommendations for improvements. The total Traffic Engineer contract costs are estimated to be \$100,000 per year, however \$60,000 is planned to be provided from CIP 15-016, "Traffic, Bicycle, and Pedestrian Improvements" for shared work under the scope of that project.

**Project Schedule Estimate:**

Traffic signals receive routine monthly maintenance to ensure safe operation but are not receiving upgrades or enhancements. This project is an ongoing effort to improve Novato's signalized intersections. The project goal is to modernize all signals citywide by the end of 2023.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
111 - Measure F	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0
229.105 - Gas Tax RMRA	\$150,000	\$95,000	\$39,569	\$65,000	\$0	\$30,000	\$30,000	\$30,000
236.300 - TAM Measure A	\$0	\$0	\$0	\$50,000	\$250,000	\$0	\$0	\$0
119 - LTM-Infrastructure	\$60,000	\$35,740	\$24,260	\$0	\$50	\$0	\$0	\$0
236.600 - TAM Meas AA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$225,000	\$145,740	\$63,829	\$115,000	\$250,050	\$30,000	\$30,000	\$30,000

Estimated Capital Costs: \$345,600 72%

Estimated Project Development Cost: \$134,400 28%

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**Estimated Project Total: \$480,000**

**Capital Improvement Program**

**Traffic, Bicycle, and Ped Improvements 2014-2024**

**Project No.:** 15-016

Budget Status: Carryover

**Category:** TDU

Funding Status: Complete

**City Council District:** District 1, District 2, District 3, District 4, District 5

**Project Objective:**

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

**Location:**

Locations within the public right-of-way citywide

**Project Description and Background:**

As areas of interest are identified by public request, collision data analysis, and operational analyses, this project will allow staff to investigate and implement solutions on a case-by-case basis where improvements are not feasible as part of another CIP project. Locations for FY 21/22 are currently being prepared by a Registered Traffic Engineer in consultation with the City Engineer.

**Cost Estimate and Revenue Considerations:**

Costs include \$60,000 for an annual consultant services contract with a senior-level Registered Traffic Engineer who will investigate issues and make recommendations for implementation. Annual contract costs for this service are estimated to be \$100,000, however \$40,000 will be provided from CIP 15-015, "Traffic Signal Upgrade Program" as the consultant contract will also review all of Novato's signals and prepare recommendations for upgrades. Additional funds will support construction capital through small contracts initiated under this project or as change orders to other ongoing CIP projects. This project also serves as a basis for compatible grant funding opportunities like the Safe Routes to Schools program. This project was previously funded by Infrastructure Long Term Maintenance funds. Future funding is proposed from new SB1 Gas Taxes.

**Project Schedule Estimate:**

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

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
236.600 - TAM Meas AA	\$0	\$0	\$0	\$240,000	\$50,000	\$50,000	\$50,000	\$50,000
234.121 - Grant-HSIP	\$0	\$0	\$0	\$1,142,000	\$0	\$0	\$0	\$0
229.105 - Gas Tax RMRA	\$500,000	\$500,000	\$28,499	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000
119 - LTM-Infrastructure	\$80,000	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0
101 - General Fund	\$50,000	\$0	\$50,000					
240 - Restricted Revenue	\$12,000	\$0	\$12,000					
<b>Subtotals:</b>	\$642,000	\$580,000	\$90,499	\$1,632,000	\$150,000	\$150,000	\$150,000	\$150,000

Estimated Capital Costs: \$2,385,420 83%

Estimated Project Development Cost: \$488,580 17%

**Estimated Project Total: \$2,874,000**



# North Redwood Blvd Corridor Study

**Project No.:** 16-011

Budget Status: Carryover

Category: TDU

Funding Status: Complete

City Council District: District 1, District 3

**Project Objective:**

To develop a comprehensive streetscape plan for Redwood Boulevard between Diablo Avenue and Wood Hollow Drive. Preliminary work will involve consolidation of previous design schemes and determination of constraints for development of the plan, including number of vehicle lanes, parking orientation and disposition of utilities, all through a public engagement process.

**Location:**

Redwood Blvd. between Diablo Ave. and Wood Hollow

**Project Description and Background:**

This project is a continuation of design charettes undertaken by the Community Development Department during the 2014 General Plan update work. There has been private interest over the last few years in development along the corridor, and the study will work towards providing guidance and requirements for future development.

**Cost Estimate and Revenue Considerations:**

The project cost is based on staff's estimate based on previous similar work. Development Impact Fees (Streets and Intersections) and future SB1 Gas Tax dollars are the identified funding sources for the conceptual design work. Staff will seek grant funding for completion of the study and future design and construction costs.

**Project Schedule Estimate:**

The North Redwood Boulevard Corridor Streetscape Study will likely occur within the next two years due to other citywide initiatives, funding limitations, and staff resource availability. An additional \$200,000 is programmed in Fiscal Year 24/25 to supplement other funding as conceptual design services and community outreach efforts are estimated at \$400,000. Additional funding would be required for environmental documentation, design and construction phases.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
241.151 - DIF - Match - Streets	\$200,000	\$670	\$198,738	\$0	\$0	\$0	\$0	\$0
229.105 - Gas Tax RMRA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
<b>Subtotals:</b>	\$200,000	\$670	\$198,738	\$0	\$0	\$0	\$0	\$200,000

Estimated Capital Costs: \$0 0%

Estimated Project Development Cost: \$400,000 100%

**Estimated Project Total: \$400,000**

Capital Improvement Program

**ADA ROW Transition Plan**

**Project No.:** 17-005

Budget Status: Carryover

Category: TDU

Funding Status: Complete

City Council District: District 1, District 2, District 3, District 4, District 5

**Project Objective:**

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

**Location:**

Citywide

**Project Description and Background:**

In 2014 the City launched an effort to update its Americans with Disabilities (ADA) Transition Plan. In 2015, the Plan for facilities and parks was completed, but the right-of-way portion of the plan was deferred to FY 18/19. The proposed work includes a self-evaluation and transition plan for all accessible aspects of the public right-of-way.

**Cost Estimate and Revenue Considerations:**

The project cost is staff's estimate based on similar efforts by neighboring cities. Note that this project is for the evaluation and plan only, and not for any physical improvements. Gas Tax is the identified funding source.

**Project Schedule Estimate:**

Phase 1 of the evaluation was completed in 2019/20. Phase 2 of the evaluation was completed in 20/21. Phases 3 of the evaluation is planned for 21/22 and Phase 4 will be completed in 22/23.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
229 - Gas Tax HUTA	\$100,000	\$30,942	\$63,510	\$50,000	\$50,000	\$50,000	\$50,000	\$0
<b>Subtotals:</b>	\$100,000	\$30,942	\$63,510	\$50,000	\$50,000	\$50,000	\$50,000	\$0

Estimated Capital Costs: \$0 0%

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

**Estimated Project Total: \$300,000**

**Capital Improvement Program**

**Novato Blvd. Multi-use Path (Sutro Ave. to Stafford Lake)**

**Project No.:** 17-006  
**Category:** TDU  
**City Council District:** District 1

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

To partner with the County of Marin to construct improvements to the bicycle and pedestrian path along Novato Boulevard from Sutro Avenue to Stafford Lake Park.

**Location:**

Along Novato Blvd. Sutro to Stafford Lake

**Project Description and Background:**

In 2015 the County of Marin completed a bike park at Stafford Lake Park. An improved path along Novato Boulevard between Sutro Avenue and the easterly City limits is identified as a future project in the City's adopted Bicycle and Pedestrian Plan, and the County of Marin has identified a need to realign/reconstruct the existing path along the corridor. Preliminary needs include a Project Study Report to identify routes and constraints and develop cost estimates for the project to facilitate grant applications for potential trail easement acquisitions and future construction. Marin County Parks is the lead agency on this project.

**Cost Estimate and Revenue Considerations:**

Preliminary work within the city limits is estimated at \$200,000 to \$250,000. An agreement will be entered into with the County to define roles, responsibilities, and cost sharing. The responsibilities for actual construction costs will be determined along with the project development cost estimates. The County's portion is anticipated to include a creek crossing and property acquisition, while the City's portion would either be within existing right-of-way or through City property. Gas Tax is the identified funding source. There is no fund identified for construction.

**Project Schedule Estimate:**

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

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
229 - Gas Tax HUTA	\$80,000	\$0	\$80,000	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$80,000	\$0	\$80,000	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs:	\$68,000	85%
Estimated Project Development Cost:	\$12,000	15%
<b>Estimated Project Total:</b>	<b>\$80,000</b>	

**Capital Improvement Program**

**Citywide Bridge Assessment/Improvement (Group 1)**

**Project No.:** 17-007  
**Category:** TDU  
**City Council District:** District 1, District 3

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

To assess Novato's bridges, quantify deferred maintenance and improvements required, and submit an application to the federal Highway Bridge Program (HBP) under the Bridge Preventive Maintenance Guidelines (BPMG).

**Location:**

Citywide

**Project Description and Background:**

Novato's bridges are inspected by Caltrans every two years, and reports forwarded to the City. When an issue requiring correction is identified, the City makes application to the HBP for funding of the improvements. There are often issues identified in the reports and observations made by staff or the public that are not substantive enough to warrant an HBP project that would renovate or replace a structure, but would be eligible for funding under the BPMG. This project would complete an inventory of all Novato bridges.

**Cost Estimate and Revenue Considerations:**

The estimate is for staff/consultant time to generate and evaluate the inventory and complete the application. The project development and construction costs of any improvements would be included in a future CIP project. HUTA Gas Tax is the identified funding source, but additional funding will be required for construction.

**Project Schedule Estimate:**

Project development work is in process and will continue in Fiscal Year 21/22. Construction schedule is dependent on additional funding.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>Programmed 21/22</b>	<b>Programmed 22/23</b>	<b>Programmed 23/24</b>	<b>Programmed 24/25</b>
229 - Gas Tax HUTA	\$75,000	\$25,000	\$67,351	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$75,000	\$25,000	\$67,351	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs:	\$57,750	77%
Estimated Project Development Cost:	\$17,250	23%
<b>Estimated Project Total:</b>	<b>\$75,000</b>	

# MTC Pavement Management Phase IV

**Project No.:** 18-003  
**Category:** TDU  
**City Council District:**

**Budget Status:** Carryover  
**Funding Status:** Complete

**Project Objective:**

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

**Location:**

Novato Public Streets network

**Project Description and Background:**

This project is the continuation of previous CIP #13-002, which expired on June 30, 2017. This four-year cycle project will measure the pavement life of a street after construction, reconstruction, or rehabilitation and develop the most cost-effective rehabilitation strategies for pavement maintenance. Through use of the Pavement Management System, Novato remains eligible to apply for transportation grants for other projects. The Pavement Management System database must be maintained on a regular basis by inputting new streets into the system, entering maintenance treatments applied to streets, rating streets that do not receive maintenance treatments within the four-year cycle, updating the unit costs for maintenance treatments, data collection, updating the city's Geographic Information System (GIS), and programming future project funding. To remain certified with MTC the City must submit an annual report or make the database available through the internet for MTC to review.

**Cost Estimate and Revenue Considerations:**

Project development costs are for the rating of City streets, to maintain the database used by StreetSaver, and for staff to attend MTC pavement management trainings and submit reports and information as required. Gas Tax will be utilized for this project.

**Project Schedule Estimate:**

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

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
229.105 - Gas Tax RMRA	\$80,000	\$80,000	\$23,070	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
234.157 - Grant-PTAP	\$36,595	\$1,849	\$36,595	\$0	\$0	\$0	\$0	\$0
229.104 - Gas Tax HUTA 2103	\$8,196	\$8,196	\$8,196	\$0				
<b>Subtotals:</b>	\$124,791	\$90,045	\$67,861	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000

Estimated Capital Costs: \$0 0%

Estimated Project Development Cost: \$274,791 100%

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**Estimated Project Total: \$274,791**

**Capital Improvement Program**

**Hamilton Wall Repair Initiation**

**Project No.:** 18-004  
**Category:** TDU  
**City Council District:** District 3

**Budget Status:** Carryover  
**Funding Status:** Complete

**Project Objective:**

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

**Location:**

Hamilton Neighborhood

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

Project development costs include staff time to gather field data, research development documents including as-built plans for the walls, develop repair estimates, and meet with HOA representatives to prepare a plan. Infrastructure Long-Term Maintenance (119) funds are used to fund the staff time to perform the research and prepare the plan to implement repairs. The source of funds for the actual repairs is yet to be determined.

**Project Schedule Estimate:**

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

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>Programmed 21/22</b>	<b>Programmed 22/23</b>	<b>Programmed 23/24</b>	<b>Programmed 24/25</b>
119 - LTM-Infrastructure	\$30,000	\$23,868	(\$17,307)	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$30,000	\$23,868	(\$17,307)	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs:	\$0	0%
Estimated Project Development Cost:	\$30,000	100%
<b>Estimated Project Total:</b>	<b>\$30,000</b>	

Capital Improvement Program

**2019 Annual Pavement Rehabilitation**

**Project No.:** 19-001

Budget Status: Carryover

Category: TDU

Funding Status: Complete

City Council District: District 1, District 2, District 3

**Project Objective:**

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

**Location:**

Novato Blvd.,t, Redwood Blvd., Wilson Ave.

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

Costs are based on the projected revenue available for street paving--Typically made up of Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds totaling around \$150,000 for project development and about \$750,000 for construction capital. Occasionally the paving projects will exchange locally-controlled funds with federal grant dollars from other projects. These funding exchanges allow the city to maximize the flexibility of the use of available capital funding. Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds. An additional \$151,400 will be granted from CalRecycle on a reimbursement basis to fund a piloted use of Rubberized Asphalt Concrete recycled material.

**Project Schedule Estimate:**

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

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
234.150 - Grant-PCA/STP	\$1,117,000	\$0	\$1,117,000	\$0	\$0	\$0	\$0	\$0
229.105 - Gas Tax RMRA	\$200,000	\$0	\$100,238	\$0	\$0	\$0	\$0	\$0
236.300 - TAM Measure A	\$100,000	\$27,547	\$100,000	\$0	\$0	\$0	\$0	\$0
229 - Gas Tax HUTA	\$125,000	\$0	\$125,000	\$0	\$0	\$0	\$0	\$0
234.204 - Grant-TFCA	\$0	\$0	\$0	\$375,000	\$0	\$0	\$0	\$0
119 - LTM-Infrastructure		\$0	(\$2,010)					
<b>Subtotals:</b>	\$1,542,000	\$27,547	\$1,440,228	\$375,000	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$1,698,079 89%

Estimated Project Development Cost: \$218,921 11%

**Estimated Project Total: \$1,917,000**

**Capital Improvement Program**

**Novato Blvd at San Marin - Sutro Improvements**

**Project No.:** 19-009  
**Category:** TDU  
**City Council District:** District 1

**Budget Status:** Carryover  
**Funding Status:** Incomplete

**Project Objective:**

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

**Location:**

Novato Blvd. at San Marin-Sutro.

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

Cost estimates are still to be determined. \$600,000 from One-time American Rescue plans are allocated in FY 21-22 for project design and environmental documentation. Future capital programming will likely be sourced from Federal Grants, TAM Measure A, Gas Tax, and SB1 RMRA Gas Tax, and future Developer Impact Fees.

**Project Schedule Estimate:**

Once the project scope is further refined through community outreach, a schedule will be prepared for the delivery of the entire project.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>Programmed 21/22</b>	<b>Programmed 22/23</b>	<b>Programmed 23/24</b>	<b>Programmed 24/25</b>
229.105 - Gas Tax RMRA	\$40,000	\$8,980	\$0	\$20,000	\$400,000	\$0	\$0	\$0
234.150 - Grant-PCA/STP	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$0
119 - LTM-Infrastructure	\$11,258	\$11,258	\$2,278					
<b>Subtotals:</b>	\$51,258	\$20,238	\$2,278	\$20,000	\$400,000	\$1,000,000	\$0	\$0

Estimated Capital Costs: \$1,221,144 83%

Estimated Project Development Cost: \$250,114 17%

**Estimated Project Total: \$1,471,258**



**Capital Improvement Program**

**EV Charging Stations - City Hall**

**Project No.:** 20-003  
**Category:** TDU  
**City Council District:** District 3

**Budget Status:** New  
**Funding Status:** Complete

**Project Objective:**

To install charging infrastructure to support electric vehicles in the City fleet.

**Location:**

City Facilities

**Project Description and Background:**

The City recently leased electric vehicles (EVs) to replace gasoline-powered vehicles in the motorpool. This project would draw power from the main electrical panel of the Community House and install conduit and conductors underground from that panel to the employee section of the parking lot at 922 Machin Avenue, install two dual-head level-2 charging station, and extend conduit and a pullbox further toward Machin Avenue to allow for additional chargers to be installed in the future to support further electrification of city vehicles.

**Cost Estimate and Revenue Considerations:**

Cost estimates are based on preliminary proposals received by staff for this work. Staff has secured funding available through MCE Clean Energy, and Transportation Authority of Marin (TAM) in the amount totaling \$100,000. SB1 RMRA Gas Tax is an additional funding source for this project.

**Project Schedule Estimate:**

Staff requested proposals to design and construct the city fleet EV charging infrastructure in April FY 2020. Project construction is expected to continue through FY 21/22.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>Programmed 21/22</b>	<b>Programmed 22/23</b>	<b>Programmed 23/24</b>	<b>Programmed 24/25</b>
229.105 - Gas Tax RMRA	\$50,000	\$5,000	\$35,974	\$0	\$0	\$0	\$0	\$0
235.160 - TAM Measure B (VRF)		\$0		\$0	\$0	\$0	\$0	\$0
MCE Marin Clean Energy		\$0		\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$50,000	\$5,000	\$35,974	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$60,800 80%

Estimated Project Development Cost: \$15,200 20%

**Estimated Project Total: \$76,000**

**Capital Improvement Program**

**2021 Annual Pavement Rehabilitation**

**Project No.:** 21-001

Budget Status: Future

Category: TDU

Funding Status: Complete

City Council District: District 1, District 2, District 3, District 4, District 5

**Project Objective:**

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

**Location:**

San Marin Drive

**Project Description and Background:**

This project will resurface pavement on San Marin Drive from Somerset Dr. to Simmons Ln. and Serento Wy. To Aspen Dr. as identified in the City's Pavement Management Program as as funding will allow. Pavement Condition Index (PCI) and other factors are used to prepare a recommendation of priority street segments to receive pavement rehabilitation in a given fiscal year. The type of rehabilitation work will include scrub-seal and microsurfacing. This project will also upgrade pedestrian facilities to meet accessibility requirements and include bike lane striping and traffic safety enhancements like crosswalks.

**Cost Estimate and Revenue Considerations:**

Costs are based on the projected revenue available for street paving made up of Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds totaling around \$200,000 for project development and about \$1,000,000 for construction capital.

**Project Schedule Estimate:**

Each annual paving project is designed and approved during the year in the title and either constructed that same year or the following season, weather permitting. Project development work typically begins in September and completed by May of each year. Construction usually starts in June and is completed by September of each year.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
229.105 - Gas Tax RMRA	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0
236.600 - TAM Meas AA	\$0	\$0	\$0	\$175,000	\$0	\$0	\$0	\$0
229 - Gas Tax HUTA	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0
235.160 - TAM Measure B (VRF)	\$0	\$0	\$0	\$430,000	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$0	\$0	\$0	\$805,000	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$684,250 85%

Estimated Project Development Cost: \$120,750 15%

**Estimated Project Total: \$805,000**

**Capital Improvement Program**

**Sidewalk Repair Program - Matching Funds**

**Project No.:** 21-002

Budget Status: Future

Category: TDU

Funding Status: Complete

City Council District: District 2, District 3, District 4

**Project Objective:**

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

**Location:**

Citywide

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

\$100,000 to \$150,000 has been programmed each year in the CIP as matching dollars for repairs. TAM Measure AA transportation tax dollars serve as the source to fund the city portion of future sidewalk repairs.

**Project Schedule Estimate:**

The Sidewalk Repair Program is being developed and the matching funds are anticipated to be made available to residents beginning in early 2022.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
236.600 - TAM Meas AA	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
<b>Subtotals:</b>	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000

Estimated Capital Costs: \$430,000 86%

Estimated Project Development Cost: \$70,000 14%

**Estimated Project Total: \$500,000**

**Capital Improvement Program**

**Update/Replace Grant Avenue Amenities**

**Project No.:** 21-003  
**Category:** TDU  
**City Council District:** District 1, District 3

**Budget Status:** New  
**Funding Status:** Incomplete

**Project Objective:**

Beautify and enhance downtown Novato by replacing dead trees, consolidating and refurbishing waste receptacles, and replacing tree lights with commercial-grade LED fixtures.

**Location:**

Grant Ave. from Railroad Ave. to 7th St.

**Project Description and Background:**

The downtown Grant Avenue improvements were constructed about 15 years ago and many of the amenities are showing their age. This project will replace dead eastern redbud trees with crepe myrtle trees, consolidate each double waste receptacle location into a single unit that can accommodate both garbage and recyclables, replace or refurbish the retrofitted waste receptacles, and replace all existing tree lights with new commercial-grade LED fixtures.

**Cost Estimate and Revenue Considerations:**

This project is proposed to be funded by a generous \$50,000 pledge from the Downtown Novato Business Association (DNBA), CalRecycle grants to retrofit the existing waste receptacles to accept dual waste streams, and a \$75,000 match of city Long Term Maintenance Facilities funding for a total project budget of \$177,000.

**Project Schedule Estimate:**

Staff will work to substantially complete this project by the end of the 2020 calendar year. Specs for new tree lights, replacement trees, and waste receptacle retrofit work are being prepared in the spring of 2020 so that improvements can begin to be implemented as soon as the FY 20/21 Capital Improvement Program budget is approved (anticipated in late-June.)

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
240 - Restricted Revenue		\$0	\$0	\$50,000	\$0	\$0	\$0	\$0
118 - LTM-Facilities		\$0	\$0	\$75,000	\$0	\$0	\$0	\$0
233-435.208 CalRecycle		\$0	\$0	\$26,000	\$0	\$0	\$0	\$0
<b>Subtotals:</b>		\$0	\$0	\$151,000	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$151,000 100%

Estimated Project Development Cost: \$0 0%

**Estimated Project Total: \$151,000**

**Capital Improvement Program**

**Replace Retaining Wall at Pioneer Park**

**Project No.:** 21-004  
**Category:** TDU  
**City Council District:** District 3

**Budget Status:** New  
**Funding Status:** Incomplete

**Project Objective:**

To replace a retaining wall that is in disrepair along the front of Pioneer Park.

**Location:**

Simmons Lane along the front of Pioneer Park.

**Project Description and Background:**

In 2017 a Retaining Wall Assessment, originally developed in 2014, was updated for over 70 retaining walls throughout the City. A retaining wall replacement project was completed in 2018 for three of the highest priority walls. The wall at Pioneer park is another retaining wall that was listed as a high priority for replacement. This project will replace the timber retaining wall with steel posts and timber lagging to stabilize the slope along Simmons Lane.

**Cost Estimate and Revenue Considerations:**

Project costs are an estimate to complete the design, bid and construct the project. This project will be funded by a combination of gas tax and Long Term Maintenance Funds.

**Project Schedule Estimate:**

This project is scheduled for design in 2020 and construction in late 2021.

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>21/22 Programmed</b>	<b>22/23 Programmed</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>
119 - LTM-Infrastructure	\$55,459	\$55,459	\$55,459	\$0	\$0	\$0	\$0	\$0
229.105 - Gas Tax RMRA	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$55,459	\$55,459	\$55,459	\$100,000	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$120,000 80%

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

**Estimated Project Total: \$150,000**

**Capital Improvement Program**

**2022 Annual Pavement Rehabilitation**

**Project No.:** 22-001

Budget Status: Future

Category: TDU

Funding Status: Complete

City Council District: District 1, District 2, District 3, District 4, District 5

**Project Objective:**

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

**Location:**

Various  
Various City streets to be determined.

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

Costs are based on the projected revenue available for street paving--The anticipated funding for this project is \$900,000 from the Road Maintenance and Rehabilitation Act (SB1 RMRA) and \$300,000 from Gas Tax HUTA (Highway User Tax Account), totaling \$200,000 for project development and about \$1,000,000 for construction capital.

**Project Schedule Estimate:**

Each annual paving project is designed and approved during the year in the title and either constructed that same year or the following season, weather permitting. Project development work typically begins in September and completed by May of each year. Construction usually starts in June and is completed by September of each year.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
229.105 - Gas Tax RMRA	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0
236.300 - TAM Measure A	\$0	\$0	\$0	\$0	\$200,000	\$0	\$0	\$0
229 - Gas Tax HUTA	\$0	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0
119 - LTM-Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$0	\$0	\$0	\$0	\$600,000	\$0	\$0	\$0

Estimated Capital Costs: \$510,000 85%

Estimated Project Development Cost: \$90,000 15%

**Estimated Project Total: \$600,000**

**Capital Improvement Program**

**2023 Annual Pavement Rehabilitation**

**Project No.:** 23-001

Budget Status: Future

Category: TDU

Funding Status: Complete

City Council District: District 1, District 2, District 3, District 4, District 5

**Project Objective:**

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

**Location:**

TBD

**Project Description and Background:**

This project will resurface pavement on city streets as identified in the City's Pavement Management Program and as funding will allow. Pavement Condition Index (PCI) and other factors are used to prepare a recommendation of priority street segments to receive pavement rehabilitation in a given fiscal year. The type of rehabilitation work will include scrub-seal and microsurfacing. This project will also upgrade pedestrian facilities to meet accessibility requirements and include bike lane striping and traffic safety enhancements like crosswalks.

**Cost Estimate and Revenue Considerations:**

Costs are based on the projected revenue available for street paving--Typically made up of Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds totaling around \$200,000 for project development and about \$1,000,000 for construction capital.

**Project Schedule Estimate:**

Each annual paving project is designed and approved during the year in the title and either constructed that same year or the following season, weather permitting. Project development work typically begins in September and completed by May of each year. Construction usually starts in June and is completed by September of each year.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
229.105 - Gas Tax RMRA	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0
236.300 - TAM Measure A	\$0	\$0	\$0	\$0	\$0	\$250,000	\$0	\$0
229 - Gas Tax HUTA	\$0	\$0	\$0	\$0	\$0	\$300,000	\$0	\$0
119 - LTM-Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$0	\$0	\$0	\$0	\$0	\$650,000	\$0	\$0

Estimated Capital Costs: \$765,000 85%

Estimated Project Development Cost: \$135,000 15%

**Estimated Project Total: \$900,000**

**Capital Improvement Program**

**2024 Annual Pavement Rehabilitation**

**Project No.:** 24-001

Budget Status: Future

Category: TDU

Funding Status: Incomplete

City Council District: District 1, District 2, District 3, District 4, District 5

**Project Objective:**

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

**Location:**

TBD

**Project Description and Background:**

This project will resurface pavement on city streets as identified in the City's Pavement Management Program and as funding will allow. Pavement Condition Index (PCI) and other factors are used to prepare a recommendation of priority street segments to receive pavement rehabilitation in a given fiscal year. The type of rehabilitation work will include scrub-seal and microsurfacing. This project will also upgrade pedestrian facilities to meet accessibility requirements and include bike lane striping and traffic safety enhancements like crosswalks.

**Cost Estimate and Revenue Considerations:**

Costs are based on the projected revenue available for street paving--Typically made up of Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds totaling around \$200,000 for project development and about \$1,000,000 for construction capital.

**Project Schedule Estimate:**

Each annual paving project is designed and approved during the year in the title and either constructed that same year or the following season, weather permitting. Project development work typically begins in September and completed by May of each year. Construction usually starts in June and is completed by September of each year.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
229 - Gas Tax HUTA		\$0		\$0	\$0	\$0	\$300,000	\$0
236.300 - TAM Measure A		\$0		\$0	\$0	\$0	\$250,000	\$0
235.160 - TAM Measure B (VRF)		\$0		\$0	\$0	\$315,000	\$0	\$0
229.105 - Gas Tax RMRA		\$0		\$0	\$0	\$0	\$100,000	\$0
119 - LTM-Infrastructure		\$0		\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>		\$0		\$0	\$0	\$315,000	\$650,000	\$0

Estimated Capital Costs: \$820,250 85%

Estimated Project Development Cost: \$144,750 15%

**Estimated Project Total: \$965,000**



**Capital Improvement Program**

**2025 Annual Pavement Rehabilitation**

**Project No.:** 25-001

Budget Status: Future

Category: TDU

Funding Status: Incomplete

City Council District: District 1, District 2, District 3, District 4, District 5

**Project Objective:**

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

**Location:**

TBD

**Project Description and Background:**

This project will resurface pavement on city streets as identified in the City's Pavement Management Program and as funding will allow. Pavement Condition Index (PCI) and other factors are used to prepare a recommendation of priority street segments to receive pavement rehabilitation in a given fiscal year. The type of rehabilitation work will include scrub-seal and microsurfacing. This project will also upgrade pedestrian facilities to meet accessibility requirements and include bike lane striping and traffic safety enhancements like crosswalks.

**Cost Estimate and Revenue Considerations:**

Costs are based on the projected revenue available for street paving--Typically made up of Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds totaling around \$200,000 for project development and about \$1,000,000 for construction capital.

**Project Schedule Estimate:**

Each annual paving project is designed and approved during the year in the title and either constructed that same year or the following season, weather permitting. Project development work typically begins in September and completed by May of each year. Construction usually starts in June and is completed by September of each year.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
229 - Gas Tax HUTA		\$0		\$0	\$0	\$0	\$0	\$300,000
119 - LTM-Infrastructure		\$0		\$0	\$0	\$0	\$0	\$0
236.300 - TAM Measure A		\$0		\$0	\$0	\$0	\$0	\$250,000
229.105 - Gas Tax RMRA		\$0		\$0	\$0	\$0	\$0	\$100,000
<b>Subtotals:</b>		\$0		\$0	\$0	\$0	\$0	\$650,000

Estimated Capital Costs: \$650,000 100%

Estimated Project Development Cost: \$0 0%

**Estimated Project Total: \$650,000**

**Capital Improvement Program**

**Storm Drain Master Plan**

**Project No.:** 98-008

Budget Status: Closeout

Category: TDU

Funding Status: Complete

City Council District: District 1, District 2, District 3, District 4, District 5

**Project Objective:**

Complete work on the City of Novato's Storm Drainage Master Plan in conjunction with current pollutant discharge elimination programs (National Pollution Discharge Elimination System (NPDES); Marin County Storm Water Pollution Prevention Program (MCSTOPPP); and best management practices.

**Location:**

**Project Description and Background:**

The initial master plan work was done during 1986-89 and supported the Measure F bond funding component for storm drainage improvements. The focus at that time was identifying areas where existing local storm drains (as opposed to Flood Control District facilities) warranted upgrades in capacity design to convey flows. New work includes compiling all the previous work done into a comprehensive computerized model of the Novato basins studied previously. Also, mapping will be produced to aid the Clean Storm Water program and the drainage component of the Development Impact Fees. The information obtained will be integrated with the existing storm drain inventory. The work product will also focus on the creation of a GIS database which will serve as a key to facilities management work in the City of Novato with respect to the NPDES mandate to monitor flows throughout the city's network of storm drains. The master plan work will assist creek inspections and pollution complaint investigations. The maps produced will show all pipe outfalls into creeks, and will help fulfill the outfall monitoring task required by the Goals 2000 Clean Storm Water Program (MCSTOPPP).

**Cost Estimate and Revenue Considerations:**

Costs are based on actual expenditures, and estimates for annual and ongoing work for staff and consultants to complete the master plan. The use of Clean Storm Water and Development Impact Fees-Drainage funds will be utilized to perform the project objectives. The Development Impact Fees for Public Facilities 2002 update, Development Impact Fees (DIF) Drainage, identified the storm drain master plan update as needed drainage improvement. The DIF funding is to be a 20.2% match to other city funds.

**Project Schedule Estimate:**

The completion of the master plan is scheduled for summer 2020.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
241.158 - DIF- Match - Drainag	\$68,800	\$68,800	\$0	\$0	\$0	\$0	\$0	\$0
211 - Clean Stormwater	\$275,200	\$275,200	\$0	\$0	\$0	\$0	\$0	\$0
119 - LTM-Infrastructure	\$50,000	\$50,000	\$9,868	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$394,000	\$394,000	\$9,868	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$0 0%

Estimated Project Development Cost: \$390,937 100%

**Estimated Project Total: \$390,937**

# Retaining Wall Assessment

**Project No.:** 14-007

Budget Status: Closeout

Category: TDU

Funding Status: Complete

City Council District: District 1, District 2, District 3, District 4, District 5

**Project Objective:**

Assess the retaining walls throughout the city, establish an inventory of their condition, and implement repairs at priority locations.

**Location:**

Citywide

**Project Description and Background:**

The city owns and maintains over 70 retaining walls throughout the city. A database of city-owned retaining walls is necessary to effectively and efficiently manage this portion of the infrastructure. The study completed in 2014 documented the condition of each retaining wall for which the city is responsible, and outline replacement strategies and costs as appropriate.

**Cost Estimate and Revenue Considerations:**

Gas Tax funded the initial project phase. The repairs will be funded with Infrastructure Long Term Maintenance.

**Project Schedule Estimate:**

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

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
119 - LTM-Infrastructure	\$349,164	\$330,705	\$55,459	\$0	\$0	\$0	\$0	\$0
229 - Gas Tax HUTA	\$0	\$0	\$0	\$0				
<b>Subtotals:</b>	\$349,164	\$330,705	\$55,459	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs:

Estimated Project Development Cost:

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**Estimated Project Total:**

**Capital Improvement Program**

**Vineyard Road Pavement Rehabilitation**

**Project No.:** 15-017  
**Category:** TDU  
**City Council District:** District 2

**Budget Status:** Closeout  
**Funding Status:** Complete

**Project Objective:**

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

**Location:**

Vineyard Road

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

Costs are based on the engineer's estimate of probable cost as of 95% design completion. Project Development is funded by Gas Tax, Long Term Maintenance and Restricted Revenue. Construction will be funded by a federal PCA / STP Grant, New SB1 Gas Tax and Long Term Maintenance.

**Project Schedule Estimate:**

Project Development started in 14/15. The Project was completed in FY 19/20.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
234.150 - Grant-PCA/STP	\$1,015,000	\$1,015,000	\$0	\$0	\$0	\$0	\$0	\$0
240 - Restricted Revenue	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
229 - Gas Tax HUTA	\$63,975	\$63,975	\$0	\$0	\$0	\$0	\$0	\$0
229.105 - Gas Tax RMRA	\$550,000	\$550,000	(\$6,964)	\$0	\$0	\$0	\$0	\$0
119 - LTM-Infrastructure	\$137,782	\$137,782	(\$3,646)	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$1,816,757	\$1,816,757	(\$10,610)	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$1,507,908 83%

Estimated Project Development Cost: \$308,849 17%

**Estimated Project Total: \$1,816,757**

**Capital Improvement Program**

**Lamont Ave Bike Lanes**

**Project No.:** 16-013  
**Category:** TDU  
**City Council District:** District 3

**Budget Status:** Closeout  
**Funding Status:** Complete

**Project Objective:**

Improve bicycle connectivity from the westerly terminus of the existing Lamont Avenue Class 2 bike lanes to the Class 1 bike path on Franklin Avenue and the recently installed SMART multi-use path at the easterly end of Lamont Avenue.

**Location:**

Lamont Ave. btwn Reichert and Franklin

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

Costs are based on engineers estimate. The funding source for this project is a Transportation Fund for Clean Air Grant from the Bay Area Air Quality Management District, a Transportation Development Act grant and local matching gas tax funds.

**Project Schedule Estimate:**

The project was constructed in 2019/20

<b>Funding Source(s)</b>	<b>Approved in Prior Year(s)</b>	<b>Estimated Expenditures through 19/20</b>	<b>Estimated Carryover to 20/21</b>	<b>20/21 Adopted Budget</b>	<b>21/22 Programmed</b>	<b>22/23 Programmed</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>
234.201 - Grant-TDA	\$30,000	\$30,000	\$707	\$0	\$0	\$0	\$0	\$0
234.204 - Grant-TFCA	\$317,862	\$317,862	\$0	\$0	\$0	\$0	\$0	\$0
229 - Gas Tax HUTA	\$112,138	\$112,138	\$0	\$0	\$0	\$0	\$0	\$0
236.300 - TAM Measure A	\$8,026	\$8,026	\$4,262	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$468,026	\$468,026	\$4,968	\$0	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$440,941 92%

Estimated Project Development Cost: \$38,343 8%

**Estimated Project Total: \$479,284**

**Capital Improvement Program**

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

**Project No.:** 18-001  
**Category:** TDU  
**City Council District:** District 5

**Budget Status:** Closeout  
**Funding Status:** Complete

**Project Objective:**

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

**Location:**

Nave Dr. from Alameda Del Prado to Bel Marin Keys

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

Costs are based on the projected revenue available for street paving--Typically made up of Gas Tax, TAM Measures A, and Infrastructure Long Term Maintenance funds. Due to a funding exchange with another project that was approved by City Council on May 23, 2017, this project will be the recipient of federal dollars that originally made up a regional OBAG2 grant. The \$1.552M grant requires a minimum \$240K local match to make up the \$1.792M available. After reasonable estimates for project development, construction management, and capital contingency costs, the target construction contract value will be around \$1.635M. TAM Measure A and Gas Tax are typical funding sources for this type of annual paving project, but the funds exchange has replaced these sources with a \$1.552M grant. \$240K minimum local match is to be funded by new Senate Bill 1 Gas Tax.

**Project Schedule Estimate:**

The project was constructed in FY 2019/20.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
234.150 - Grant-PCA/STP	\$1,551,950	\$1,551,950	\$206,864	\$0	\$0	\$0	\$0	\$0
229.105 - Gas Tax RMRA	\$340,000	\$340,000	\$43,171	(\$20,000)	\$0	\$0	\$0	\$0
119 - LTM-Infrastructure	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0
229.104 - Gas Tax HUTA 2103	\$243,602	\$97,372	\$201,072	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$2,235,552	\$2,089,322	\$451,107	(\$20,000)	\$0	\$0	\$0	\$0

Estimated Capital Costs: \$1,798,784 88%

Estimated Project Development Cost: \$235,696 12%

**Estimated Project Total: \$2,034,480**

## Downtown SMART Station Phase II

**Project No.:** 18-006  
**Category:** TDU  
**City Council District:** District 1

**Budget Status:** Closeout  
**Funding Status:** Complete

**Project Objective:**

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

**Location:**

Downtown SMART station at Grant and Railroad Ave.

**Project Description and Background:**

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

**Cost Estimate and Revenue Considerations:**

The original Phase II cost estimate was \$3.1M, however SMART submitted a cost proposal to the city from their design-build contractor in March 2018 for \$5.2M, a \$2.1M difference. The increase was largely due to the increased demand for Positive Train Control (PTC) hardware and software because of a federal mandate for PTC systems to be installed on Class I railroad mainlines by December 31, 2018. The City was previously awarded a \$1.45M One Bay Area Grant (OBAG2) comprised of federal funding sources to construct the downtown SMART station. The first phase of the SMART project cannot accept federal funds, so a funding swap was coordinated to replace the federal grant funding with local funds. Additional local funds were approved along with the funding swap in 2017/18 for a total of \$3.1M, including the \$300K of LTM-Infrastructure funds in 2018/19 as shown in the table below. Initial cost estimates used to determine funding have increased from \$3.1M to \$5.2M. City staff sought additional grant funding and other opportunities to make up the \$2.1M difference to construct this project.

**Project Schedule Estimate:**

Construction of the Downtown SMART Phase II work took place along with SMART's Larkspur Extension contract. This allowed for cost savings and efficiencies during construction and testing. Work on the Larkspur Extension contract was completed in Fall 2019. The Downtown SMART station started operations in December 2019.

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
236.400 - TAM A (Major Streets	\$483,000	\$483,000	\$0	\$0	\$0	\$0	\$0	\$0
236.300 - TAM Measure A	\$1,057,794	\$1,057,794	\$0	\$0	\$0	\$0	\$0	\$0
235.160 - TAM Measure B (VRF	\$456,206	\$456,206	\$0	\$0	\$0	\$0	\$0	\$0
116 - Emerg. & Disaster Respon	\$300,000	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0
112 - City-Owned Property Fun	\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0
602 - Equipment Replacement	\$1,000,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0
119 - LTM-Infrastructure	\$300,000	\$300,000	\$51,057	\$0	\$0	\$0	\$0	\$0
101 - General Fund	\$1,117,000	\$1,067,000	\$0	\$0	\$0	\$0	\$0	\$0

Capital Improvement Program

**Downtown SMART Station Phase II**

Project No.: 18-006

Budget Status: Closeout

Category: TDU

Funding Status: Complete

City Council District: District 1

<b>Subtotals:</b>	\$5,214,000	\$5,164,000	\$51,057	\$0	\$0	\$0	\$0	\$0
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Estimated Capital Costs: \$5,714,000 100%

Estimated Project Development Cost: \$0 0%

**Estimated Project Total: \$5,714,000**



Capital Improvement Program

**2020 Annual Pavement Rehabilitation**

**Project No.:** 20-001

Budget Status: Closeout

Category: TDU

Funding Status: Complete

City Council District: District 1, District 2, District 3, District 4, District 5

**Project Objective:**

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

**Location:**

This Project was combined with 21-001

**Project Description and Background:**

See Project 21-001

**Cost Estimate and Revenue Considerations:**

See Project 21-001

**Project Schedule Estimate:**

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

Funding Source(s)	Approved in Prior Year(s)	Estimated Expenditures through 19/20	Estimated Carryover to 20/21	20/21 Adopted Budget	21/22 Programmed	22/23 Programmed	23/24 Programmed	24/25 Programmed
234.150 - Grant-PCA/STP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
229.105 - Gas Tax RMRA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
229 - Gas Tax HUTA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
235.160 - TAM Measure B (VRF)	\$430,000	\$0	\$430,000	(\$430,000)	\$0	\$0	\$0	\$0
236.300 - TAM Measure A	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
119 - LTM-Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotals:</b>	\$430,000	\$0	\$430,000	(\$430,000)	\$0	\$0	\$0	\$0

Estimated Capital Costs: 90%

Estimated Project Development Cost: 10%

**Estimated Project Total:**

## General Funds

### 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.

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Amended Budget 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	8,603,995	7,165,153	7,165,153	985,357 <sup>1</sup>
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	
<b>Subtotal Revenues</b>	<b>208,964</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>
<b>TOTAL FINANCING AVAILABLE</b>	<b>8,812,959</b>	<b>7,265,153</b>	<b>7,265,153</b>	<b>985,357</b>
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				
<b>Total Expenditures &amp; Transfers Out</b>	<b>1,647,806</b>	<b>6,445,003</b>	<b>6,279,796</b>	<b>985,357</b>
<b>Fund Balance - End Fiscal Year</b>	<b>7,165,153</b>	<b>820,150</b>	<b>985,357</b>	<b>0</b>

#### Notes

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

**General Funds**

**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.

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

**General Funds**

**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.

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

## General Funds

### 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 severe 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.

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Amended Budget 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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	
<b>Subtotal Revenues</b>	1,906	4,655,298	4,655,298	0
Transfers In				
General Fund		3,463	3,463	
<b>TOTAL FINANCING AVAILABLE</b>	6,918,741	11,277,502	11,277,502	10,397,502
Expenditures		400,000 <sup>1</sup>	475,000 <sup>2</sup>	
Note: FY 2020/21				
Transfers Out:				
General Fund				
Capital Projects Fund	300,000	255,000	405,000 <sup>3</sup>	
<b>Total Expenditures &amp; Transfers Out</b>	300,000	655,000	880,000	0
<b>Fund Balance - End Fiscal Year</b>	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

General Funds

**Fund 117 - Civic Center**

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

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

**General Funds**

**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.

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

**General Funds**

**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.

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



**General Funds**

**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.

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

Special Revenue Funds

**Fund 210 - Affordable Housing Programs**

This fund was created in FY 2013/14 by Council resolution to combine the Housing Opportunity and Affordable Housing Trust funds, as well as transfer the affordable housing program currently managed by Hello Housing, including purchases and resales of affordable housing units at Hamilton, into one consolidated fund.

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Amended Budget 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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			
<b>Subtotal Revenues</b>	<u>258,401</u>	<u>122,750</u>	<u>122,750</u>	<u>122,750</u>
Transfers In				
General Fund				
Hamilton Trust Fund	40,469	80,000	80,000	41,000
<b>TOTAL FINANCING AVAILABLE</b>	<u>3,106,247</u>	<u>3,104,466</u>	<u>3,104,466</u>	<u>3,104,466</u>
Expenditures	203,779	193,558	193,558	193,558
Transfers Out				
Debt Service-POB Fund	752	778	778	778
<b>Total Expenditures &amp; Transfers Out</b>	<u>204,531</u>	<u>194,336</u>	<u>194,336</u>	<u>194,336</u>
<b>Fund Balance - End Fiscal Year</b>	<u>2,901,716</u>	<u>2,910,130</u>	<u>2,910,130</u>	<u>2,910,130</u>

## Special Revenue Funds

### 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.

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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
<b>Subtotal Revenues</b>	<u>353,710</u>	<u>370,625</u>	<u>370,625</u>	<u>369,625</u>
Transfers In:				
General Fund				
Other Funds				
<b>TOTAL FINANCING AVAILABLE</b>	<u>356,774</u>	<u>508,498</u>	<u>508,498</u>	<u>590,173</u>
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
<b>Total Expenditures &amp; Transfers Out</b>	<u>218,901</u>	<u>355,800</u>	<u>287,950</u>	<u>400,800</u>
<b>Fund Balance - End Fiscal Year</b>	<u>137,873</u>	<u>152,698</u>	<u>220,548</u>	<u>189,373</u>

Special Revenue Funds

**Fund 212 - Underground Utilities**

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

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

**Special Revenue Funds**

**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.

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

Special Revenue Funds

**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.

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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
<b>Subtotal Revenues</b>	<u>249,920</u>	<u>353,500</u>	<u>353,500</u>	<u>53,500</u>
Transfers In:				
CIP			168,127	
<b>TOTAL FINANCING AVAILABLE</b>	<u>734,509</u>	<u>901,990</u>	<u>1,070,117</u>	<u>606,232</u>
Expenditures				
Transfers Out:				
General Fund	500	500	0	0
Capital Projects Fund	185,519	752,400	517,385	0
<b>Total Expenditures &amp; Transfers Out</b>	<u>186,019</u>	<u>752,900</u>	<u>517,385</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>548,490</u>	<u>149,090</u>	<u>552,732</u>	<u>606,232</u>
<b>Reserved for Long-Term Obligations</b>				
<b>Available Funds - End Fiscal Year</b>	<u>548,490</u>	<u>149,090</u>	<u>552,732</u>	<u>606,232</u>

Special Revenue Funds

**Fund 215 - Art in Public Places**

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

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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
<b>Subtotal Revenues</b>	<u>68,433</u>	<u>2,625</u>	<u>2,625</u>	<u>11,125</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>201,550</u>	<u>199,175</u>	<u>199,175</u>	<u>197,800</u>
Expenditures	5,000			
Transfers Out:				
Capital Projects Fund	0	19,616	12,500	0
<b>Total Expenditures &amp; Transfers Out</b>	<u>5,000</u>	<u>19,616</u>	<u>12,500</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>196,550</u>	<u>179,559</u>	<u>186,675</u>	<u>197,800</u>

**Special Revenue Funds**

**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.

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Amended Budget 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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				
<b>Subtotal Revenues</b>	<b>98,065</b>	<b>83,050</b>	<b>83,050</b>	<b>97,900</b>
Other Financing Sources				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<b>426,341</b>	<b>396,395</b>	<b>396,395</b>	<b>344,295</b>
Expenditures	112,996	150,000	150,000	150,000
<b>Total Expenditures &amp; Transfers Out</b>	<b>112,996</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>Fund Balance - End Fiscal Year</b>	<b>313,345</b>	<b>246,395</b>	<b>246,395</b>	<b>194,295</b>



Special Revenue Funds

**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.

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Amended Budget 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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
<b>Subtotal Revenues</b>	<u>116,177</u>	<u>85,825</u>	<u>85,825</u>	<u>81,785</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>204,886</u>	<u>188,421</u>	<u>188,421</u>	<u>166,522</u>
Expenditures	100,221	101,501	101,501	101,501
Transfers Out:				
Debt Service-POB Fund	2,069	2,183	2,183	2,183
<b>Total Expenditures &amp; Transfers Out</b>	<u>102,290</u>	<u>103,684</u>	<u>103,684</u>	<u>103,684</u>
<b>Fund Balance - End Fiscal Year</b>	<u>102,596</u>	<u>84,737</u>	<u>84,737</u>	<u>62,838</u>

Special Revenue Funds

**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.

	<b>Unaudited Actual 2018/19</b>	<b>Amended Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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
<b>Subtotal Revenues</b>	<u>796,303</u>	<u>827,655</u>	<u>827,655</u>	<u>797,598</u>
Transfers In:				
General Fund				
San Pablo CFD	8,908	9,000	9,000	8,550
<b>TOTAL FINANCING AVAILABLE</b>	<u>1,213,032</u>	<u>1,420,486</u>	<u>1,420,486</u>	<u>1,596,719</u>
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	
<b>Total Expenditures &amp; Transfers Out</b>	<u>629,201</u>	<u>708,127</u>	<u>629,915</u>	<u>768,017</u>
<b>Fund Balance - End Fiscal Year</b>	<u>583,831</u>	<u>712,359</u>	<u>790,571</u>	<u>828,702</u>

## Special Revenue Funds

### 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.

	<b>Unaudited Actual 2018/19</b>	<b>Amended Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2019/20</b>
<b>Fund Balance - Begin Fiscal Year</b>	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
<b>Subtotal Revenues</b>	<u>196,644</u>	<u>196,248</u>	<u>196,248</u>	<u>196,248</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>885,158</u>	<u>917,468</u>	<u>917,468</u>	<u>874,011</u>
Expenditures	157,417	237,265	233,226	130,895
Transfers Out:				
Debt Service-POB Fund	6,521	6,479	6,479	
<b>Total Expenditures &amp; Transfers Out</b>	<u>163,938</u>	<u>243,744</u>	<u>239,705</u>	<u>130,895</u>
<b>Fund Balance - End Fiscal Year</b>	<u>721,220</u>	<u>673,724</u>	<u>677,763</u>	<u>743,116</u>

Special Revenue Funds

**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.

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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
<b>Subtotal Revenues</b>	466,393	470,100	406,600	455,000
<b>TOTAL FINANCING AVAILABLE</b>	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
<b>Total Expenditures &amp; Transfers Out</b>	314,888	785,000	396,874	560,000
<b>Fund Balance - End Fiscal Year</b>	1,329,424	1,014,524	1,339,150	1,234,150

Special Revenue Funds

**Fund 221 - Chapter 27 Assessments**

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

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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				
<b>Subtotal Revenues</b>	<u>5,919</u>	<u>2,300</u>	<u>5,469</u>	<u>2,600</u>
Transfers In:				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>248,309</u>	<u>243,689</u>	<u>246,858</u>	<u>256,378</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	6,920	6,920	(6,920)	0
<b>Total Expenditures &amp; Transfers Out</b>	<u>6,920</u>	<u>6,920</u>	<u>(6,920)</u>	<u>0</u>
<b>Fund Balance - End Fiscal Year</b>	<u>241,389</u>	<u>236,769</u>	<u>253,778</u>	<u>256,378</u>

**Special Revenue Funds**

**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.

	<b>Unaudited Actual 2018/19</b>	<b>Amended Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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				
<b>Subtotal Revenues</b>	59,506	64,728	64,728	66,802
<b>TOTAL FINANCING AVAILABLE</b>	97,378	109,881	109,881	114,809
Expenditures	52,225	61,874	61,874	66,248
<b>Total Expenditures &amp; Transfers Out</b>	52,225	61,874	61,874	66,248
<b>Fund Balance - End Fiscal Year</b>	45,153	48,007	48,007	48,561

**Special Revenue Funds**

**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.

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

**Special Revenue Funds**

**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.

	<b>Unaudited Actual 2018/19</b>	<b>Amended Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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
<b>Subtotal Revenues</b>	<u>10,300</u>	<u>10,706</u>	<u>10,706</u>	<u>10,706</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>17,125</u>	<u>18,417</u>	<u>18,417</u>	<u>20,623</u>
Expenditures	9,414	10,396	8,500	10,850
<b>Total Expenditures &amp; Transfers Out</b>	<u>9,414</u>	<u>10,396</u>	<u>8,500</u>	<u>10,850</u>
<b>Fund Balance - End Fiscal Year</b>	<u>7,711</u>	<u>8,021</u>	<u>9,917</u>	<u>9,773</u>



**Special Revenue Funds**

**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.

	<b>Unaudited Actual 2018/19</b>	<b>Amended Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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				
<b>Subtotal Revenues</b>	<u>22,650</u>	<u>23,356</u>	<u>23,356</u>	<u>23,680</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>83,664</u>	<u>84,160</u>	<u>84,160</u>	<u>85,094</u>
Expenditures	22,860	22,746	22,746	23,680
<b>Total Expenditures &amp; Transfers Out</b>	<u>22,860</u>	<u>22,746</u>	<u>22,746</u>	<u>23,680</u>
<b>Fund Balance - End Fiscal Year</b>	<u>60,804</u>	<u>61,414</u>	<u>61,414</u>	<u>61,414</u>

Special Revenue Funds

**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.

	<b>Unaudited Actual 2018/19</b>	<b>Amended Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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
<b>Subtotal Revenues</b>	9,027	7,710	7,710	7,710
<b>TOTAL FINANCING AVAILABLE</b>	122,127	127,385	127,385	132,015
Expenditures	2,452	2,850	3,080	2,850
<b>Total Expenditures &amp; Transfers Out</b>	2,452	2,850	3,080	2,850
<b>Fund Balance - End Fiscal Year</b>	119,675	124,535	124,305	129,165

Special Revenue Funds

**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.

	<b>Unaudited Actual 2018/19</b>	<b>Amended Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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
<b>Subtotal Revenues</b>	<u>14,710</u>	<u>14,696</u>	<u>14,696</u>	<u>14,726</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>58,748</u>	<u>63,661</u>	<u>63,661</u>	<u>61,678</u>
Expenditures	875	7,534	7,534	29,368
Transfers Out				
Hamilton CFD	8,908	9,175	9,175	9,000
<b>Total Expenditures &amp; Transfers Out</b>	<u>9,783</u>	<u>16,709</u>	<u>16,709</u>	<u>38,368</u>
<b>Fund Balance - End Fiscal Year</b>	<u>48,965</u>	<u>46,952</u>	<u>46,952</u>	<u>23,310</u>

Special Revenue Funds

**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.

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

## Special Revenue Funds

### 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.

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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
<b>Subtotal Revenues</b>	<u>2,168,306</u>	<u>2,846,310</u>	<u>2,010,722</u>	<u>1,611,378</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>3,379,247</u>	<u>4,902,686</u>	<u>4,067,098</u>	<u>2,649,088</u>
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
<b>Total Expenditures &amp; Transfers Out</b>	<u>1,322,871</u>	<u>3,956,738</u>	<u>3,029,388</u>	<u>1,812,000</u>
<b>Fund Balance - End Fiscal Year</b>	<u>2,056,376</u>	<u>945,948</u>	<u>1,037,710</u>	<u>837,088</u>

## Special Revenue Funds

### 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.

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Amended Budget 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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
<b>Subtotal Revenues</b>	<u>150,702</u>	<u>96,780</u>	<u>96,780</u>	<u>107,780</u>
Transfers In				
General Fund	7,000	7,000	7,000	7,000
<b>TOTAL FINANCING AVAILABLE</b>	<u>266,586</u>	<u>221,733</u>	<u>221,733</u>	<u>230,513</u>
Expenditures	148,633	106,000	106,000	110,000
Transfers Out				
Equipment Replacement				
<b>Total Expenditures &amp; Transfers Out</b>	<u>148,633</u>	<u>106,000</u>	<u>106,000</u>	<u>110,000</u>
<b>Fund Balance - End Fiscal Year</b>	<u>117,953</u>	<u>115,733</u>	<u>115,733</u>	<u>120,513</u>

Special Revenue Funds

**Fund 232 - State COPS Grant**

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

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

Special Revenue Funds

**Fund 233 - Operating Grants Fund**

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

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



Special Revenue Funds

**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.

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

Special Revenue Funds

**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.

	<b>Unaudited Actual 2018/19</b>	<b>Amended Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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	
<b>Subtotal Revenues</b>	<u>10,817</u>	<u>454,260</u>	<u>441,273</u>	<u>4,260</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>477,346</u>	<u>475,400</u>	<u>462,413</u>	<u>466,673</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	456,206	387,775	0	430,000
<b>Total Expenditures &amp; Transfers Out</b>	<u>456,206</u>	<u>387,775</u>	<u>0</u>	<u>430,000</u>
<b>Fund Balance - End Fiscal Year</b>	<u>21,140</u>	<u>87,625</u>	<u>462,413</u>	<u>36,673</u>

## Special Revenue Funds

### 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.

	<b>Unaudited Actual 2018/19</b>	<b>Amended Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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				
<b>Subtotal Revenues</b>	634,353	3,191,646	1,489,296	898,042
Transfers In:				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	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
<b>Total Expenditures &amp; Transfers Out</b>	1,728,961	2,999,396	686,418	1,565,000
<b>Fund Balance - End Fiscal Year</b>	153,766	346,016	956,644	289,686

Special Revenue Funds

**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.

	<b>Unaudited Actual 2018/19</b>	<b>Amended Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	(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	
<b>Subtotal Revenues</b>	<u>435,721</u>	<u>902,310</u>	<u>903,007</u>	<u>302,310</u>
Transfers In:				
Capital Projects Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>162,058</u>	<u>597,351</u>	<u>598,048</u>	<u>468,358</u>
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			
<b>Total Expenditures &amp; Transfers Out</b>	<u>467,017</u>	<u>397,283</u>	<u>432,000</u>	<u>330,000</u>
<b>Fund Balance - End Fiscal Year</b>	<u>(304,959)</u>	<u>200,068</u>	<u>166,048</u>	<u>138,358</u>

Special Revenue Funds

**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.

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

**Special Revenue Funds**

**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.

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

## Special Revenue Funds

### 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.

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

Special Revenue Funds

**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.

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Projected Actual 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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
<b>Subtotal Revenues</b>	<u>1,395,873</u>	<u>370,000</u>	<u>370,000</u>	<u>370,000</u>
Transfers In:				
General Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<u>13,315,230</u>	<u>13,512,859</u>	<u>13,512,859</u>	<u>12,757,002</u>
Expenditures				
Transfers Out:				
General Fund		2,000		
Capital Projects Fund	172,371	2,439,555	1,125,857	1,000,000
Equity Transfer				
<b>Total Expenditures &amp; Transfers Out</b>	<u>172,371</u>	<u>2,441,555</u>	<u>1,125,857</u>	<u>1,000,000</u>
<b>Fund Balance - End Fiscal Year</b>	<u>13,142,859</u>	<u>11,071,304</u>	<u>12,387,002</u>	<u>11,757,002</u>



Debt Service Funds

**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.

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Amended Budget 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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
<b>Subtotal Revenues</b>	<u>1,849,991</u>	<u>1,492,979</u>	<u>1,492,979</u>	<u>1,522,677</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>3,829,020</u>	<u>3,539,423</u>	<u>3,539,423</u>	<u>3,264,798</u>
Expenditures				
Debt Service	21,140	26,425	26,425	26,500
	1,761,436	1,770,877	1,770,877	1,775,943
<b>Total Expenditures &amp; Transfers Out</b>	<u>1,782,576</u>	<u>1,797,302</u>	<u>1,797,302</u>	<u>1,802,443</u>
<b>Fund Balance - End Fiscal Year</b>	<u>2,046,444</u>	<u>1,742,121</u>	<u>1,742,121</u>	<u>1,462,355</u>

Debt Service Funds

**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.

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

**Proprietary Funds**

**Fund 601 - Equipment Maintenance**

This internal service fund is used for the purpose of accumulating and disbursing funds for the operation and maintenance of City vehicles, equipment, and rolling stock purchased by the City's Vehicle/Equipment Replacement Fund. Funds are generated by maintenance and operation charges to user departments for direct and overhead expenses. This fund does not accumulate interest earnings.

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

**Proprietary Funds**

**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.

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Amended Budget 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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
<b>Subtotal Revenues</b>	<u>739,489</u>	<u>624,944</u>	<u>624,944</u>	<u>624,944</u>
Transfers In				
General Fund	359,500	226,570	226,570	483,186
Measure F		250,000	250,000	
State COPS grant	14,031			
<b>TOTAL FINANCING AVAILABLE</b>	<u>8,181,268</u>	<u>7,567,216</u>	<u>7,567,216</u>	<u>6,559,627</u>
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			
<b>Total Expenditures &amp; Transfers Out</b>	<u>1,715,566</u>	<u>2,115,719</u>	<u>2,115,719</u>	<u>1,283,186</u>
<b>Fund Balance - End Fiscal Year</b>	<u>6,465,702</u>	<u>5,451,497</u>	<u>5,451,497</u>	<u>5,276,441</u>

**Proprietary Funds**

**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.

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Amended Budget 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	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
<b>Subtotal Revenues</b>	<b>84,615</b>	<b>98,925</b>	<b>98,925</b>	<b>98,925</b>
Transfers In				
Measure F				
Equipment Replacement Fund				
<b>TOTAL FINANCING AVAILABLE</b>	<b>473,808</b>	<b>459,804</b>	<b>459,804</b>	<b>446,729</b>
Expenditures	112,929	112,000	112,000	134,000
<b>Total Expenditures &amp; Transfers Out</b>	<b>112,929</b>	<b>112,000</b>	<b>112,000</b>	<b>134,000</b>
<b>Fund Balance - End Fiscal Year</b>	<b>360,879</b>	<b>347,804</b>	<b>347,804</b>	<b>312,729</b>

## Proprietary Funds

### Fund 651 - Marin Valley Mobile Country Club

This fund was established to track revenues and expenditures related to the Marin Valley Mobile Country Club Park (MVMCC). Accounting and management functions are performed by a property manager, with oversight and guidance provided by the Park Acquisition Corporation (PAC). The city has policy oversight.

	<b>Unaudited Actual 2018/19</b>	<b>Adopted Budget 2019/20</b>	<b>Amended Budget 2019/20</b>	<b>Adopted Budget 2020/21</b>
<b>Fund Balance - Begin Fiscal Year</b>	15,283,820	16,163,723	16,163,723	15,359,835
Revenues				
Investment Earnings	117,372	42,000	42,000	42,000
Rental Income	2,412,543	2,412,086	2,412,086	2,412,212
Utility Reimbursements	800,450	827,051	827,051	877,833
Other	8,872	6,660	6,660	8,780
<b>Subtotal Revenues</b>	<u>3,339,237</u>	<u>3,287,797</u>	<u>3,287,797</u>	<u>3,340,825</u>
<b>TOTAL FINANCING AVAILABLE</b>	<u>18,623,057</u>	<u>19,451,520</u>	<u>19,451,520</u>	<u>18,700,660</u>
Expenditures	2,311,939	3,958,409	3,958,409	4,073,073
Debt Service	147,395	133,276	133,276	117,787
<b>Total Expenditures &amp; Transfers Out</b>	<u>2,459,334</u>	<u>4,091,685</u>	<u>4,091,685</u>	<u>4,190,860</u>
<b>Fund Balance - End Fiscal Year</b>	<u>16,163,723</u>	<u>15,359,835</u>	<u>15,359,835</u>	<u>14,509,800</u>

### *Glossary*

**Accounts Payable:** Amounts owed by the city to external entities for goods and services received.

**Accounts Receivable:** Amounts due to the city from external entities for goods and services furnished.

**Adjusted Budget:** The current budget adopted by the City Council in addition to Council-approved modifications authorized throughout the year.

**Adopted Budget:** The current budget adopted through resolution by the City Council.

**Agency Funds:** Account for assets held by the city in a trustee capacity or as an agent for other governments, private organizations, individuals, and/or other funds.

**Appropriation:** An authorization by the City Council that permits officials to incur obligations and expend City resources within a fiscal year.

**Audit:** An examination of city records and accounts by an external source to check their validity and accuracy.

**Bond:** An interest-bearing or discounted government security that obligates the issuer to pay the bondholder(s) specified sums of money at regular intervals and to repay the principal of the loan at maturity.

**Bond Proceeds:** The funds received from the issuance of bonds.

**Budget:** A spending plan and policy guide comprised of an itemized summary of the city's probable revenues and expenditures for a given fiscal year.

**Budget Amendment:** A method to revise a budget revenue or appropriation after the fiscal year budget has been adopted.

**CalPERS:** The California Public Employees' Retirement System. CalPERS provides retirement and health benefits to more than 1.4 million public employees, retirees, and their families and more than 2,500 employers.

**California Local Government Financing Authority (CLGFA):** Joint Powers Authority (JPA) created by certain California counties and the City of Novato for the purpose of assisting the members of the JPA and other local agencies to obtain financing for public capital improvements whenever there are significant public benefits and to make loans to and enter into other agreements with its members and other local agencies.

**California Public Employee's Pension Reform Act (PEPRA):** Act signed into law by Governor Jerry Brown for all public employers in the state that mandates new, lower benefit pension formulas for employees hired after December 31, 2012, with the goal of reducing pension costs over time.

**California Society of Municipal Finance Officers (CSMFO):** Statewide association for finance professionals in California cities, special districts and counties, as well as commercial finance professionals, such as brokers, bankers, auditors, and specialized financial consultants. CSMFO offers a variety of professional training programs for its members.

## Glossary & Acronyms

**Capital Budget:** Program for financing long-term outlays for construction or major repairs of facilities, buildings, and infrastructure.

**Capital Improvements:** Construction or major repair of city facilities, buildings, and infrastructure.

**Capital Outlay:** The acquisition costs of equipment with a value greater than \$5,000 and a useful life of one year or more used in providing direct services.

**Community Facilities District (CFD):** A special tax assessment district, which provides various types of maintenance within the district.

**Computer Aided Dispatch (CAD):** Software packages used to initiate public safety calls for service, dispatch, and maintain the status of responding resources in the field.

**Debt Service:** The costs of paying the principal and interest on borrowed money according to a predetermined schedule.

**Debt Service Funds:** Funds used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.

**Encumbrance:** The commitment of appropriated funds to purchase an item or service in the future.

**Expenditures:** The cost for the personnel, materials and equipment required for a department to function.

**Fiscal Sustainability Plan:** Long-range planning document approved by City Council to guide key financial decisions over the next five or more years.

**Fiscal Year (FY):** A time period designated by the city signifying the beginning and ending period for recording financial transactions. Novato has a fiscal year of July 1 through June 30.

**Full-Time Equivalent (FTE):** The conversion of permanent, part-time, or temporary positions to a decimal equivalent of a permanent, full-time position based on an annual amount of 2,080 hours worked.

**Fund:** An accounting entity with a self-balancing set of accounts recording financial resources and transactions for specific activities.

**Fund Balance:** The net effect of assets less liabilities at any given point in time.

**Gann Appropriation Limit:** A State of California mandated appropriation limit imposed on local jurisdictions.

**General Fund:** Accounts for tax and other general purpose revenues, e.g., sales taxes, property taxes, fines and forfeitures, investment income, etc., and records the transactions of general governmental services, e.g., police, parks and recreation, public works, planning, etc.

**Generally Accepted Accounting Principles (GAAP):** Conventions, rules, and procedures that define accepted accounting practice, including broad guidelines as well as detailed procedures.



## Glossary & Acronyms

**General Obligation (GO) Bonds:** Debt that is a general obligation of the city, primarily financed through property tax assessment.

**General Plan Circulation Element:** The Circulation Element of the General Plan depicts corridors for public mobility and access, which are planned to meet the needs of the existing and anticipated population of the city.

**Governmental Accounting Standards Board (GASB):** Organization established to improve standards of generally accepted accounting principles (GAAP) used by state and local governments.

**Government Finance Officers Association (GFOA):** Organization established to promote and enhance the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

**Grants:** A contribution by a government or other organization to provide funding for a specific project. Grants can either be classified as capital projects or operational, depending on the grantee.

**Interdepartmental Charges:** Accounts for the reimbursement of the cost of services provided by Internal Service Fund programs to other programs and departments.

**Internal Service Funds:** Used to finance and account for goods and services provided by one City department to other city departments.

**International City/County Management Association (ICMA):** A local government leadership and management organization. Its mission is to create excellence in local governance by advocating and developing the professional management of local government worldwide. ICMA provides publications, data, information, technical assistance, and training and development.

**Joint Powers Authority (JPA):** A unit of local government, authorized under the state Government Code, created to jointly administer a shared power, under the terms of a joint exercise of powers agreement adopted by the member agencies.

**Liability:** Debt or other legal obligations arising out of past transactions that will be liquidated, renewed, or refunded at some future date.

**Marin Community Foundation (MCF):** A tax-exempt charity that administers funds for public purposes.

**Marin County Storm Water Pollution Prevention Program (MCSTOPPP):** Program established in Marin County designed to protect County waterways from pollution.

**Marin Emergency Radio Authority (MERA):** A countywide public safety voice radio communication system connecting police, fire, and other public service agencies.

**Marin General Services Authority (MGSA):** A JPA in Marin County created in 2005 to operate programs throughout the county, including Street Light maintenance, Abandoned Vehicle Abatement, and Taxicab Regulation.

**Materials & Supplies:** The costs of utilities, materials and supplies, services, fuel, and other non-labor costs.

## Glossary & Acronyms

**Measure A:** A measure passed by the voters of Marin County in March 2006 that authorized a one-half cent increase in sales taxes to fund local street and road improvements.

**Measure B:** A measure passed by the voters of Novato in March 2000 to authorize the sale of general obligation bonds for street and storm drain improvements.

**Measure F:** A measure passed by the voters of Novato in November 1989 to authorize the sale of general obligation bonds for street and storm drain improvements.

**Memorandum of Understanding (MOU):** A document detailing the results of labor negotiations between the city and its various bargaining units.

**Modified Accrual Basis of Accounting:** The accounting basis used by the city by which revenues and expenditures are recognized as they are earned or incurred, regardless of the timing of cash receipts and disbursements.

**National Pollution Discharge Elimination System (NPDES):** Federally mandated program with the goal of reducing the discharge of pollutants into creeks.

**Novato Finance Authority (NFA):** A financing authority formed to purchase and operate the Marin Valley Mobile Home Country Club Park (MVMCC).

**Novato Independent Elders Project (NIEP):** A program within the Parks, Recreation and Community Services Department that provides a forum for community volunteers, service providers and concerned seniors to work together to identify gaps in services.

**Objective:** A specific statement describing a result to be achieved in support of a department's purpose.

**Operating Budget:** A financial plan used to allocate resources among program operations, which lists an estimate of required expenditures and the means of financing them for the fiscal year.

**Ordinance:** A formal legislative enactment by the City Council.

**Other Post-Employment Benefits (OPEB):** Post-employment benefits that an employee will begin to receive when the employee retires.

**Outstanding Encumbrance:** The money allocated for payment of goods/services ordered but not yet received within the fiscal year at a given point in time.

**Owner Participation Agreement (OPA):** An agreement between a property owner and redevelopment agency that describes the terms and conditions for a project that is being developed on the owner's property

**Patient Protection and Affordable Care Act (PPACA):** Establishes mandated healthcare insurance for all individuals with specific requirements for employers with 50 or more employees to offer affordable coverage that provides minimum value to employees.

## Glossary & Acronyms

**Performance Measure:** Data collected to determine how effective or efficient a program is in delivering services.

**Personnel:** Reflects total full-time, part-time and temporary budgeted positions, expressed as full-time equivalents. (Example: Two half-time positions equal one full-time equivalent.)

**Pension Obligation Bonds (POB):** Debt incurred by the city to pay its unfunded accrued liability with the California Public Employees Retirement System.

**Previous Actual:** Audited revenues and appropriations for prior fiscal year(s).

**Prior Year Encumbrances:** Money set aside from last year's budget to pay for items or services ordered during that year but received in the subsequent fiscal year. The encumbrance is removed when the items or services are received and paid for.

**Program:** An activity or group of similar activities organized as a sub-unit of a department for planning, and performance measurement purposes.

**Projected Actual:** Estimate of revenues and appropriations for the fiscal year just ended, prior to the final accounting and external audit.

**Project Area:** The geographic area in which the redevelopment agency (RDA) collects tax increment revenues and is permitted by law to undertake its programs. The three RDA project areas do not encompass the entire city.

**Purpose or Mission:** A broad statement of the goals, in terms of meeting public service needs, that a department is organized to achieve.

**Quasi-judicial:** The action taken and discretion exercised by public administrative agencies or bodies that are obliged to investigate or ascertain facts and draw conclusions from them as the foundation for official actions.

**Quasi-legislative:** The capacity in which a public administrative agency or body acts when it makes rules and regulations.

**Redevelopment Agency (RDA):** An agency created by state law to operate locally within the jurisdiction of the city to eliminate blight.

**Resources:** Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

**Resolution:** A special order of the City Council that requires less formality than an ordinance.

**Revenues:** The historical and estimated yield of taxes and other sources of income that a governmental unit collects and receives for public use.

**Special Revenue Funds:** Account for the proceeds of specific revenue sources that are restricted by law to expenditure for specific purposes.

## Glossary & Acronyms

**Tax Allocation Bonds (TAB):** Debt issued by the redevelopment agency to pay an obligation incurred by the Agency under an owner participation agreement.

**Unfunded Actuarial Accrued Liability (UAAL):** The excess of the Actuarial Accrued Liability (AAL) over the Actuarial Value of Assets (AVA). The UAAL can derive from three sources: unfunded past Normal costs, actuarial gains and losses (differences between actuarial assumptions and actual experience), and changes to the level of benefits promised.

**User Charges/Fees:** The payment of a fee for direct receipt of a public service by the party that benefits from the service.

**Year to Date (YTD):** Total expenses incurred since the beginning of the current fiscal year to a specific date (i.e., October YTD refers to expenses incurred from July 1 through October 31).

## **Glossary & Acronyms**

### ***Acronyms***

**ADA:** Americans with Disabilities Act

**ALPR:** Automated License Plate Reader

**ARRA:** American Recovery and Reinvestment Act

**ABAG:** Association of Bay Area Governments

**AVL:** Automatic Vehicle Locator

**BCJPIA:** Bay Cities Joint Powers Insurance Authority

**B/PAC:** Bicycle/Pedestrian Advisory Committee

**BMP:** Best Management Practices

**CaIPERS:** California Public Employees' Retirement System

**CAD:** Computer Aided Dispatch

**CCAP:** Consolidated Court Automation Program

**CCAP:** Climate Change Action Plan

**CDBG:** Community Development Block Grant

**CEQA:** California Environmental Quality Act

**CFD:** Community Facilities District

**CIEDB:** California Infrastructure & Economic Development Bank

**CIP:** Capital Improvements Program

**CIT:** Crisis Intervention Team

**CJIS:** Criminal Justice Information System

**CLEC:** California Law Enforcement Challenge

**CLGFA:** California Local Government Financing Authority

**CNT:** Crisis Negotiation Team

**COPE:** Coordination of Probation Enforcement

**CRS:** Community Rating System

## **Glossary & Acronyms**

**CSMFO:** California Society of Municipal Finance Officers

**CTAC:** Citizen Telecommunications Advisory Committee

**CVNL:** Center for Volunteer and Non-profit Leadership

**DARN:** Disaster Assist Registry Network

**DRC:** Downtown Recreation Center

**DUI:** Driving Under the Influence

**EECBG:** Energy Efficiency Community Block Grant

**EIR:** Environmental Impact Report

**EOC:** Emergency Operations Center

**ERAF:** Educational Revenue Augmentation Fund

**ERMA:** Employment Risk Management Authority

**EV:** Electric vehicle

**FEMA:** Federal Emergency Management Agency

**FLIR:** Forward Looking Infrared

**FY:** Fiscal Year

**FTE:** Full-Time Equivalent

**GAAP:** Generally Accepted Accounting Principles

**GASB:** Governmental Accounting Standards Board

**GFOA:** Government Finance Officers Association

**GHG:** Greenhouse Gas

**GIS:** Geographic Information System

**GO:** General Obligation

**HCD:** Department of Housing and Community Development

**HEAL:** Healthy Eating, Active Living

## **Glossary & Acronyms**

**HHS:** Health and Human Services

**HRIS:** Human Resources Information System

**ICI:** Institute for Criminal Investigation

**ICMA:** International City/County Management Association

**JPA:** Joint Powers Authority

**LAFCO:** Local Agency Formation Commission

**LCC:** League of California Cities

**LOS:** Level of Service

**LSCC:** Lu Sutton Child Care

**MCF:** Marin Community Foundation

**MCSTOPPP:** Marin County Storm Water Pollution Prevention Program

**MCSO:** Marin County Sheriff's Office

**MDC:** Mobile Data Computer

**MERA:** Marin Emergency Radio Authority

**MGSA:** Marin General Services Authority

**MOU:** Memorandum of Understanding

**MTA:** Marin Telecommunications Agency

**MTC:** Metropolitan Transportation Commission

**MTSC:** Margaret Todd Senior Center

**MUTCD:** Manual on Uniform Traffic Control Devices

**MVMCC:** Marin Valley Mobile Country Club

**NBRCY:** Novato Blue Ribbon Coalition for Youth

**NFA:** Novato Finance Authority

**NFIP:** National Flood Insurance Program

## **Glossary & Acronyms**

**NIEP:** Novato Independent Elders Project

**NLEC:** National Law Enforcement Challenge

**NPDES:** National Pollutant Discharge Elimination System

**NRT:** Novato Response Team

**NUSD:** Novato Unified School District

**OPA:** Owner Participation Agreement

**OPEB:** Other Post-Employment Benefits

**PARB:** Police Advisory Review Board

**PEPRA:** Public Employee's Pension Reform Act

**PMP:** Pavement Management Program

**POB:** Pension Obligation Bonds

**POST:** Peace Officer Standards and Training

**PPACA:** Patient Protection and Affordable Care Act

**RDA:** Redevelopment Agency

**RFP:** Request for Proposal

**RMS:** Records Management System

**SCS:** Sustainable Communities Strategies

**SFHA:** Special Flood Hazard Area

**SMART:** Sonoma-Marin Area Rail Transit

**SR2S:** Safe Routes to Schools

**SRT:** Special Response Team

**STEP:** Selective Traffic Enforcement Program

**TAB:** Tax Allocation Bonds

**TAM:** Transportation Authority of Marin



## **Glossary & Acronyms**

**TENS:** Telephone Emergency Notification System

**TFCA:** Transportation for Clean Air

**TOT:** Transient Occupancy Tax (Hotel Tax)

**UAAL:** Unfunded Actuarial Accrued Liability

**VIP:** Volunteers in Policing

**YTD:** Year to Date