



ADOPTED ANNUAL  
**BUDGET**  
FISCAL YEAR 2022-23

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Adopted June 28, 2022



**CITY OF NOVATO**  
CALIFORNIA

# CITY OF NOVATO

## Adopted Budget Fiscal Year 2022-2023

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Adopted Budget 2022–23

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# BUDGET MESSAGE



City Manager Budget Transmittal Letter  
 Fiscal Year 2022 / 2023 Adopted Budget

June 30, 2022

Honorable Mayor and Members of the City Council:

Following is the City of Novato Adopted Budget for Fiscal Year (FY) 2022/23. The annual budget is an important policy document allocating the City’s limited resources in support of the community’s needs and City Council’s priorities and work plan for the upcoming year.

This budget provides funding for the operation of core City services, capital projects, and several one-time unfunded state mandates. The adopted General Fund operating budget totals \$49.1 million, inclusive of over \$3.8 million in one-time expenses (\$1.3 million in unfunded state mandates and \$1.6 million to backfill the projected deficit). An additional \$4.45 million in new funding (all funding sources) is allocated to capital projects. With these investments the City is able to maintain service delivery to our residents including keeping public areas safe, clean and healthy; ensuring the City is prepared for future natural disasters and health emergencies; supporting local businesses and residents through the pandemic recovery; and maintaining 9-1-1 emergency response and capacity in emergencies.

While core services have been preserved, the adopted operating budget includes a \$1.6 million deficit which is backfilled by one-time General Fund revenue received in prior years. FY 2022/23 represents the third consecutive year a deficit has been projected. The following table provides a historical look at the projected budget surplus/deficit (inclusive of transfers) as adopted by the City Council since FY 2018/19:

	<b>Adopted Budget FY18/19</b>	<b>Adopted Budget FY19/20</b>	<b>Revised Budget FY20/21*</b>	<b>Amended Budget FY21/22</b>	<b>Adopted Budget FY22/23</b>
Surplus / Deficit	\$10,000	\$355,700	(\$2,485,407)	(\$357,313)	(\$1,617,273)

\*September 2020 Budget Revise – response to pandemic impacts

Pre-pandemic, the City was already facing budget challenges due to the flattening of ongoing revenue and sharply rising expenses. This fiscal situation was compounded by the expiration of Measure F funding, a ½ cent local sales tax. The General Fund now absorbs approximately \$1.2 million in ongoing operating costs that were previously supported by Measure F revenue; in addition, there are now far fewer dollars available to maintain the City’s infrastructure through the Capital Program. Although Measure

F has been replaced by Measure C, a ¼ cent sales tax, the reduced revenue associated with expiration of Measure F places greater pressure on the City’s finances and detrimentally impacts the City’s ability to maintain critical services such as public safety, streets and park maintenance, and safety improvements to existing infrastructure.

Fortunately, the City received one-time funds in FY 2020/21 and FY 2021/22; these funds have been allocated to offset a portion of the ongoing operating budget costs. Without these one-time funds, the projected deficits for FY 2020/21, and particularly FY 2021/22 would have been far greater.

As expenses continue to grow, revenue growth and post-pandemic recovery has not kept pace. Despite budget reductions, including elimination of 8% of the City’s workforce in September 2020, and cost containment measures over the past several years, expenses continue to outpace revenue. Additionally, many expenses are outside the City’s immediate control; three of those areas: utilities, liability insurance, and unfunded pension liability, are projected to increase a combined \$1.7 million for FY 2022/23.

For the current and future years, Staff also anticipates fiscal challenges resulting from the following factors:

- Uncertainty in pandemic recovery,
- External factors, including inflation, geo-political influences, rising interest rates,
- Growing deferred maintenance needs,
- Need to reduce risk exposure / liability,
- Nationwide staffing shortages and recruitment of new employees, and
- Competitive compensation to retain existing employees.

For the past several years, the City Council has recognized that there is a structural imbalance between ongoing revenue and expense. In 2020 Council directed staff to research five options to generate additional revenue to bridge this gap as shown in the table below. One of those efforts, Measure Q, a 2% Transient Occupancy Tax (TOT) or hotel tax increase, was approved by voters in November 2020, and became effective January 1, 2021. Measure Q was expected to generate \$400K in ongoing revenue each year. Looking forward, two new hotels are in the development process and will generate additional, ongoing TOT to support services once they are constructed and operational. Staff continues to explore the four remaining areas for potential revenue generation.

<b>Council Prioritized Options for Revenue Exploration *</b>		
<b>Category</b>	<b>Ongoing Revenue</b>	<b>One- Time Revenue</b>



Transient Occupancy Tax (TOT) Measure	X	
Sales Tax Measure	X	
Hamilton Trust Utilization	X	X
Disposition of City-Owned Properties		X
Solid Waste Franchise Fee	X	

As work continues on these priorities, updates are provided to the City Council when key milestones are achieved, or further Council input is required. In addition to the above efforts, a comprehensive user fee study was adopted by the City Council in May 2022 and is expected to recover \$1 million in General Fund revenue from services that benefit individual residents or businesses.

### ANNUAL BUDGET DEVELOPMENT PROCESS

The annual budget development process is a multi-month effort with numerous opportunities for community involvement and engagement. Through surveys, a community workshop and numerous public meetings, residents and businesses provided valuable input to assist the City Council in allocating resources. Some of those opportunities for participation are shown in the table below:

<b>FY 2022/23 Budget Development Calendar</b>	
Week of February 14	Launch Mini-Survey (to schedule Community Budget Workshop)
Week of March 7	Launch Community Budget Priority Survey
April 5	Community Budget Workshop
April 12	City Council - Budget Development Study Session & Capital Improvement Program
May 10	City Council - Budget Workshop
June 14	City Council - Budget Hearing
June 28	City Council - Budget Adoption

In addition to the City Council meetings noted in the table above, many of the City's Commissions and Committees, such as the Novato Citizens' Finance Advisory/Oversight Committee, Street Improvement Oversight Advisory Committee, Bicycle/Pedestrian Advisory Committee, Recreation, Cultural & Community Services Advisory Commission, and the Planning Commission, provided input and feedback.

### 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.
- Environmental Stewardship
  - Preserve, protect and enhance Novato's unique environment, now and for future generations, and model best sustainability practices for the community.
- 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.

Full details of the current Strategic Plan can be found in the budget document and at the following link:

<https://www.novato.org/government/city-council/strategic-plan>

### **FISCAL YEAR 2022/23 OPERATING BUDGET HIGHLIGHTS**

The final FY 2022/23 operating budget as presented in this document includes \$47.5 million in revenue and \$49.1 million in expense (inclusive of transfers in/out), resulting in a deficit of \$1.6 million.

As with any other year, adoption of the annual budget represents a snapshot of the City's fiscal forecast based on currently known economic factors. Revenue and expense projections continually shift throughout the year; however, residual pandemic impacts and growing economic volatility have continued the complexity of making reliable projections for FY 2022/23.

Overall, this budget maintains existing services, shifts resources within the organization to improve service delivery, addresses state mandates, and maintains focus on critical City Council policy areas such as housing needs, economic development and environmental sustainability.

This year departments developed their operating budgets using a baseline assumption of contained growth in non-personnel expenses over the FY 2021/22 revised budget. The budget development process focused on preserving programs and services in anticipation of continued fiscal recovery from the pandemic and limited resources.

### **General Fund Summary**

General Fund revenues are projected to be \$47.5 million (\$46.0 million revenue plus \$1.5 million transfers in), while expenses are currently projected to be \$49.1 million (\$46.7 million expense plus \$2.4 million transfers out); this includes \$3.8 million in one-

time funds allocated for one-time expenses. The projected deficit, which is backfilled by one-time funds, is \$1.6 million. A summary of the budget can be found in the FY 2022/23 Budget in Brief included in this document.

The table below provides an overview of General Fund: 1.) revenue and expense as adopted and 2.) exclusive of one-time funding.

<b>FY 2022/23 General Fund Budget Summary</b>		
	<b>Adopted Budget FY 2022/23</b>	<b>Adopted Budget Without One-Time Funds</b>
Revenue	\$46,011,677	\$44,046,347
Expense	(46,758,338)	(44,543,008)
Transfers In	1,523,000	1,273,000
Transfers Out	(2,393,612)	(2,393,612)
<b>Surplus / (Deficit)</b>	<b>(\$1,617,273)</b>	<b>(\$1,617,273)</b>

### **Revenue**

FY 2022/23 General Fund revenue is projected at \$47.5 million (with transfers in). This revenue is primarily derived from Taxes (including property tax, sales tax, franchise tax, TOT and business licenses) at 80% or \$38.1 million; Charges for Services (including building fees, inspection fees, recreation class registrations) at 7% or \$3.4 million; License and Permits (including construction permits, police permits, home occupancy permits) at 2% or \$1.1 million; and Other Revenue at 4% which includes one-time unassigned General Fund and other miscellaneous revenue in the amount of \$1.9 million.

Significant changes over FY 2021/22 include a 5.9% increase in property tax; a 10.4% increase in sales tax attributable to continued pandemic related recovery; and a smaller 1.2% increase in TOT related to a slow pandemic travel recovery.

Charges for Services consists of revenue received for direct services provided to the community. As Parks, Recreation and Community Services continues to build back programs and park and facility rentals return, revenue is anticipated to increase over the prior year. Permit issuance and development activity is anticipated to remain stable, however the recently adopted User Fee Study is expected to recover approximately \$1.0 million in General Fund revenue, resulting in a projected \$1.3 million overall increase.

### **One-Time Revenue**

Staff anticipated receiving a total of \$16.2 million in one-time funds in FY 2020/21 and FY 2021/22 from General Fund sources (\$7.1 million) and the American Rescue Plan (\$9.1 million). Approximately \$3.8 million from the General Fund has been assigned for use in the FY 2022/23 operating budget for one-time activities and as backfill for the projected deficit. Uses of the one-time funds are outlined in more detail below.



## Expense

FY 2022/23 General Fund expense is projected at \$49.1 million (with transfers out). Typical of a service organization, expenses are primarily in Salaries and Benefits at 67% or \$32.9 million, a 7.4% increase from the prior year. Other significant expense category changes include Professional Services up 32.1% or \$5.4 million, and Travel and Training up 64.8% or \$0.4 million. The remaining categories include areas such as Repairs and Maintenance, Utilities, Operating Expense, Intergovernmental Services, and Rents and Leases, there are no significant changes in these categories for FY 2022/23. Following is more information on the major changes.

Salaries and Wages and Employee Benefits increases are related to previously approved terms for labor agreements including a cost-of-living adjustment of 3%, increased hours for part-time staff to support restoration of Parks, Recreation, and Community Services programs paused during the pandemic, and rising pension and workers compensation insurance costs.

Travel and Training increases represent a partial restoration of employee participation in training programs suspended during the pandemic. Some training programs remain remote and likely will be offered in this format for the foreseeable future which will result in savings to this category over the long-term.

Professional Services increases are generally attributable to one-time activities and are funded by one-time revenue; many of these activities are state mandated: Parks Master Plan, Hillside and Ridgeline Regulations, Housing Element\*, Climate Action Plan\*, Climate Adaptation Plan\* (“\*” denotes state mandates).

## One-Time Expense

The table below summarizes key one-time expenses included in the FY 2022/23 operating budget. Of the approximate \$3.8 million, approximately \$1.3 million is to complete the unfunded state mandates identified above and approximately \$1.6 million is used to backfill the projected deficit.

One-Time Expenses	
Project/Activity	Total Expense
Parks Master Plan	\$250,000
Hillside & Ridgeline Regulations	250,000
Housing Element	495,330
Climate Action Plan	650,000
Climate Adaption Plan	150,000

One-Time Operating Expense	420,000
FY22/23 Deficit Backfill	1,617,273
<b>TOTAL</b>	<b>\$3,832,603</b>

### Personnel

The following table provides a summary of staffing levels between FY 2018/19 and FY 2022/23. There was a significant decline in staffing levels in FY 2020/21 as 17 (seventeen) positions, or 8% of the workforce, were eliminated in response to pandemic related revenue declines. Since that time, Staff has continuously evaluated changing service demands and requested adjustments to staffing levels only when necessary.

<b>Personnel Allocation Historical Trend</b>					
	Adopted FY18/19	Adopted FY19/20	Amended FY20/21	Amended FY21/22	Adopted FY22/23
General Fund	190.11	194.86	179.11	185.71	185.71
Other Funds	18.56	13.89	9.39	5.79	5.79
<b>TOTAL</b>	<b>208.67</b>	<b>208.75</b>	<b>188.50</b>	<b>191.50</b>	<b>191.50</b>

With the depletion of City Measure F revenue and expiration of County Measure A, 12.77 positions have either been eliminated or absorbed by the General Fund since FY 2018/19. While there are no added positions in FY 2022/23, the adopted Position Allocation Plan includes several position changes and reassignments that are intended to improve operating efficiencies and enhance customer service delivery, as well as recognize the changing types and levels of work Staff is currently performing. With existing staffing levels, the City will be challenged to sustain quality services over the long-term, particularly as post-pandemic service level demands continue to escalate.

### CAPITAL IMPROVEMENT PROGRAM

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. Annual updates to the CIP program include a mid-year review of each project schedule and expenditures to determine if any additional funding may be required for projects that are planned or underway. Five-year revenue projections are prepared for funding sources that support capital projects and specific capital needs are matched with revenue capacity to create the CIP proposal. All capital projects are organized in the following categories:

- Municipal Facilities
- Parks, Recreation and Community Facilities



- Transportation Drainage and Utilities
- Technology and Organizational Investments

The City's FY 2022/23 Capital Improvement Program includes fifty-two (52) individual projects, including six new programs with approximately \$4.45 million in approved new funds. Capital projects funding is supported by several sources including: regional, state or federal grants, gas taxes, Measure F, Parks Measure A, building maintenance funds, and development impact fees, all sources are reviewed for expenditure eligibility and combined to fund critical capital projects.

FY 2022/23 Capital Improvement highlights include:

- Begin right-of-way acquisition process and detailed design work for the Novato Boulevard Improvement Project.
- Construct the Rowland Blvd. Road Diet Project with Class 1 multi-use path at Vintage Oaks.
- Construct the Marin Valley Mobile Country Club Sewer Pump Station #1 project.
- Construct new crosswalk enhancements and traffic calming measures at approximately 35 locations throughout the city in response to residents' requests.
- Replace the small play structure at Pioneer Park with new, more inclusive play equipment and install rubberized surfacing and perimeter fencing.
- Complete the design work for the Olive Ave. Widening Project from Railroad Ave.

**CONCLUSION**

This budget represents a stabilization of core service levels as pandemic recovery continues. Unfortunately, to maintain service levels this year, we are again depending on one-time monies to bridge the projected \$1.6 million deficit. Using one-time funds for ongoing expenses to balance the budget is not structurally sustainable.

While the City Council has responsibly planned and set aside monies in a “rainy day” fund for emergencies (such as the pandemic, or other natural or economic disasters), those reserves should also not be relied upon to support ongoing services. Work to identify long-term fiscal solutions must continue to be a priority.

Thank you to the City Council for your thoughtful guidance and continued support of new ways to deliver the services the community expects and deserves. Finally, thank you to staff in all departments for your work in developing a budget that continues core service delivery to the community with limited financial and staff resources.

Sincerely,

Adam McGill  
City Manager



Adopted Budget 2022–23

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# COMMUNITY PROFILE



# Community Profile

Novato is the northernmost city in Marin County, California, and is located approximately 29 miles north of San Francisco and 37 miles northwest of Oakland. Marin County's population as of April, 2020 is 262,321. Novato, which covers 28 square miles, has an estimated population of 53,225, and 21,555 households. As of the 2020 census.



The City of Novato was incorporated on January 20, 1960 as a general law city.

The City Council is made up of five members, elected by district to overlapping, four-year terms. The Mayor is selected for a one-year term from among the members of the City Council. The City operates under a council-manager form of government. The City Council appoints the City Manager and City Attorney.

The City of Novato delivers municipal services through six departments: Central Administration (City Manager, City Clerk, City Attorney, Environmental Sustainability), Finance (Finance, Human Resources, Information Technology, Citywide Programs), Police (Administration, Operations, Services), Community Development (Planning, Building, Code Enforcement, and Economic Development), Public Works (Engineering and Maintenance), and Parks, Recreation and Community Services. Fire services are provided in Novato by the Novato Fire Protection District; refuse, recycling services and sewage systems are provided by the Novato Sanitary District; water services by the North Marin Water District; public transit services by the Golden Gate Bridge, Highway and Transportation District; animal control services via contract by the Marin Humane Society; and library services by the Marin County Free Library.

Pacific Gas & Electric provides gas and electric services in Novato. Telephone service in Novato is provided by Verizon in the northern and central sections of Novato and by AT&T in the southern section. Cable television service is provided by Comcast Cable Corporation throughout most of Novato. AT&T provides satellite TV service throughout the city.

# Novato at a Glance

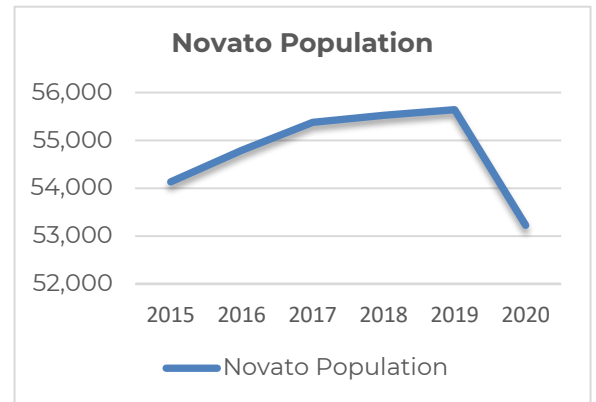
General Information	
Incorporated	January 20, 1960
Government	Council/Manager
Land Area	28 square miles



Educational Attainment	
Graduate or Professional Degree	16.4%
Bachelor's Degree	29.9%
Associates Degree	8%
Some College, no degree	22%
High School or equivalent degree	15.7%
Non High School Graduates	8%

Population	
Population	53,225
Median Age	48.6 years

Housing	
Housing Units	21,271
Persons Per Household	2.46
Vacancy Rate	3.3%
Owner Occupied Households	69.9%
Median Home Price	\$804,900
Home Ownership Rate	69.9%
Median Gross Rent	\$1,975
Median Household Income	\$101,629



Total Population  
53,225

Median Household Income  
\$101,629

Bachelor's Degree or Higher  
46.3%

Employment Rate  
59.7%

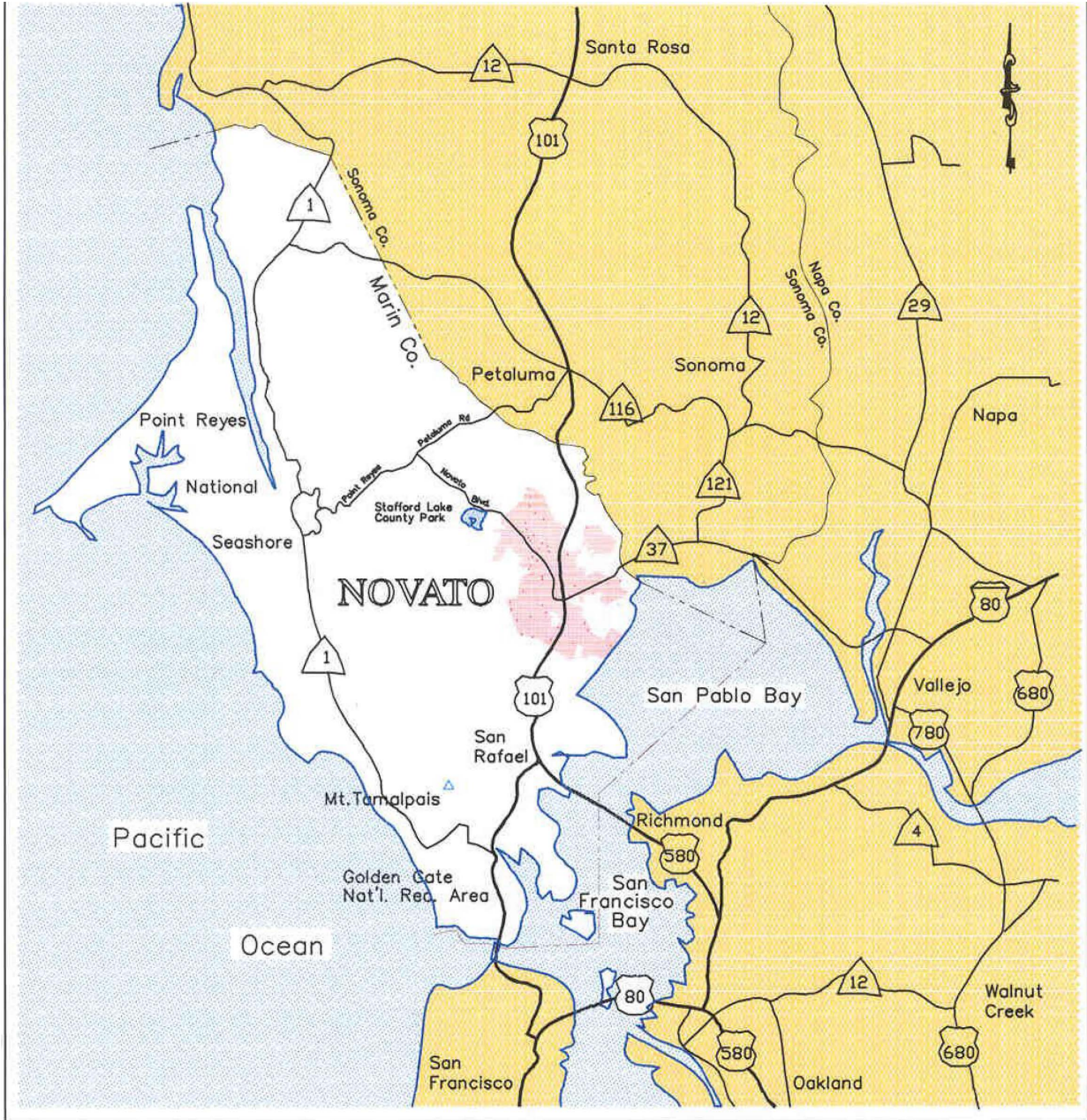
Total Housing Units  
21,271

Without Health Care Coverage  
3.0%

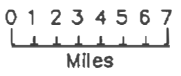
Total Households  
21,555

Hispanic or Latino (of any race)  
13,615

**Sources:**  
U.S. Census Bureau (2020)  
American Community Survey (2020)



-  U.S. Federal Hwy.
-  Calif. State Route



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# City of Novato Regional Map



Adopted Budget 2022–23

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# RESOLUTIONS ADOPTING FINAL BUDGET





ORIGINAL

CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 2022-065

RESOLUTION ADOPTING THE CITY OF NOVATO OPERATING AND CAPITAL IMPROVEMENT BUDGETS FOR FISCAL YEAR JULY 1, 2022 THROUGH JUNE 30, 2023, PROVIDING FOR THE APPROPRIATION OF EXPENDITURES IN SAID BUDGETS, AND REPEALING ALL RESOLUTIONS IN CONCERT HEREWITH

WHEREAS, the City Council of the City of Novato has reviewed the proposed Operating Budget for FY 2022/23 and the Capital Improvement Program for FY 2022/23 through 2026/27; and

WHEREAS, as part of the City Council review process several public meetings were held to discuss the development of the FY 2022/23 budgets; in addition, the community provided input during the public meetings, as well as two community budget surveys and a budget workshop; and

WHEREAS, the City Council of the City of Novato has reviewed the proposed Operating and Capital Budgets for the Marin Valley Country Club for FY 2022/23 at a public meeting on June 14, 2022 as recommended prior to adoption of the final budget; and

WHEREAS, the City Manager has recommended certain personnel changes that will create organizational efficiencies and improve customer service, and

WHEREAS, the proposed budget remains consistent in the full-time equivalent employee count at 191.50 for FY 2022/23.

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

1. That the budget appropriations for FY 2022/23 as presented by the City Manager in the document "City of Novato Draft Budget, Fiscal Year 2022/23" is hereby approved and adopted, with total appropriation of all funds at \$69,110,104 for FY 2022/23 as shown in *Exhibit A*, including the Marin Valley Mobile Country Club FY 2022/23 operating and capital budget, and Novato Public Finance Authority adopted June 28, 2022 by the Novato City Council.
2. That the Capital Improvement Program Budget presented to the City Council on June 14, 2022 for FY 2022/23 through 2026/27 is hereby approved and adopted with total appropriation of \$4,457,331 for new budget allocations.



3. A copy of said Budgets is on file with the City Clerk and is hereby adopted and referred to and by this reference expressly incorporated herein and made a part of this resolution. The funds appropriated by this resolution are authorized to be expended as necessary for municipal purposes.

\* \* \* \* \*

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 28<sup>th</sup> day of June, 2022, by the following vote, to wit:

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

*Jana Meadows*  
City Clerk of the City of Novato

Approved as to form:

*Jeffrey Walter*  
City Attorney of the City of Novato

**Exhibit A**

<b>Adopted Budget FY 22/23</b>		
<b>Fund</b>	<b>Revenues</b>	<b>Expenditures</b>
101 General Fund	46,534,677	49,151,950
111 Measure F Sales Tax	1,300	-
113 Successor Agency Admin	70,000	68,136
115 Insurance Reserve	1,500	-
116 Emergency & Disaster Reserve	8,600	-
118 Long-Term Maint-Facilities	252,000	300,000
119 Long-Term Maint-Infrastructure	250,000	450,000
210 Affordable Housing Programs	409,200	1,045,308
211 Clean Storm Water	369,000	292,050
212 Underground Utilities	800	-
214 Subdivision Park (Quimby)	125,600	-
215 Art in Public Places	10,300	30,000
216 General Plan Surcharge	80,600	250,000
217 Automation Surcharge	77,200	137,052
218 Hamilton CFD Maintenance	805,110	1,028,631
219 Pointe Marin CFD Maint.	192,298	170,019
220 Hamilton Art Center	451,200	375,000
221 Chapter 27 Assessments	600	-
222 LAD-San Marin	70,751	77,712
224 LAD-Wildwood Glen	11,661	12,530
225 LAD-Hillside	26,589	34,079
226 Light & LAD-Downtown	6,685	4,323
227 LAD-San Pablo	16,345	26,923
229 State Gas Tax	2,793,172	2,780,000
231 Special Police Projects	104,800	95,000

**Exhibit A**

<b>Adopted Budget FY 22/23</b>		
<b>Fund</b>	<b>Revenues</b>	<b>Expenditures</b>
232 State COPS Grant	150,000	205,000
233 Operating Grants	-	-
234 Capital Grants	790,000	68,400
235 Marin VRF	407,317	200,000
236 Streets Measure A	1,939,961	1,243,931
237 Park Measure A	186,500	594,115
238 Clean Stormwater CIP	46,750	-
239 Street & Storm Drain Main	300	-
240 Restricted Revenue	-	25,000
241 Development Impact Fees	265,700	10,000
243 NPFA	42,000	137,911
245 American Rescue Plan	1,822,730	1,822,730
501 General Obligations Bond	675,067	711,852
502 Pension Obligation Bonds	1,611,001	1,611,001
601 Equipment Maintenance	987,926	987,908
602 Equipment Replacement	685,754	785,754
603 Technology Replacement	95,300	134,000
651 MVMCC	3,420,815	3,942,789
701 Hamilton Trust	406,000	301,000
<b>Totals, all funds</b>	<b>66,203,109</b>	<b>69,110,104</b>

CITY OF NOVATO PUBLIC FINANCE AUTHORITY

ORIGINAL

RESOLUTION NO. NPFA 2022-01

RESOLUTION OF THE NOVATO PUBLIC FINANCE AUTHORITY ADOPTING THE FINAL BUDGET FOR THE NOVATO PUBLIC FINANCE AUTHORITY OF THE CITY OF NOVATO FOR FISCAL YEAR JULY 1, 2022 THROUGH JUNE 30, 2023 PROVIDING FOR THE APPROPRIATION OF EXPENDITURES OF ALL SUMS LISTED BELOW AND REPEALING ALL RESOLUTIONS IN CONCERT HERewith

WHEREAS, the City Manager has submitted to the Novato Public Finance Authority, a proposed budget for Fiscal Year July 1, 2022 through June 30, 2023; and

WHEREAS, after examination, deliberation and due consideration, the Novato Public Finance Authority has approved the same; and

WHEREAS, the Novato Public Finance Authority (Fund 243) hereby appropriates funds as follows:

- Total Revenue \$ 42,000
- Total Expense \$137,911

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the Novato Public Finance Authority does hereby adopt the said final budget for Fiscal Year July 1, 2022 through June 30, 2023 and all resolutions and conflicts are expressly repealed.

\* \* \* \* \*

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 28<sup>th</sup> day of June, 2022, by the following vote, to wit:

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

Yara McInnes  
 City Clerk of the City of Novato

Approved as to form:  
Jeffrey Walter  
 City Attorney of the City of Novato



Adopted Budget 2022–23

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# BUDGET IN BRIEF





# BUDGET IN BRIEF

Total General Fund Budget: \$49.1 Million

Find out more at [novato.org/citybudget](http://novato.org/citybudget)

The City of Novato adopts its budget each June for the following fiscal year, which runs from July 1 to June 30.

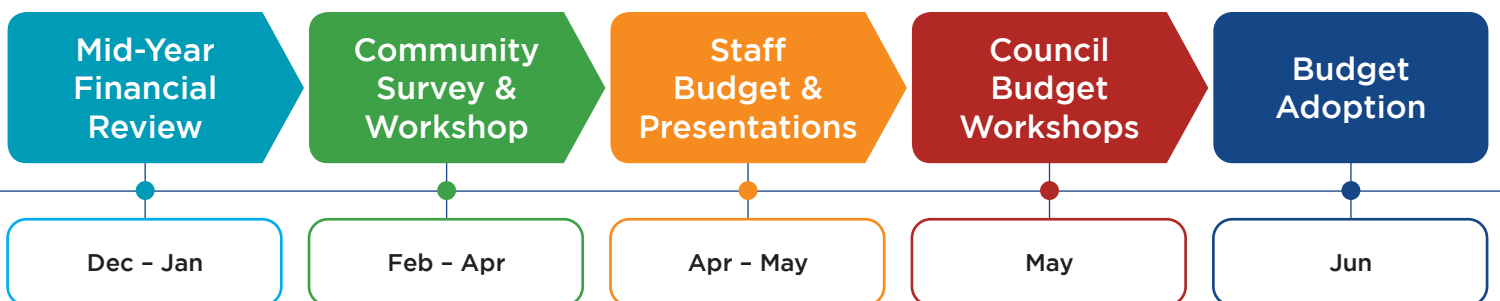
The budget, while a financial document, is also an important policy document, outlining the City Council's priorities for the upcoming year and showing how financial resources will be committed toward those goals.

## Strategic Plan Goals

The City of Novato's Strategic Plan is a three-year plan that guides both the operating and capital budget development and contains the following five goals. More information at [novato.org/strategicplan](http://novato.org/strategicplan).

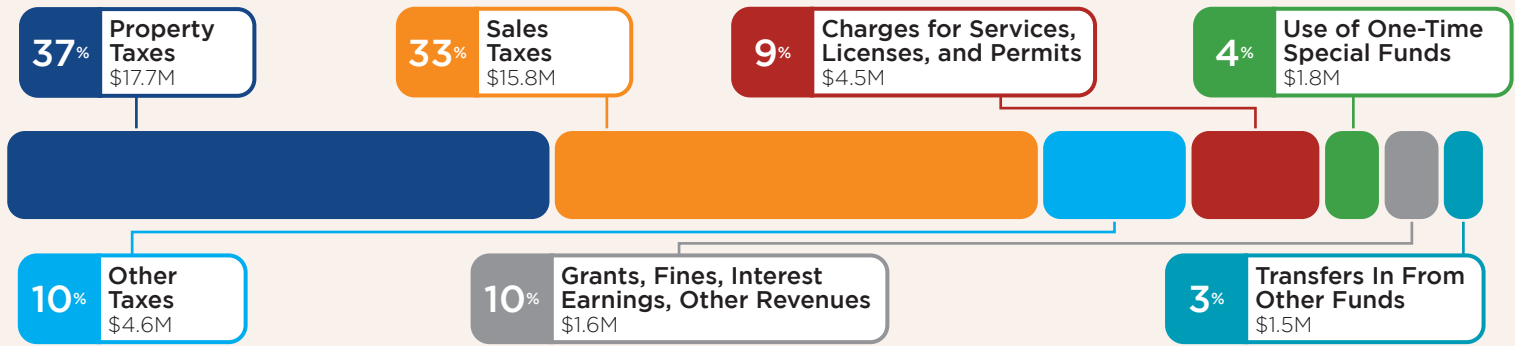
<p><b>Living Well, Together</b></p> <ul style="list-style-type: none"> <li>• Public safety</li> <li>• Inclusive services</li> <li>• Supportive housing</li> </ul>	<p><b>Great Places</b></p> <ul style="list-style-type: none"> <li>• General plan update</li> <li>• Enhanced interconnectivity</li> <li>• Community &amp; entertainment spaces</li> </ul>	<p><b>Economic Vitality</b></p> <ul style="list-style-type: none"> <li>• Vibrant downtown</li> <li>• Housing &amp; commercial development projects</li> <li>• Biotech</li> </ul>	<p><b>Environmental Stewardship</b></p> <ul style="list-style-type: none"> <li>• Public transit</li> <li>• Sustainability programs</li> <li>• Climate Action Plan</li> </ul>	<p><b>A City That Works</b></p> <ul style="list-style-type: none"> <li>• Fiscal sustainability</li> <li>• Community engagement &amp; transparency</li> <li>• Technology initiatives</li> </ul>
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## Annual Budget Process



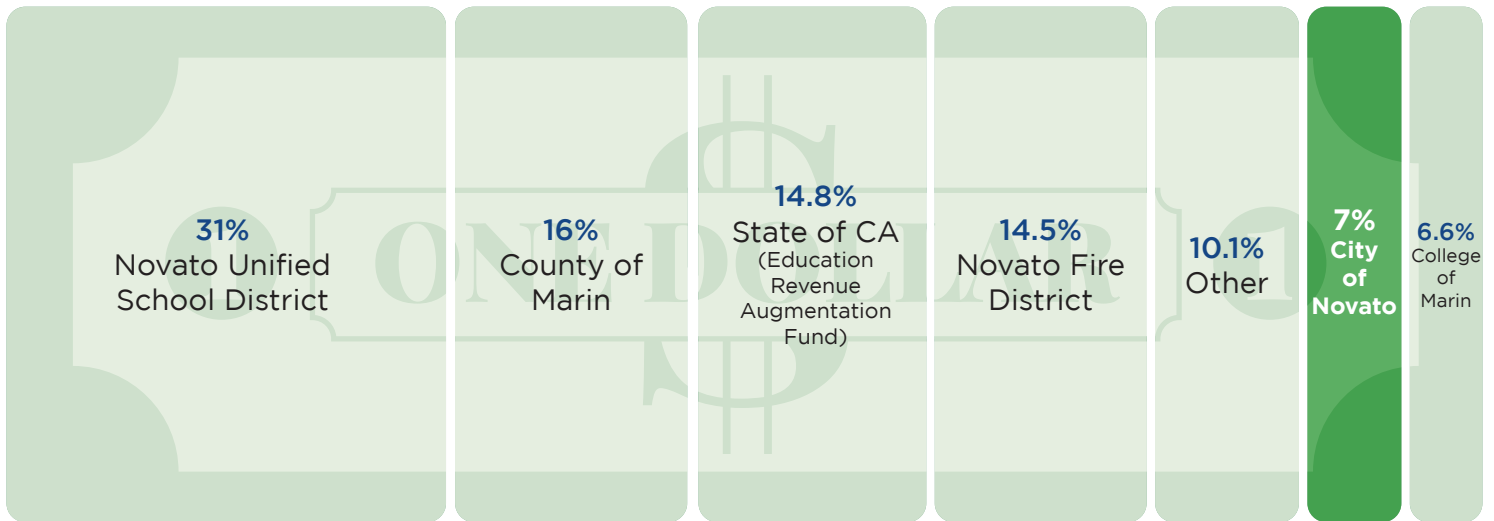
# REVENUES – FISCAL YEAR 2022-2023

Total General Fund Revenues: \$47.5 Million



## Distribution of Property Tax

How each dollar you pay is distributed.



## Budget Deficit: \$1.6 Million

The Fiscal Year 2022-2023 General Fund Budget includes a deficit of \$1.6M which is backfilled by one-time revenue. This is the third consecutive year a deficit is projected, even though in September 2020 over \$3.2M in expense reductions were made including elimination of 8% of the City workforce (17 positions).

The current deficit is primarily the result of revenue not keeping pace with expenses and loss of Measure F revenue, the ½ cent voter approved local sales tax that expired in 2016.

Without further service and expense reductions or new revenue, the City faces growing deficits and reliance on emergency reserves in future years.

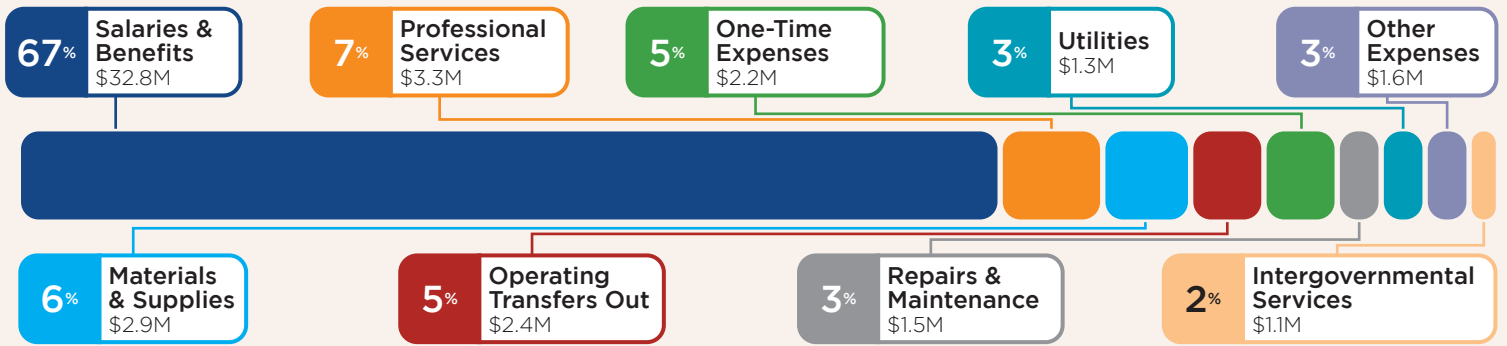
### 2022-2023 General Fund Budget





# EXPENDITURES - FISCAL YEAR 2022-2023

Total General Fund Expenditures: \$49.1 Million



## City Staff Distribution

The total number of regular, full-time employees is 191.5.



Police & Emergency Services



Public Works



City Manager, Finance, Human Resources and other support services



Community Development



Parks, Recreation & Community Services

## One-Time Expenses: \$2.2 Million

A total of \$2.2 million in expense for one-time projects is included in the budget, approximately \$1.5 million of which is to complete unfunded state mandates. Funding sources for these projects include \$1.8 million in One-Time General Fund monies, and \$420,000 from grants and other funding sources.

Climate Action Plan



Housing Element



One-Time Operating Expenses



Parks Master Plan



Hillside and Ridgeline Regulations



Climate Adaptation Plan



# Capital Improvement Plan

Every year the City Council adopts a Capital Improvement Plan that includes many projects to improve and maintain city infrastructure and facilities. The 2022-2023 budget includes \$6.2 million in new funding, plus \$15.9 million in funding from prior years, for a total capital improvement project budget of \$22.1 million.

## Project Highlights



### Rowland Blvd Road Diet

This project will enhance the bike and pedestrian safety and experience on Rowland Blvd in the Vintage Oaks area as well as provide better traffic flow. The proposed new layout includes adding 185 on-street parking spaces, a separated Class 1 multiuse path and new all-way stop controls at the intersection of Rowland Blvd.

**Annual Cost: \$1,500,000**



### Diablo Ave/DeLong Avenue Corridor Enhancements

De Long Avenue/Diablo Avenue is an important connection for bicyclists and pedestrians. The project proposes several traffic safety elements to be installed to calm arterial traffic, improve pedestrian crossing and increase the visibility of traffic signals. The City received a \$1,146,300 award from the Federal Highway Safety Improvement Program for this project.

**Annual Cost: \$250,000**



### Citywide Crosswalk Enhancements

This project will construct new crosswalks, adding pedestrian safety and traffic calming measures at approximately 35 locations throughout the City. The selection of the locations and planning will be reviewed by the Complete Streets and Pathways Oversight Committee (CSPOC) where public comment can be made.

**Annual Cost: \$1,000,000**

### City Council

**Mayor** Eric Lucan  
**Mayor Pro Tem** Susan Wernick  
**Councilmember** Denise Athas  
**Councilmember** Pat Eklund  
**Councilmember** Mark Milberg

### Novato Citizens Finance Committee

**Chair** Cris Mackenzie  
**Vice Chair** Tim O'Connor

### Committee Members:

Regina Bianucci Rus  
Rafelina Maglio  
Tina McMillan  
Larisa Thomas  
Andrew Zmyslowski

As of 07/01/22

## Get Involved – Attend a Meeting

The Novato City Council and Novato Citizens Finance Committee hold meetings regularly to discuss City business. Learn more about how to participate at an upcoming meeting at [novato.org/agendas](http://novato.org/agendas).

**Novato City Council meetings**  
2nd & 4th Tuesday of the month  
6:00pm

**Novato Citizens Finance Committee meetings**  
3rd Thursday of the month  
7:30am

See the 2022-2023 budget and other financial documents at [novato.org/citybudget](http://novato.org/citybudget)

## Follow Us Online

 @OurTownNovato     @CityOfNovato  
 @TweetNovato     City of Novato

Find more information at [novato.org](http://novato.org)





Adopted Budget 2022–23

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# STRATEGIC PLAN



# CITY OF NOVATO STRATEGIC PLAN



JULY 1, 2021—JUNE 30, 2023

# OVERVIEW

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This strategic plan is a tool to help our City work together even better — to focus our energy, to ensure that the Novato Community values the same goals, and to assess and adjust, when necessary, the City’s direction in response to a changing environment.

Strategic planning is a disciplined effort to make fundamental decisions that shape and guide the present to our desired future. When making decisions, everyone needs to keep our shared goals and objectives as the primary focus. The city staff is charged with implementing the Strategic Plan through the work plan items listed under each of the five Goals: Living Well Together, Great Places, Environmental Stewardship, A City that Works and Economic Vitality.

The Strategic Plan is a two-year plan. It guides both capital and operating budget development. To ensure effective implementation and accountability, the City Council and community will review progress toward objectives twice a year and adjust the work plan and objectives as needed. The Strategic Plan and its updated work plans will be posted on the city website at [novato.org/strategicplan](http://novato.org/strategicplan).

Please join us in collectively creating an even better future for Novato.

# MISSION

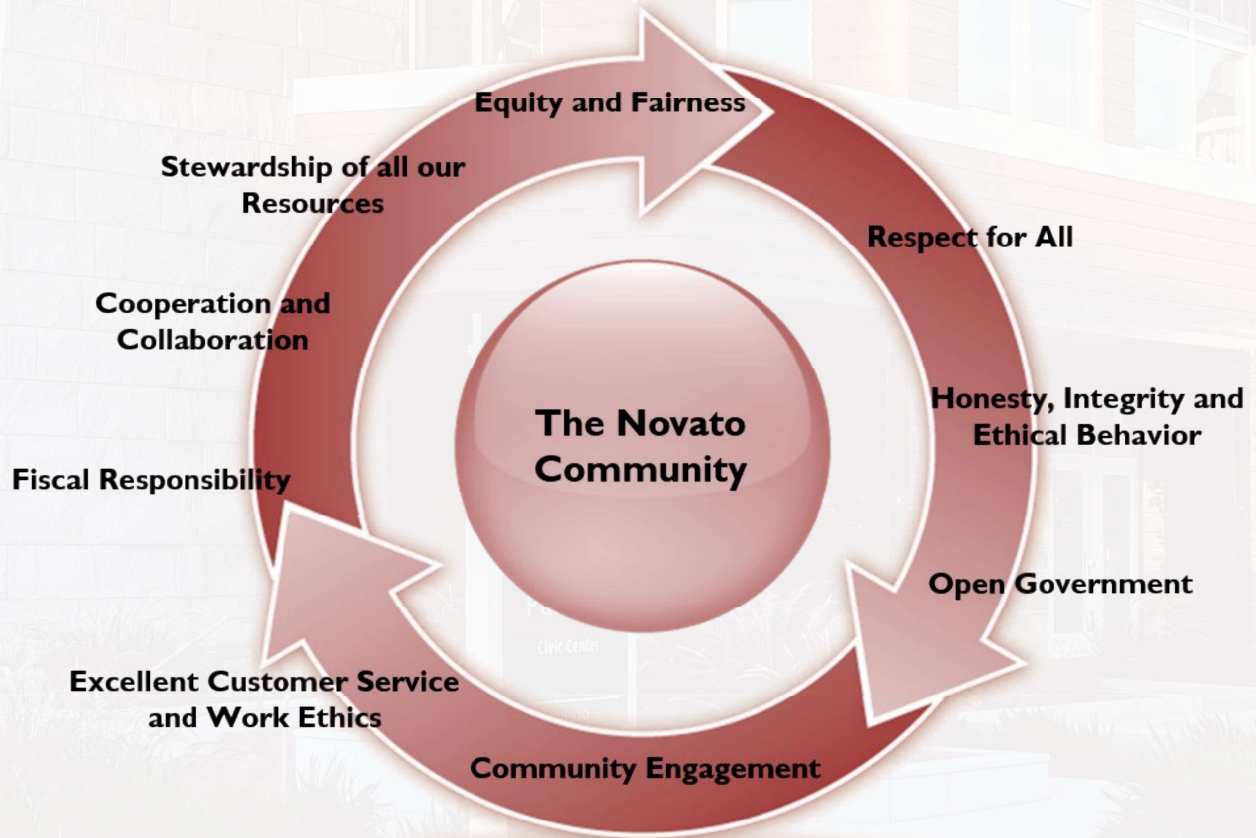
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Provide excellent services to enrich the quality of life within the community.

# VISION

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Novato will be the most vibrant, inclusive and sustainable community with a welcoming atmosphere in which to live, work, learn, shop, play and visit.



# LIVING WELL TOGETHER

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Support facilities and design programs and services that create a healthy, caring, and interconnected community that is safe and secure.

## OUTCOME

A safe, livable, thriving, informed and involved community where people care for one another, strive to bridge differences and people aim to be active and healthy.

### *Workplan items*

1. Work with service providers and other agencies to coordinate response and solutions to homelessness including transitioning homeless Novatans into shelter and housing. Explore zoning solutions to encourage tiny homes.
2. Review and evaluate the City's commissions, committees and boards in early January 2022 to identify efficiencies and ensure alignment with the City Council's goals and objectives.
3. Explore small farm with Marin County Agricultural Department – food to table – to enhance Community Garden in front.
4. Work with federal, state and regional agencies to eliminate the Bay Trail gap, allowing connection of the Hamilton trail to the Las Gallinas Sanitary District ponds.
5. Explore opportunities with the US Coast Guard (USCG) for vacated housing sites in Hamilton and work with USCG on the potential 4th closure of Hamilton to ensure the City of Novato has the first right of refusal for the properties.

# GREAT PLACES

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Create inviting natural and built places and spaces for contemplation, play, arts, and connection while celebrating our diverse community.

## OUTCOME

Great places that encourage community pride and interaction, captivate the imagination, and offer tranquility.

### *Workplan items*

6. Develop design and finance options for potential streetscape and landscape improvements on Redwood Blvd. between DeLong and San Marin Drive.
7. Explore feasibility of moving the Novato History Museum to the Simmons House to provide an ADA compliant building.
8. Develop a plan to determine appropriate uses for the Historic Train Depot and parking area.



# ENVIRONMENTAL STEWARDSHIP

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Preserve, protect and enhance Novato's unique environment, now and for future generations, and model best sustainability practices for the community.

## OUTCOME

An engaged City that is actively working together to reduce climate impacts and adapting to the local consequences of climate change. Reduced greenhouse gas emissions and resource use, and increased awareness of our collective impact on the natural world.

### *Workplan items*

9. Identify priority sustainability actions to reduce greenhouse gas emissions in City operations and the Novato community to implement actions that address the challenge of our changing climate.
10. Publish a Sustainability Action Dashboard that tracks City and community progress on key success indicators (metrics) on an annual basis.
11. Consider forming a Sustainability Commission and facilitate regular community engagement on sustainability issues.
12. Update the City's purchasing, contracting and consulting policies, procedures and ordinances to give a preference to local businesses and those that advance our green policies.

# A CITY THAT WORKS

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Know, understand, and respond to the community we serve, engage our residents, and provide valued services promptly, professionally and with a passion.

## **OUTCOME**

A respected and valued City organization that is efficient and collaborative, promotes community involvement and is proactive, responsible, transparent and ethical.

### *Workplan items*

13. Initiate a review and update of the Fiscal Sustainability Plan, including an interactive model if possible.
14. Update Administrative Policies related to Human Resources, Finance and Investments.
15. Better utilize investment revenues from the Hamilton Trust to achieve City Objectives and review opportunities to increase investment earnings from the Hamilton Trust.
16. Develop and implement a plan to address unfunded pension and Other Post Employee Benefit (OPEB) costs.
17. Implement an organization-wide Document Management system for access and retrieval of imaged documents for staff and the public.
18. Implement new Permit Tracking Software, including enhanced permit application submittals and public access to data.
19. Evaluate options for established neighborhoods and/or the City to form CFD's or special assessment districts to establish mechanisms to fund and manage maintenance of infrastructure such as landscaping, storm drains, sidewalks and streets.

# ECONOMIC VITALITY

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Encourage a thriving business environment, becoming a hub of economic activity and innovation, with a focus on high-paying industries, a vibrant downtown, and a healthy economy.

## OUTCOME

A climate where business flourishes and grows, that attracts visitors, where residents can do business, work, and shop, and the City has the resources it needs to provide the services our community desires.

### *Workplan items*

*All workplan items have been completed*



Adopted Budget 2022–23

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# BUDGET TABLES





**Departments Budget  
Summary All Funds**

	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
	<b>Final Budget</b>	<b>Final Budget</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>
<b>Revenues</b>				
Central Administration	97,584	77,584	107,600	102,900
Finance	383,610	877,176	213,710	220,210
Police	1,540,094	1,659,972	1,640,772	1,705,345
Community Development	2,376,700	2,188,765	1,966,575	2,192,750
Public Works	351,855	282,895	353,765	320,850
Parks, Rec.,and Community Svcs.	2,578,100	1,010,240	1,558,349	1,785,976
	<u>7,327,943</u>	<u>6,096,632</u>	<u>5,840,771</u>	<u>6,328,031</u>
<b>Expenditures</b>				
Central Administration	4,453,069	1,922,840	6,033,609	7,597,577
Finance	9,601,382	9,709,121	7,545,271	6,232,225
Police	17,049,273	17,186,673	17,771,027	18,914,585
Community Development	3,481,635	4,360,788	5,426,049	6,710,318
Public Works	8,103,802	8,072,152	9,239,492	9,449,661
Parks, Rec., and Community Svcs.	3,877,729	2,754,825	2,853,435	3,306,867
Totals	<u>46,566,890</u>	<u>44,006,399</u>	<u>48,868,883</u>	<u>52,211,233</u>

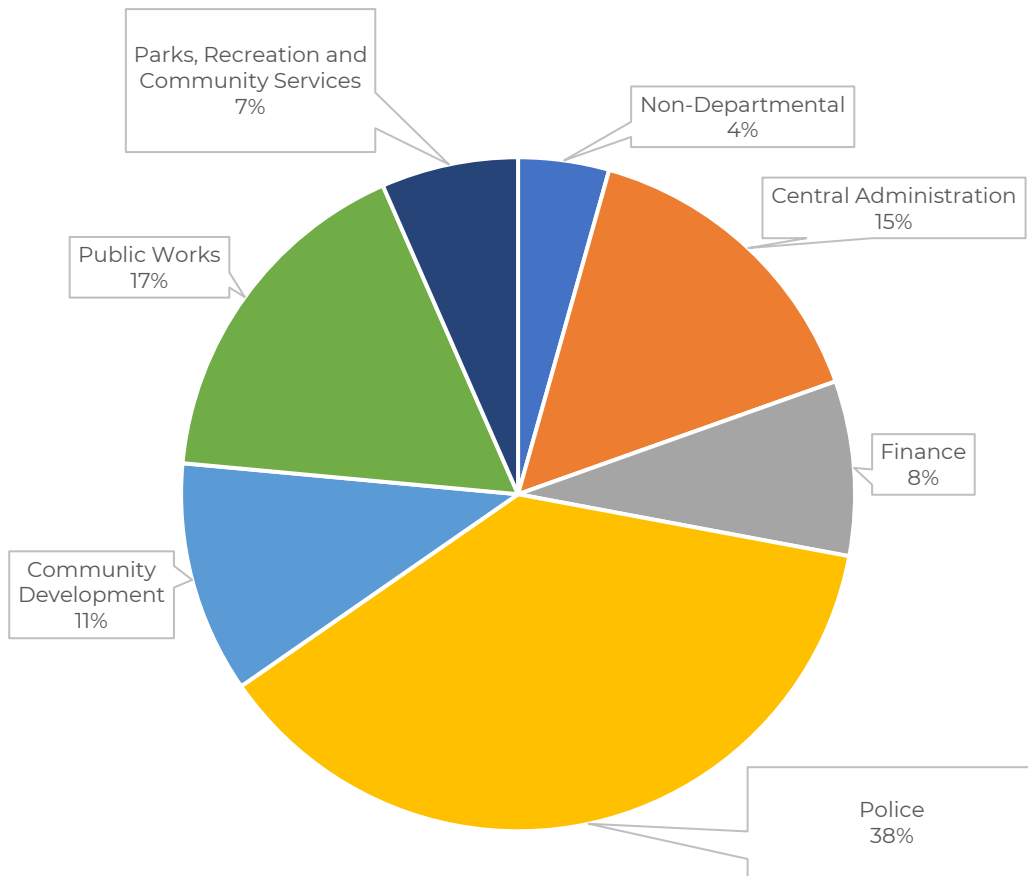
**General Fund Budget  
by Category**

	2019/2020	2020/2021	2021/202022	2022/2023	2022/2023
	Final Budget	Final Budget	Amended Budget	Adopted Budget	Adopted Budget Without One-Time Funds
<b>Revenues</b>					
Taxes	33,440,887	32,940,858	35,516,310	38,086,030	38,086,030
Licenses and Permits	1,379,000	1,231,890	1,068,370	1,113,870	1,113,870
Intergovernmental Revenues	460,094	477,172	538,742	699,321	529,321
Charges for Services	3,321,810	1,684,575	2,056,810	2,374,949	2,374,949
Fines and Forfeitures	591,200	563,180	498,200	411,050	411,050
Use of Money and Property	573,360	370,675	556,384	462,127	462,127
Other Revenues	74,855	712,566	3,006,200	1,864,330	69,000
Operating Transfers In	2,958,850	1,403,500	2,979,000	1,523,000	1,273,000
	<b>42,800,056</b>	<b>39,384,416</b>	<b>46,220,016</b>	<b>46,534,677</b>	<b>44,319,347</b>
<b>Expenditures</b>					
Salaries and Wages	24,367,051	22,129,123	23,372,773	24,771,904	24,771,904
Employee Benefits	6,048,482	6,880,575	7,200,935	8,092,882	8,092,882
Professional Services	2,671,437	2,789,796	4,060,214	5,364,731	3,294,401
Intergovernmental Services	1,162,902	1,077,017	1,011,104	1,111,185	1,111,185
Training and Travel	455,009	204,654	232,863	383,776	383,776
Rents and Leases	411,759	417,460	401,759	359,078	359,078
Repairs and Maintenance	1,449,165	1,487,252	1,418,049	1,562,728	1,417,728
Materials and Supplies	2,485,369	2,836,886	2,405,207	2,954,426	2,954,426
Utilities	1,146,977	1,184,792	1,162,015	1,250,515	1,250,515
Capital Expenses	10,000	-	-	-	-
Other Expenses	1,401,368	658,150	1,657,860	907,113	907,113
Operating Transfers Out	2,846,867	2,944,573	3,533,899	2,393,612	2,393,612
Totals	<b>44,456,386</b>	<b>42,610,278</b>	<b>46,456,678</b>	<b>49,151,950</b>	<b>46,936,620</b>
Anticipated Deficit (Before Prior Year Carryover)	(1,656,330)	(3,225,862)	(236,662)	(2,617,273)	(2,617,273)
FY 22/23 Fee Study Revenue				1,000,000	1,000,000
Revised Anticipated Deficit (Before Prior Year Carryover)	(1,656,330)	(3,225,862)	(236,662)	(1,617,273)	(1,617,273)
One-Time Unassigned General Fund Revenue				1,617,273	

**General Fund Budget  
by Department**

	2019/2020 Final Budget	2020/2021 Final Budget	2021/2022 Amended Budget	2022/2023 Adopted Budget
<b>Revenues</b>				
Non-Departmental	36,166,497	34,076,168	41,302,020	41,068,346
Central Administration	30,200	10,200	37,600	32,900
Finance	245,110	744,176	76,710	83,210
Police	1,326,594	1,338,972	1,325,772	1,452,845
Community Development	2,106,700	1,926,765	1,570,800	1,795,550
Public Works	346,855	277,895	348,765	315,850
Parks, Recreation and Community Services	2,578,100	1,010,240	1,558,349	1,785,976
	<b>42,800,056</b>	<b>39,384,416</b>	<b>46,220,016</b>	<b>46,534,677</b>
<b>Expenditures</b>				
Non-Departmental	2,846,867	2,944,573	3,283,899	2,143,612
Central Administration	3,702,246	1,822,013	5,925,993	7,472,116
Finance	7,184,035	7,734,927	4,972,477	4,119,469
Police	16,452,182	16,856,673	17,333,027	18,384,585
Community Development	3,036,576	3,165,549	4,105,455	5,466,285
Public Works	7,484,034	7,405,939	8,038,892	8,335,016
Parks, Recreation and Community Services	3,750,446	2,680,604	2,796,935	3,230,867
	<b>44,456,386</b>	<b>42,610,278</b>	<b>46,456,678</b>	<b>49,151,950</b>
Anticipated Deficit (Before Prior Year Carryover)	(1,656,330)	(3,225,862)	(236,662)	(2,617,273)
FY 22/23 Fee Study Revenue				1,000,000
Revised Anticipated Deficit (Before Prior Year Carryover)	(1,656,330)	(3,225,862)	(236,662)	(1,617,273)

### General Fund Budget by Department



- Non-Departmental
- Central Administration
- Finance
- Police
- Community Development
- Public Works
- Parks, Recreation and Community Services



### General Fund Revenue Detail

	2019/2020 Final Budget	2020/2021 Final Budget	2021/2022 Amended Budget	2022/2023 Adopted Budget
<b><u>Taxes</u></b>				
Secured Property Taxes Real Property	7,690,000	8,160,000	8,288,000	8,777,070
Secured Property Taxes County Admi	(113,000)	(113,000)	(106,579)	(111,200)
Secured Property Taxes Redemptions	6,000	6,000	6,700	6,700
Secured Property Taxes In Lieu VLF	5,220,842	5,220,842	5,527,560	5,749,000
Secured Property Taxes Excess ERAF	1,530,000	1,530,000	1,617,000	1,730,000
Secured Property Taxes RDA Tax Incre	169,125	169,125	173,500	173,500
Secured Property Taxes ROPS Residu	360,000	360,000	360,000	360,000
Secured Property Taxes In Lieu-MVMC	80,330	80,330	80,330	80,440
Unsecured Property Taxes Unsecured	146,600	146,600	161,196	163,500
Supplemental Property Tax Suppleme	188,000	188,000	185,000	185,000
Special Assessments SB1186 Access Fe	18,000			
Real Property Transfer Tax PTT	372,948	372,948	425,000	600,000
Sales & Use Tax General Sales Tax	9,701,020	9,261,377	10,691,277	11,876,020
Sales & Use Tax Audit Recovery	(5,000)	(5,000)	(5,000)	(5,000)
Sales & Use Tax Measure C Sales Tax	2,700,000	2,636,319	3,097,126	3,306,000
Sales & Use Tax Public Safety Sales Ta:	500,200	500,200	500,200	600,000
Hotel Tax TOT	1,826,822	1,370,117	1,560,000	1,580,000
Business Licenses Business License T:	1,302,000	1,302,000	1,250,000	1,275,000
Business Licenses Business License T:	2,000			
Franchise Fees Cable Television	1,090,000	1,100,000	1,050,000	1,050,000
Franchise Fees PG&E	650,000	650,000	650,000	680,000
Residential Development Tax Develop	5,000	5,000	5,000	10,000
<b>Subtotal Taxes</b>	<b>33,440,887</b>	<b>32,940,858</b>	<b>35,516,310</b>	<b>38,086,030</b>
<b><u>Licenses and Permits</u></b>				
Construction Permits Building	670,000	597,950	575,000	685,000
Construction Permits Elect., Plumb., Mechanical	352,000	297,960	232,000	242,000
Construction Permits Inspection	257,000	238,980	170,000	85,000
Construction Permits Grading Inspections	70,000	70,000	70,000	75,000
Police Permits Permits	15,000	12,000	7,500	12,000
Police Permits Preferential Parking	-	-	870	870
Other Permits Home Occupation	9,000	9,000	9,000	9,000
Other Permits Tree Removal Permits	6,000	6,000	4,000	5,000
<b>Subtotal Licenses and Permits</b>	<b>1,379,000</b>	<b>1,231,890</b>	<b>1,068,370</b>	<b>1,113,870</b>



## General Fund Revenue Detail

	2019/2020	2020/2021	2021/2022	2022/2023
	Final Budget	Final Budget	Amended Budget	Adopted Budget
<b>Intergovernmental</b>				
State-Motor Vehicle in Lieu Vehicle in	26,500	26,500	26,500	60,000
State-HOPTR Secured Homeowner's I	34,400	34,400	34,000	32,476
Peace Officers Standards & Training P	45,250	40,000	35,000	45,000
State Grants SB 1383	-	-	71,170	-
State Grants LEAP Planning Grant	-	-	-	150,000
State Grants REAP Grant	-	-	-	20,000
State Grants SRO	-	-	-	165,517
Other State Revenues State Mandate	4,200	2,200	2,200	10,200
Other State Revenues NENA Conferer	2,800	2,800	2,800	2,800
Other State Revenues Abandoned Ve	42,000	42,000	42,000	36,000
Federal COPE	134,000	167,328	167,328	167,328
Other Intergovernmental Revenue Nc	10,000	-	-	10,000
Other Intergovernmental Revenue Nl	157,744	157,744	157,744	-
Other Intergovern. Revenue Mass Not	3,200	4,200	-	-
<b>Subtotal Intergovernmental</b>	<b>460,094</b>	<b>477,172</b>	<b>538,742</b>	<b>699,321</b>
<b>Charges for Services</b>				
Business License Application Fees	15,000	15,000	15,000	18,000
Business License Application Fees-	1,000	1,000	1,000	1,000
Misc Publications/Reports	400	400	400	400
Administrative Fees	160,000	-	-	-
Administrative Fees CR	6,500	6,500	2,000	2,000
MVMCC Admin Fees	50,000	50,000	50,000	50,000
Returned Check Charges	310	310	310	310
Insurance Special Events	4,400	4,400	4,400	7,900
Admin Fees-Training	9,000	9,000	7,600	8,500
Total General Government Fees	246,610	86,610	80,710	88,110
Flat Fees	12,000	12,000	11,000	11,000
CR Private Projects	154,000	143,995	150,000	150,000
Final Inspection	1,000	1,000	-	-
Total Zoning and Subdivision	167,000	156,995	161,000	161,000
Building Plan Check Fees	200,000	200,000	142,000	182,000
Building Plan Check/Planning	19,000	19,000	15,000	20,000
Energy Plan Check Fees	84,000	84,000	35,000	65,000
Total Plan Checking Fees	303,000	303,000	192,000	267,000
Flat Fees	70,000	60,000	60,000	75,000
CR Staff	26,000	10,000	10,000	10,000
Final Inspection	120,000	85,695	85,695	90,000
Total Engineering and Inspection	216,000	155,695	155,695	175,000



## General Fund Revenue Detail

	2019/2020	2020/2021	2021/2022	2022/2023
	Final Budget	Final Budget	Amended Budget	Adopted Budget
Program Fees	1,701,600	658,395	1,026,158	1,170,209
Registration Fees	10,000	1,000	13,000	18,000
Team Fees	205,000	65,000	145,854	164,086
MTSC Membership Fee	13,000	-	6,000	12,650
Instruction Fees-Seniors	200,000	80,000	62,000	85,250
Trips & Special Events	20,000	-	5,000	9,427
Concessions	20,000	5,000	5,000	9,926
Application Fees	7,500	1,000	8,000	8,000
MTSC Building Attendant Fees	10,000	80	4,793	5,391
<b>Total Parks &amp; Recreation Fees</b>	<b>2,187,100</b>	<b>810,475</b>	<b>1,275,805</b>	<b>1,482,939</b>
Police Services DUI/Restitution	6,000	5,000	5,000	5,000
Police Services Vehicle Impound	35,000	33,000	30,000	30,000
Police Services Special Police	12,000	22,000	15,000	15,000
Police Services Alarm Fees	42,000	35,000	36,000	40,000
Police Services Record Releases	15,000	12,500	10,000	10,000
<b>Total Police Fees</b>	<b>110,000</b>	<b>107,500</b>	<b>96,000</b>	<b>100,000</b>
Other Service Charges Legal Fees	30,000	10,000	10,000	13,300
Other Service Charges Admin Fees	35,000	27,000	40,000	52,000
Other Service Charges Construction	300	300	-	-
Other Service Charges City	1,600	1,600	1,600	1,600
Other Service Charges Plan Storage	25,200	25,400	21,000	19,000
EV Charging	-	-	23,000	15,000
<b>Total Other Fees</b>	<b>92,100</b>	<b>64,300</b>	<b>95,600</b>	<b>100,900</b>
<b>Subtotal Charges for Services</b>	<b>3,321,810</b>	<b>1,684,575</b>	<b>2,056,810</b>	<b>2,374,949</b>
<b>Fines and Forfeitures</b>				
Fines & Forfeitures Vehicle Code	222,200	222,200	235,000	235,000
Code Enforcement Fines Hearing	10,000	10,000	3,100	6,000
Code Enforcement Fines Resale	190,000	171,980	90,000	10,000
Parking Fines Parking Fines	130,000	120,000	120,000	110,000
Penalties Business License Penalties	36,000	36,000	45,000	45,000
Penalties TOT Penalties	-	-	5,000	5,000
Penalties Cost Recovery Penalties	3,000	3,000	100	50
<b>Subtotal Fines and Forfeitures</b>	<b>591,200</b>	<b>563,180</b>	<b>498,200</b>	<b>411,050</b>

### General Fund Revenue Detail

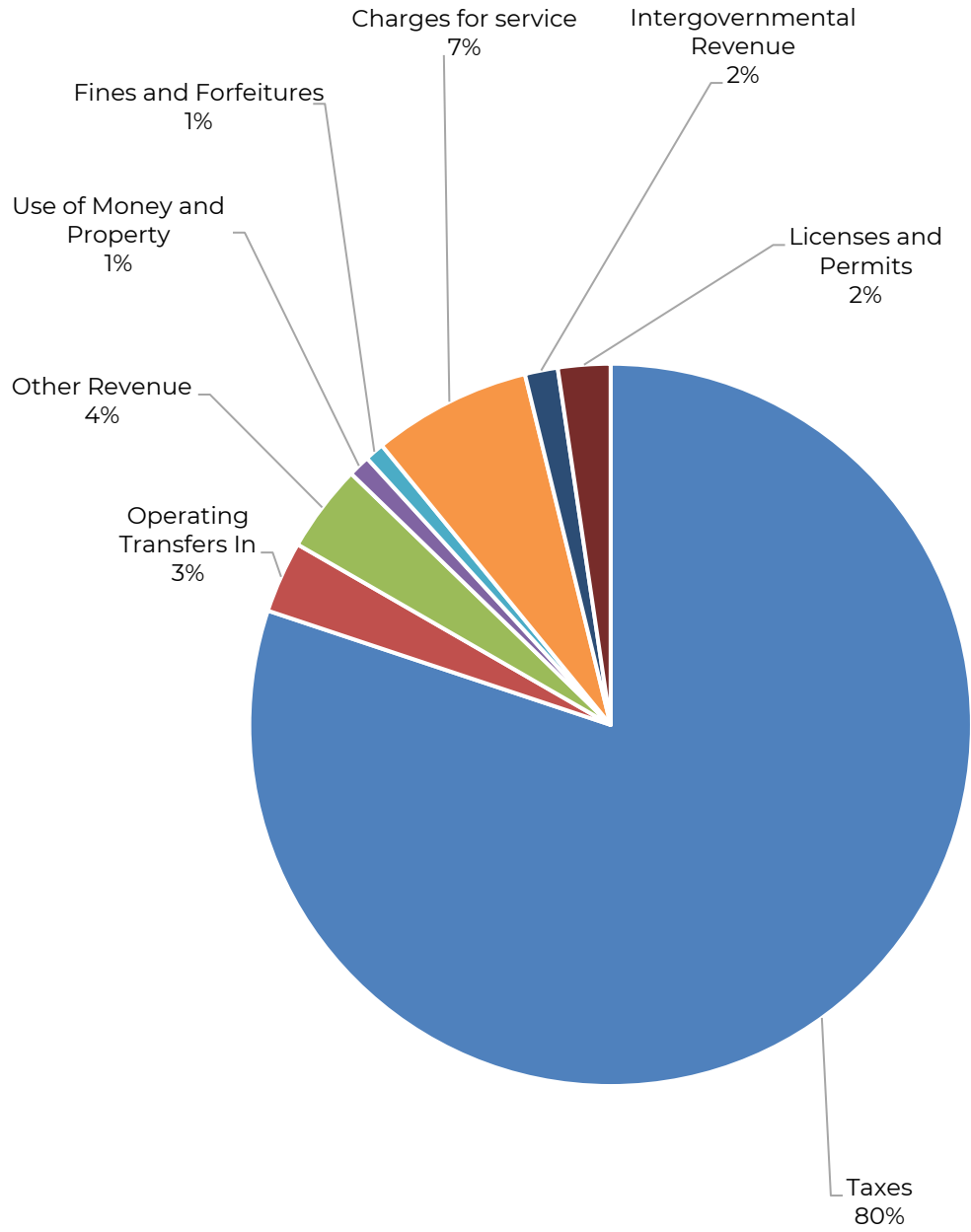
	2019/2020	2020/2021	2021/2022	2022/2023
	Final Budget	Final Budget	Amended Budget	Adopted Budget
<b><u>Use of Money and Property</u></b>				
Investment Earnings Invest Earnings	40,000	40,000	144,000	20,100
Investment Earnings Invest Earnings-	-	6,250	13,000	13,000
Investment Earnings Home Loan	-	-	4,140	4,140
Investment Earnings Misc	260	260	300	300
Rents Margaret Todd	37,000	20,500	33,300	35,400
Rents Downtown Building	2,050	2,050	2,050	2,050
Rents Parks	34,350	30,750	36,794	42,500
Rents Hill Community Room	12,500	4,125	10,000	11,500
Rents Hamilton Community Center	45,600	6,000	24,000	24,000
Rents Dog Park	23,600	8,600	-	-
Rents 901 Sherman Avenue	7,000	2,640	5,600	7,600
Rents Other Recreation Facilities	225,000	145,000	178,700	201,037
Rents Rent- O'Hair	72,500	72,500	72,500	72,500
Rents City Owned Property-Other	44,000	20,000	20,000	26,000
Rents AT&T Wireless Antenna	19,500	2,000	2,000	2,000
Rents Misc Rents	10,000	10,000	10,000	-
<b>Subtotal Use of Money and</b>	<b>573,360</b>	<b>370,675</b>	<b>556,384</b>	<b>462,127</b>
<b><u>Other Revenues</u></b>				
Other State Revenues CARES/Covid 19	-	663,066	-	-
Insurance/Litigation Settlements	16,655	-	-	-
Private Donations/Contributions	10,000	3,000	13,000	-
Miscellaneous Reimbursements	24,000	24,000	24,000	35,000
Miscellaneous Reimbursements	900	900	900	1,200
Miscellaneous Reimbursements	1,300	-	-	-
Miscellaneous Reimbursements Tam-	-	2,500	2,500	2,500
Miscellaneous Reimbursements	2,000	2,000	2,000	4,000
Miscellaneous Reimbursements	1,000	1,000	1,000	1,000
Miscellaneous Reimbursements	1,000	1,000	1,000	2,500
Bad Debt Writeoffs NSF Checks	300	100	100	100
Other Brochure Advertising	-	-	2,000	3,500
Other Misc Revenue	5,700	5,000	2,700	9,200
Other Discounts Taken	12,000	10,000	10,000	10,000
<b>Subtotal Other Revenues</b>	<b>74,855</b>	<b>712,566</b>	<b>59,200</b>	<b>69,000</b>

### General Fund Revenue Detail

	2019/2020 Final Budget	2020/2021 Final Budget	2021/2022 Amended Budget	2022/2023 Adopted Budget
<b><u>Operating Transfers In</u></b>				
Operating Transfers In Measure F Sales Tax	442,545	-	-	-
Operatin Transfers In Insurance	576,805	-	-	-
Operating Transfers In Clean	65,000	65,000	-	-
Operating Transfers In Subdivision	500	500	-	-
Operating Transfers In General Plan	-	-	-	250,000
Operating Transfers In Gas Tax	917,000	1,000,000	1,000,000	1,000,000
Operating Transfers In Street	617,000	-	-	-
Operating Transfers In Development	2,000	-	-	-
Operating Transfers In NPFA	13,000	13,000	13,000	13,000
Operating Transfers In ARP	-	-	1,641,000	-
Operating Transfers In Hamilton	325,000	325,000	325,000	260,000
Other Financing Sources Use of Fund Balance (Budget	-	-	2,947,000	1,795,330
<b>Subtotal Operating Transfers In</b>	<b>2,958,850</b>	<b>1,403,500</b>	<b>5,926,000</b>	<b>3,318,330</b>
All Revenues	<u>42,800,056</u>	<u>39,384,416</u>	<u>46,220,016</u>	<u>46,534,677</u>

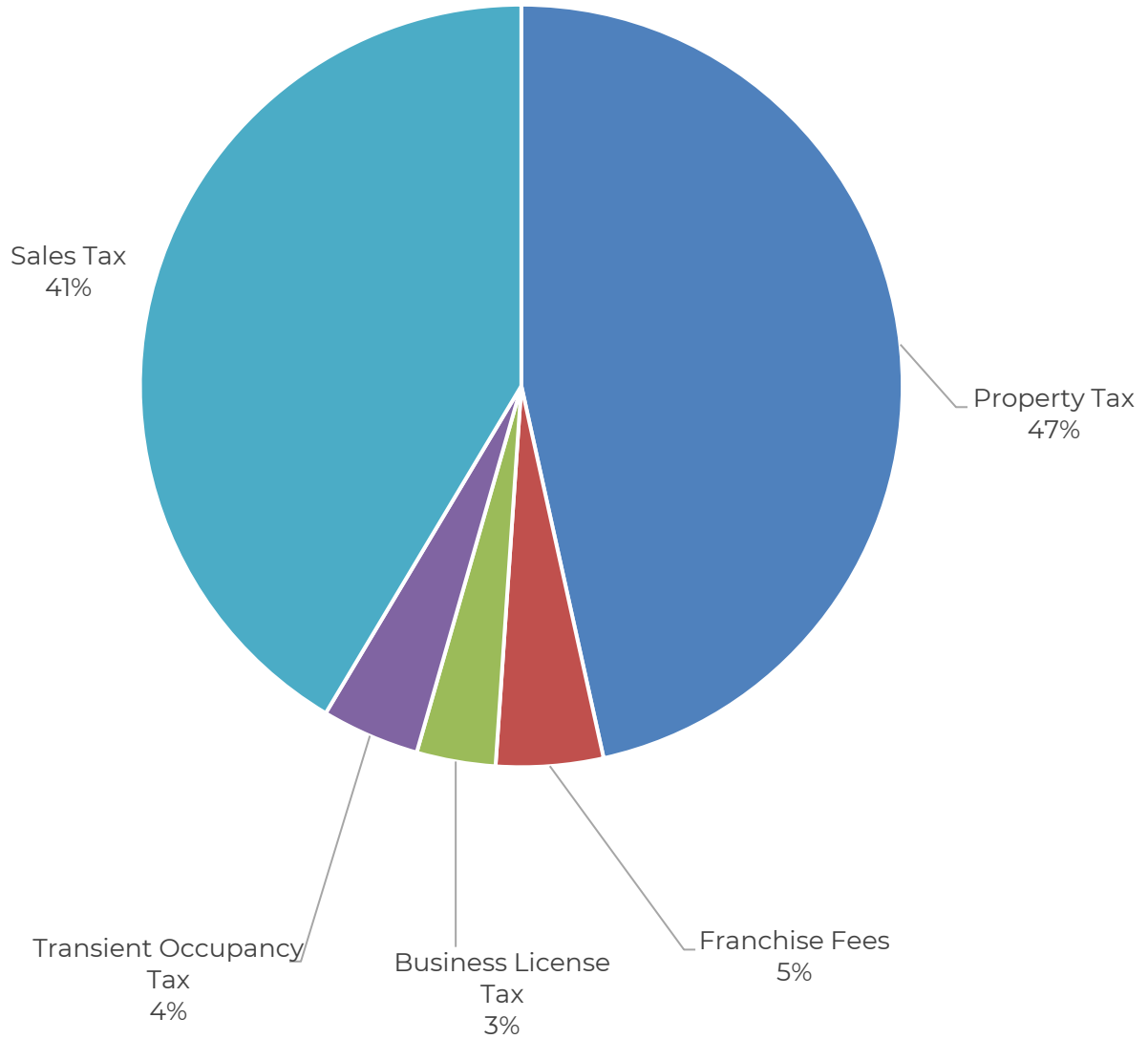


### General Fund Revenue By Category





### Tax Revenue by Type

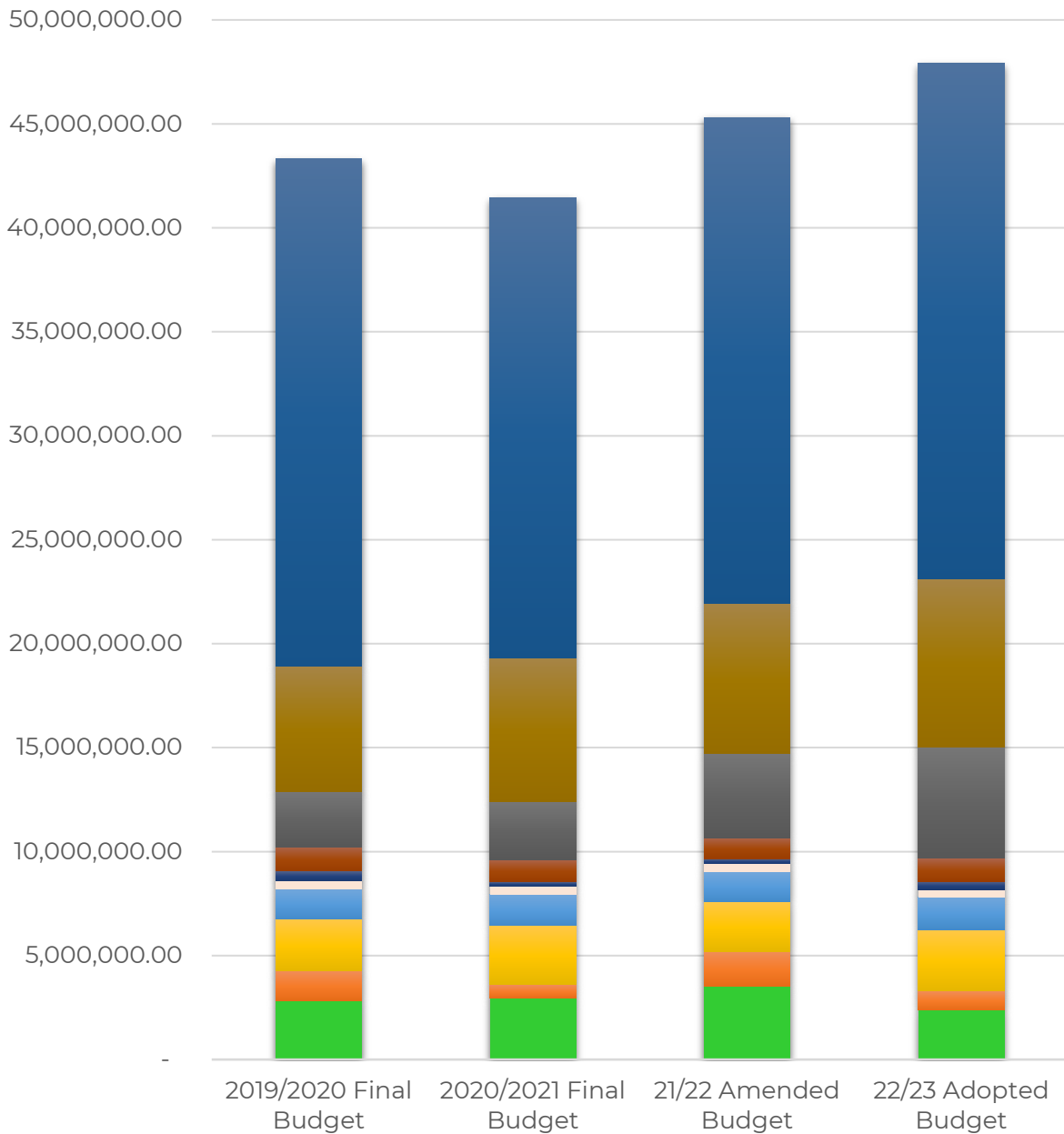


### General Fund Expenditure Budget by Category

	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/22022</b>	<b>2022/2023</b>
	<b>Final Budget</b>	<b>Final Budget</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>
<b>Expenditures</b>				
Salaries & Wages	24,367,051	22,129,123	23,372,773	24,771,904
Employee Benefits	6,048,482	6,880,575	7,200,935	8,092,882
Professional Services	2,671,437	2,789,796	4,060,214	5,364,731
Intergovernmental Services	1,162,902	1,077,017	1,011,104	1,111,185
Training & Travel	455,009	204,654	232,863	383,776
Rentals & Leases	411,759	417,460	401,759	359,078
Repairs & Maintenance	1,449,165	1,487,252	1,418,049	1,562,728
Materials & Supplies	2,485,369	2,836,886	2,405,207	2,954,426
Utilities	1,146,977	1,184,792	1,162,015	1,250,515
Capital Expenses	10,000	-	0	0
Other Expenses	1,401,368	658,150	1,657,860	907,113
Operating Transfers Out	2,846,867	2,944,573	3,533,899	2,393,612
<b>Totals</b>	<b>44,456,386</b>	<b>42,610,278</b>	<b>46,456,678</b>	<b>49,151,950</b>



## General Fund Expense by Category 19/20 to 22/23 Budgets



- Operating Transfers Out
- Other Expenses
- Capital Expenses
- Materials and Supplies
- Repairs and Maintenance
- Rents and Leases
- Training and Travel
- Intergovernmental Services
- Professional Services
- Employee Benefits
- Salaries and Wages



Adopted Budget 2022–23

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# PERSONNEL ALLOCATIONS



### Personnel Allocation by Department

<b>Department Summary</b>	<b>Amended Budget 2019/20</b>	<b>Adopted Budget 2020/21</b>	<b>Amended Budget 2020/21</b>	<b>Adopted Budget 2021/22</b>	<b>Amended Budget 2021/22</b>	<b>Adopted Budget 2022/23</b>	<b>Change 2022/23</b>
ADMINISTRATION	10.00	17.80	15.80	15.80	15.80	17.00	1.20
FINANCE	17.45	7.00	7.00	9.00	9.00	9.00	0.00
POLICE	81.50	81.50	78.50	78.50	78.50	78.50	0.00
COMMUNITY DEVELOPMENT	21.00	21.00	21.00	21.00	21.00	21.00	0.00
PUBLIC WORKS	55.50	52.50	51.00	51.00	51.00	50.00	-1.00
PRCS	23.30	22.70	15.20	15.20	16.20	16.00	-0.20
<b>Total</b>	<b>208.75</b>	<b>202.50</b>	<b>188.50</b>	<b>190.50</b>	<b>191.50</b>	<b>191.50</b>	<b>0.00</b>

**Personnel Allocation by Fund**

	<b>Actual</b>	<b>Amended</b>	<b>Amended</b>	<b>Adopted</b>	<b>Change</b>
	<b><u>2019/2020</u></b>	<b><u>2020/2021</u></b>	<b><u>2021/2022</u></b>	<b><u>2022/2023</u></b>	<b><u>2022/2023</u></b>
Measure F	5.25	1.00	0.00	0.00	0.00
RDA Sucessor Agency	0.20	0.20	0.20	0.20	0.00
Capital Improvement Fund	0.25	0.00	0.00	0.00	0.00
Affordable Housing Fund	0.12	0.12	0.02	0.02	0.00
Automation Surcharge Fund	0.50	0.50	0.50	0.50	0.00
Hamilton Community Facilities Fund	3.07	3.07	3.07	3.07	0.00
Pointe Marin Community Facilities Fund	2.00	2.00	2.00	2.00	0.00
Parks Measure A Fund	2.50	2.50	0.00	0.00	0.00
<b>Total Other Funds</b>	<b>13.89</b>	<b>9.39</b>	<b>5.79</b>	<b>5.79</b>	<b>0.00</b>
	5.30%	3.30%	3.00%	3.00%	
<b>Total General Fud</b>	<b>194.86</b>	<b>179.11</b>	<b>185.71</b>	<b>185.71</b>	<b>0.00</b>
<b>Total All Funds</b>	<b>208.75</b>	<b>188.50</b>	<b>191.50</b>	<b>191.50</b>	<b>0.00</b>

<u>DEPARTMENT</u>	<u>Amended Budget 2019/20</u>	<u>Adopted Budget 2020/21</u>	<u>Amended Budget 2020/21</u>	<u>Adopted Budget 2021/22</u>	<u>Amended Budget 2021/22</u>	<u>Adopted Budget 2022/23</u>	<u>Adopted Change 2022/23</u>
<b><u>ADMINISTRATION (Central Administration)</u></b>							
<b>City Manager</b>							
City Manager	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Sustainability Coordinator	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Management Analyst I / II	0.50	0.00	0.00	0.00	0.00	0.00	0.00
Executive Secretary	0.80	0.80	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>3.30</b>	<b>1.80</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
<b>Measure F</b>							
Management Analyst I / II	0.50	0.00	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>0.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Public Engagement/Economic Development</b>							
Assistant City Manager	1.00	0.35	0.35	0.35	0.35	0.55	0.20
Economic Development Manager	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Principal Management Analyst / Webmaster	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Sr. Management Analyst / Webmaster	0.00	0.00	0.00	1.00	1.00	0.00	-1.00
Management Analyst II / Webmaster	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Management Analyst I / II	0.00	0.50	0.50	0.50	0.50	0.50	0.00
Sustainability Coordinator I / II	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Sr Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>Subtotal</b>	<b>4.00</b>	<b>2.85</b>	<b>2.85</b>	<b>2.85</b>	<b>2.85</b>	<b>4.05</b>	<b>1.20</b>
<b>Measure F</b>							
Hamilton Property Project Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</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	1.00	0.00
Executive Secretary	0.20	0.20	0.00	0.00	0.00	0.00	0.00
Assistant City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>Subtotal</b>	<b>2.20</b>	<b>2.20</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>Human Resources</b>							
Assistant City Manager	0.00	0.35	0.35	0.35	0.35	0.35	0.00
Human Resources Manager	0.00	1.00	1.00	1.00	1.00	1.00	0.00
Human Resources Analyst	0.00	1.00	1.00	1.00	1.00	1.00	0.00
Principal HR Analyst	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Human Resources Assistant	0.00	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst II	0.00	0.50	0.50	0.50	0.50	0.50	0.00
Sr. Office Assistant	0.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>Subtotal</b>	<b>0.00</b>	<b>5.85</b>	<b>4.85</b>	<b>4.85</b>	<b>4.85</b>	<b>4.85</b>	<b>0.00</b>
<b>Information Technology Services</b>							
Assistant City Manager	0.00	0.10	0.10	0.10	0.10	0.10	0.00
Information Technology Manager	0.00	1.00	1.00	1.00	1.00	1.00	0.00
Senior IT Analyst	0.00	1.00	1.00	1.00	1.00	1.00	0.00
Network & Systems Administrator	0.00	1.00	1.00	1.00	1.00	1.00	0.00
Information Technology Technician	0.00	2.00	2.00	2.00	2.00	2.00	0.00
<b>Subtotal</b>	<b>0.00</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>	<b>0.00</b>
<b><u>TOTAL ADMINISTRATION (Central Administration)</u></b>							
	<b>10.00</b>	<b>17.80</b>	<b>15.80</b>	<b>15.80</b>	<b>15.80</b>	<b>17.00</b>	<b>1.20</b>

<u>DEPARTMENT</u>	<u>Amended Budget 2019/20</u>	<u>Adopted Budget 2020/21</u>	<u>Amended Budget 2020/21</u>	<u>Adopted Budget 2021/22</u>	<u>Amended Budget 2021/22</u>	<u>Adopted Budget 2022/23</u>	<u>Adopted Change 2022/23</u>
<b>FINANCE (Administrative Services)</b>							
<b>Administration</b>							
Assistant City Manager	0.60	0.00	0.00	0.00	0.00	0.00	0.00
Principal Analyst	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Management Analyst II	0.60	0.00	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>2.20</b>	<b>0.00</b>	<b>0.00</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	0.00	0.00	0.00	0.00	0.00	0.00
Human Resources Analyst	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Principal HR Analyst	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Human Resources Assistant	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Sr. Office Assistant	1.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>4.90</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Finance</b>							
Finance Director	0.90	0.90	0.90	0.90	0.90	0.90	0.00
Deputy Finance Director	0.00	0.00	0.00	1.00	1.00	1.00	0.00
Finance Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Accounting Supervisor	0.90	0.90	0.00	0.00	0.00	0.00	0.00
Senior Accountant	0.00	0.00	0.90	0.90	0.90	0.90	0.00
Payroll / Accounting Technician	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Senior Accounting Assistant	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Accounting Assistant I / II	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Accountant/Analyst	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Accountant I / II	0.00	0.00	1.00	2.00	2.00	2.00	0.00
Principal Analyst	0.00	1.00	0.00	0.00	1.00	1.00	0.00
Senior Management Analyst	0.00	0.00	1.00	1.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>4.80</b>	<b>6.80</b>	<b>6.80</b>	<b>8.80</b>	<b>8.80</b>	<b>8.80</b>	<b>0.00</b>
<b>RDA Successor Agency</b>							
Finance Director	0.10	0.10	0.10	0.10	0.10	0.10	0.00
Finance Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Accounting Supervisor	0.10	0.10	0.00	0.00	0.00	0.00	0.00
Senior Accountant	0.00	0.00	0.10	0.10	0.10	0.10	0.00
<b>Subtotal</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.00</b>
<b>Capital Improvement Fund</b>							
Accounting Supervisor	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Business Analyst	0.25	0.00	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>0.25</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Information Technology Services</b>							
Information Technology Manager	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior IT Analyst	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Network & Systems Administrator	1.00	0.00	0.00	0.00	0.00	0.00	0.00
GIS/Engineering Technician	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Information Technology Technician	1.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>5.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Measure F</b>							
Business Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



<u>DEPARTMENT</u>	<u>Amended Budget 2019/20</u>	<u>Adopted Budget 2020/21</u>	<u>Amended Budget 2020/21</u>	<u>Adopted Budget 2021/22</u>	<u>Amended Budget 2021/22</u>	<u>Adopted Budget 2022/23</u>	<u>Adopted Change 2022/23</u>
<b>Citywide Programs</b>							
Human Resources Manager	0.10	0.00	0.00	0.00	0.00	0.00	0.00
Human Resources Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Management Analyst I / II	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>0.10</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL FINANCE (Administrative Services)</b>	<b>17.45</b>	<b>7.00</b>	<b>7.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00</b>

<u>DEPARTMENT</u>	<u>Amended Budget 2019/20</u>	<u>Adopted Budget 2020/21</u>	<u>Amended Budget 2020/21</u>	<u>Adopted Budget 2021/22</u>	<u>Amended Budget 2021/22</u>	<u>Adopted Budget 2022/23</u>	<u>Adopted Change 2022/23</u>
<b><u>POLICE</u></b>							
<b>Administration</b>							
Police Chief	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Captain	2.00	2.00	1.00	2.00	2.00	2.00	0.00
Lieutenant	0.00	0.00	1.00	0.00	0.00	0.00	0.00
Sr. Management Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Community Services Officer	0.00	1.00	1.00	1.00	1.00	0.00	-1.00
Management Analyst I	0.00	0.00	0.00	0.00	0.00	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>5.00</b>	<b>0.00</b>
<b>Technical Services</b>							
Evidence Technician	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Dispatch Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Sr. Dispatcher	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Dispatcher	7.00	8.00	7.00	7.00	7.00	7.00	0.00
Records Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Records Specialist	3.50	3.00	2.00	2.00	2.00	2.00	0.00
<b>Subtotal</b>	<b>15.50</b>	<b>16.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>0.00</b>
<b>Professional Standards</b>							
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst I / II	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Office Assistant II	0.00	0.50	0.50	0.50	0.50	0.50	0.00
<b>Subtotal</b>	<b>2.00</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>0.00</b>
<b>Criminal Investigations</b>							
Lieutenant	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Officer	4.00	4.00	4.00	4.00	4.00	4.00	0.00
<b>Subtotal</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>
<b>Patrol Administration &amp; Operations</b>							
Lieutenant	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Sergeant	5.00	5.00	5.00	5.00	5.00	5.00	0.00
Corporal	4.00	4.00	4.00	4.00	4.00	4.00	0.00
Officer	26.00	26.00	26.00	26.00	26.00	26.00	0.00
K-9 Officer	3.00	3.00	3.00	3.00	3.00	3.00	0.00
<b>Subtotal</b>	<b>40.00</b>	<b>40.00</b>	<b>40.00</b>	<b>40.00</b>	<b>40.00</b>	<b>40.00</b>	<b>0.00</b>
<b>Traffic</b>							
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Officer	3.00	3.00	3.00	3.00	3.00	3.00	0.00
Community Service Officer	1.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>Subtotal</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>
<b>Special Police Services</b>							
Officer-Major Crimes Task Force	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Officer-COPE Funded	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Sergeant-NRT	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Officer-NRT	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Officer-SRO	2.00	2.00	2.00	2.00	2.00	2.00	0.00
<b>Subtotal</b>	<b>7.00</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>





	<b>Amended Budget <u>2019/20</u></b>	<b>Adopted Budget <u>2020/21</u></b>	<b>Amended Budget <u>2020/21</u></b>	<b>Adopted Budget <u>2021/22</u></b>	<b>Amended Budget <u>2021/22</u></b>	<b>Adopted Budget <u>2022/23</u></b>	<b>Adopted Change <u>2022/23</u></b>
<b>Measure F</b>							
Dispatcher	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Records Specialist	0.50	0.00	0.00	0.00	0.00	0.00	0.00
Office Assistant II	0.50	0.00	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL POLICE</b>	<b>81.50</b>	<b>81.50</b>	<b>78.50</b>	<b>78.50</b>	<b>78.50</b>	<b>78.50</b>	<b>0.00</b>



<u>DEPARTMENT</u> <u>COMMUNITY DEVELOPMENT</u>	<u>Amended</u> <u>Budget</u> <u>2019/20</u>	<u>Adopted</u> <u>Budget</u> <u>2020/21</u>	<u>Amended</u> <u>Budget</u> <u>2020/21</u>	<u>Adopted</u> <u>Budget</u> <u>2021/22</u>	<u>Amended</u> <u>Budget</u> <u>2021/22</u>	<u>Adopted</u> <u>Budget</u> <u>2022/23</u>	<u>Adopted</u> <u>Change</u> <u>2022/23</u>
<b>Administration</b>							
Community Development Director	0.78	0.78	0.78	0.78	0.78	0.78	0.00
Sustainability Coordinator	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Management Analyst I	0.00	0.00	1.00	0.00	0.00	0.00	0.00
Senior Management Analyst	0.00	0.00	0.00	1.00	1.00	0.00	-1.00
Principal Management Analyst	0.00	0.00	0.00	0.00	0.00	1.00	1.00
<b>Subtotal</b>	<b>0.78</b>	<b>0.78</b>	<b>1.78</b>	<b>1.78</b>	<b>1.78</b>	<b>1.78</b>	<b>0.00</b>
<b>Code Enforcement</b>							
Supervising Code Enforcement Officer	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Code Enforcement Officer	1.50	1.50	1.00	1.00	1.00	1.00	0.00
Code Enforcement Officer / Housing Inspect	1.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>Subtotal</b>	<b>3.50</b>	<b>3.50</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>
<b>Planning</b>							
Community Development Director	0.20	0.20	0.20	0.20	0.20	0.20	0.00
Planning/Environmental Svcs Manager	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Principal Planner	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Senior Planner	1.90	1.00	1.00	1.00	1.00	2.00	1.00
Planner I	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Planner II	1.00	1.00	1.00	2.00	2.00	1.00	-1.00
Planning Technician	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	0.00	-1.00
<b>Subtotal</b>	<b>7.10</b>	<b>6.20</b>	<b>6.20</b>	<b>6.20</b>	<b>6.20</b>	<b>6.20</b>	<b>0.00</b>
<b>Permit Center</b>							
Development Permit Supervisor	0.50	0.50	0.50	0.50	0.50	0.00	-0.50
Building Plans Examiner I / II	0.00	0.00	0.00	0.00	0.00	0.50	0.50
Permit Technician	1.00	1.00	1.00	1.00	1.00	2.00	1.00
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	2.00	1.00
Office Assistant II	2.00	2.00	2.00	2.00	2.00	0.00	-2.00
<b>Subtotal</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>0.00</b>
<b>Building</b>							
Chief Building Official	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Building Plans Examiner I / II	0.00	1.00	1.00	1.00	1.00	1.00	0.00
Senior Building Inspector	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Building Inspector I / II	2.50	2.50	2.00	2.00	2.00	2.00	0.00
<b>Subtotal</b>	<b>4.50</b>	<b>5.50</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>
<b>Affordable Housing Programs</b>							
Community Development Director	0.02	0.02	0.02	0.02	0.02	0.02	0.00
Senior Planner	0.10	0.00	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>0.12</b>	<b>0.02</b>	<b>0.02</b>	<b>0.02</b>	<b>0.02</b>	<b>0.02</b>	<b>0.00</b>
<b>Automation Surcharge</b>							
Development Permit Supervisor	0.50	0.50	0.50	0.50	0.50	0.50	0.00
<b>Subtotal</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>0.00</b>

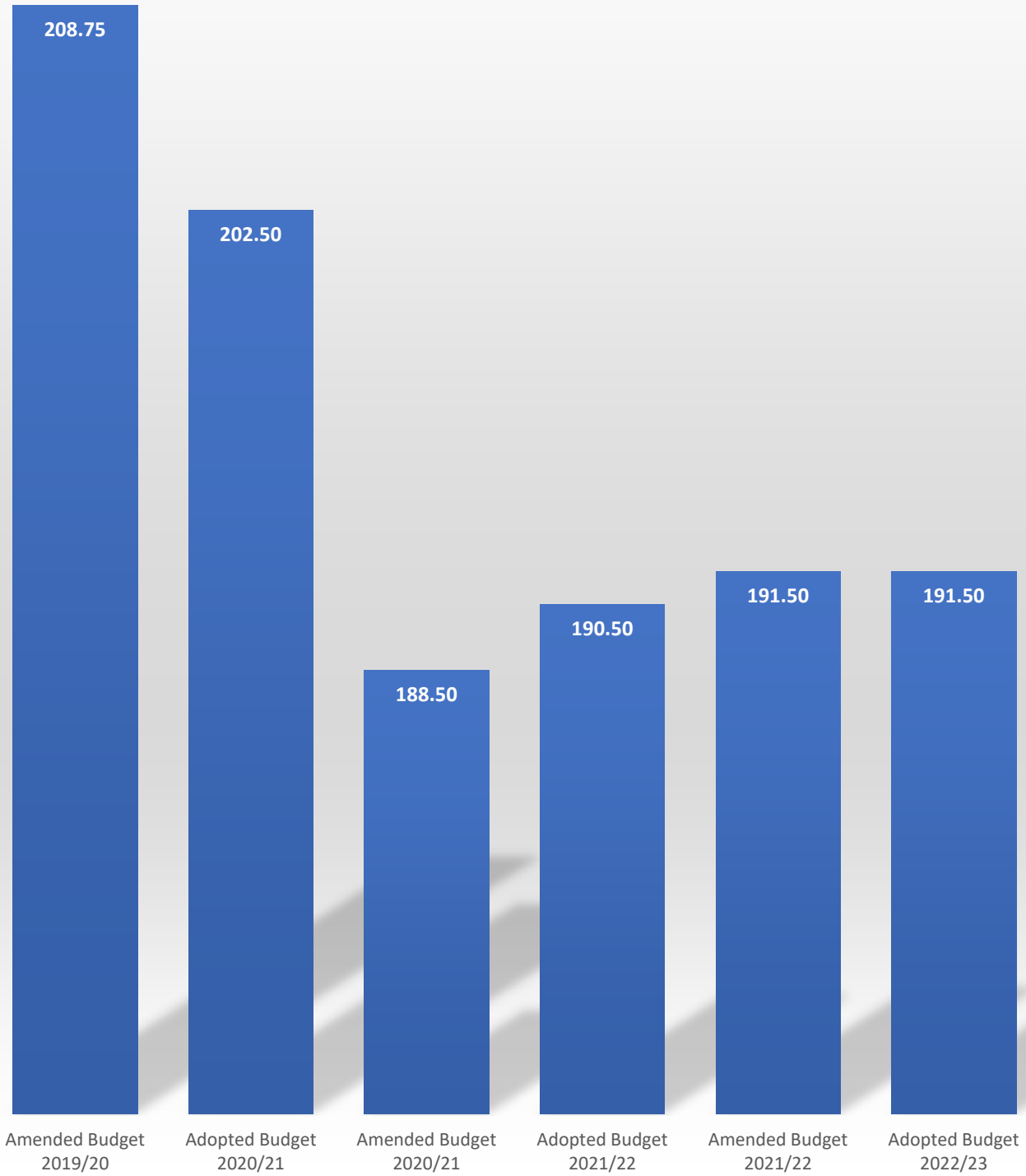
<u>DEPARTMENT</u>	<u>Amended Budget 2019/20</u>	<u>Adopted Budget 2020/21</u>	<u>Amended Budget 2020/21</u>	<u>Adopted Budget 2021/22</u>	<u>Amended Budget 2021/22</u>	<u>Adopted Budget 2022/23</u>	<u>Adopted Change 2022/23</u>
<b><u>PUBLIC WORKS</u></b>							
<b>Engineering Administration</b>							
Public Works Director	0.85	0.85	0.85	0.85	0.85	0.85	0.00
PW Administrative Manager	0.75	0.75	0.75	0.75	0.75	0.75	0.00
Engineering Project Coordinator	0.30	0.00	0.00	0.00	0.00	0.00	0.00
Management Analyst II	1.00	1.00	1.00	1.00	0.00	0.00	0.00
Senior Management Analyst	0.00	0.00	0.00	0.00	1.00	1.00	0.00
Sustainability Coordinator I / II	0.00	0.00	1.00	1.00	1.00	0.00	-1.00
Senior Office Assistant	0.20	0.20	0.20	0.20	0.20	0.20	0.00
<b>Subtotal</b>	<b>3.10</b>	<b>2.80</b>	<b>3.80</b>	<b>3.80</b>	<b>3.80</b>	<b>2.80</b>	<b>-1.00</b>
<b>Engineering Operations</b>							
Deputy PW Director / City Engineer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Engineering Services Manager	0.30	0.30	0.30	0.30	0.30	0.30	0.00
PW Administrative Manager	0.25	0.25	0.25	0.25	0.25	0.25	0.00
Senior Civil Engineer	0.40	0.40	0.40	0.40	0.40	0.40	0.00
Associate Engineer	0.00	0.00	0.00	0.00	0.00	0.20	0.20
Assistant Engineer	0.50	0.50	0.50	0.50	0.50	0.30	-0.20
Public Works Inspector	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Engineering Project Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Senior Office Assistant	0.80	0.80	0.80	0.80	0.80	0.80	0.00
<b>Subtotal</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>0.00</b>
<b>Project Development</b>							
Public Works Director	0.15	0.15	0.15	0.15	0.15	0.15	0.00
Deputy PW Director / City Engineer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Engineering Services Manager	0.10	0.10	0.10	0.10	0.10	0.10	0.00
Assistant Engineer	0.20	0.20	0.20	0.20	0.20	0.20	0.00
<b>Subtotal</b>	<b>0.45</b>	<b>0.45</b>	<b>0.45</b>	<b>0.45</b>	<b>0.45</b>	<b>0.45</b>	<b>0.00</b>
<b>Capital Projects Engineering</b>							
Deputy PW Director / City Engineer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Engineering Services Manager	0.60	0.60	0.60	0.60	0.60	0.60	0.00
Senior Civil Engineer	0.60	0.60	0.60	0.60	0.60	0.60	0.00
Associate Engineer	0.00	0.00	0.00	0.00	0.00	1.80	1.80
Assistant Engineer	2.30	2.30	2.30	2.30	2.30	0.50	-1.80
Engineering Project Coordinator	0.70	0.00	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>4.20</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>0.00</b>
<b>Maintenance Administration</b>							
Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst I	0.00	0.00	0.00	1.00	1.00	1.00	0.00
Senior Office Assistant	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Office Assistant II	1.00	1.00	1.00	1.00	1.00	0.00	-1.00
<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>
<b>Street Maintenance</b>							
Maintenance Supervisor	0.68	0.68	0.68	0.68	0.68	0.68	0.00
Senior Maintenance Worker	4.00	4.00	4.00	4.00	4.00	4.00	0.00
Maintenance Worker	3.00	3.00	3.00	3.00	3.00	3.00	0.00
<b>Subtotal</b>	<b>7.68</b>	<b>7.68</b>	<b>7.68</b>	<b>7.68</b>	<b>7.68</b>	<b>7.68</b>	<b>0.00</b>

<u>DEPARTMENT</u>	<u>Amended Budget 2019/20</u>	<u>Adopted Budget 2020/21</u>	<u>Amended Budget 2020/21</u>	<u>Adopted Budget 2021/22</u>	<u>Amended Budget 2021/22</u>	<u>Adopted Budget 2022/23</u>	<u>Adopted Change 2022/23</u>
<b>Traffic Operations</b>							
Maintenance Supervisor	0.25	0.25	0.25	0.25	0.25	0.25	0.00
Senior Maintenance Worker	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Maintenance Worker	1.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>Subtotal</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>0.00</b>
<b>Median Island Maintenance</b>							
Maintenance Supervisor	0.30	0.30	0.30	0.30	0.30	0.30	0.00
Senior Maintenance Worker	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Maintenance Worker	4.00	4.00	4.00	3.00	3.00	3.00	0.00
<b>Subtotal</b>	<b>5.30</b>	<b>5.30</b>	<b>5.30</b>	<b>4.30</b>	<b>4.30</b>	<b>4.30</b>	<b>0.00</b>
<b>Parks Maintenance</b>							
Maintenance Supervisor	0.70	0.70	0.70	0.70	0.70	0.70	0.00
Senior Maintenance Worker	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Maintenance Worker	5.00	5.00	4.00	4.00	4.00	4.00	0.00
<b>Subtotal</b>	<b>7.70</b>	<b>7.70</b>	<b>6.70</b>	<b>6.70</b>	<b>6.70</b>	<b>6.70</b>	<b>0.00</b>
<b>Building Maintenance</b>							
Building Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Facilities Maintenance Lead	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Senior Custodian	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Custodian	6.50	6.50	5.00	5.00	5.00	5.00	0.00
<b>Subtotal</b>	<b>8.50</b>	<b>8.50</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>
<b>Hamilton Community Facilities</b>							
Maintenance Supervisor	0.07	0.07	0.07	0.07	0.07	0.07	0.00
Maintenance Worker	3.00	3.00	3.00	3.00	3.00	3.00	0.00
<b>Subtotal</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>	<b>0.00</b>
<b>Pointe Marin Community Facilities</b>							
Maintenance Worker	2.00	2.00	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>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>Measure F</b>							
Maintenance Worker	2.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Parks Measure A</b>							
Maintenance Worker	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Equipment/Vehicle Maintenance</b>							
Equipment Technician Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Senior Equipment Technician	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Equipment Technician	1.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>Subtotal</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>
<b>TOTAL PUBLIC WORKS</b>	<b>55.50</b>	<b>52.50</b>	<b>51.00</b>	<b>51.00</b>	<b>51.00</b>	<b>50.00</b>	<b>-1.00</b>

<u>DEPARTMENT</u>	<u>Amended Budget 2019/20</u>	<u>Adopted Budget 2020/21</u>	<u>Amended Budget 2020/21</u>	<u>Adopted Budget 2021/22</u>	<u>Amended Budget 2021/22</u>	<u>Adopted Budget 2022/23</u>	<u>Adopted Change 2022/23</u>
<b><u>PARKS, RECREATION &amp; COMMUNITY SRVCS</u></b>							
<b>Administration</b>							
Assistant City Manager	0.40	0.20	0.20	0.20	0.20	0.00	-0.20
Parks, Rec. & Community Svcs Director	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Deputy Director	0.20	0.20	0.20	0.20	0.20	0.00	-0.20
Recreation & Operations Manager	0.75	0.75	0.00	0.00	0.00	0.00	0.00
Senior Management Analyst	0.00	0.00	0.00	0.00	1.00	1.00	0.00
Management Analyst I	1.37	0.97	0.00	0.00	0.00	0.00	0.00
Recreation Supervisor	0.21	0.21	0.21	0.21	0.21	0.00	-0.21
Recreation Coordinator	0.50	0.50	0.50	1.00	1.00	1.00	0.00
Senior Office Assistant	0.00	0.00	0.00	0.00	1.00	1.00	0.00
<b>Subtotal</b>	<b>3.43</b>	<b>2.83</b>	<b>1.11</b>	<b>1.61</b>	<b>3.61</b>	<b>4.00</b>	<b>0.39</b>
<b>Youth Enrichment Programs</b>							
Deputy Director	0.20	0.20	0.20	0.20	0.20	0.00	-0.20
Management Analyst I	0.03	0.03	0.00	0.00	0.00	0.00	0.00
Recreation Supervisor	0.90	0.90	0.90	0.90	0.90	1.00	0.10
Recreation Coordinator	1.75	1.75	0.00	0.00	0.00	0.00	0.00
Senior Office Assistant	0.10	0.10	0.10	0.10	0.10	0.00	-0.10
Child Care Teacher	1.75	1.75	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>4.73</b>	<b>4.73</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>	<b>1.00</b>	<b>-0.20</b>
<b>Cultural Programs/Museum Administration</b>							
Recreation Services Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Senior Citizens</b>							
Recreation & Operations Manager	0.25	0.25	0.00	0.00	0.00	0.00	0.00
Recreation Supervisor	0.95	0.95	0.95	0.95	0.95	1.00	0.05
Recreation Coordinator	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Senior Office Assistant	0.90	0.90	0.90	0.90	0.90	1.00	0.10
<b>Subtotal</b>	<b>3.10</b>	<b>3.10</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>	<b>2.00</b>	<b>0.15</b>
<b>Athletics</b>							
Deputy Director	0.60	0.60	0.60	0.60	0.60	0.00	-0.60
Recreation Supervisor	3.94	3.94	2.94	2.94	2.94	2.00	-0.94
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00	2.00	1.00
Gymnastics Instructor	4.25	4.25	4.25	4.25	4.25	4.25	0.00
Senior Office Assistant	1.00	1.00	1.00	0.75	0.75	0.75	0.00
Office Assistant II	0.75	0.75	0.75	1.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>11.54</b>	<b>11.54</b>	<b>10.54</b>	<b>10.54</b>	<b>9.54</b>	<b>9.00</b>	<b>-0.54</b>
<b>Parks Measure A</b>							
Recreation Coordinator	0.50	0.50	0.50	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL PARKS, RECREATION &amp; COMMUNITY SERVICES</b>	<b>23.30</b>	<b>22.70</b>	<b>15.20</b>	<b>15.20</b>	<b>16.20</b>	<b>16.00</b>	<b>-0.20</b>
<b>GRAND TOTAL PERSONNEL</b>	<b>208.75</b>	<b>202.50</b>	<b>188.50</b>	<b>190.50</b>	<b>191.50</b>	<b>191.50</b>	<b>0.00</b>

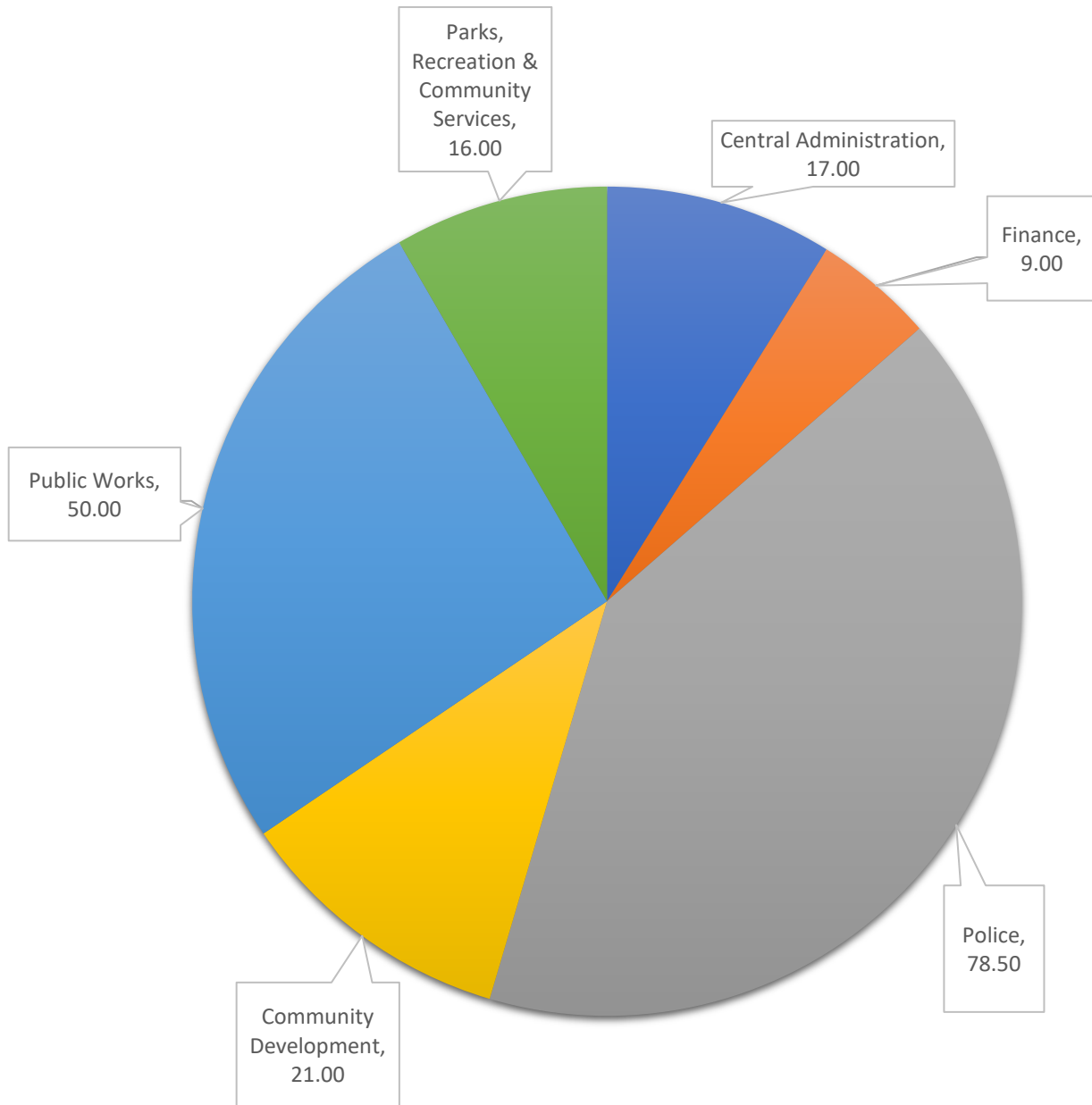


## Personnel Allocaton Summary





## Personnel Allocation by Department





Adopted Budget 2022–23

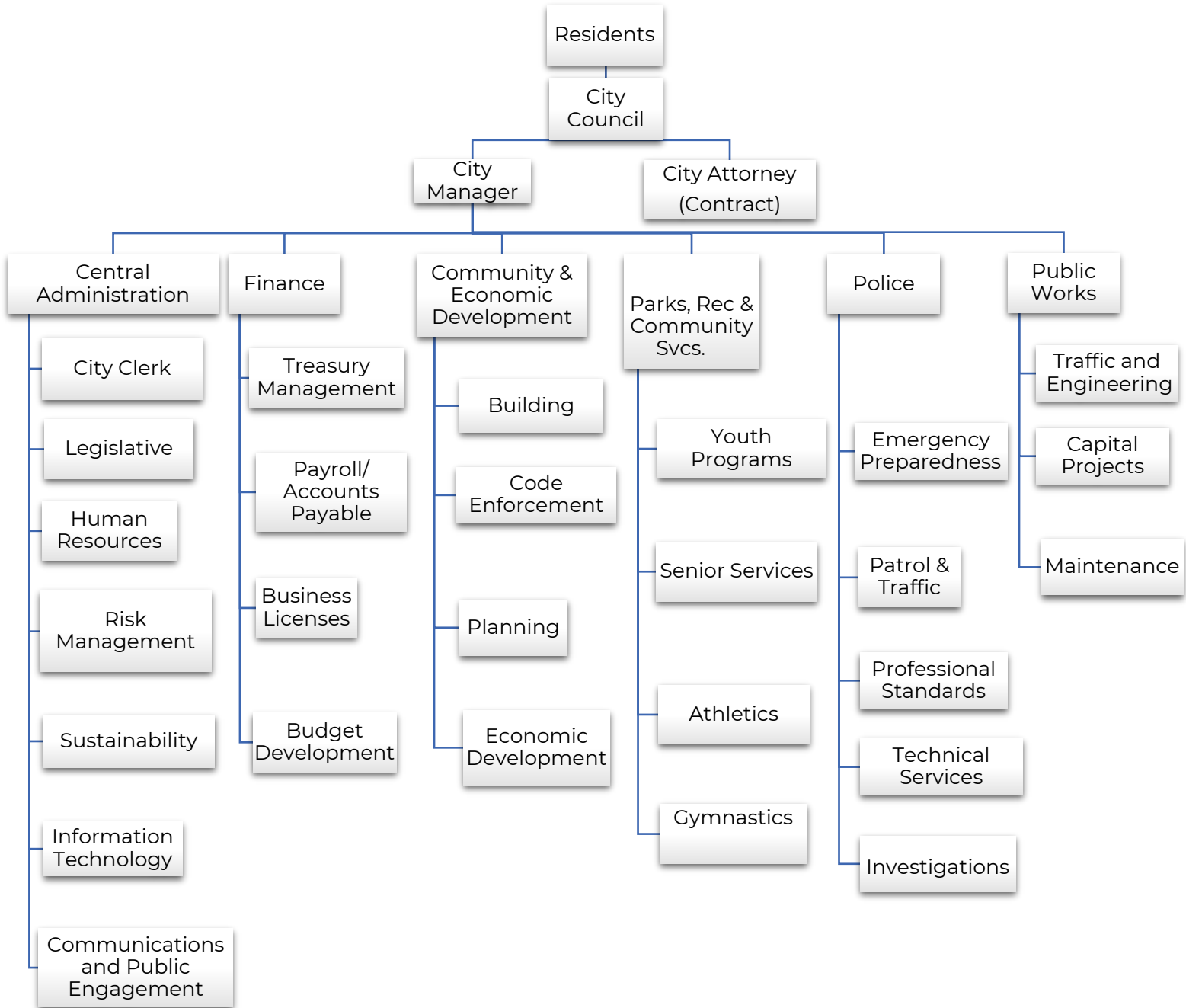
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# OPERATING BUDGETS BY DEPARTMENT





# Functional Organization Chart





# Central Administration

Central Administration provides overall leadership to City departments and implements and communicates the policy direction of the City Council through several management, legal and administrative functions. Central Administration provides the tools needed by other City departments to deliver efficient and effective services and engagement with the community.

## Department Mission Statement

The mission of Central Administration is to facilitate the relationship between local government and the residents. Each individual in the Department is dedicated to transparency, equity and inclusion and the ongoing improvement of services offered to the Novato community.

## Department Programs

### **Mayor and City Council**

The City Council establishes overall goals and objectives for the City through the adoption of policies and the City Council Strategic Plan, and by setting priorities for the development and implementation of programs and services.

### **City Manager's Office**

The City Manager and staff provide overall administrative leadership and manage the processes that lead to the implementation of the City Council's goals and objectives. The City Manager oversees day-to-day operations of the City's departments, programs and services, and communicates policies from the City Council. The City Manager has the duty and responsibility to uphold the City of Novato's mission to provide excellent services that enrich the quality of life within the community, and promotes the City's core values including equity and fairness, honesty, integrity and ethical behavior, and respect for all.

### **City Clerk**

The City Clerk serves as the liaison between the public and the City Council and ensures transparency and open government. The City Clerk coordinates appointments to the City's commissions, committees and boards and acts as a compliance officer for federal, state, and local statutes including the Political Reform Act, the Brown Act, and the Public Records Act. The office of the City Clerk, along with the City Manager, oversees the coordination of the City Council's agenda and related documents, completes the necessary arrangements for accessible and effective meetings and ensures that all actions of the City Council are properly executed, recorded, and archived.

### **City Attorney**

The City contracts with Colantuono, Highsmith & Whatley, PC for legal services. In addition to having a partner specifically designated as City Attorney for routine legal services, the firm has attorneys specializing in various areas of municipal law who are utilized on an as-needed basis. Legal services include review and approval of contracts and related documents, counsel on development projects and issues, advice on questions of law and procedure, litigation management, 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.



### **Communications and Community Engagement**

The Communications and Community Engagement program plans and coordinates efforts to meaningfully engage and effectively communicate with the community. The Division works to improve public access to timely, accurate, and helpful information about the City and its services; provides a variety of easy, accessible, and meaningful ways to engage with the City; and promotes transparency in the City's decision-making process and outcomes of key issues affecting the daily lives of the Novato community.

### **Human Resources and Risk Management**

The Human Resources Division is responsible for human resource services including employee and labor relations, recruitment and selection, classification and compensation, benefits administration, workers' compensation, employee recognition and engagement, training and development, development and 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.

### **Information Technology**

The Information Technology Division manages data and telecommunications systems networks and provides services, security 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. The Division is also responsible for internet, telephone system, remote access services, Geographical Information Systems (GIS), and managing support services provided by professional and technical consultants.

### **Sustainability Program**

The Sustainability Program focuses on the delivery of the City's climate action goals and programs, including 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. With the establishment of the Sustainability Commission in Fiscal Year 2022-23, the Program will expand to also focus on adaptation measures to address climate change impacts such as sea level rise and wildfire mitigation.

### **Department Goals**

- Partner with the Marin County Elections Office to effectively manage the November 8, 2022, General Election.
- Establish an electronic filing system for campaign disclosure statements and Fair Political Practices Commission conflict of interest statements.
- Install a digital communications platform to streamline and enhance external communications and improve internal workflow.
- Improve usage of communication channels to meet our community where they are while working to partner with organizations to connect with our hardest to reach communities as we continue to acknowledge and celebrate Novato's diversity.
- Recruit and retain exceptional employees by improving outreach and hiring strategies, finalizing the update of the City's Personnel Rules and related policies, and auditing and updating the City's employee performance evaluation process.



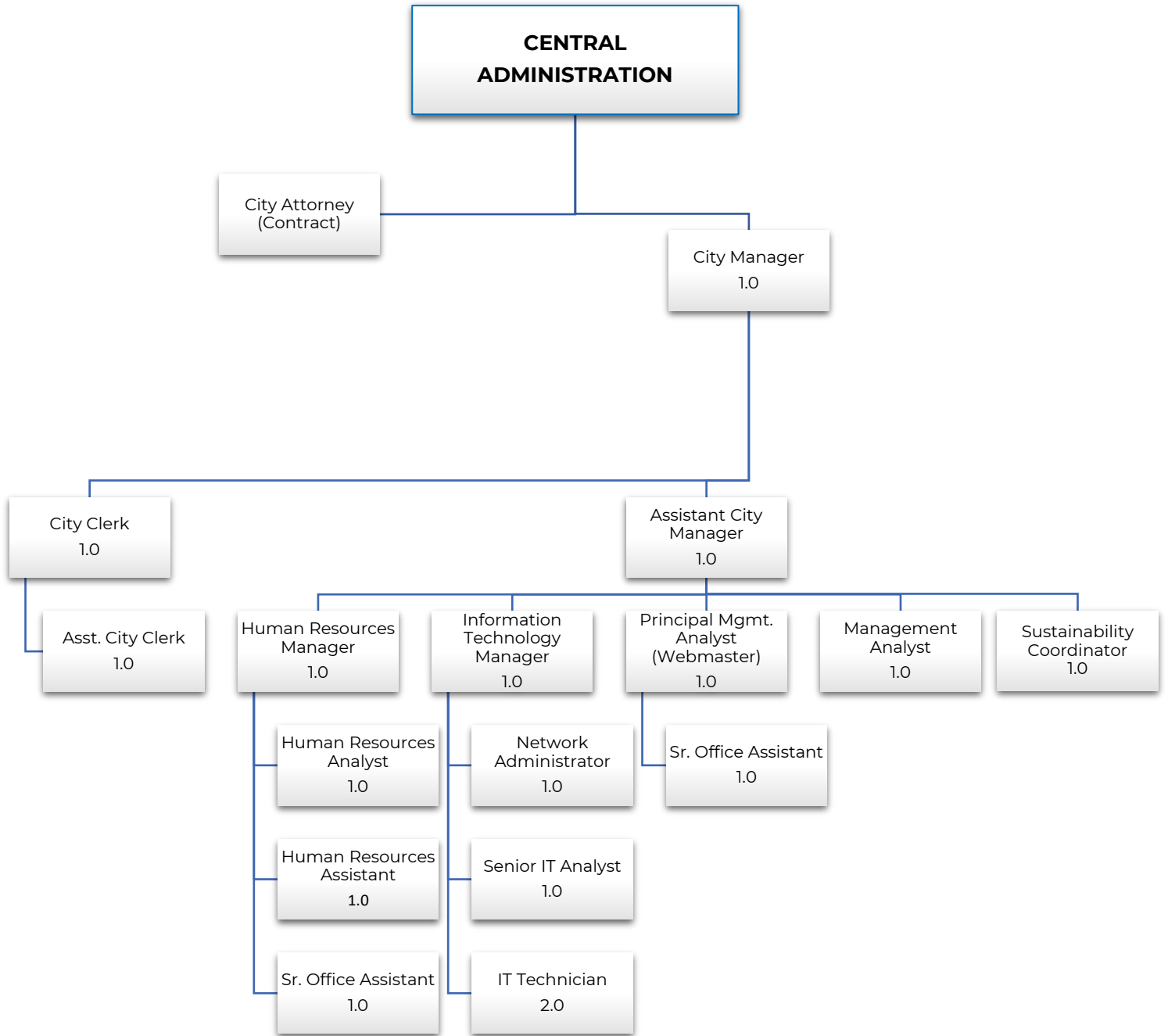
- Deploy new technology solutions for facilities and fleet in the Public Works Department, and online permit system for the Community and Economic Development Department.
- Establish a Sustainability Commission and recommend climate and sustainability priorities for consideration by the City Council.
- Implement organization-wide Document Management systems to streamline processes and increase access and retrieval of imaged documents.

**Budget Highlights**

- Funding to conduct biennial General Municipal election.
- Shifted Sustainability Programs from Public Works Department to Central Administration.
- Funding to implement FPPC Electronic Campaign Transparency Technology.
- Funding to implement Public Records Act software to enhance customer service and transparency.
- Funding to continue Diversity, Equity and Inclusion initiatives.
- Continued funding Information Technology Equipment Replacement Fund.
- Increased funding for escalating risk management/liability insurance premiums.

**Department Staffing**

<b>Staffing</b>	<b>2019/2020 Final Budget</b>	<b>2020/2021 Final Budget</b>	<b>2021/2022 Amended Budget</b>	<b>2022/2023 Adopted Budget</b>
<b>City Manager</b>	<b>3.30</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Measure F</b>	<b>0.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Public Engagement /Economic Development</b>	<b>4.00</b>	<b>2.85</b>	<b>2.85</b>	<b>4.05</b>
<b>City Clerk</b>	<b>2.20</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Human Resources</b>	<b>0.00</b>	<b>4.85</b>	<b>4.85</b>	<b>4.85</b>
<b>Information Technology</b>	<b>0.00</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>
<b>Total Staffing</b>	<b>10.00</b>	<b>15.80</b>	<b>15.80</b>	<b>17.00</b>



**Department Budget**

	2019/2020 Final Budget	2020/2021 Final Budget	2021/2022 Amended Budget	2022/2023 Adopted Budget
<b>Revenues</b>				
Sustainability	-	-	23,000	15,000
City Manager	-	-	-	-
City Clerk	200	200	200	200
Risk Management	-	-	4,400	4,400
Sucessor Agency	67,384	67,384	70,000	70,000
City Atty Cost Recovery	30,000	10,000	10,000	13,300
<b>Total Revenues</b>	<b>97,584</b>	<b>77,584</b>	<b>107,600</b>	<b>102,900</b>

**Expenses**

City Council	83,891	85,708	88,552	110,149
City Manager	876,976	504,235	561,691	617,341
Public Information	451,991	457,684	280,130	370,322
Economic Development	1,142,933	(53,762)	153,208	15,100
Sustainability	185,081	-	-	187,703
City Clerk	552,215	405,799	533,013	566,389
City Attorney General	333,000	333,000	373,000	447,600
City Atty Cost Recovery	30,000	30,000	30,000	40,000
Administration	-	-	211,228	526,361
Human Resources	-	-	980,407	1,065,599
Information Technology	-	-	1,304,804	1,510,007
Risk Management	-	-	1,373,960	1,872,870
Sucessor Agency	65,764	60,176	43,616	68,136
City Atty Litigation	731,218	100,000	100,000	200,000
<b>Total Expenses</b>	<b>4,453,069</b>	<b>1,922,840</b>	<b>6,033,609</b>	<b>7,597,577</b>

**Expenses by Category**

Salaries and Wages	1,690,426	827,413	2,207,188	2,762,258
Employee Benefits	275,803	202,783	520,784	626,587
Professional Services	856,781	624,911	1,298,591	1,412,263
Intergovernmental Services	182,500	-	10,000	127,024
Training and Travel	52,491	20,091	57,593	95,336
Rentals and Leases	-	-	107,794	160,000
Repairs and Maintenance	21,140	16,000	142,050	215,250
Materials and Supplies	163,368	120,300	1,511,019	2,020,198
Utilities	6,403	6,403	153,803	153,803
Operating Transfers Out	-	-	1,787	1,858
Other Expenses	1,204,157	104,939	23,000	23,000
<b>Total Expenses</b>	<b>4,453,069</b>	<b>1,922,840</b>	<b>6,033,609</b>	<b>7,597,577</b>

**Central Admin Revenues by Funding Source**

<b>Fund</b>	<b>FY 19/20 Final Budget</b>	<b>FY 20/21 Final Budget</b>	<b>FY 21/22 Amended Budget</b>	<b>FY 22/23 Adopted Budget</b>
General Fund	30,200	10,200	37,600	32,900
Successor Agency	67,384	67,384	70,000	70,000
<b>Total Revenues by Funding Source</b>	97,584	77,584	107,600	102,900

**Central Admin Expenditures by Fund**

<b>Fund</b>	<b>FY 19/20 Final Budget</b>	<b>FY 20/21 Final Budget</b>	<b>FY 21/22 Amended Budget</b>	<b>FY 22/23 Adopted Budget</b>
General Fund	3,702,246	1,822,013	5,925,993	7,472,116
Measure F	210,059	95,000	-	-
Successor Agency	65,764	60,176	43,616	68,136
Emergency & Disaster Relief	475,000	(54,349)	-	-
American Rescue Plan	-	-	64,000	57,325
<b>Total Expenditures by Fund</b>	4,453,069	1,922,840	6,033,609	7,597,577

# Finance

The Finance Department is responsible for the safekeeping of the City's financial assets through proper accounting and investing, providing fiscal support to City departments, and promoting fiscal transparency with the City Council and community.

## Department Mission Statement

The mission of the Finance Department is to provide comprehensive and effective financial services. As an internal and external service provider, the Department takes pride in being an attentive and resourceful team providing superior service and communication to all City programs and activities as well as the greater Novato community.

## Department Programs

### **General Accounting and Administration**

This function is responsible for a broad array of general accounting and reporting functions. This includes:

- Preparing internal financial reports and all required state and federal reports for the City, Successor Agency of the dissolved Redevelopment Agency and special assessment districts;
- Preparing financial and budget reports to City Council including revenue trend analysis and projections, as well as future financial and economic conditions;
- Managing annual financial audits and coordinate preparation of the Annual Comprehensive Financial Statements with external auditors;
- Calculating annual tax rates for bond indebtedness;
- Maintaining the general ledger;
- Designing and implementing internal controls;
- Completing cost recovery rate calculations; and
- Overseeing accounts payable, payroll, business license, cashiering, accounts receivable, and purchasing functions.

### **Budget Development and Management**

Budget management functions include developing the operating budget and assisting with the capital improvement program budget; monitoring and controlling expenditures to ensure that appropriations are not exceeded; and authorizing and processing budget transfers and amendments, travel requests, requisitions, and payment authorizations.

### **Payroll**

Payroll services included processing bi-weekly payroll, including issuance of payroll checks and direct deposit for approximately 300 full-time and part-time employees; maintaining leave accruals balances; accounting for benefits and overtime; complying with state and federal regulations; responding to employees' questions and special needs; and preparing quarterly and annual federal and state tax returns, and W-2s.

### **Business License/Cashiering/Accounts Receivable**

This function includes coordinating billing, collection and records maintenance for approximately 4,300 businesses through a contract service provider. Additionally, this





function includes invoicing and collecting accounts receivable and processing and depositing cash receipts.

### **Accounts Payable**

The Accounts Payable services include processing payment for all City obligations for purchased materials and services within vendors' terms, with an approximate volume of 3,400 disbursements annually. Additionally, the Department prepares 1099 forms for vendors, purchases office supplies for all departments and maintains DMV records for the City's vehicle/rolling stock fleet.

### **Treasury/Investments**

This function invests City funds in accordance with the adopted investment policy and manages the funds, so they are available when needed to meet City obligations.

### **Special Programs**

The Department also manages a variety of programs that benefit the City but are not managed by other departments, including the annual payment to the Chamber of Commerce to promote tourism, congestion management program contributions, and memberships in various associations, such as the Association of Bay Area Governments (ABAG), National League of Cities and Cal Cities, that provide information and services to assist the City Council and staff in the administration of City business. Other shared public services managed by the Finance Department include assisting with street light districts, animal control services provided by the Marin Humane Society under contract with the County, and administration of CATV franchise and community access channel programming.

### ***Department Goals***

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The Finance Department has experienced severe staffing shortages in the past several years, resulting in delayed audits and missed state and federal reporting deadlines. The Department has made great strides toward hiring and training new employees, and restoring accounting and reporting services. However, much work remains before all functions will be fully compliant with state and federal requirements as well as best practices. As such, the Department offers the following goals for the coming fiscal year:

- Complete annual external audit for Fiscal Years 2020 and 2021.
- Continue improving financial controls pursuant to independent auditor recommendations.
- Train, develop and retain finance team to ensure technical competency and provision of superior customer service.
- Design, implement and document processes and procedures that align with enterprise resource planning software.
- Continue development of a transparent budget document that complies with Government Finance Officers Association best practices.
- Identify and implement technologies to increase departmental efficiencies.

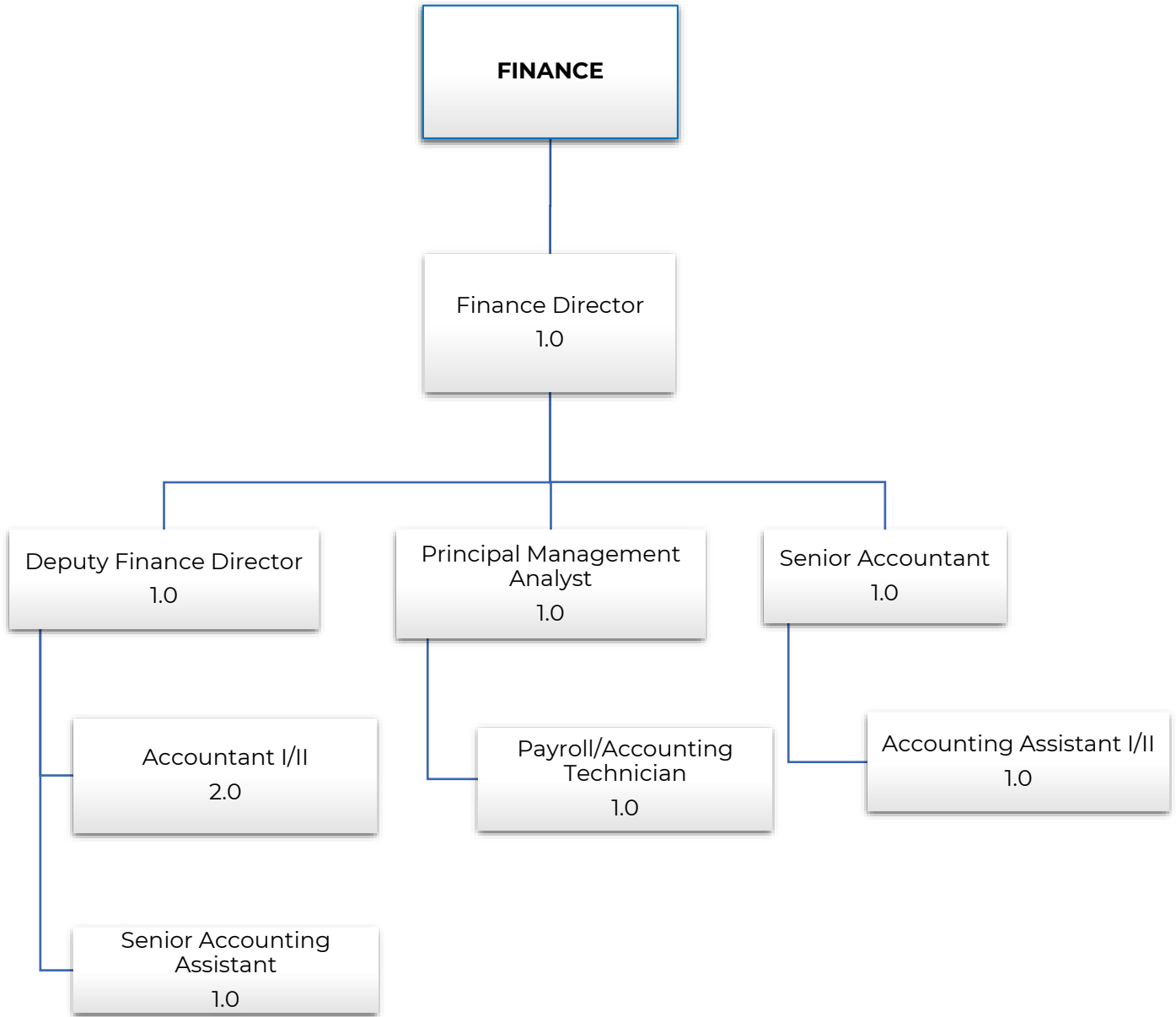


***Budget Highlights***

- Funding for independent auditors to complete Annual Comprehensive Financial Report.
  - Funding for consulting services to assist in addressing accounting backlog.
  - Funding for memberships in CalCities, Association of Bay Area Governments, and National League of Cities.
  - Funding for annual contribution to Other Post Employment Benefit Trust.
  - Contribution to Chamber of Commerce for support of local tourism activities.
  - Increased funding for Community Sponsorship Program.
  - Funding for homeless services and initiatives, including case management contract.
- Funding for Clean Renewable Energy Bonds interest only payment.

***Department Staffing***

<b>Staffing</b>	<b>2019/2020 Final Budget</b>	<b>2020/2021 Final Budget</b>	<b>2021/2022 Amended Budget</b>	<b>2022/2023 Adopted Budget</b>
<b>Administration</b>	<b>2.20</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Human Resources</b>	<b>4.90</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Finance</b>	<b>4.80</b>	<b>6.80</b>	<b>8.80</b>	<b>8.80</b>
<b>RDA Successor Agency</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>
<b>Capital Improvement Fund</b>	<b>0.25</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Information Technology</b>	<b>5.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Citywide Programs</b>	<b>0.10</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Staffing</b>	<b>17.45</b>	<b>7.00</b>	<b>9.00</b>	<b>9.00</b>



**Department Budget**

	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
	<b>Final Budget</b>	<b>Final Budget</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>
<b><u>Revenues</u></b>				
Finance	190,710	26,710	26,710	29,710
Risk Management	4,400	4,400	-	3,500
Special Programs	50,000	50,000	50,000	50,000
Emergency Response	-	663,066	-	-
City Owned Property	43,500	38,000	42,000	42,000
Other	95,000	95,000	95,000	95,000
<b>Total Revenues</b>	<b>383,610</b>	<b>877,176</b>	<b>213,710</b>	<b>220,210</b>
<b><u>Expenses</u></b>				
Administration	817,459	(19,347)	-	-
Animal Services	717,060	777,685	704,417	730,465
Central Stores	5,000	5,000	5,000	5,000
City Owned Property	377,902	367,402	356,982	358,330
Finance	869,294	1,169,322	1,965,698	2,052,335
Hamilton Proj Area	29,000	-	-	-
Human Resources	873,004	1,050,486	-	-
Information Technology	1,434,001	1,524,795	284,000	134,000
Marin GSA	49,735	49,735	67,233	67,233
Memberships	30,076	30,076	32,500	32,500
Pension Oblig bond - Misc	647,913	671,945	619,924	644,401
Pension Oblig bond - Safety	791,894	821,267	929,888	966,600
Risk Management	1,305,185	1,732,065	-	-
Special Programs	1,653,859	1,528,690	2,579,629	1,241,361
<b>Total Expenses</b>	<b>9,601,382</b>	<b>9,709,121</b>	<b>7,545,271</b>	<b>6,232,225</b>
<b><u>Expenses by Category</u></b>				
Salaries and Wages	1,914,539	1,934,662	1,049,523	1,126,243
Employee Benefits	376,293	410,142	184,589	257,640
Debt Service	1,439,807	1,493,212	1,549,812	1,611,001
Professional Services	1,492,529	1,092,302	967,800	752,500
Intergovernmental Services	914,795	975,420	901,650	937,698
Training and Travel	77,584	62,584	17,607	17,607
Rentals and Leases	387,059	392,760	269,265	175,918
Repairs and Maintenance	608,632	583,632	403,082	404,582
Materials and Supplies	1,400,618	1,831,381	67,807	68,473
Utilities	154,772	169,272	7,272	8,620
Capital Expenses	122,000	134,000	134,000	134,000
Other Expenses	712,754	629,754	1,992,864	737,943
<b>Total Expenses</b>	<b>9,601,382</b>	<b>9,709,121</b>	<b>7,545,271</b>	<b>6,232,225</b>

**Department Budget****Finance Revenues by Funding Source**

<b>Fund</b>	<b>FY 19/20 Final Budget</b>	<b>FY 20/21 Final Budget</b>	<b>FY 21/22 Amended Budget</b>	<b>FY 22/23 Adopted Budget</b>
General Fund	245,110	744,176	76,710	83,210
NPFA	43,500	38,000	42,000	42,000
Technology Replacement	95,000	95,000	95,000	95,000
Total Revenues by Funding Source	383,610	877,176	213,710	220,210

**Finance Expenditures by Fund**

<b>Fund</b>	<b>FY 19/20 Final Budget</b>	<b>FY 20/21 Final Budget</b>	<b>FY 21/22 Amended Budget</b>	<b>FY 22/23 Adopted Budget</b>
General Fund	7,184,035	7,734,927	4,972,477	4,119,469
Measure F	479,058	-	-	-
Hamilton Art Center	285,000	275,000	275,000	275,000
NPFA	72,482	71,982	71,982	73,330
American Rescue Plan	-	-	542,000	19,425
Pension Obligation Bonds	1,439,807	1,493,212	1,549,812	1,611,001
Technology Replacement	112,000	134,000	134,000	134,000
Hamilton Trust	29,000	-	-	-
Total Expenditures by Fund	9,601,382	9,709,121	7,545,271	7,597,577



# Police Department

The Police Department works with members of our community, community groups, and other City departments to prevent crime, resolve quality of life issues, and enhance a feeling of safety for residents, business owners, and visitors.

## Department Mission Statement

In partnership with the community, the Police Department is committed to protect, serve, and create a safer Novato.

## Department Programs

The Novato Police Department serves the community through many programs and services that enhance the safety and quality of life of residents and visitors. Some of these programs include: Community Academy (English and Spanish language); Coffee with a Cop; Holiday Heroes & Helpers; National Night Out; an Annual Open House; school supply giveaways; and holiday food and gift distributions with local non-profits.

## **Administration**

The Chief of Police leads the Department and is responsible for the vision, direction, and policing philosophy. Two Captains directly oversee the Operations Division and Administrative Services Division. The Office of the Chief also manages Community Outreach and public messaging, the Emergency Services program, budget administration, and employee accountability. Community Outreach services include social media and messaging, and development of local partnerships in the community. The City's Emergency Services program partners with the Novato Fire Protection District to prepare for and respond to natural disasters and maintain the City's Hazard Mitigation Plan.

## **Administrative Services**

The Administrative Services Division provides management for several vital functions that provide technical and administrative support for the Police Department:

**Property and 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 process police reports and citizen requests for service; answer calls from the public; retrieve and archive police reports; compile statistics; process subpoenas and requests for records; and manage documents for the Marin County District Attorney's office. They are the first line of contact at the station for community members seeking assistance.

**Communications/Dispatch:** Communications staff answer 9-1-1 emergency telephone lines, and dispatch Police Officers and other staff to calls for service. They also transfer medical and fire calls for service; respond to officer requests for information; enter data into the Computer Aided Dispatch (CAD) system; and update state and national databases.

**Professional Standards:** Professional Standards staff manage training for personnel following POST regulations, and federal and state mandates; and manage equipment for the



department. This unit is also responsible for the recruitment and selection of applicants, including required testing and background investigations.

**Budget:** Staff coordinate budget management, federal and state grant administration, invoicing and reimbursements, purchasing support, and executing and updating contracts.

### **Operations**

The Operations Division provides proactive, community-oriented policing and specialized investigative services.

**Patrol Bureau:** The Patrol Bureau responds to all calls for service, 24-hours a day, 7 days a week, 365 days a year, initiating most investigations and assisting allied agencies. The Patrol Bureau includes the Field Training Program, Police Canine Program, Crisis Response Unit (SWAT and Crisis Negotiation), and the Explorer Program (Youth Career Development).

**Special Services Bureau:** The Special Services Bureau includes the Investigation Section, Crime Scene Investigation Team (CSI), Novato Response Team (NRT), School Resource Officers (SRO), and Traffic Section. These team members have specialized training, which is used to support the Patrol Bureau. The Investigation Section pursues investigative leads for complex criminal activity including burglary, robbery, sexual assault, aggravated assault, and homicide. The CSI team responds to major crime scenes or significant traffic collisions to collect, process, and document evidence. The Traffic Section provides targeted traffic enforcement, educational outreach to increase traffic safety, and special event permitting. The Novato Response Team addresses neighborhood concerns and quality of life issues through prevention, intervention, and enforcement strategies. School Resource Officers collaborate with the Novato Unified School District to build positive relationships with Novato's youth and provide dedicated police services to schools.

### ***Department Goals***

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- Expand emergency preparedness outreach efforts.
- Continue focus on social media outreach, youth engagement opportunities, and expansion of local neighborhood meetings.
- Continue work with non-profits and partners at the County to address unhoused, mentally ill and individuals experiencing substance abuse issues.
- Expand canine program.
- Deploy new and upgrade existing technology tools to promote a safer community and enhance organizational efficiency.

### ***Budget Highlights***

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- Grant funding for new and replacement equipment including: Crime Scene Mapping technology, traffic safety message trailer, public safety cameras, and fleet and automated license plate reader cameras.
- Funding for two canine officers and necessary equipment and training.
- Funding for a fourth Marin Emergency Radio Authority compatible Communications Center workstation.
- Restored funding for mandated and other training opportunities.
- Grant funding for youth tobacco education and School Resource Officer.

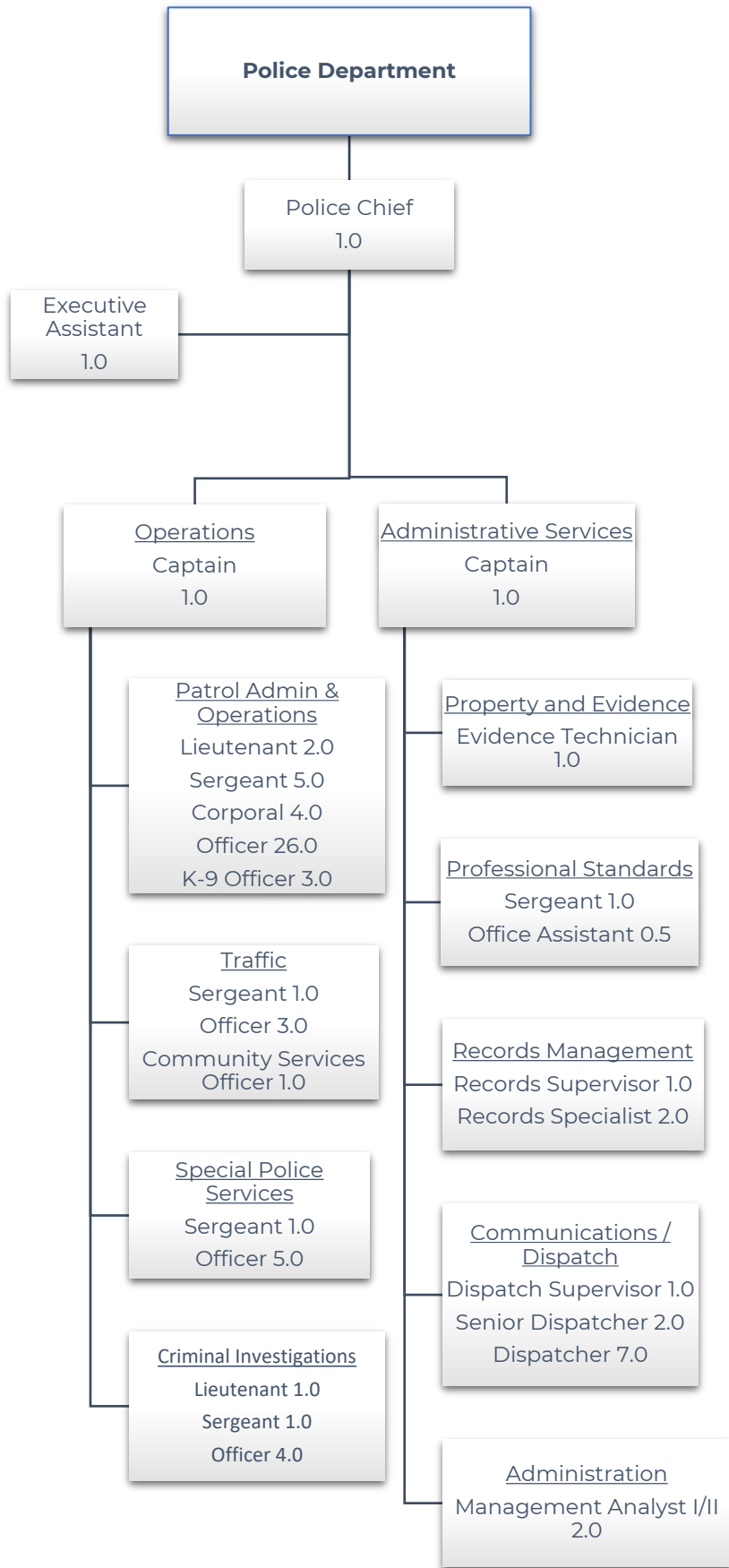


*Department Staffing*

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<b>Staffing</b>	<b>2019/2020 Final Budget</b>	<b>2020/2021 Final Budget</b>	<b>2021/2022 Amended Budget</b>	<b>2022/2023 Adopted Budget</b>
<b>Administration</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Technical Services</b>	<b>15.50</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>
<b>Professional Standards</b>	<b>2.00</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>Criminal Investigations</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Patrol Administration &amp; Operations</b>	<b>40.00</b>	<b>40.00</b>	<b>40.00</b>	<b>40.00</b>
<b>Traffic</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Special Police Services</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Measure F</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Staffing</b>	<b>81.50</b>	<b>78.50</b>	<b>78.50</b>	<b>78.50</b>





**Police Revenues by Funding Source**

<b>Fund</b>	<b>FY 19/20 Final Budget</b>	<b>FY 20/21 Final Budget</b>	<b>FY 21/22 Amended Budget</b>	<b>FY 22/23 Adopted Budget</b>
General Fund	1,326,594	1,338,972	1,325,772	1,452,845
Measure F	17,500	-	-	-
Special Projects	96,000	186,000	175,000	97,500
State COPS Grant	100,000	135,000	135,000	150,000
Equipment Replacement	-	-	5,000	5,000
<b>Total Revenues by Funding Source</b>	<b>1,540,094</b>	<b>1,659,972</b>	<b>1,640,772</b>	<b>1,705,345</b>

**Police Expenditures by Fund**

<b>Fund</b>	<b>FY 19/20 Final Budget</b>	<b>FY 20/21 Final Budget</b>	<b>FY 21/22 Amended Budget</b>	<b>FY 22/23 Adopted Budget</b>
General Fund	16,452,182	16,856,673	17,333,027	18,384,585
Measure F	291,091	-	-	-
Special Projects	106,000	110,000	110,000	95,000
State COPS Grant	200,000	220,000	220,000	205,000
American Rescue Plan	-	-	108,000	230,000
<b>Total Expenditures by Fund</b>	<b>17,049,273</b>	<b>17,186,673</b>	<b>17,771,027</b>	<b>18,914,585</b>

	Final Budget	Final Budget	Amended Budget	2/2023 Adopted Budget
<b>Revenues</b>				
Police Administration	45,200	39,200	36,000	40,000
Records Management	19,200	14,700	12,200	20,200
Communication / Dispatch	2,800	2,800	2,800	2,800
Professional Standards	46,250	41,000	36,000	47,500
Patrol Operations	723,400	724,200	736,200	837,500
Traffic Operations	186,000	170,000	162,500	157,000
Police Grants	234,000	302,328	302,328	482,845
Novato Response Team	157,744	157,744	157,744	-
Emergency Services	17,500	-	-	-
Special Projects	96,000	186,000	175,000	97,500
Equipment Replacement	-	-	5,000	5,000
Community Engagement	12,000	22,000	15,000	15,000
<b>Total Revenues</b>	<b>1,540,094</b>	<b>1,659,972</b>	<b>1,640,772</b>	<b>1,705,345</b>

**Expenses**

Police Administration	1,291,140	1,306,142	1,333,243	1,826,288
Emergency Services	37,500	-	30,000	25,000
Records Management	827,201	669,497	614,172	588,086
Communications / Dispatch	1,392,320	1,343,426	1,467,436	1,448,044
Professional Standards	647,908	590,174	528,550	574,247
Criminal Investigations	1,577,449	1,410,013	1,207,490	1,762,102
Patrol Operations	8,128,947	8,834,079	9,571,642	10,345,657
K-9	583,654	608,043	673,231	335,819
Traffic Operations	934,465	954,571	939,331	560,779
Police Grants	496,896	537,183	551,365	532,015
Novato Response Team	834,777	623,656	735,054	877,684
Special Response Team	39,448	34,811	17,422	13,864
Community Engagement	22,601	27,793	14,716	25,000
Special Projects	234,967	247,285	87,375	-
<b>Total Expenses</b>	<b>17,049,273</b>	<b>17,186,673</b>	<b>17,771,027</b>	<b>18,914,585</b>

**Expenses by Category**

Salaries and Wages	11,619,664	11,270,471	11,673,253	12,221,508
Employee Benefits	3,599,239	4,181,604	4,333,176	4,834,980
Professional Services	297,518	285,504	315,504	333,253
Intergovernmental Services	91,132	75,389	75,389	19,057
Training and Travel	219,043	78,028	78,028	190,794
Rentals and Leases	7,704	7,704	7,704	3,804
Repairs and Maintenance	368,322	413,322	413,322	382,672
Materials and Supplies	238,534	246,534	246,534	264,620
Utilities	28,077	28,077	28,077	28,077
Capital Expenses	200,000	220,000	220,000	205,000
Other Expenses	380,040	380,040	380,040	430,820
<b>Total Expenses</b>	<b>17,049,273</b>	<b>17,186,673</b>	<b>17,771,027</b>	<b>18,914,585</b>

# Community and Economic Development

The Community Development Department is responsible for ensuring that new development enhances the community and protects the environment; new construction complies and existing properties are maintained, in accordance with state health and safety codes; and businesses receive support to expand and maintain their operations so as to contribute the benefits of local jobs and sales tax to our economy.

## ***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 built environment and fiscal health of our community.

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 Programs***

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The 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 managing programs such as business visitation, commercial cannabis and short-term rental licensing, and tenant improvement grants. In addition, the Department manages the City's affordable housing programs.

### **Administration**

The Community Development Director plans and manages the overall activities of the Department, provides policy direction, and manages Department personnel and budgets. In addition, the Director coordinates activities with other City departments and represents the Department at City Council and other community and regional meetings. Each of the Department's four divisions (Planning, Building, Code Enforcement and Economic Development) has a primary manager with responsibility for oversight of these individual functions and reports to the Director.

### **Affordable Housing Programs**

The Department is primarily responsible for management of the City's affordable housing program, implementing the City's housing goals, policies, and programs, including monitoring and retention of the City's 1,000+ affordable housing units.

The Department takes the lead on various housing initiatives, including updates to the City's General Plan to accommodate regional housing need allocations, updating plans and codes to respond to changes in State housing legislation and actively manages the City's deed-restricted affordable housing units by coordinating resale and refinancing transactions and conducting periodic lotteries when affordable units become available.



### **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.

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 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. The Division works with Marin Small Business Development Center to identify needs of small businesses and manages the City's short term rental licensing. Program staff develop new programs and tools, as well as coordinate with a variety of other departments and programs in support of the business community.

### **Code Enforcement**

Code Enforcement staff help ensure community safety and neighborhood quality by enforcing codes related to building, zoning and property maintenance including investigation of public nuisance complaints, construction performed without permits, and multi-family housing inspections.

**Complaint Investigation:** Staff investigate complaints regarding municipal, building, plumbing, electrical, and mechanical codes; issue stop-work orders for illegal construction; property maintenance complaints, hazardous material incidents, and graffiti abatement; and conduct community outreach programs in cooperation with the Police Department and Fire District.

**Multi-Family Housing Inspection:** Staff perform semi-annual housing inspections of apartment units to identify sub-standard living conditions and illegal construction and work in partnership with property owners and tenants to correct and prevent sub-standard housing and blighted properties.

### **Planning**

The Planning Division consists of both current and long-range planning functions. The Planning Division provides staff support for the Planning Commission and Design Review Commission.

**Current Planning (Development Review):** Current Planning functions include 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:** Long-Range Planning staff are responsible for implementing and updating the City's General Plan, including the Housing Element, and monitoring regional planning activities. Activities include the development and adoption of land use plans, specific plans, policies, and ordinances which are responsive to community goals and changes in state or federal regulations.

### **Building**

The Building Division manages the review, issuance and inspection of applications for building permits in accordance with state building codes. The Division manages the ePermit Resource Center. Building and Code Enforcement staff provide support to the Novato Housing, Zoning and Building Codes Appeals Board.



**Plan Review:** This function includes coordinating with other divisions and departments to review, process and track building permit applications, as well as issuance of permits.

**Building Inspection:** Staff perform all necessary building and site inspections in accordance with the state Building Code. Inspections include engineering site work, grading and encroachment permits, and drainage for private lot development. Building Inspection staff collaborates with Code Enforcement Officers when necessary to address complex code enforcement cases.

**ePermit Resource Center:** Following remote permit processing changes that came about due to the COVID-19 pandemic, the Department launched a new approach to One Stop Shop. Though electronic services have replaced over-the-counter permit issuance, staff from Building, Planning, Engineering and Code Enforcement are available Monday through Thursday, 9:00 am to 11:00 am to offer information on City and State regulations, answer questions about individual projects, furnish necessary paperwork and provide direction on process.

### **Permit Center**

Staff in this Division are the initial point of contact for the public, including individuals, community groups, contractors, developers, and realtors. Staff members provide a wide variety of information related to Department functions. They screen, review, accept for processing, and initiate work flows for all permit applications to appropriate and various divisions and agencies for review and approval. Division staff provide cashiering services for permit and other fees, manage Department records, issue parking permits and assist the public in obtaining copies of public building and construction records.

### ***Department Goals***

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- Complete update of the General Plan Housing Element to address Cycle 6 Regional Housing Needs.
- Implement new permitting software with more capabilities for electronic plan review and permit processing and a more accessible customer interface.
- Continue development of the recently initiated business visitation program, BizViz.
- Together with the Economic Development Advisory Commission, develop an Economic Development Action Plan for City Council consideration.
- Update General Plan Safety Element to address fire access and evacuation legislation.
- Continue refinement of the commercial cannabis licensing and inspection process.
- Complete several General Plan implementing ordinances.
- Initiate policy development to address climate adaptation & resiliency as required by law.
- Initiate update of the City's Climate Action Plan.  
Complete update of the City's telecommunications and small cell technology ordinance.

### ***Budget Highlights***

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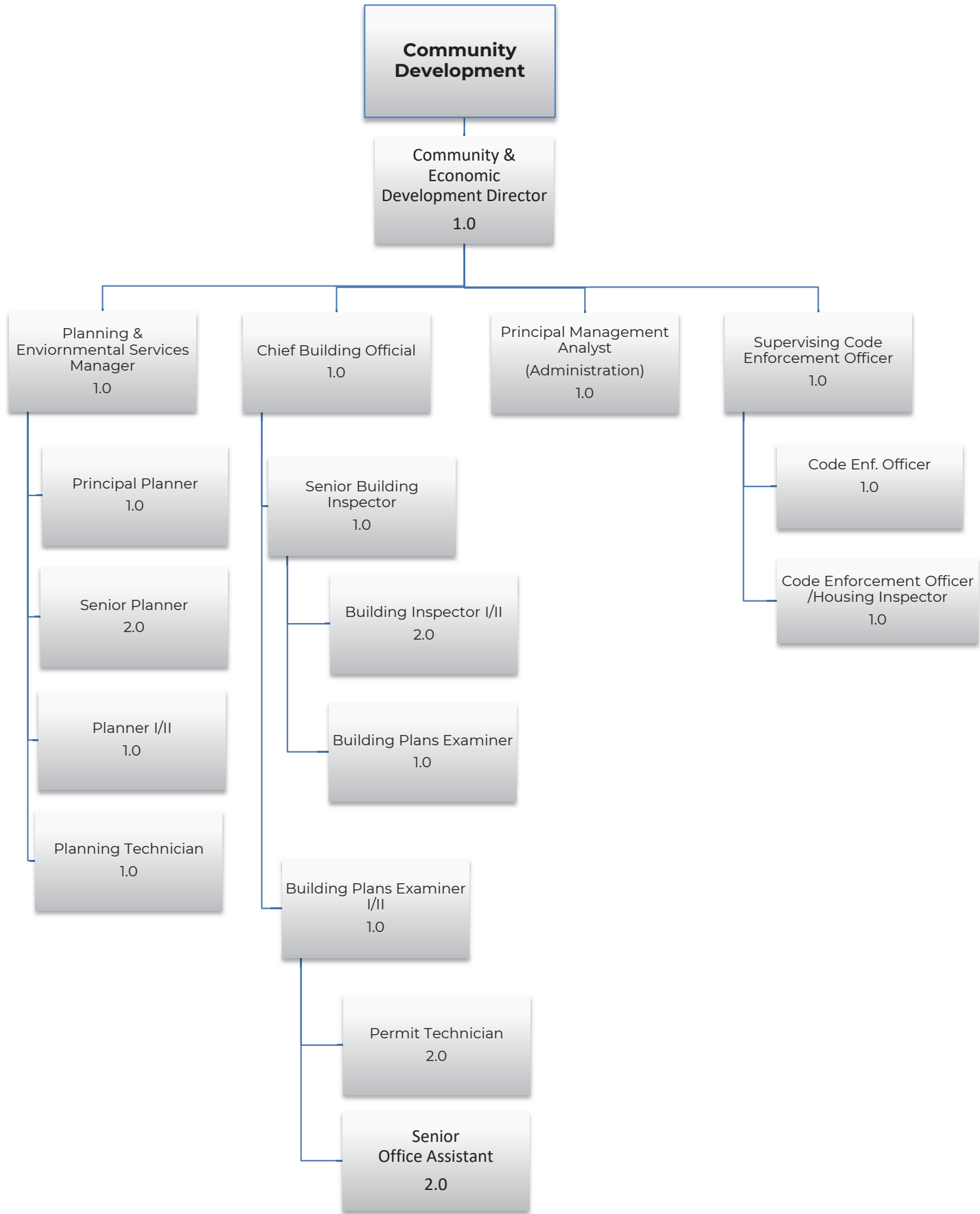
- New revenue associated with updated User and Regulatory Fee Schedule.
- Supplemental grant and other one-time funding to complete one-time mandated long-range planning updates including: Housing Element and associated environmental impact report; Climate Adaptation and Resiliency; General Plan Safety Element (fire safety and evacuation); Hillside and Ridgeline Regulations; and General Plan implementing ordinances.
- Funding for enhancement of Business Retention Program efforts.
- Funding to implement service efficiencies and technology enhancements at permit center.



*Department Staffing*

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<b>Staffing</b>	<b>2019/2020 Final Budget</b>	<b>2020/2021 Final Budget</b>	<b>2021/2022 Amended Budget</b>	<b>2022/2023 Adopted Budget</b>
<b>Administration</b>	<b>0.78</b>	<b>1.78</b>	<b>1.78</b>	<b>1.78</b>
<b>Code Enforcement</b>	<b>3.50</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Planning</b>	<b>7.10</b>	<b>6.20</b>	<b>6.20</b>	<b>6.20</b>
<b>Permit Center</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>
<b>Building</b>	<b>4.50</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Affordable Housing Programs</b>	<b>0.12</b>	<b>0.02</b>	<b>0.02</b>	<b>0.02</b>
<b>Automation Surcharge</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>Total Staffing</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>





## **Department Budget**

	<b>2019/2020 Final Budget</b>	<b>2020/2021 Final Budget</b>	<b>2021/2022 Amended Budget</b>	<b>2022/2023 Adopted Budget</b>
<b><u>Revenues</u></b>				
CDD Administration	80,000	76,000	72,200	72,200
Code Enforcement	351,000	332,980	244,100	177,000
Resale Inspection	172,000	153,980	85,000	-
Planning Administration	9,200	1,400	1,000	171,000
Private Project Processing	201,000	190,995	189,000	195,000
Permit Center	33,500	33,500	22,100	20,050
Long-Range Planning	80,000	76,000	65,000	80,000
Affordable Housing	110,000	110,000	258,575	245,000
Building Inspection	1,340,000	1,213,910	1,029,600	1,232,500
<b>Total Revenues</b>	<b>2,376,700</b>	<b>2,188,765</b>	<b>1,966,575</b>	<b>2,192,750</b>
<b><u>Expenses</u></b>				
CDD Administration	322,430	326,586	392,777	480,951
Economic Programs	-	341,529	422,251	359,318
Code Enforcement	267,938	240,607	192,032	235,866
Resale Inspection	129,214	199,905	229,887	237,401
Planning Administration	212,227	264,368	904,281	1,799,058
Long-Range Planning	564,862	389,706	300,343	276,750
Private Project Processing	413,423	435,756	461,582	537,301
Permit Center	470,906	390,640	453,913	426,558
Affordable Housing	193,558	944,091	1,059,869	1,044,439
Building Inspection	907,077	827,600	1,009,114	1,312,676
<b>Total Expenses</b>	<b>3,481,635</b>	<b>4,360,788</b>	<b>5,426,049</b>	<b>6,710,318</b>
<b><u>Expenses by Category</u></b>				
Salaries and Wages	2,434,485	2,299,632	2,552,301	2,781,354
Employee Benefits	494,862	578,281	625,252	699,613
Professional Services	380,644	522,644	1,152,950	2,204,450
Training and Travel	29,200	15,060	34,800	35,600
Repairs and Maintenance	63,906	59,633	69,096	94,722
Materials and Supplies	49,384	106,384	100,125	107,125
Utilities	8,729	8,729	9,100	14,300
Other Expenses	20,425	770,425	882,425	773,154
<b>Total Expenses</b>	<b>3,481,635</b>	<b>4,360,788</b>	<b>5,426,049</b>	<b>6,710,318</b>

**Community and Economic Development Revenues by Funding Source**

<b>Fund</b>	<b>FY 19/20 Final Budget</b>	<b>FY 20/21 Final Budget</b>	<b>FY 21/22 Amended Budget</b>	<b>FY 22/23 Adopted Budget</b>
General Fund	2,106,700	1,926,765	1,570,800	1,795,550
Affordable Housing	110,000	110,000	258,575	245,000
General Plan Surcharge	80,000	76,000	65,000	80,000
Automation Surcharge	80,000	76,000	72,200	72,200
Total Revenues by Funding Source	2,376,700	2,188,765	1,966,575	2,192,175

**Community and Economic Development Expenditures by Fund**

<b>Fund</b>	<b>FY 19/20 Final Budget</b>	<b>FY 20/21 Final Budget</b>	<b>FY 21/22 Amended Budget</b>	<b>FY 22/23 Adopted Budget</b>
General Fund	3,036,576	3,165,549	4,105,455	5,466,285
Affordable Housing	193,558	944,091	1,059,869	1,044,439
General Plan Surcharge	150,000	150,000	7,500	-
Automation Surcharge	101,501	101,148	107,225	134,344
American Rescue Plan	-	-	146,000	65,250
Total Expenditures by Fund	3,481,635	4,360,788	5,426,049	6,710,318



## Public Works

The Public Works Department manages the planning, environmental documentation, design, construction, maintenance, and operations of all city rights-of-way, properties, and facilities.

### *Department Mission Statement*

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The Department is dedicated to ensuring that residents, businesses, and visitors experience a safe, clean, enjoyable, and sustainable Novato.

### *Department Programs*

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The Public Works Director serves as the City Engineer, Traffic Engineer, Floodplain Administrator, and Capital Improvement Program manager and oversees the long-term planning and day-to-day operations of the department. The Administrative, Engineering and Maintenance Division managers report to the director and work collaboratively to achieve the safe and successful design, construction, operation and maintenance of the City's assets and infrastructure.

#### **Administrative Division**

The Administrative Division provides fiscal oversight, contract management, recordkeeping, and reporting in addition to the following core service programs:

**Property Management** includes oversight of the property management services for the City's special assessment districts, as well as city-owned properties including the Novato Arts Center, Marin Valley Mobile Country Club (MVMCC) and other properties throughout the city.

**Commission/Committee Support** includes staff liaisons and assistance to City Council-established advisory groups, including the Complete Streets and Pathways Oversight Committee (CSPOC), the Streetscape Committee, the MVMCC Park Acquisition Committee (PAC), as well as to other local agencies and advisory boards such as the Transportation Authority of Marin Novato Safe Routes to Schools program.

#### **Engineering Division**

The Engineering Division provides technical services within five operational areas:

**Engineering Operations** includes management of the Pavement Management Program and Traffic Engineering Program, as well as acquisitions and dispositions of City properties, and streetlight and traffic signal maintenance.

**Permitting** includes review and issuance of encroachment permits, grading permits, transportation permits, License Agreements, and inspection of private work and utility work within the public right-of-way.

**Stormwater and Floodplain Management** includes National Pollutant Discharge Elimination System (NPDES) permit compliance, and the Federal Emergency Management Administration (FEMA) National Flood Insurance Program (NFIP) and Community Rating System (CRS).



**Capital Project Delivery** provides for the planning, design, 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.

**Private Project Engineering** includes review, conditioning and approval of private project improvements within the public right-of-way, stormwater management, and land subdivisions.

### **Maintenance Division**

The Maintenance Division is responsible for the long-term care of all city-owned property, infrastructure, and facilities. The Maintenance Division also provides seasonal and periodic services including winter storm preparedness, hazardous materials cleanup and disposal, traffic management services, emergency/disaster response, and event set-up and support. The Division is made up of four operational programs:

**Streets** includes the maintenance of streets, pathways, traffic signals, traffic signs and roadway striping, storm drains, Community Facility District levee and pump station operations and maintenance and ensures NPDES program compliance. The Streets Section also provides street sweeping on a routine basis, completing the citywide circuit every four to five weeks.

**Parks and Median Islands** performs weed abatement, turf maintenance, landscape irrigation, street tree maintenance, landscaping improvements, and litter removal on median islands, roadside landscapes, around city buildings, and within city pedestrian easements. The section also maintains city park facilities and athletic fields including mowing, turf care, irrigation, tree and shrub trimming, debris and garbage collection, graffiti removal, restroom cleaning, park and playground structure maintenance and pool facility operations and maintenance.

**Building/Custodial** oversees all building maintenance efforts and custodial services for 28 city-owned buildings, including the preventive maintenance of all large systems (HVAC, plumbing, electrical, fire and security alarms, elevators, etc.), preparation for facility usage, and building deferred maintenance.

**Fleet/Equipment** provides maintenance and repairs of fleet vehicles and equipment. This section also provides facilitates equipment repairs, manages new vehicles/equipment replacement and disposal of surplus vehicles/equipment, monitors the City's fuel tank systems and the vehicle emissions program, and ensures compliance with operating permit requirements and environmental regulations.

### ***Department Goals***

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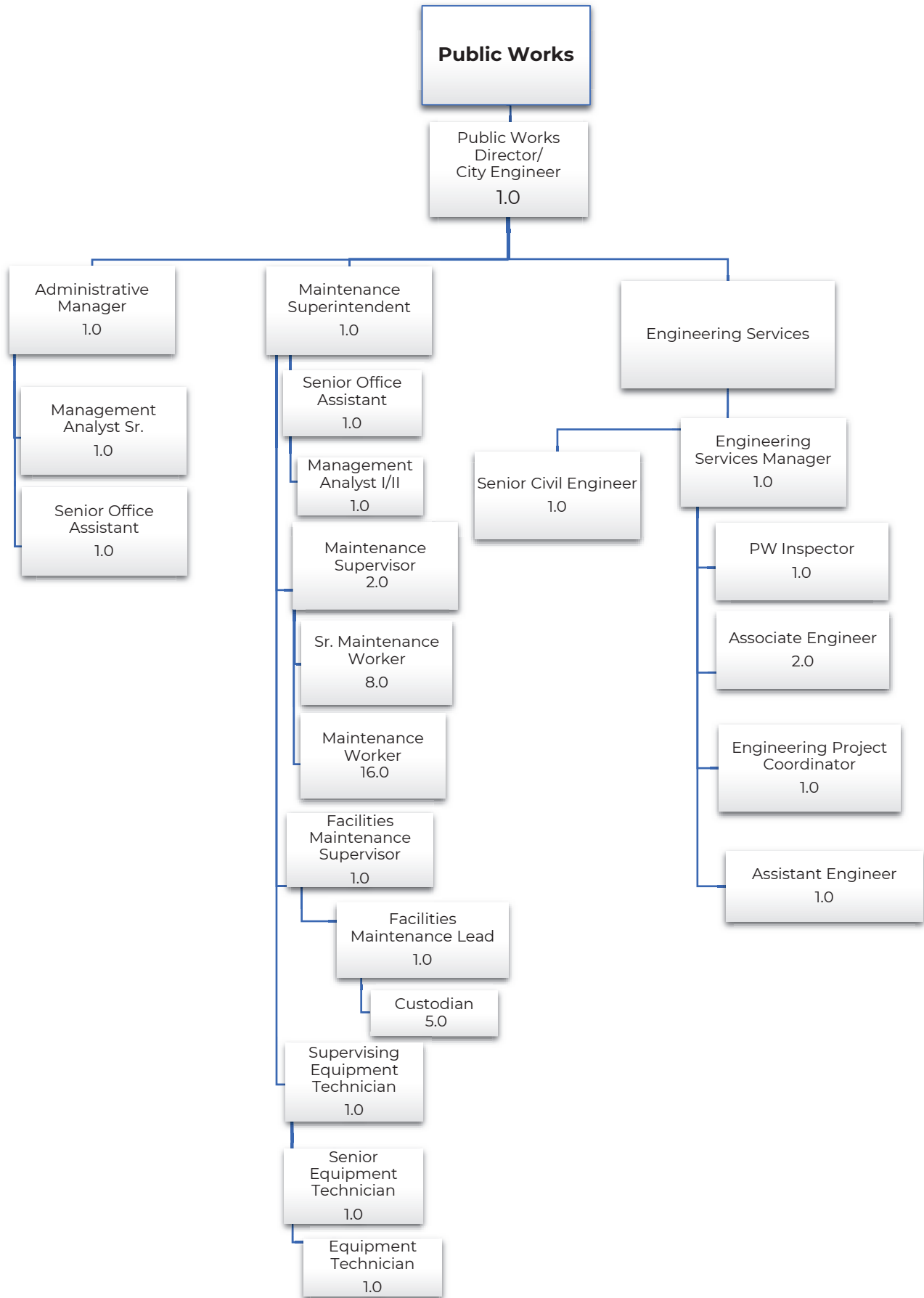
- Begin to replace wooden street light poles that are at or near the end of their service life.
- Update encroachment permit and license agreement tracking software and processes.
- Construct Rowland Blvd. "Road Diet" project with multi-use path at Vintage Oaks

***Budget Highlights***

- Increased funding for rising utility costs.
- Funding for operating supplies to support Novato Streetscape Committee beautification activities.
- Shifted Sustainability Programs from Public Works Department to Central Administration.
- Funding for Downtown Streets Team to provide street clean up and beautification services in downtown area.

***Department Staffing***

<b>Staffing</b>	<b>2019/2020 Final Budget</b>	<b>2020/2021 Final Budget</b>	<b>2021/2022 Amended Budget</b>	<b>2022/2023 Adopted Budget</b>
<b>Engineering Administration</b>	<b>3.10</b>	<b>3.80</b>	<b>3.80</b>	<b>2.80</b>
<b>Engineering Operations</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>
<b>Project Development</b>	<b>0.45</b>	<b>0.45</b>	<b>0.45</b>	<b>0.45</b>
<b>Capital Projects Engineering</b>	<b>4.20</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>
<b>Maintenance Administration</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Street Maintenance</b>	<b>7.68</b>	<b>7.68</b>	<b>7.68</b>	<b>7.68</b>
<b>Traffic Operations</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>
<b>Median Island Maintenance</b>	<b>5.30</b>	<b>5.30</b>	<b>4.30</b>	<b>4.30</b>
<b>Parks Maintenance</b>	<b>7.70</b>	<b>6.70</b>	<b>6.70</b>	<b>6.70</b>
<b>Building Maintenance</b>	<b>8.50</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Hamilton Community Facilities</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>	<b>3.07</b>
<b>Pointe Marin Community Facilities</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Measure F</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Equipment/Vehicle Maintenance</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Total Staffing</b>	<b>55.50</b>	<b>51.00</b>	<b>51.00</b>	<b>50.00</b>



### **Department Budget**

	<b>2019/2020 Final Budget</b>	<b>2020/2021 Final Budget</b>	<b>2021/2022 Amended Budget</b>	<b>2022/2023 Adopted Budget</b>
<b>Revenues</b>				
Storm Water Pollution	10,000	-	-	10,000
Engineering Operations	-	-	71,170	-
Private Project Engineering	293,000	232,695	232,695	257,000
Capital Project Engineering	300	300	-	-
Maintenance Administration	2,000	2,000	2,000	4,000
Street Maintenance	18,255	4,100	4,100	4,100
Parks Maintenance	5,250	5,250	5,250	7,200
Civic Center Maintenance	2,050	2,050	2,050	2,050
MTSC Maintenance	1,000	16,500	16,500	16,500
City Owned Property Mgmt.	20,000	20,000	20,000	20,000
<b>Total Revenues</b>	351,855	282,895	353,765	320,850
<b>Expenses</b>				
Traffic and Engineering	703,607	716,279	842,828	895,875
Storm Water Pollution	309,655	291,466	293,033	293,405
Engineering Operations	495,959	503,490	940,198	841,455
Permitting	275,490	286,001	181,818	175,037
Sustainability Programs	5,209	182,125	279,367	-
Private Project Engineering	188,770	214,799	245,942	329,936
Capital Project Engineering	(103,708)	(228,513)	(104,537)	(80,078)
Maintenance Administration	409,828	444,099	489,501	560,083
Street Maintenance	1,232,348	1,294,525	1,334,572	1,099,964
Storm Drain Maintenance	323,215	299,452	467,613	910,696
Traffic Operations	355,204	375,065	152,580	152,820
Median Island Maintenance	823,852	785,511	927,425	979,837
Parks Maintenance	1,321,768	1,178,949	1,477,168	1,312,770
Hamilton Pool Landscape	168,083	172,781	177,776	190,379
Civic Center Maintenance	983,694	990,448	978,054	1,191,698
Novato Museum Maintenance	2,500	2,500	2,500	6,700
RC/Gymnastics Maint.	134,660	96,151	96,953	110,004
LuSutton Maintenance	43,550	(14,667)	1,100	-
MTSC Maintenance	262,316	313,782	333,495	360,724
Hamilton Pool Building	11,945	11,945	17,345	17,771
Other Hamilton Fac. Maint	135,307	140,964	89,761	85,585
Assessment Districts	550	-	-	-
City Owned Property Mgmt.	20,000	15,000	15,000	15,000
<b>Total Expenses</b>	8,103,802	8,072,152	9,239,492	9,449,661



<u>Expenses by Category</u>	<b>2019/2020 Final Budget</b>	<b>2020/2021 Final Budget</b>	<b>2021/2022 Amended Budget</b>	<b>2022/2023 Adopted Budget</b>
Salaries and Wages	4,449,058	4,320,376	4,649,126	4,811,540
Employee Benefits	979,937	1,070,272	1,124,467	1,284,815
Professional Services	447,026	440,360	1,154,727	804,768
Intergovernmental Services	249,341	252,841	250,698	254,039
Training and Travel	47,271	25,171	23,865	23,469
Rentals and Leases	10,599	10,599	10,599	12,959
Repairs and Maintenance	742,114	739,614	732,948	827,745
Materials and Supplies	431,511	429,212	506,366	486,690
Utilities	1,109,974	1,146,736	1,172,125	1,272,010
Other Expenses	(363,029)	(363,029)	(385,429)	(328,374)
<b>Total Expenses</b>	<b>8,103,802</b>	<b>8,072,152</b>	<b>9,239,492</b>	<b>9,449,661</b>



**Department Budget****Public Works Revenues by Funding Source**

<b>Fund</b>	<b>FY 19/20 Final Budget</b>	<b>FY 20/21 Final Budget</b>	<b>FY 21/22 Amended Budget</b>	<b>FY 22/23 Adopted Budget</b>
General Fund	346,855	277,895	348,765	315,850
Automation Surcharge	5,000	5,000	5,000	5,000
Total Revenues by Funding Source	351,855	282,895	353,765	320,850

**Public Works Expenditures by Fund**

<b>Fund</b>	<b>FY 19/20 Final Budget</b>	<b>FY 20/21 Final Budget</b>	<b>FY 21/22 Amended Budget</b>	<b>FY 22/23 Adopted Budget</b>
General Fund	7,484,034	7,405,939	8,038,892	8,335,016
Measure F	53,418	80,424	-	-
Clean Storm Water	245,800	245,800	245,800	245,800
Parking Improvements	550	-	-	-
Parks Measure A	320,000	339,989	441,445	461,615
American Rescue Plan	-	-	513,355	407,230
Total Expenditures by Fund	8,103,802	8,072,152	9,239,492	9,449,661



# Parks, Recreation and Community Services

The Parks, Recreation, and Community Services Department (PRCS) provides a wide variety of programs, services, events, recreational opportunities, and facilities that enhance the quality of life for all residents. Through these social and recreational activities, PRCS strives to foster a sense of community in Novato and provides opportunities for all ages to be healthy and active.

## Department Mission Statement

The mission of the Parks, Recreation and Community Services Department is to enrich individual and community life.

## Department Programs

### **Administration**

The Administration division manages and oversees all PRCS programs, activities, facilities, and community outreach efforts. Administration oversees program registration and software; facility reservations and use policies; development and disbursement of the seasonal activity guides; community special events; grants; community partnerships and agreements, and the planning, acquisition, and development of parks, recreation, and cultural facilities.

### **Youth Enrichment**

The Youth Enrichment program oversees year around enrichment opportunities for youth participants of all ages including educational, social, and recreational classes, week-long summer day camps, single-day program offerings during holidays and vacation weeks and a youth oriented special events. The Youth Enrichment division also manages facility rental of the Hamilton Community Center, Downtown Recreation Center and Pocket Park.

### **Senior Citizens Programs**

The Senior Citizens program is operated at the Margaret Todd Senior Center (MTSC) where: “We believe that active and engaged adults live healthier, happier lives.” MTSC offers enrichment and fitness classes, special events, game groups, and outreach services that bring people together, encourage social connections, and create new learning experiences. The facility is also the City’s largest rentable indoor community space and is reserved throughout the year for private events.

### **Athletics**

The Athletics program offers year-round recreational sports programs and leagues for youth and adults. Sports activities include instructional, recreational, and competitive programs. PRCS emphasizes learning fundamental 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 use and rentals of 3 gymnasiums, 4 multi-use fields, 5 softball/baseball fields, 6 bocce courts, 4 outdoor tennis courts, 6 outdoor pickleball courts, and 2 outdoor multi-use courts used for basketball, roller hockey, tennis and pickleball throughout the year.

### **Gymnastics**

Gymnastics programming is offered year around in the Department’s 10,000 square foot, dedicated gymnastics facility. Experienced staff provide movement education and gymnastics instruction to youth of all ages and abilities. Home to hundreds of participants and the Novato Gymnastics Team, the Novato Gymnastics Center offers high quality



instruction and programs focused on building self-esteem, safety, technique, and foundation of skills. Novato Gymnastics Center was voted Best Children's Indoor Sports Center in Marin County in 2017, 2018 and 2019 by Pacific Sun Readers.

### ***Department Goals***

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- Complete the Pioneer Park Playground Improvement Project.
- Enhance customer service by offering PRCS program registration at the City Administrative Offices (922 Machin).
- Develop and distribute three separate outreach pieces to the community announcing the release of each new digital activity guide.
- Add two special events to the Margaret Todd Senior Center calendar in FY 2022/2023.
- Increase older adult outreach by development and distribution of tri-annual, senior focused, mailer promoting programs and services offered at Margaret Todd Senior Center.
- Begin restoring participation in gymnastics, Youth Enrichment camps, and youth basketball league at pre-pandemic levels.
- Collaborate with Novato Gymnastics Boosters to re-establish two competitive meets in FY 2022/2023.
- Develop a new Counselor in Training (CIT) program with target implementation date of summer 2023 for teens.
- Develop and implement one new enrichment program specifically serving youth with adaptive needs.

### ***Budget Highlights***

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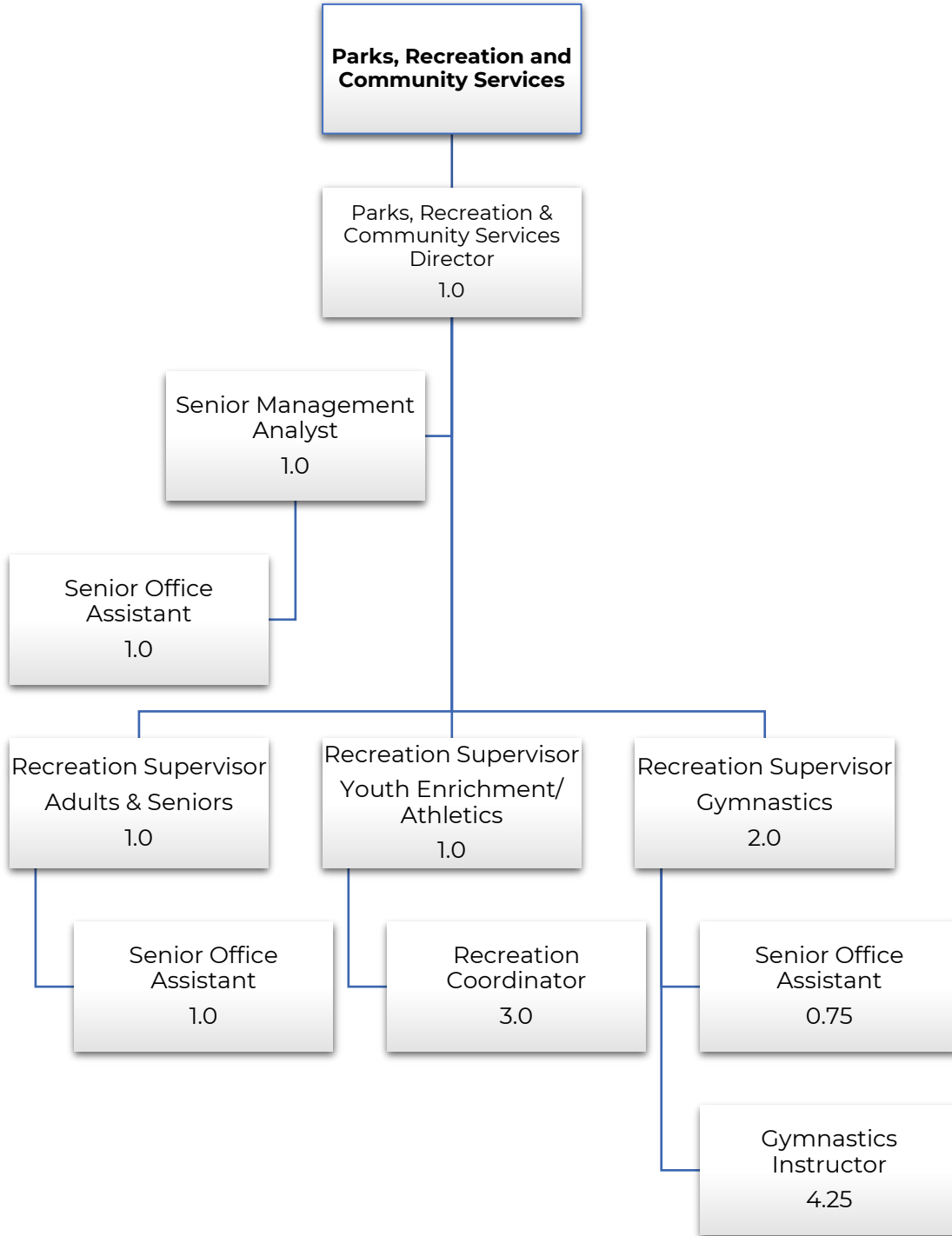
- Assumption that revenue will return to 90% of pre-pandemic levels.
- Funding to reinstate programs, events and services canceled or postponed due to pandemic, including increased funding for part-time recreation staff.
- Funding to complete Parks Master Plan Update.
- Funding for supplemental customer service assistance at City facilities.
- Funding for direct marketing to older adults for senior programming.
- Funding for Youth Financial Assistance Program.
- Increased General Fund revenue to offset loss of Measure A funds used for Special Events



*Department Staffing*

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<b>Staffing</b>	<b>2019/2020 Final Budget</b>	<b>2020/2021 Final Budget</b>	<b>2021/2022 Amended Budget</b>	<b>2022/2023 Adopted Budget</b>
<b>Administration</b>	<b>3.43</b>	<b>1.11</b>	<b>3.61</b>	<b>4.21</b>
<b>Youth Enrichment Programs</b>	<b>4.73</b>	<b>1.20</b>	<b>1.20</b>	<b>1.00</b>
<b>Senior Citizens</b>	<b>3.10</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>
<b>Athletics</b>	<b>11.54</b>	<b>10.54</b>	<b>9.54</b>	<b>8.94</b>
<b>Parks Measure A</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Staffing</b>	<b>23.30</b>	<b>15.20</b>	<b>16.20</b>	<b>16.00</b>



## **Department Budget**

	<b>2019/2020 Final Budget</b>	<b>2020/2021 Final Budget</b>	<b>2021/2022 Amended Budget</b>	<b>2022/2023 Adopted Budget</b>
<b><u>Revenues</u></b>				
PRCS Administration	90,600	43,765	69,044	81,600
Activities Guide	-	-	2,000	3,500
Youth Enrichment	746,900	258,060	234,420	276,504
Senior Citizens Program	89,000	7,080	45,593	46,368
Senior Citizens Classes	200,000	80,000	62,000	85,250
Athletics Programs	660,000	284,735	465,048	523,179
Gymnastics	791,600	336,600	680,244	769,575
<b>Total Revenues</b>	<b>2,578,100</b>	<b>1,010,240</b>	<b>1,558,349</b>	<b>1,785,976</b>
<b><u>Expenses</u></b>				
PRCS Administration	617,460	346,019	385,022	735,349
Activities Guide	62	21,549	7,247	11,253
PRCS Special Events	164,708	142,093	151,391	236,245
Youth Enrichment	858,237	431,642	408,070	415,139
Museum Admin and Classes	-	1,840	-	-
Senior Citizens Program	230,054	230,026	251,632	297,823
Senior Citizens Classes	154,628	126,146	137,718	63,347
Athletics Programs	854,364	531,050	545,674	524,088
Gymnastics	998,216	924,460	966,681	1,023,623
<b>Total Expenses</b>	<b>3,877,729</b>	<b>2,754,825</b>	<b>2,853,435</b>	<b>3,306,867</b>
<b><u>Expenses by Category</u></b>				
Salaries and Wages	2,758,216	1,796,795	1,968,043	2,071,151
Employee Benefits	416,817	459,192	429,569	408,798
Professional Services	273,924	253,642	164,327	509,327
Intergovernmental Services	3,367	3,367	3,367	3,367
Training and Travel	29,420	3,720	20,970	20,970
Rentals and Leases	6,397	6,397	6,397	6,397
Repairs and Maintenance	38,226	43,226	70,976	51,182
Materials and Supplies	292,105	179,726	158,226	194,920
Utilities	17,297	17,800	16,600	20,185
Other Expenses	41,960	(9,040)	14,960	20,570
<b>Total Expenses</b>	<b>3,877,729</b>	<b>2,754,825</b>	<b>2,853,435</b>	<b>3,306,867</b>

**Parks, Recreation & Community Services Revenues by Funding Source**

<b>Fund</b>	<b>FY 19/20 Final Budget</b>	<b>FY 20/21 Final Budget</b>	<b>FY 21/22 Amended Budget</b>	<b>FY 22/23 Adopted Budget</b>
General Fund	2,578,100	1,010,240	1,558,349	1,785,976
<b>Total Revenues by Funding Source</b>	<b>2,578,100</b>	<b>1,010,240</b>	<b>1,558,349</b>	<b>1,785,976</b>

**Parks, Recreation & Community Services Expenditures by Fund**

<b>Fund</b>	<b>FY 19/20 Final Budget</b>	<b>FY 20/21 Final Budget</b>	<b>FY 21/22 Amended Budget</b>	<b>FY 22/23 Adopted Budget</b>
General Fund	3,750,446	2,680,604	2,796,935	3,230,867
Measure F	50,000	-	-	-
Parks Measure A	77,283	74,221	32,500	32,500
American Rescue Plan	-	-	24,000	43,500
<b>Total Expenditures by Fund</b>	<b>3,877,729</b>	<b>2,754,825</b>	<b>2,853,435</b>	<b>3,306,867</b>



Adopted Budget 2022–23

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# NON-GENERAL FUND BUDGETS







**All Non-General Funds**

	<b>2019/20 Final Budget</b>	<b>2020/21 Final Budget</b>	<b>2021/22 Amended Budget</b>	<b>2022/23 Adopted Budget</b>
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<b>General Government Operating Funds</b>
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**111 - Measure F Sales Tax**

This fund was used to account for revenues and expenses from Measure F, a five-year 1/2 cent local sales tax approved by Novato voters in November, 2010. The purpose of Measure F was to offset or prevent additional budget reductions and to maintain or restore vital general fund services. Measure F expired March 31, 2016. This account will remain open until all funds have been spent consistent with the intent of Measure F.

**Revenues**

Taxes	7,500	-	-	-
Use of Money and Property	75,000	-	60,000	1,300
Other Revenues	17,500	-	-	-
<b>Total Revenues</b>	<b>100,000</b>	<b>-</b>	<b>60,000</b>	<b>1,300</b>

**Expenses**

Salaries and Wages	257,115	80,424	-	-
Employee Benefits	66,720	-	-	-
Professional Services	526,558	-	-	-
Intergovernmental Services	48,233	-	-	-
Training and Travel	-	-	-	-
Rentals and Leases	-	-	-	-
Repairs and Maintenance	-	-	-	-
Materials and Supplies	-	-	-	-
Other Expenses	185,000	95,000	-	-
Operating Transfers Out	(37,690)	-	-	-
<b>Total Expenses</b>	<b>1,045,936</b>	<b>175,424</b>	<b>-</b>	<b>-</b>

**112 - City Owned Property**

This fund was consolidated into fund 116, Emergency and Disaster Response Reserve, in FY 19/20 and is no longer used.

**Revenues**

Use of Money and Property	24,500	24,500	-	-
<b>Total Revenues</b>	<b>24,500</b>	<b>24,500</b>	<b>-</b>	<b>-</b>

**Expenses**

Other Expenses	1,190,298	1,190,298	-	-
Operating Transfers Out	915,000	-	-	-
<b>Total Expenses</b>	<b>2,105,298</b>	<b>1,190,298</b>	<b>-</b>	<b>-</b>

**All Non-General Funds**

	<b>2019/20 Final Budget</b>	<b>2020/21 Final Budget</b>	<b>2021/22 Amended Budget</b>	<b>2022/23 Adopted Budget</b>
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**113 - Successor Agency Admin**

This fund is used to account for revenues and expenses in support of the Successor Agency responsible for managing the remaining assets of the the former Novato Redevelopment Agency.

**Revenues**

Intergovernmental	67,384	67,384	70,000	70,000
<b>Total Revenues</b>	<b>67,384</b>	<b>67,384</b>	<b>70,000</b>	<b>70,000</b>

**Expenses**

Salaries and Wages	34,199	32,458	25,350	41,375
Employee Benefits	7,366	3,519	2,219	10,643
Professional Services	14,260	14,260	14,260	14,260
Materials and Supplies				
Utilities				
Other Expenses	9,939	9,939	-	-
Operating Transfers Out	1,620	-	1,787	1,858
<b>Total Expenses</b>	<b>67,384</b>	<b>60,176</b>	<b>43,616</b>	<b>68,136</b>

**114 - Pension Reserve**

This fund was established to stabilize the City's annual pension expense by consistently charging the general fund the "normal cost" as determined by CalPERS. In years where the retirement plans are over-funded and the CalPERS required contribution is less than the normal cost, the difference will be deposited into the fund. Fund balance will be used in years when the required contribution is greater than the normal cost. However, in recent years, this fund has not had sufficient cash to stabilize rates as planned.

**Revenues**

Use of Money and Property	15	15	-	-
<b>Total Revenues</b>	<b>15</b>	<b>15</b>	<b>-</b>	<b>-</b>

**115 - Insurance Reserve**

The purpose of this fund is to set aside cash to pay 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 calims brought against the City. In the 2021/22 fiscal year, the City Council directed an additional \$1.2 million deposit to this fund.

**Revenues**

Use of Money and Property	6,500	-	-	1,500
Operating Transfers In	-	-	1,200,000	-
<b>Total Revenues</b>	<b>6,500</b>	<b>-</b>	<b>1,200,000</b>	<b>1,500</b>

**Expenses**

Operating Transfers Out	576,805	-	-	-
<b>Total Expenses</b>	<b>576,805</b>	<b>-</b>	<b>-</b>	<b>-</b>



**All Non-General Funds**

	<b>2019/20 Final Budget</b>	<b>2020/21 Final Budget</b>	<b>2021/22 Amended Budget</b>	<b>2022/23 Adopted Budget</b>
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**116 - Emergency & Disaster Reserve**

This fund was established to provide a financial buffer during significant economic downturns affecting revenues and or cost intensive response emergencies or disasters. City Council policy requires this fund contain a minimum of 15% of general fund operating expenses. The reserve balance for FY21/22 is projected to be 19.5%, exceeding the policy requirement.

**Revenues**

Use of Money and Property	-	-	120,000	8,600
Operating Transfers In	4,658,761	150,000	-	-
<b>Total Revenues</b>	<b>4,658,761</b>	<b>150,000</b>	<b>120,000</b>	<b>8,600</b>

**Expenses**

Professional Services	75,000	(54,349)	-	-
Other Expenses	400,000	-	-	-
Operating Transfers Out	150,000	-	-	-
<b>Total Expenses</b>	<b>625,000</b>	<b>(54,349)</b>	<b>-</b>	<b>-</b>

**117 - Civic Center**

This fund was created in 1971 to accrue sufficient resources to construct/support a new Civic Center.

**Revenues**

Use of Money and Property	1,175	1,000	-	-
<b>Total Revenues</b>	<b>1,175</b>	<b>1,000</b>	<b>-</b>	<b>-</b>

**Expenses**

Operating Transfers Out	-	-	-	-
<b>Total Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**118 - Long-Term Maint-Facilities**

The purpose of this fund is to facilitate the maintenance of all the City's buildings and park facilities. Annually the City Council allocates General Fund resources to this fund based on funding needs, ability to implement maintenance projects, other funding sources available, and availability of General Fund resources. For 2021/22, the City Council allocated \$500,000 from the General Fund for long-term facility maintenance projects. When programmed for a specific project, funds are transferred to the Capital Improvement Program.

**Revenues**

Use of Money and Property	9,200	2,800	2,800	2,000
Operating Transfers In	150,000	500,000	500,000	250,000
<b>Total Revenues</b>	<b>159,200</b>	<b>502,800</b>	<b>502,800</b>	<b>252,000</b>

**Expenses**

Operating Transfers Out	165,000	500,000	500,000	300,000
<b>Total Expenses</b>	<b>165,000</b>	<b>500,000</b>	<b>500,000</b>	<b>300,000</b>

### All Non-General Funds

	2019/20 Final Budget	2020/21 Final Budget	2021/22 Amended Budget	2022/23 Adopted Budget
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#### 119 - Long-Term Maint-Infrastructure

The purpose of this fund is to facilitate the maintenance of infrastructure including street pavement, traffic signals, streetlights, bridges, retaining walls, multi-use paths and storm drains. Annually the City Council allocates General Fund or other resources to this fund based on funding needs, ability to implement maintenance projects, other funding sources available, and availability of General Fund resources. For 2021/22, the City Council allocated \$1.0 million from the General Fund and American Rescue Plan for long-term facility maintenance projects. When programmed for a specific project, funds are transferred to the Capital Improvement Program.

**Revenues**

Use of Money and Property	7,600	7,600	7,600	-
Operating Transfers In	250,000	-	250,000	250,000
<b>Total Revenues</b>	<b>257,600</b>	<b>7,600</b>	<b>257,600</b>	<b>250,000</b>

**Expenses**

Operating Transfers Out	353,700	-	250,000	450,000
<b>Total Expenses</b>	<b>353,700</b>	<b>-</b>	<b>250,000</b>	<b>450,000</b>

#### 121 - Risk Mitigation Reserve

This fund was consolidated into fund 116, Emergency and Disaster Response Reserve, in FY19/20 and is no longer used.

**Expenses**

Operating Transfers Out	3,000,000	-	-	-
<b>Total Expenses</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### 210 - Affordable Housing Programs

This fund was created by the City Council to fund a variety of affordable housing programs including programs managed by a contract service and the City's purchase and resale of affordable housing units at Hamilton.

**Revenues**

Charges for Services	110,000	110,000	258,575	245,000
Use of Money and Property	12,750	12,750	12,750	123,200
Operating Transfers In	80,000	41,000	41,000	41,000
<b>Total Revenues</b>	<b>202,750</b>	<b>163,750</b>	<b>312,325</b>	<b>409,200</b>



All Non-General Funds

	2019/20 Final Budget	2020/21 Final Budget	2021/22 Amended Budget	2022/23 Adopted Budget
<b>Expenses</b>				
Salaries and Wages	16,486	16,920	17,157	4,627
Employee Benefits	3,838	3,937	4,062	1,162
Professional Services	173,234	173,234	288,650	288,650
Other Expenses	-	750,000	750,000	750,000
Operating Transfers Out	778	804	836	869
<b>Total Expenses</b>	<b>194,336</b>	<b>944,895</b>	<b>1,060,705</b>	<b>1,045,308</b>

**All Non-General Funds**

	2019/20 Final Budget	2020/21 Final Budget	2021/22 Amended Budget	2022/23 Adopted Budget
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<b>Special Revenue Funds</b>
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**211 - Clean Storm Water**

The purpose of this fund is to manage operating 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. This revenue is collected through a special property tax assessment.

**Revenues**

Taxes	370,000	369,000	369,000	369,000
Use of Money and Property	160	625	625	-
<b>Total Revenues</b>	<b>370,160</b>	<b>369,625</b>	<b>369,625</b>	<b>369,000</b>

**Expenses**

Intergovernmental Services	230,000	230,000	230,000	230,000
Materials and Supplies	15,800	15,800	15,800	15,800
Operating Transfers Out	110,000	155,000	46,250	46,250
<b>Total Expenses</b>	<b>355,800</b>	<b>400,800</b>	<b>292,050</b>	<b>292,050</b>

**212 - Underground Utilities**

This fund accounts for resources used for undergrounding City overhead utilities. Funds are often collected for several years before sufficient to fund a specific project.

**Revenues**

Use of Money and Property	8,250	8,250	8,250	800
<b>Total Revenues</b>	<b>8,250</b>	<b>8,250</b>	<b>8,250</b>	<b>800</b>

**Expenses**

Operating Transfers Out	-	-	-	-
<b>Total Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**213 - Parking Improvement**

The Parking Improvement fund accounts for assessments collected from merchants in the Old Town parking improvement area and associated parking services and programs in the area.

**Revenues**

Use of Money and Property	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Expenses**

Utilities	550	-	-	-
Operating Transfers Out	-	-	-	-
<b>Total Expenses</b>	<b>550</b>	<b>-</b>	<b>-</b>	<b>-</b>

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#### 214 - Subdivision Park (Quimby)

This fund accounts for park in-lieu fees collected from residential subdivision developers to be used for parks and recreation facilities. Revenues will vary depending on residential properties constructed and funds are often collected for several years before sufficient to construct a park project.

**Revenues**

Charges for Services	350,000	50,000	125,000	125,000
Use of Money and Property	3,500	3,500	3,500	600
<b>Total Revenues</b>	<b>353,500</b>	<b>53,500</b>	<b>128,500</b>	<b>125,600</b>

**Expenses**

Other Expenses	-	-	-	-
Operating Transfers Out	468,627	-	-	-
<b>Total Expenses</b>	<b>468,627</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### 215 - Art in Public Places

This fund accounts for fees paid by developers to be used for public art projects. Funds are often collected for several years before sufficient to construct a specific project.

**Revenues**

Charges for Services	1,500	10,000	10,000	10,000
Use of Money and Property	1,125	1,125	1,125	300
<b>Total Revenues</b>	<b>2,625</b>	<b>11,125</b>	<b>11,125</b>	<b>10,300</b>

**Expenses**

Other Expenses	-	-	-	-
Operating Transfers Out	-	-	-	30,000
<b>Total Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000</b>

#### 216 - General Plan Surcharge

The General Plan Surcharge fund was created to account for fees collected from developers that are restricted in use for updates to the City's General Plan.

**Revenues**

Charges for Services	80,000	76,000	65,000	80,000
Use of Money and Property	3,050	2,900	2,900	600
<b>Total Revenues</b>	<b>83,050</b>	<b>78,900</b>	<b>67,900</b>	<b>80,600</b>

**Expenses**

Professional Services	147,500	147,500	7,500	-
Materials and Supplies	2,500	2,500	-	-
Operating Transfers Out	-	-	-	250,000
<b>Total Expenses</b>	<b>150,000</b>	<b>150,000</b>	<b>7,500</b>	<b>250,000</b>

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#### 217 - Automation Surcharge

This fund was created to account for the surcharge collected from developers (and builders?) to cover a portion of the costs for maintenance of the City's building and development permit software.

##### **Revenues**

Charges for Services	85,000	81,000	77,200	77,200
Use of Money and Property	825	785	785	-
<b>Total Revenues</b>	<b>85,825</b>	<b>81,785</b>	<b>77,985</b>	<b>77,200</b>

##### **Expenses**

Salaries and Wages	47,514	46,154	46,154	51,148
Employee Benefits	8,785	9,792	10,621	7,746
Professional Services	6,702	6,702	6,700	6,700
Repairs and Maintenance	38,500	38,500	43,750	68,750
Operating Transfers Out	2,138	2,205	2,605	2,708
<b>Total Expenses</b>	<b>103,639</b>	<b>103,353</b>	<b>109,830</b>	<b>137,052</b>

#### 218 - Hamilton CFD Maintenance

This fund was established to account for the special tax assessment for landscaping, pump and levee maintenance in the Hamilton Community Facilities District.

##### **Revenues**

Taxes	595,905	566,110	566,110	566,110
Use of Money and Property	1,750	1,488	1,488	-
Other Revenues	230,000	230,000	230,000	230,000
Operating Transfers In	9,000	58,645	9,000	9,000
<b>Total Revenues</b>	<b>836,655</b>	<b>856,243</b>	<b>806,598</b>	<b>805,110</b>

##### **Expenses**

Salaries and Wages	260,931	389,563	309,574	357,669
Employee Benefits	60,944	91,133	83,478	105,401
Professional Services	54,350	54,350	54,000	54,000
Repairs and Maintenance	23,304	23,304	25,304	25,503
Materials and Supplies	33,417	33,417	33,417	33,417
Utilities	121,490	130,000	129,500	142,200
Other Expenses	46,250	46,250	46,250	48,522
Operating Transfers Out	85,691	11,026	11,466	261,919
<b>Total Expenses</b>	<b>686,377</b>	<b>779,043</b>	<b>692,989</b>	<b>1,028,631</b>





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**219 - Pointe Marin CFD Maint.**

This fund was established to account for the special tax assessment for landscaping maintenance in the Pointe Marin Community Facilities District.

**Revenues**

Taxes	191,698	191,698	191,698	191,698
Use of Money and Property	4,550	4,550	4,550	600
<b>Total Revenues</b>	<b>196,248</b>	<b>196,248</b>	<b>196,248</b>	<b>192,298</b>

**Expenses**

Salaries and Wages	149,880	64,164	67,389	85,289
Employee Benefits	38,427	27,946	31,255	35,564
Professional Services	16,173	300	300	300
Repairs and Maintenance	2,785	2,785	2,785	2,953
Materials and Supplies	3,500	3,500	3,500	3,500
Utilities	20,000	25,700	25,700	27,617
Other Expenses	6,500	6,500	6,500	7,368
Operating Transfers Out	6,479	-	7,146	7,428
<b>Total Expenses</b>	<b>243,744</b>	<b>130,895</b>	<b>144,575</b>	<b>170,019</b>

**220 - Hamilton Art Center**

This fund accounts for the revenues received and administration and maintenance expenses of the Hamilton Arts Center.

**Revenues**

Use of Money and Property	470,100	469,500	455,000	451,200
<b>Total Revenues</b>	<b>470,100</b>	<b>469,500</b>	<b>455,000</b>	<b>451,200</b>

**Expenses**

Repairs and Maintenance	285,000	260,000	275,000	275,000
Utilities	-	15,000	-	-
Operating Transfers Out	-	250,000	-	100,000
<b>Total Expenses</b>	<b>285,000</b>	<b>525,000</b>	<b>275,000</b>	<b>375,000</b>

**221 - Chapter 27 Assessments**

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

**Revenues**

Charges for Services	-	300	300	300
Use of Money and Property	2,300	2,300	2,300	300
<b>Total Revenues</b>	<b>2,300</b>	<b>2,600</b>	<b>2,600</b>	<b>600</b>



All Non-General Funds

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<b>Expenses</b>				
Operating Transfers Out	-	-	-	-
<b>Total Expenses</b>	-	-	-	-



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**222 - LAD-San Marin**

This fund accounts for the tax assessment revenues in the San Marin assessment district and associated expenses for median island landscaping.

**Revenues**

Taxes	64,343	66,252	67,900	70,751
Use of Money and Property	385	550	600	-
<b>Total Revenues</b>	<b>64,728</b>	<b>66,802</b>	<b>68,500</b>	<b>70,751</b>

**Expenses**

Professional Services	35,727	41,977	41,977	53,849
Intergovernmental Services	3,170	3,170	3,170	3,234
Materials and Supplies	450	450	450	-
Utilities	16,292	17,614	17,614	17,029
Other Expenses	6,235	3,037	3,037	3,600
<b>Total Expenses</b>	<b>61,874</b>	<b>66,248</b>	<b>66,248</b>	<b>77,712</b>

**223 - LAD-Country Club**

This fund was created to account for the collection of tax assessments in the Country Club area which were used for median island landscaping and maintenance. The assessments were discontinued in the 1990s and the remaining funds continue to be retained for future landscape needs.

**Revenue**

Use of Money and Property	760	760	-	-
<b>Total Revenue</b>	<b>760</b>	<b>760</b>	<b>-</b>	<b>-</b>

**224 - LAD-Wildwood Glen**

This fund accounts for the tax assessment revenues in the Wildwood Glen assessment district and associated expenses for median island landscaping.

**Revenue**

Taxes	10,606	10,606	10,872	11,661
Use of Money and Property	100	100	100	-
<b>Total Revenue</b>	<b>10,706</b>	<b>10,706</b>	<b>10,972</b>	<b>11,661</b>

**Expenses**

Professional Services	6,500	7,000	7,000	6,500
Intergovernmental Services	94	95	95	94
Materials and Supplies	300	300	300	-
Utilities	2,360	3,455	3,655	5,136
Other Expenses	1,142	-	-	800
<b>Total Expenses</b>	<b>10,396</b>	<b>10,850</b>	<b>11,050</b>	<b>12,530</b>

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#### 225 - LAD-Hillside

This fund accounts for the tax assessment revenues in the Hillside assessment district and associated expenses for median island landscaping.

**Revenues**

Taxes	22,746	23,000	23,575	26,589
Use of Money and Property	610	680	680	-
<b>Total Revenues</b>	<b>23,356</b>	<b>23,680</b>	<b>24,255</b>	<b>26,589</b>

**Expenses**

Professional Services	13,310	17,092	17,092	22,143
Intergovernmental Services	136	-	-	136
Materials and Supplies	300	300	300	-
Utilities	5,000	3,788	6,000	11,000
Other Expenses	4,000	2,500	2,500	800
<b>Total Expenses</b>	<b>22,746</b>	<b>23,680</b>	<b>25,892</b>	<b>34,079</b>

#### 226 - Light & LAD-Downtown

This fund accounts for the tax assessment revenues in the downtown area and associated expenses for street lighting and landscaping.

**Revenues**

Taxes	6,685	6,685	6,685	6,685
Use of Money and Property	1,025	1,025	1,025	-
<b>Total Revenues</b>	<b>7,710</b>	<b>7,710</b>	<b>7,710</b>	<b>6,685</b>

**Expenses**

Utilities	2,850	2,850	3,300	4,323
<b>Total Expenses</b>	<b>2,850</b>	<b>2,850</b>	<b>3,300</b>	<b>4,323</b>

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#### 227 - LAD San Pablo

This fund accounts for the tax assessment revenues in the San Pablo assessment district and associated expenses for landscaping.

##### **Revenues**

Taxes	14,256	14,256	14,256	16,345
Use of Money and Property	440	470	470	-
<b>Total Revenues</b>	<b>14,696</b>	<b>14,726</b>	<b>14,726</b>	<b>16,345</b>

##### **Expenses**

Professional Services	500	23,000	23,000	10,808
Intergovernmental Services	38	40	40	38
Materials and Supplies	200	200	200	-
Utilities	4,595	4,327	6,078	5,085
Other Expenses	2,201	1,801	1,801	1,992
Operating Transfers Out	9,175	9,000	9,000	9,000
<b>Total Expenses</b>	<b>16,709</b>	<b>38,368</b>	<b>40,119</b>	<b>26,923</b>

#### 228 - Scottsdale AD

This fund accounts for the tax assessment revenues in the Scottsdale assessment district and associated expenses for landscaping. This District was discontinued and remaining funds are retained for future landscaping needs.

##### **Revenues**

Use of Money and Property	100	100	-	-
<b>Total Revenues</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>

#### 229 - State Gas Tax

The Gas Tax fund accounts for the City's share of gas tax revenues distributed by the State of California. Gas tax funds may only be used for eligible projects to maintain and improve streets, street lighting, signals, sidewalks, and related facilities. Funds are transferred to the Capital Improvement program annually for project implementation.

##### **Revenues**

Intergovernmental	2,832,310	2,223,931	2,341,814	2,789,972
Use of Money and Property	14,000	14,000	14,000	3,200
<b>Total Revenues</b>	<b>2,846,310</b>	<b>2,237,931</b>	<b>2,355,814</b>	<b>2,793,172</b>

##### **Expenses**

Operating Transfers Out	2,287,000	1,929,000	2,300,000	2,780,000
<b>Total Expenses</b>	<b>2,287,000</b>	<b>1,929,000</b>	<b>2,300,000</b>	<b>2,780,000</b>

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#### 231 - Special Police Projects

This fund accounts for special police projects and programs that are funded by grants or other resources that cannot be included in the General Fund budget. This includes crime prevention, child abuse prevention and response, DARE, secret witness, asset seizure and other programs.

**Revenues**

Intergovernmental	96,000	126,000	107,000	95,000
Use of Money and Property	780	780	2,000	300
Other Revenues	-	60,000	68,000	2,500
Operating Transfers In	7,000	7,000	7,000	7,000
<b>Total Revenues</b>	<b>103,780</b>	<b>193,780</b>	<b>184,000</b>	<b>104,800</b>

**Expenses**

Salaries and Wages	100,000	100,000	100,000	85,000
Materials and Supplies	6,000	10,000	10,000	10,000
<b>Total Expenses</b>	<b>106,000</b>	<b>110,000</b>	<b>110,000</b>	<b>95,000</b>

#### 232 - State COPS Grant

This fund is used to track revenues and expenditures associated with the State Citizens Option for Public Safety (COPS) grant, which funds front-line police operations.

**Revenues**

Intergovernmental	100,000	135,000	135,000	150,000
<b>Total Revenues</b>	<b>100,000</b>	<b>135,000</b>	<b>135,000</b>	<b>150,000</b>

**Expenses**

Professional Services				
Training and Travel				
Repairs and Maintenance				
Materials and Supplies	70,000	70,000	70,000	60,000
Capital Expenses	130,000	150,000	150,000	145,000
<b>Total Expenses</b>	<b>200,000</b>	<b>220,000</b>	<b>220,000</b>	<b>205,000</b>

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#### 233 - Operating Grants

This fund accounts for revenues and expenditures related to operating grants not included elsewhere in the budget, including the CalRecycle grant to encourage recycling and waste reduction.

##### Revenues

Intergovernmental	151,400	151,400	-	-
Use of Money and Property	355	355	355	-
<b>Total Revenues</b>	<b>151,755</b>	<b>151,755</b>	<b>355</b>	<b>-</b>

#### 234 - Capital Grants

This fund accounts for revenues and expenditures related to state and federal grants for capital projects, including Transportation Authority of Marin grants.

##### Revenues

Intergovernmental	7,251,792	4,301,000	790,000	790,000
<b>Total Revenues</b>	<b>7,251,792</b>	<b>4,301,000</b>	<b>790,000</b>	<b>790,000</b>

##### Expenses

Operating Transfers Out	4,295,629	1,727,500	303,000	68,400
<b>Total Expenses</b>	<b>4,295,629</b>	<b>1,727,500</b>	<b>303,000</b>	<b>68,400</b>

#### 235 - Marin VRF

This fund accounts for revenues from a \$10 vehicle registration fee assessed annually on each vehicle registered in the County. Funds are distributed from the County to the City every three years and used for street related improvement projects. Funds may be collected for several years before before being allocated to a specific project.

##### Revenues

Intergovernmental	450,000	-	-	407,317
Use of Money and Property	4,260	4,260	4,260	-
<b>Total Revenues</b>	<b>454,260</b>	<b>4,260</b>	<b>4,260</b>	<b>407,317</b>

##### Expenses

Operating Transfers Out	430,000	-	-	200,000
<b>Total Expenses</b>	<b>430,000</b>	<b>-</b>	<b>-</b>	<b>200,000</b>

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#### 236 - Streets Measure A

The fund accounts for revenues received from Measure A for local streets and roads. The funds are received from the Transportation Agency of Marin and transferred to the Capital Improvement Program for specific street improvement or maintenance projects. Measure A, a 1/2 cent county-wide sales tax approved in 2004, expires in 20 years.

##### **Revenues**

Taxes	3,175,396	881,792	1,939,961	1,939,961
Other	-	-	-	-
Use of Money and Property	16,250	16,250	16,250	-
<b>Total Revenues</b>	<b>3,191,646</b>	<b>898,042</b>	<b>1,956,211</b>	<b>1,939,961</b>

##### **Expenses**

Operating Transfers Out	1,736,284	1,565,000	925,000	1,243,931
<b>Total Expenses</b>	<b>1,736,284</b>	<b>1,565,000</b>	<b>925,000</b>	<b>1,243,931</b>

#### 237 - Park Measure A

This fund accounts for revenues received from Measure A, the Marin Parks, Open Space and Farmland Preservation ballot measure approved by voters in 2012. Measure A, which increased sales tax by 1/4 cent county wide, is used to assist Marin's municipalities in managing parks, open space, recreation programs and vegetation to promote biodiversity and reduce wildfire risk. The tax terminates on March 31, 2022. Funds that remain in the account after termination of the tax will continue to be spent on projects and programs consistent with the voter initiative.

##### **Revenues**

Taxes	435,000	300,000	400,000	186,000
Use of Money and Property	2,310	2,310	2,310	500
Other Revenues	465,000	-	-	-
<b>Total Revenues</b>	<b>902,310</b>	<b>302,310</b>	<b>402,310</b>	<b>186,500</b>

##### **Expenses**

Salaries and Wages	44,023	44,270	-	-
Employee Benefits	7,760	4,451	-	-
Professional Services	104,731	142,220	142,220	142,220
Repairs and Maintenance	4,093	4,093	4,093	4,093
Materials and Supplies	65,851	48,351	109,070	109,070
Utilities	170,825	170,825	218,562	238,732
Operating Transfers Out	-	-	100,000	100,000
<b>Total Expenses</b>	<b>397,283</b>	<b>414,210</b>	<b>573,945</b>	<b>594,115</b>





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**238 - Clean Stormwater CIP**

This fund accounts for capital projects, including maintenance and emergency response, in connection with the City's Clean Storm Water program.

**Revenues**

Use of Money and Property	2,460	2,460	2,460	500
Operating Transfers In	45,000	-	46,250	46,250
<b>Total Revenues</b>	<b>47,460</b>	<b>2,460</b>	<b>48,710</b>	<b>46,750</b>

**Expenses**

Operating Transfers Out	-	-	-	-
<b>Total Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**239 - Street & Storm Drain Maint.**

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

**Revenues**

Use of Money and Property	2,490	2,490	2,490	300
<b>Total Revenues</b>	<b>2,490</b>	<b>2,490</b>	<b>2,490</b>	<b>300</b>

**240 - Restricted Revenue**

This fund accounts for revenues received from developers to be used on future capital projects. Funds are held until sufficient funds have accumulated to fund a specific project.

**Revenues**

Charges for Services	460,308	50,000	-	-
<b>Total Revenues</b>	<b>460,308</b>	<b>50,000</b>	<b>-</b>	<b>-</b>

**Expenses**

Operating Transfers Out	-	450,000	-	25,000
<b>Total Expenses</b>	<b>-</b>	<b>450,000</b>	<b>-</b>	<b>25,000</b>

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#### 241 - Development Impact Fees

This fund was established by the City Council and is used to account for impact fees paid by real estate developers. The resources are used in conjunction with other City funds to complete public facilities as identified in the Development Impact Fee report.

**Revenues**

Charges for Services	250,000	250,000	250,000	250,000
Use of Money and Property	120,000	120,000	120,000	15,700
<b>Total Revenues</b>	<b>370,000</b>	<b>370,000</b>	<b>370,000</b>	<b>265,700</b>

**Expenses**

Operating Transfers Out	663,873	805,000	33,000	10,000
<b>Total Expenses</b>	<b>663,873</b>	<b>805,000</b>	<b>33,000</b>	<b>10,000</b>

#### 243 - NPFA

This fund accounts for operational transactions of certain city properties, including the Gymnastics/Downtown Community Center building and properties at Hamilton Field.

**Revenues**

Use of Money and Property	200,575	194,950	198,950	42,000
<b>Total Revenues</b>	<b>200,575</b>	<b>194,950</b>	<b>198,950</b>	<b>42,000</b>

**Expenses**

Professional Services	17,400	17,400	-	-
Repairs and Maintenance	65,582	65,582	65,582	65,582
Utilities	6,900	6,400	6,400	7,748
Debt Service	-	-	-	51,581
Operating Transfers Out	13,000	-	13,000	13,000
<b>Total Expenses</b>	<b>102,882</b>	<b>89,382</b>	<b>84,982</b>	<b>137,911</b>



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**245 - American Rescue Plan**

This new fund accounts for revenues and expenses associated with the federally-funded American Rescue Plan. The program is designed to assist communities in recovering from the economic and other impacts of the COVID-19 pandemic.

**Revenues**

Intergovernmental			4,556,475	
Other Revenues			4,556,475	1,822,730
<b>Total Revenues</b>	-	-	<b>9,112,950</b>	<b>1,822,730</b>

**Expenses**

Salaries & Wages	-	-	288,000	570,000
Professional Services	-	-	534,355	200,000
Repairs and Maintenance	-	-	25,000	-
Materials and Supplies	-	-	50,000	52,730
Other Expenses	-	-	500,000	-
Operating Transfers Out	-	-	5,286,000	1,000,000
<b>Total Expenses</b>	-	-	<b>6,683,355</b>	<b>1,822,730</b>

### All Non-General Funds

	2019/20 Final Budget	2020/21 Final Budget	2021/22 Amended Budget	2022/23 Adopted Budget
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#### Debt Service Funds

##### 501 - General Obligations Bond

This fund accounts for the accumulation of resources and payment of principal and interest on general obligation bonds from Measure B.

##### Revenues

Taxes	1,484,879	1,514,577	1,147,803	673,367
Use of Money and Property	8,100	8,100	15,000	1,700
<b>Total Revenues</b>	<b>1,492,979</b>	<b>1,522,677</b>	<b>1,162,803</b>	<b>675,067</b>

##### Expenses

Professional Services	1,425	1,500	1,500	1,500
Debt Service	1,770,877	2,080,328	1,369,622	685,352
Other Expenses	25,000	25,000	25,000	25,000
<b>Total Expenses</b>	<b>1,797,302</b>	<b>2,106,828</b>	<b>1,396,122</b>	<b>711,852</b>

##### 502 - Pension Obligation Bonds

This fund accounts for the accumulation of resources and payment of principal and interest on pension obligation bonds.

##### Revenues

Operating Transfers In	1,439,808	1,490,012	1,549,812	1,611,001
<b>Total Revenues</b>	<b>1,439,808</b>	<b>1,490,012</b>	<b>1,549,812</b>	<b>1,611,001</b>

##### Expenses

Professional Services	3,200	3,200	7,000	6,559
Debt Service	1,436,607	1,490,012	1,542,812	1,604,442
<b>Total Expenses</b>	<b>1,439,807</b>	<b>1,493,212</b>	<b>1,549,812</b>	<b>1,611,001</b>

### All Non-General Funds

	2019/20 Final Budget	2020/21 Final Budget	2021/22 Amended Budget	2022/23 Adopted Budget
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**Proprietary Funds**
**601 - Equipment Maintenance**

This internal service fund is used for the purpose of accumulating and spending funds for the operation and maintenance of the City's vehicles, equipment and rolling stock purchased by the City's Vehicle Replacement Fund (602). Resources are generated by charging the user departments fees for the operation and maintenance of equipment and vehicles.

**Revenues**

Other Revenues	841,247	841,247	871,483	987,926
Operating Transfers In	200,000	-	-	-
<b>Total Revenues</b>	<b>1,041,247</b>	<b>841,247</b>	<b>871,483</b>	<b>987,926</b>

**Expenses**

Salaries and Wages	309,827	347,663	315,266	391,206
Employee Benefits	73,199	81,748	86,781	120,669
Professional Services	3,200	3,200	3,200	3,200
Intergovernmental Services	7,728	7,728	9,030	9,030
Training and Travel	1,250	1,250	1,250	1,250
Repairs and Maintenance	78,102	78,102	78,102	69,212
Materials and Supplies	334,490	334,490	334,490	349,490
Other Expenses	29,384	29,384	29,384	29,798
Operating Transfers Out	12,958	13,000	13,519	14,053
<b>Total Expenses</b>	<b>850,138</b>	<b>896,565</b>	<b>871,022</b>	<b>987,908</b>

**602 - Equipment Replacement**

This internal service fund is used to accumulate and spend money for the acquisition and replacement of city vehicles, rolling stock and other equipment. Revenues are generated from charges to user departments, interest earnings, proceeds from the sale of vehicles and equipment and transfers from other funds. This process allows the City to set aside sufficient funds over time to replace a vehicle or piece of equipment which can be expensive.

**Revenues**

Use of Money and Property	47,500	47,500	47,500	3,500
Other Revenues	577,444	577,444	583,566	617,808
Operating Transfers In	476,570	483,186	64,446	64,446
<b>Total Revenues</b>	<b>1,101,514</b>	<b>1,108,130</b>	<b>695,512</b>	<b>685,754</b>

**Expenses**

Intergovernmental Services	226,570	236,446	270,100	306,166
Materials and Supplies	-	-	-	5,000
Capital Expense	858,960	800,000	700,000	474,588
Debt Service	250,000	246,740	25,412	-
Operating Transfers Out	-	-	-	-
<b>Total Expenses</b>	<b>1,335,530</b>	<b>1,283,186</b>	<b>995,512</b>	<b>785,754</b>

### All Non-General Funds

	2019/20 Final Budget	2020/21 Final Budget	2021/22 Amended Budget	2022/23 Adopted Budget
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#### 603 - Technology Replacement

This internal service fund is used for the purpose of accumulating and spending funds for replacement and updating of the City's investment in technology and computer resources. Revenues are transferred to this fund from the General Fund or other funding sources as approved by the City Council.

**Revenues**

Use of Money and Property	3,925	3,925	3,925	300
Other Revenues	95,000	95,000	95,000	95,000
<b>Total Revenues</b>	<b>98,925</b>	<b>98,925</b>	<b>98,925</b>	<b>95,300</b>

**Expenses**

Capital Expenses	112,000	134,000	134,000	134,000
<b>Total Expenses</b>	<b>112,000</b>	<b>134,000</b>	<b>134,000</b>	<b>134,000</b>

#### 651 - MVMCC

This enterprise fund accounts for the revenues and expenses of the Marin Valley Mobile Country Club.

**Revenues**

Charges for Services	827,051	877,833	921,394	995,599
Use of Money and Property	2,454,086	2,454,212	2,454,344	2,416,676
Other Revenues	6,660	458,780	8,708	8,540
<b>Other Revenues</b>	<b>3,287,797</b>	<b>3,790,825</b>	<b>3,384,446</b>	<b>3,420,815</b>

**Expenses**

Professional Services	539,845	550,440	557,461	539,775
Training and Travel	3,700	3,700	3,700	3,700
Rentals and Leases	13,104	13,230	13,362	13,494
Repairs and Maintenance	152,505	157,205	258,825	343,155
Materials and Supplies	259,370	241,930	242,030	296,560
Utilities	944,885	1,000,223	1,081,705	1,252,932
Capital Expenses	2,025,000	2,536,345	1,991,500	780,000
Debt Service	133,276	117,787	651,172	651,173
Other Expenses	20,000	20,000	22,700	62,000
<b>Total Expenses</b>	<b>4,091,685</b>	<b>4,640,860</b>	<b>4,822,455</b>	<b>3,942,789</b>

This fund was established to receive payments from the developer of the Navy property at Hamilton Field, pursuant to a development agreement.; 80% of the projected investment earnings are transferred to the General Fund and used to maintain City infrastructure and facilities.



**All Non-General Funds**

	<b>2019/20 Final Budget</b>	<b>2020/21 Final Budget</b>	<b>2021/22 Amended Budget</b>	<b>2022/23 Adopted Budget</b>
<b>701 - Hamilton Trust</b>				
<b><u>Revenue</u></b>				
Use of Money and Property	487,500	-	406,000	406,000
<b>Total Revenue</b>	<b>487,500</b>	<b>-</b>	<b>406,000</b>	<b>406,000</b>
<b><u>Expenses</u></b>				
Professional Services	29,000	-	-	-
Operating Transfers Out	405,000	-	366,000	301,000
<b>Total Expenses</b>	<b>434,000</b>	<b>-</b>	<b>366,000</b>	<b>301,000</b>

**All Non-General Funds**

	<b>2019/20 Final Budget</b>	<b>2020/21 Final Budget</b>	<b>2021/22 Amended Budget</b>	<b>2022/23 Adopted Budget</b>
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**241 - Development Impact Fees**

This fund was established by the City Council and is used to account for impact fees paid by real estate developers. The resources are used in conjunction with other City funds to complete public facilities as identified in the Development Impact Fee report.

**Revenues**

Charges for Services	250,000	250,000	250,000	250,000
Use of Money and Property	120,000	120,000	120,000	15,700
<b>Total Revenues</b>	<b>370,000</b>	<b>370,000</b>	<b>370,000</b>	<b>265,700</b>

**Expenses**

Operating Transfers Out	663,873	805,000	33,000	10,000
<b>Total Expenses</b>	<b>663,873</b>	<b>805,000</b>	<b>33,000</b>	<b>10,000</b>

**243 - NPFA**

This fund accounts for operational transactions of certain city properties, including the Gymnastics/Downtown Community Center building and properties at Hamilton Field.

**Revenues**

Use of Money and Property	200,575	194,950	198,950	42,000
<b>Total Revenues</b>	<b>200,575</b>	<b>194,950</b>	<b>198,950</b>	<b>42,000</b>

**Expenses**

Professional Services	17,400	17,400	-	-
Repairs and Maintenance	65,582	65,582	65,582	65,582
Utilities	6,900	6,400	6,400	7,748
Debt Service	-	-	-	51,581
Operating Transfers Out	13,000	-	13,000	13,000
<b>Total Expenses</b>	<b>102,882</b>	<b>89,382</b>	<b>84,982</b>	<b>137,911</b>



**All Non-General Funds**

	<b>2019/20 Final Budget</b>	<b>2020/21 Final Budget</b>	<b>2021/22 Amended Budget</b>	<b>2022/23 Adopted Budget</b>
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**245 - American Rescue Plan**

This new fund accounts for revenues and expenses associated with the federally-funded American Rescue Plan. The program is designed to assist communities in recovering from the economic and other impacts of the COVID-19 pandemic.

**Revenues**

Intergovernmental			4,556,475	
Other Revenues			4,556,475	1,822,730
<b>Total Revenues</b>	-	-	<b>9,112,950</b>	<b>1,822,730</b>

**Expenses**

Salaries & Wages	-	-	288,000	570,000
Professional Services	-	-	534,355	200,000
Repairs and Maintenance	-	-	25,000	-
Materials and Supplies	-	-	50,000	52,730
Other Expenses	-	-	500,000	-
Operating Transfers Out	-	-	5,286,000	1,000,000
<b>Total Expenses</b>	-	-	<b>6,683,355</b>	<b>1,822,730</b>

**All Non-General Funds**

	<b>2019/20 Final Budget</b>	<b>2020/21 Final Budget</b>	<b>2021/22 Amended Budget</b>	<b>2022/23 Adopted Budget</b>
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<b>Debt Service Funds</b>
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**501 - General Obligations Bond**

This fund accounts for the accumulation of resources and payment of principal and interest on general obligation bonds from Measure B.
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**Revenues**

Taxes	1,484,879	1,514,577	1,147,803	673,367
Use of Money and Property	8,100	8,100	15,000	1,700
<b>Total Revenues</b>	<b>1,492,979</b>	<b>1,522,677</b>	<b>1,162,803</b>	<b>675,067</b>

**Expenses**

Professional Services	1,425	1,500	1,500	1,500
Debt Service	1,770,877	2,080,328	1,369,622	685,352
Other Expenses	25,000	25,000	25,000	25,000
<b>Total Expenses</b>	<b>1,797,302</b>	<b>2,106,828</b>	<b>1,396,122</b>	<b>711,852</b>

**502 - Pension Obligation Bonds**

This fund accounts for the accumulation of resources and payment of principal and interest on pension obligation bonds.
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**Revenues**

Operating Transfers In	1,439,808	1,490,012	1,549,812	1,611,001
<b>Total Revenues</b>	<b>1,439,808</b>	<b>1,490,012</b>	<b>1,549,812</b>	<b>1,611,001</b>

**Expenses**

Professional Services	3,200	3,200	7,000	6,559
Debt Service	1,436,607	1,490,012	1,542,812	1,604,442
<b>Total Expenses</b>	<b>1,439,807</b>	<b>1,493,212</b>	<b>1,549,812</b>	<b>1,611,001</b>



**All Non-General Funds**

	<b>2019/20 Final Budget</b>	<b>2020/21 Final Budget</b>	<b>2021/22 Amended Budget</b>	<b>2022/23 Adopted Budget</b>
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<b>Proprietary Funds</b>
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**601 - Equipment Maintenance**

This internal service fund is used for the purpose of accumulating and spending funds for the operation and maintenance of the City's vehicles, equipment and rolling stock purchased by the City's Vehicle Replacement Fund (602). Resources are generated by charging the user departments fees for the operation and maintenance of equipment and vehicles.

**Revenues**

Other Revenues	841,247	841,247	871,483	987,926
Operating Transfers In	200,000	-	-	-
<b>Total Revenues</b>	<b>1,041,247</b>	<b>841,247</b>	<b>871,483</b>	<b>987,926</b>

**Expenses**

Salaries and Wages	309,827	347,663	315,266	391,206
Employee Benefits	73,199	81,748	86,781	120,669
Professional Services	3,200	3,200	3,200	3,200
Intergovernmental Services	7,728	7,728	9,030	9,030
Training and Travel	1,250	1,250	1,250	1,250
Repairs and Maintenance	78,102	78,102	78,102	69,212
Materials and Supplies	334,490	334,490	334,490	349,490
Other Expenses	29,384	29,384	29,384	29,798
Operating Transfers Out	12,958	13,000	13,519	14,053
<b>Total Expenses</b>	<b>850,138</b>	<b>896,565</b>	<b>871,022</b>	<b>987,908</b>

**602 - Equipment Replacement**

This internal service fund is used to accumulate and spend money for the acquisition and replacement of city vehicles, rolling stock and other equipment. Revenues are generated from charges to user departments, interest earnings, proceeds from the sale of vehicles and equipment and transfers from other funds. This process allows the City to set aside sufficient funds over time to replace a vehicle or piece of equipment which can be expensive.

**Revenues**

Use of Money and Property	47,500	47,500	47,500	3,500
Other Revenues	577,444	577,444	583,566	617,808
Operating Transfers In	476,570	483,186	64,446	64,446
<b>Total Revenues</b>	<b>1,101,514</b>	<b>1,108,130</b>	<b>695,512</b>	<b>685,754</b>

**Expenses**

Intergovernmental Services	226,570	236,446	270,100	306,166
Materials and Supplies	-	-	-	5,000



**All Non-General Funds**

	<b>2019/20 Final Budget</b>	<b>2020/21 Final Budget</b>	<b>2021/22 Amended Budget</b>	<b>2022/23 Adopted Budget</b>
Capital Expense	858,960	800,000	700,000	474,588
Debt Service	250,000	246,740	25,412	
Operating Transfers Out	-	-	-	-
<b>Total Expenses</b>	<b>1,335,530</b>	<b>1,283,186</b>	<b>995,512</b>	<b>785,754</b>

**All Non-General Funds**

	<b>2019/20 Final Budget</b>	<b>2020/21 Final Budget</b>	<b>2021/22 Amended Budget</b>	<b>2022/23 Adopted Budget</b>
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**603 - Technology Replacement**

This internal service fund is used for the purpose of accumulating and spending funds for replacement and updating of the City's investment in technology and computer resources. Revenues are transferred to this fund from the General Fund or other funding sources as approved by the City Council.

**Revenues**

Use of Money and Property	3,925	3,925	3,925	300
Other Revenues	95,000	95,000	95,000	95,000
<b>Total Revenues</b>	<b>98,925</b>	<b>98,925</b>	<b>98,925</b>	<b>95,300</b>

**Expenses**

Capital Expenses	112,000	134,000	134,000	134,000
<b>Total Expenses</b>	<b>112,000</b>	<b>134,000</b>	<b>134,000</b>	<b>134,000</b>

**651 - MVMCC**

This enterprise fund accounts for the revenues and expenses of the Marin Valley Mobile Country Club.

**Revenues**

Charges for Services	827,051	877,833	921,394	995,599
Use of Money and Property	2,454,086	2,454,212	2,454,344	2,416,676
Other Revenues	6,660	458,780	8,708	8,540
<b>Other Revenues</b>	<b>3,287,797</b>	<b>3,790,825</b>	<b>3,384,446</b>	<b>3,420,815</b>

**Expenses**

Professional Services	539,845	550,440	557,461	539,775
Training and Travel	3,700	3,700	3,700	3,700
Rentals and Leases	13,104	13,230	13,362	13,494
Repairs and Maintenance	152,505	157,205	258,825	343,155
Materials and Supplies	259,370	241,930	242,030	296,560
Utilities	944,885	1,000,223	1,081,705	1,252,932
Capital Expenses	2,025,000	2,536,345	1,991,500	780,000
Debt Service	133,276	117,787	651,172	651,173
Other Expenses	20,000	20,000	22,700	62,000
<b>Total Expenses</b>	<b>4,091,685</b>	<b>4,640,860</b>	<b>4,822,455</b>	<b>3,942,789</b>

This fund was established to receive payments from the developer of the Navy property at Hamilton Field, pursuant to a development agreement.; 80% of the projected investment earnings are transferred to the General Fund and used to maintain City infrastructure and facilities.



All Non-General Funds

	2019/20 Final Budget	2020/21 Final Budget	2021/22 Amended Budget	2022/23 Adopted Budget
<b>701 - Hamilton Trust</b>				
<b>Revenue</b>				
Use of Money and Property	487,500	-	406,000	406,000
<b>Total Revenue</b>	<b>487,500</b>	<b>-</b>	<b>406,000</b>	<b>406,000</b>
<b>Expenses</b>				
Professional Services	29,000	-	-	-
Operating Transfers Out	405,000	-	366,000	301,000
<b>Total Expenses</b>	<b>434,000</b>	<b>-</b>	<b>366,000</b>	<b>301,000</b>



Adopted Budget 2022–23

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# CAPITAL IMPROVEMENT PLAN



## Five-Year Capital Improvement Program 2023-2027



Each fiscal year the Public Works Department updates the Capital Improvement Program (CIP), which details the proposed projects that may be planned, designed, and implemented over the next five years. These projects primarily involve the designation of funding, project/planning study reports, project development and construction of new public facilities and improvements to existing infrastructure. Annual 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 the addition of new projects that may be planned or implemented during the next five years. The Capital Improvement Program approved in Fiscal Year 2022/23 is made up of 52 individual projects, including six new projects comprised of approximately \$4.45 million.

The draft 2023-2027 CIP was presented for City Council consideration and community input on May 10th and June 14<sup>th</sup>, 2022. The CIP was also presented at the community budget workshop held on April 5th, to the Finance Committee on May 5th, to the Complete Streets and Pathways Oversight Committee on May 11th and was found to conform with the General Plan (per California Government Code Section 65401) by the Planning Commission on May 23rd. The final proposed CIP allocations were presented as part of the June 14<sup>th</sup>, 2022 Budget Hearing and were adopted along with the City's Operating Budget at the June 28<sup>th</sup> City Council meeting.

Goals of the Capital Improvement Program for Fiscal Year 2022/23 are as follows:

- Close-out all completed projects and reprogram any remaining funding.
- Minimize the number of funding sources per project to simplify internal accounting processes.
- Create new projects to program funding to address major infrastructure needs.
- Ensure that state-mandates are met for general fund "maintenance of effort" expenditures on roadway maintenance to remain eligible for future gas tax funding.
- Reduce the CIP reliance on the General Fund in support of fiscal sustainability.
- Publish a simplified version of the CIP on the City's website

The following section contains budget sheets for each project in the approved Capital Improvement Program. Each budget sheet includes the project title, identification number, category, status, location, description, and funding information. As of the date of publication of this document, the City is finalizing a full reconciliation of all funding in the CIP. Because this work is still in-progress, carryover balances of prior funding approvals are not included on the individual budget sheets. Funding that was approved for Fiscal Year 2022/23 as well as funding programmed through Fiscal Year 2026/27 is included in the budget sheets. Carryover balances for each project will be reported separately when the CIP reconciliation is completed.



## Capital Improvement Program Table of Contents

CIP Project #	Project Name	CIP Type	FY 22/23 Status
97-001	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	TDU	Carryover
99-007	Redwood & San Marin Improvements (AGP-5 & NP-1)	TDU	Carryover
00-015	Railroad Ave. Drainage Ditch Improvements	TDU	Carryover
01-004	Novato Blvd Improvements Diablo - Grant & Rule 20A UUD	TDU	Carryover
09-003	Grant Ave. Bridge Rehab	TDU	Carryover
11-006	Civic Center Master Planning	MUNI	Carryover
11-019	Public Art Projects	PRCS	Carryover
11-020	San Marin/Simmons Signalization or Roundabout	TDU	Carryover
12-006	Rule 20A UUD #17 (Railroad Ave. - Olive to south terminus)	TDU	Carryover
12-007	Rule 20A UUD #18 (Olive Ave. - Rosalia to east terminus)	TDU	Carryover
14-002	Downtown SMART Station Phase III	TDU	Carryover
14-003	Corporation Yard Water Quality Improvements	MUNI	Carryover
15-010	LED Lighting Retrofits	TDU	Carryover
15-014	Storm Drain Improvements (Mt. Burdell Storm Drain Inlets)	TDU	Carryover
15-015	Traffic Signal Upgrade Program	TDU	Carryover
15-016	Traffic, Bicycle, & Ped Improvements 2014-2024	TDU	Carryover
16-007	Reservoir Hill Vista Trail Rehabilitation	PRCS	Carryover
16-011	North Redwood Blvd Corridor Study	TDU	Carryover
17-002	Accessibility Enhancements - Municipal Buildings 2016-2023	MUNI	Carryover
17-003	Accessibility Enhancements - Parks 2016-2023	PRCS	Carryover
17-004	Hoog Park Playground & Accessibility Enhancements	PRCS	Carryover
17-005	ADA ROW Transition Plan	TDU	Carryover
17-006	Novato Blvd. Multiuse Path (Sutro Ave. to Stafford Lake)	TDU	Carryover
17-007	Citywide Bridge Assessment/Improvement (Group 1)	TDU	Carryover
18-003	MTC Pavement Management Phase IV	TDU	Carryover
18-007	Parks Deferred Maintenance Group 3 2017-2023	PRCS	Carryover
18-008	Municipal Buildings Deferred Maintenance 2017-2023	MUNI	Carryover
18-009	Police Department Equal Access & Waterproofing	MUNI	Carryover
18-010	Police Department HVAC Replacement	MUNI	Carryover
19-003	Lieb Property Deferred Maintenance	PRCS	Carryover
19-005	Hamilton Arts Center Deferred Maintenance	MUNI	Carryover
19-006	MTSC Exterior Siding & Roof	MUNI	Carryover
19-009	Novato Blvd at San Marin-Sutro Improvements	TDU	Carryover
19-010	Evaluation of Lieb Property for Future Uses	PRCS	Carryover
20-002	Energy Efficiency Utility Upgrades	MUNI	Carryover
20-003	EV Charging Stations - City Hall	TDU	Carryover
21-002	Sidewalk Repair Program - Matching Funds	TDU	Carryover
21-003	Update/Replace Grant Avenue Amenities	TDU	Carryover
21-005	Rowland Blvd Improvements from SB101 Ramps to Southern Terminus	TDU	Carryover
22-001	2022 Annual Pavement Rehabilitation	TDU	Carryover
22-002	Underground Fuel Tank Replacements	MUNI	Carryover
22-003	DeLong-Diablo Corridor Enhancements	TDU	Carryover
22-004	Pioneer Park Play Area Upgrades	PRCS	Carryover
22-005	Citywide Crosswalk Enhancements & Traffic Management	TDU	Carryover
22-006	Citywide Play Structure Upgrades	PRCS	Carryover
22-007	CDD, PRCS & CPRA Software Procurement	TOI	Carryover
23-001	2023 Annual Pavement Rehabilitation	TDU	New
23-002	Replace Hamilton Pump Station SCADA System	TDU	New
23-003	Replace Wooden Streetlight Poles	TDU	New
23-004	Lynwood Slough Storm Drain Project	TDU	New
23-005	Evaluate Simmons House for History Museum Relocation	TDU	New
23-006	Accessibility Upgrades – San Marin Dr. at San Andreas Dr.	TDU	New

“TDU” – Transportation, Drainage, & Utilities Project  
 “PRCS” – Parks, Rec. & Community Facilities Project

“MUNI” – Municipal Buildings Project  
 “TOI” – Technology & Organizational Investments Project

## Olive Phase III (Redwood to Railroad)

<b>Project No.:</b>	97-001	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

**Project Objective:**

To complete the unimproved segment of Olive Ave. between Railroad Ave. and Redwood Blvd.

**Location:** Olive Ave. between Redwood Blvd. and Railroad Ave.

**Project Description and Background:**

Improvements to be constructed along the north side of Olive Ave. include the addition of westbound turn lanes from Olive Ave. to Redwood Blvd., Class 2 bicycle facilities, new storm drain culvert, sidewalk/curb/gutter along the north side of Olive Ave., and a gated pedestrian railroad crossing (may be constructed by SMART under separate contract). The new sidewalk width along the north side of Olive Ave. is proposed to be 10' wide to serve as a separate Class 1 multi-use path. Because the project proposes to culvertize the existing open ditch along Olive Ave., the scope of work also includes the restoration of portions of Pacheco Creek as offsite environmental mitigation.

**Cost Estimate and Revenue Considerations:**

Project development estimates include environmental documentation, permitting, and design. Funding is proposed from Development Impact Fees – Drainage, Restricted Revenues from the adjacent private development project for a proportionate share of the cost of frontage improvements, along with Gas Taxes, TAM Measure AA funds, and other previously approved capital revenues.

**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.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
118 - LTM-Facilities	\$ -	\$ -	\$ -	\$ -	\$ -
211 - Clean Stormwater	\$ -	\$ -	\$ -	\$ -	\$ -
212 - Underground Utility	\$ -	\$ -	\$ -	\$ -	\$ -
229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
236.300 - TAM Measure AA	\$ -	\$ 700,000	\$ -	\$ -	\$ -
240 - Restricted Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
241.158 - DIF-Drainage	\$ -	\$ -	\$ -	\$ -	\$ -
Novato Bond B (pre-2012)	\$ -	\$ -	\$ -	\$ -	\$ -
Utility Reimb.	\$ -	\$ -	\$ -	\$ -	\$ -



## Redwood and San Marin Impr. (AGP-5 and NP-1)

<b>Project No.:</b>	99-007	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

**Project Objective:** To enhance 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 may 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:**

Further project development will be pending private development north of San Marin Drive, coordination with Caltrans for work proposed within state right-of-way, and available funding.

**FY22-23 Approved Funding & Future Programming:**

<b>Fund Source(s)</b>	<b>22/23 Approved</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>	<b>25/26 Programmed</b>	<b>26/27 Programmed</b>
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
240 - Restricted Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
241.151 - DIF-Sts. & Intersections	\$ -	\$ -	\$ -	\$ -	\$ -



## Railroad Ave. Drainage Ditch Improvements

<b>Project No.:</b>	00-015	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	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 SMART railroad right-of-way

**Project Description and Background:**

Flooding has been a recurring problem in Downtown Novato. This project intends to reduce the risk of flooding at the intersection of Reichert Avenue and Sweetser Avenue. 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.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
119 - LTM-Infrastructure	\$ -	\$ -	\$ -	\$ 500,000	\$ -
229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -
241.158 - DIF-Drainage	\$ -	\$ -	\$ -	\$ -	\$ -
Novato Bond B (pre-2012)	\$ -	\$ -	\$ -	\$ -	\$ -



## Novato Blvd Improvements Diablo - Grant

<b>Project No.:</b>	01-004	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**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 was initiated as an improvement needed to accommodate future growth and enable the City’s 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 EIR was approved in 2022 and utility relocation coordination is in process as of Fiscal Year 22/23.

**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:**

Right-of-way acquisition and detailed project design are underway and are anticipated to be completed by the end of 2023. The construction phase is expected to begin in early 2024 and take about 18 months to complete.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
236.300 - TAM Measure AA	\$ -	\$ -	\$ 450,000	\$ -	\$ -
236.400 TAM A (Major Streets)	\$ -	\$ 9,000,000	\$ -	\$ -	\$ -
241.151 - DIF-Sts.& Intersections	\$ -	\$ 480,000	\$ -	\$ -	\$ -
PG&E Rule 20A Credits	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -



## Grant Ave. Bridge Rehabilitation

<b>Project No.:</b>	09-003	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**Project Objective:**

Rehabilitate the existing vehicle bridge, provide separate bicycle and pedestrian facilities, and replace 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 in separate lanes. 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 will 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 24/25 pending appropriation of federal construction funding.

**FY22-23 Approved Funding & Future Programming:**

<b>Fund Source(s)</b>	<b>22/23 Approved</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>	<b>25/26 Programmed</b>	<b>26/27 Programmed</b>
119 - LTM-Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -
229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
234.130 - Grant-HBP	\$ -	\$ -	\$ -	\$ -	\$ -
236.300 - TAM Measure AA	\$ -	\$ -	\$ 200,000	\$ -	\$ -
241.154 - DIF-Bike & Transit	\$ -	\$ -	\$ 740,000	\$ -	\$ -



## Civic Center Master Planning

<b>Project No.:</b>	11-006	<b>Category:</b>	MUNI
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

**Project Objective:** To determine the future 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 Chambers, 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 staff and funding resources to complete and have been placed on-hold until the full economic impacts of the coronavirus pandemic are realized and potential funding sources are determined.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
117 - Civic Center	\$ -	\$ -	\$ -	\$ -	\$ -
241.153 - DIF-Civic Facilities	\$ -	\$ -	\$ -	\$ -	\$ -



## Public Art Projects

<b>Project No.:</b>	11-019	<b>Category:</b>	PRCS
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Ongoing

**Project Objective:**

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

**Location:** Citywide at various locations.

**Project Description and Background:**

The Recreation, Cultural and Community Services Commission will consider potential public art sites on City of Novato property and identify desired projects.

**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.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
215 - Public Art	\$ 30,000	\$ -	\$ -	\$ -	\$ -



## San Marin/Simmons Signalization or Roundabout

<b>Project No.:</b>	11-020	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

**Project Objective:** To reduce traffic congestion.

**Location:** The intersection of San Marin Dr. and Simmons Ln.

**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 or a roundabout.

**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 is pending availability of staffing resources and funding availability. Construction is not currently scheduled.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
241.151 - DIF-Sts.& Intersections	\$ -	\$ -	\$ -	\$ -	\$ -



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

<b>Project No.:</b>	12-006	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

**Project Objective:**

To relocate overhead utility wires underground and remove supporting utility poles along Railroad Avenue between Olive Avenue and the south end of the street.

**Location:** Railroad Ave. south of Olive Ave.

**Project Description and Background:**

It is desirable to underground utilities along the Railroad Ave. 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.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
212 - Underground Utility	\$ -	\$ -	\$ 163,350	\$ -	\$ -
PG&E Rule 20A Credits	\$ -	\$ -	\$ 331,650	\$ -	\$ -



## Rule 20A UUD #18 (Olive - Rosalia to East Terminus)

<b>Project No.:</b>	12-007	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

**Project Objective:**

To relocate overhead utility wires underground and remove supporting utility poles along Olive Avenue between Rosalia Drive and the city limit.

**Location:** Olive Ave. between Rosalia Drive 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.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
212 - Underground Utility	\$ -	\$ 326,700	\$ -	\$ -	\$ -
PG&E Rule 20A Credits	\$ -	\$ 768,600	\$ -	\$ -	\$ -



## Downtown SMART Station Phase III

<b>Project No.:</b>	14-002	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

**Project Objective:**

To plan and construct improvements at the former Railroad Depot site to support the Downtown SMART Station.

**Location:** 695 Grant Ave.

**Project Description and Background:**

In 2012 the City negotiated a land swap with SMART whereby the city obtained the former downtown train Depot site at the corner of Grant Avenue and Railroad Avenue. SMART has since constructed a multi-use path and the Downtown SMART station adjacent to the site. Public outreach meetings were held on March 17 and April 19, 2018 to identify potential Depot site improvements and staff subsequently solicited proposals from developers or operators interested in improving the site. On May 24, 2022 the City Council authorized the City Manager to execute an Exclusive Negotiating Agreement (“ENA”) with San Francisco Brewing Co., LLC. that contemplates a ground lease at the Depot site.

**Cost Estimate and Revenue Considerations:**

Planning and outreach efforts of this project have been supported by the Parking Improvement Fund, Development Impact Fees - Civic Facilities, and Long Term Maintenance - Facilities Fund. Pending the terms and conditions of the future ground lease, additional funding may be needed to support improvements to the Depot site.

**Project Schedule Estimate:**

It is anticipated that the City and the Developer will complete specific deliverables and draft a long-term development and lease agreement for the property by spring/summer of 2023.

**FY22-23 Approved Funding & Future Programming:**

<b>Fund Source(s)</b>	<b>22/23 Approved</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>	<b>25/26 Programmed</b>	<b>26/27 Programmed</b>
118 - LTM-Facilities	\$ -	\$ -	\$ -	\$ -	\$ -
213 - Public Parking	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
234.150 - Grant-PCA/STP	\$ -	\$ -	\$ -	\$ -	\$ -
241.153 - DIF-Civic Facilities	\$ -	\$ -	\$ -	\$ -	\$ -



## Corporation Yard Water Quality Improvements

<b>Project No.:</b>	14-003	<b>Category:</b>	MUNI
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

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

**Location:** 550 Davidson St.

**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 project.

**Project Schedule Estimate:**

Preliminary work was completed in FY 14/15 including a SWPPP and identification of needs. Items from the improvement implementation plan have been completed, but some additional work remains.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
211 - Clean Stormwater	\$ -	\$ -	\$ -	\$ -	\$ -



## LED Lighting Retrofits

<b>Project No.:</b>	15-010	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**Project Objective:** To replace all remaining non-LED light bulbs with energy efficient LED fixtures.

**Location:** All City-owned facilities with exterior lighting.

**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.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
111 - Measure F	\$ -	\$ -	\$ -	\$ -	\$ -



## Storm Drain Improvements (Mt. Burdell Inlets)

<b>Project No.:</b>	15-014	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**Project Objective & Description:**

This project was created in FY14/15 as a placeholder to repair and replace storm drain facilities as identified in the Storm Drain Master Plan (“SDMP”) and was previously titled “Storm Drain Improvements – Group 1.” The city’s SDMP was completed and adopted by the City Council in January of 2021. One of the storm drain infrastructure needs identified in the SDMP was the replacement/modification to the inlets in the San Marin neighborhood that capture runoff from the Mt. Burdell open space. This project will address the deficiencies with the Mt. Burdell inlets as defined in the SDMP. In order to clearly define the intent of this project, it was retitled “Storm Drain Improvements (Mt. Burdell Inlets)” with the adoption of the FY22/23 budget.

**Location:**

Various storm drain inlets in the San Marin neighborhood that capture runoff directly from the Mt. Burdell open space.

**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 are the planned funding sources. 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 design is anticipated in FY 22/23 with construction the following year.

**FY22-23 Approved Funding & Future Programming:**

<b>Fund Source(s)</b>	<b>22/23 Approved</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>	<b>25/26 Programmed</b>	<b>26/27 Programmed</b>
119 - LTM-Infrastructure	\$ 50,000	\$ -	\$ -	\$ -	\$ -
236.300 - TAM Measure AA	\$ -	\$ -	\$ -	\$ -	\$ -
241.158 - DIF-Drainage	\$ 10,000	\$ -	\$ -	\$ -	\$ -



## Traffic Signal Upgrade Program

<b>Project No.:</b>	15-015	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

**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.

**Location:** All city-owned traffic signal locations.

**Project Description and Background:**

This program will address traffic signal deficiencies. The LED lenses previously installed in city-owned traffic signals are near the end of their service life, the battery back-up installations are no longer functional, and bike detection is inconsistent across the intersections. The long-duration Public Safety Power Shutoff event of 2019 also drove a need for generator backup power systems to be installed at key traffic signals to continue traffic 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 had not been receiving upgrades. In 2020, generator backup systems were installed at 13 key intersections. In 2021 all traffic signal backplates were repainted and upgraded with yellow retroreflective striping as a safety enhancement. The project goal is to modernize all city traffic signal equipment by the end of 2023.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
111 - Measure F	\$ -	\$ -	\$ -	\$ -	\$ -
119 - LTM-Infrastructure	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
236.300 - TAM Measure A Reserves	\$ 43,931	\$ -	\$ -	\$ -	\$ -
236.300 - TAM Measure AA	\$ -	\$ -	\$ -	\$ -	\$ -





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

<b>Project No.:</b>	15-016	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**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.

**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. Current and future funding is from SB1 RMRA Gas Taxes.

**Project Schedule Estimate:**

This has been an ongoing capital project that made many improvements throughout the City over the last several years. However, in order to better track project spending in the future, it is proposed that this project be closed-out in FY22/23. The scope of work is planned to be continued under future annual "Traffic, Bicycle, and Ped Improvements" projects.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
119 - LTM-Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
234.121 - HSIP	\$ -	\$ -	\$ -	\$ -	\$ -
236.300 - TAM Measure AA	\$ -	\$ -	\$ -	\$ -	\$ -



## Reservoir Hill Rehabilitation

<b>Project No.:</b>	16-007	<b>Category:</b>	PRCS
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**Project Objective & Description:**

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 the Reservoir Hill trails.

**Location:** Recreational open space trails between Hamilton Parkway and Serra Ct.

**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 was planned to be completed in 2022, however was delayed due to other priority projects and limited staffing resources.

**FY22-23 Approved Funding & Future Programming:**

<b>Fund Source(s)</b>	<b>22/23 Approved</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>	<b>25/26 Programmed</b>	<b>26/27 Programmed</b>
118 - LTM-Facilities	\$ 25,000	\$ -	\$ -	\$ -	\$ -



## North Redwood Blvd Corridor Study

<b>Project No.:</b>	16-011	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**Project Objective:**

To develop a comprehensive streetscape plan for Redwood Boulevard between Diablo Avenue and Wood Hollow Drive. Preliminary work will involve consolidation of previous design schemes and determination of constraints for development of the plan. It is anticipated that extensive public outreach will be necessary to develop and select a final streetscape plan concept.

**Location:** Redwood Blvd. between Diablo Ave. and Wood Hollow Dr.

**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 TAM Measure AA are the identified funding sources for the conceptual design work. Staff will likely need to seek grant funding for future environmental, design, and construction costs.

**Project Schedule Estimate:**

The North Redwood Boulevard Corridor Streetscape Study has funding programmed in FY25/26 to support the public outreach and conceptual planning process. The schedule of future phases is dependent on the completion of the planning phase.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
236.300 - TAM Measure AA	\$ -	\$ -	\$ -	\$ 250,000	\$ -
241.151 - DIF-Sts. & Intersections	\$ -	\$ -	\$ -	\$ 55,000	\$ -



## Accessibility Enhancements - Municipal Buildings

<b>Project No.:</b>	17-002	<b>Category:</b>	MUNI
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

**Project Objective:**

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.

**Location:** City-owned buildings in active use.

**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 a CIP project to complete. The Facilities Long Term Maintenance Fund is the source for this project.

**Project Schedule Estimate:**

This is an annual allocation project and an ongoing effort until all recommended enhancements are completed.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	<i>22/23 Approved</i>	<i>23/24 Programmed</i>	<i>24/25 Programmed</i>	<i>25/26 Programmed</i>	<i>26/27 Programmed</i>
118 - LTM-Facilities	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000



## Accessibility Enhancements - Parks

<b>Project No.:</b>	17-003	<b>Category:</b>	PRCS
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**Project Objective:**

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.

**Location:** City-owned parks

**Cost Estimate and Revenue Considerations:**

Per the City's ADA transition plan, the City is required to remove all the barriers within the community parks. The following table shows an estimate of the available funding for the current and upcoming fiscal years. This project does not construct ADA improvements at facilities and parks that are subject to improvements by other CIP projects. Long Term Maintenance Fund - Facilities is the source for this project.

**Project Schedule Estimate:**

This is an annual allocation project and an ongoing effort until all recommended enhancements are completed.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
118 - LTM-Facilities	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
241.152 - DIF-Recreation	\$ -	\$ -	\$ -	\$ -	\$ -



## Hoog Park Playground and Accessibility Enhancements

<b>Project No.:</b>	17-004	<b>Category:</b>	PRCS
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

**Project Objective:**

To replace aged playground equipment and implement accessibility 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. Facilities Long-Term Maintenance Funds and Recreation Development Impact Fees are the source for this project.

**Project Schedule Estimate:**

Funding has been programmed for project development and construction to occur in FYs 23/24 and 24/25.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
118 - LTM-Facilities	\$ -	\$ 300,000	\$ 100,000	\$ -	\$ -
241.152 - DIF-Recreation	\$ -	\$ 100,000	\$ -	\$ -	\$ -



## ADA ROW Transition Plan

<b>Project No.:</b>	17-005	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**Project Objective:**

To identify and document access barriers in the public rights-of-way (streets and sidewalks) and develop a plan for correction of the barriers in order to comply with Title II of the Americans with Disabilities Act (ADA).

**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 – Highway User Tax Account is the identified funding source.

**Project Schedule Estimate:**

Phase 1 of the evaluation was completed in FY 19/20. Phase 2 of the evaluation was completed in FY 20/21. Phase 3 and Phase 4 of the evaluation are planned to be completed in FY 22/23.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
229 - Gas Tax HUTA	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -



# Novato Blvd. Multi-use Path Sutro Ave to Stafford Lake

<b>Project No.:</b>	17-006	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	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. from Sutro Ave. 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 – Highway User Tax Account is the identified funding source for the City's anticipated share of initial costs.

**Project Schedule Estimate:**

Project development is anticipated to take 12-24 months depending upon the complexities of property acquisition and other identified constraints. The schedule is dependent on Marin County Parks workplans.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -





## Citywide Bridge Assessment/Improvement (Group 1)

<b>Project No.:</b>	17-007	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	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 & RMRA Gas Taxes are the identified funding source, but additional funding will be required for construction.

**Project Schedule Estimate:**

Project development work is in process and will continue through the fiscal year. Construction schedule is dependent on additional funding.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -

## MTC Pavement Management Phase IV

<b>Project No.:</b>	18-003	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	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 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 Taxes (HUTA and RMRA) are the City's funding sources for this project. Every 3 years the City applies for a Pavement Technical Assistance Program ("PTAP") grant through MTC to re-evaluate the street network and update pavement treatment strategies. The PTAP grants are administered through MTC so funding for this work does not pass through the City.

**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.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
234.157 - Grant-PTAP	\$ 42,400	\$ -	\$ -	\$ -	\$ -



## Parks Deferred Maintenance Group 3 2017-2023

<b>Project No.:</b>	18-007	<b>Category:</b>	PRCS
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

**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 is planned to continue through Fiscal Year 22/23.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
118 - LTM-Facilities	\$ 50,000	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
240 - Restricted Revenue	\$ -	\$ -	\$ -	\$ -	\$ -



## Municipal Buildings Deferred Maintenance

<b>Project No.:</b>	18-008	<b>Category:</b>	MUNI
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

**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 buildings

**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.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	<i>22/23 Approved</i>	<i>23/24 Programmed</i>	<i>24/25 Programmed</i>	<i>25/26 Programmed</i>	<i>26/27 Programmed</i>
118 - LTM-Facilities	\$ 75,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000



## Police Departments Equal Access and Waterproofing

<b>Project No.:</b>	18-009	<b>Category:</b>	MUNI
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	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 historically ponded on the tile surface and seeped into small cracks in the grout pad and concrete slab below. 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, the interior spaces have been painted, and a crack-sealing project has been ongoing to prevent moisture from entering the structure from the entryway patio. A conceptual design was prepared to provide accessible parking spaces along Machin Ave. adjacent to the front entrance ramp. An additional \$100,000 was 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 the current Fiscal Year as an ongoing effort. Construction will be coordinated with NPD staff to maintain public access and minimize impacts to facility operations.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
118 - LTM-Facilities	\$ -	\$ -	\$ -	\$ -	\$ -



## Police Department HVAC Replacement

<b>Project No.:</b>	18-010	<b>Category:</b>	MUNI
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	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 as a part of a larger conversation about anticipated costs to address other deferred maintenance items and required upgrades at the police station.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
118 - LTM-Facilities	\$ -	\$ -	\$ -	\$ -	\$ -



## Leib Property Deferred Maintenance

<b>Project No.:</b>	19-003	<b>Category:</b>	PRCS
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**Project Objective:**

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

**Location:** 1521 - 1525 Hill Rd.

**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 because the \$100,000 original funding was appropriated as a direct charge to Measure F 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 until FY 22/23.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
111 - Measure F	\$ -	\$ -	\$ -	\$ -	\$ -



## Hamilton Arts Center Deferred Maintenance

<b>Project No.:</b>	19-005	<b>Category:</b>	MUNI
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**Project Objective:**

Remediate the highest priority deferred maintenance and capital renewal projects, including accessibility upgrades, window replacements, floor treatments, plumbing and electrical work as recommended by the Facility Condition Assessment Reports.

**Location:** Hamilton Arts Center

**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 the Hamilton Arts Center Fund.

**Cost Estimate and Revenue Considerations:**

The cost estimate is based on the Facilities Condition Assessment Report and required modifications identified in the City's Americans with Disabilities Act (ADA) Transition Plan. The project will be funded by the Hamilton Arts Center Fund.

**Project Schedule Estimate:**

The project schedule is based off of individual work items prioritized by health and safety and ADA improvements, then deferred maintenance, then tenant convenience within the available resources.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
220 - Hamilton Arts	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000





## MTSC Exterior Siding and Roof

<b>Project No.:</b>	19-006	<b>Category:</b>	MUNI
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**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 were 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 Todd Center members and staff when recommending material selections.

**Cost Estimate and Revenue Considerations:**

Preliminary cost estimates are based on consultation with city facilities maintenance 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.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
118 - LTM-Facilities	\$ -	\$ -	\$ 350,000	\$ 250,000	\$ -



## Novato Blvd at San Marin - Sutro Improvements

<b>Project No.:</b>	19-009	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	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. The project will be designed and constructed in two phases: the first phase will address the immediate pedestrian and bicycle facilities needs by enhancing crosswalks and closing the sidewalk gap along Sutro Ave. The second phase will evaluate the feasibility and community interest in constructing a roundabout or installing a traffic signal.

**Cost Estimate and Revenue Considerations:**

The project cost estimate is approximately \$2.5M for the first phase to enhance the crosswalks at the intersection and close the sidewalk gap along Sutro Ave. Staff have applied for ATP4 and OBAG3 grant funding to cover 88% of the design and construction costs of the first phase of work. The ATP4 application was unsuccessful. OBAG3 grant awards are anticipated in FY22/23. If successful with OBAG3, the 12% local match (~\$300,000) will be proposed to be programmed to this project from future Gas Tax revenues.

**Project Schedule Estimate:**

The project schedule is dependent upon on the grant funding status. As of the publication date of this document, a grant application was submitted but awards have not been announced.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
234. Grant Funding	\$ -	\$ -	\$ -	\$ -	\$ -



## Evaluation of Leib Property for Future Uses

<b>Project No.:</b>	19-010	<b>Category:</b>	PRCS
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

### **Project Objective & Background:**

This project was originally intended to develop and construct a community garden at the City-owned Leib property. However, at the April 26, 2022 City Council meeting, staff provided a project update to the City Council and explained the need for additional funding due to several challenges: irrigation water supply issues due to drought conditions, high construction costs due to labor and material shortages, financial constraints and lack of resources available to operate and maintain the garden, and an uncertain level of interest in the community in renting garden plots. Staff were directed to cancel the project and it was suggested to explore potential uses of the entire Leib property as there is no plan for the City’s use of the roughly 10-acre site. This project was renamed and rescoped to evaluate the Leib property for future uses as a part of the FY 22/23 CIP Budget approval process.

**Location:** 1521 - 1525 Hill Road

### **Cost Estimate and Revenue Considerations:**

Long Term Maintenance - Facilities Fund and Quimby In-Lieu Fees were approved as the initial funding sources for the former community garden project. The remaining balance of these funds—possibly combined with additional funding—will support a future planning process for the potential uses of the site.

### **Project Schedule Estimate:**

Project development work on the community garden initial study and environmental document began in the spring of 2019 and was close to completion in the spring of 2022, however additional funding was needed to address the challenges the project was facing at the time. Development work on the community garden ceased following the April 26, 2022 City Council meeting. Future planning work for the future use of the Leib property is expected to commence as staffing resources are available.

### **FY22-23 Approved Funding & Future Programming:**

<b>Fund Source(s)</b>	<b>22/23 Approved</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>	<b>25/26 Programmed</b>	<b>26/27 Programmed</b>
118 - LTM-Facilities	\$ -	\$ -	\$ -	\$ -	\$ -
214 - Quimby In-Lieu Fees	\$ -	\$ -	\$ -	\$ -	\$ -
237 - Parks Measure A	\$ -	\$ -	\$ -	\$ -	\$ -



## Energy Efficiency Utility Upgrades

<b>Project No.:</b>	20-002	<b>Category:</b>	MUNI
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

**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 energy-efficiency improvements such as installing 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. An additional \$25,000 from the Long Term Maintenance - Facilities fund was appropriated in FY22/23 to continue these efforts.

**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.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
118 - LTM-Facilities	\$ 25,000	\$ -	\$ -	\$ -	\$ -



## EV Charging Stations - City Hall

<b>Project No.:</b>	20-003	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

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

**Location:** City Facilities

**Project Description and Background:**

The City leased electric vehicles (EVs) in FY21/22 to replace gasoline-powered vehicles in the motorpool. This project will 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 stations. After this initial installation, any remaining funding will be used to support the replacement of older EV chargers and the installation of new chargers to support the use of EVs in the City.

**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 and one-time ARPA funding has also been appropriated to support this project.

**Project Schedule Estimate:**

Staff requested proposals to design and construct the city fleet EV charging infrastructure in April FY 2020. The new EV chargers were installed at 922 Machin in the spring of 2022. Work to replace older public chargers will continue through FY 22/23.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
234 - Grant TAM & MCE	\$ -	\$ -	\$ -	\$ -	\$ -
One Time ARPA Funds	\$ -	\$ -	\$ -	\$ -	\$ -



## Sidewalk Repair Program - Matching Funds

<b>Project No.:</b>	21-002	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**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 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 for each year in the CIP as matching dollars for repairs and to support the development and administration of the program. TAM Measure AA transportation sales 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 2023.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	<i>22/23 Approved</i>	<i>23/24 Programmed</i>	<i>24/25 Programmed</i>	<i>25/26 Programmed</i>	<i>26/27 Programmed</i>
236.300 - TAM Measure AA	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000



## Update/Replace Grant Avenue Amenities

<b>Project No.:</b>	21-003	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**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 trees, consolidate the separate recycling and waste receptacles into single dual-stream units, remove or replace old concrete 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 match of City Long Term Maintenance Facilities funding.

**Project Schedule Estimate:**

Refurbished dual-stream waste receptacles were installed in 2021. Tree light replacement work has been ongoing since 2021 and is expected to be completed by the end of 2022. The removal of older concrete garbage cans and replacement of dead trees is an ongoing effort.

**FY22-23 Approved Funding & Future Programming:**

<b>Fund Source(s)</b>	<b>22/23 Approved</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>	<b>25/26 Programmed</b>	<b>26/27 Programmed</b>
118 - LTM-Facilities	\$ 25,000	\$ -	\$ -	\$ -	\$ -
234 - Grant-CalRecycle	\$ 26,000	\$ -	\$ -	\$ -	\$ -
240 - Restricted Revenue	\$ 25,000	\$ -	\$ -	\$ -	\$ -



## Rowland Blvd from SB101 Ramps to South Terminus

<b>Project No.:</b>	21-005	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**Project Objective:**

To close a gap in the north-south multiuse pathway through Novato and improve traffic operations and parking availability to support the businesses and shoppers at the Vintage Oaks shopping center.

**Location:**

Rowland Blvd. from the southbound US-101 on- and off-ramps to the southern terminus of the roadway at Vintage Way South.

**Project Description and Background:**

In collaboration with the ownership of the Vintage Oaks Shopping Center, this project will develop and construct street improvements to reconfigure Rowland Boulevard by reducing the traveled way to one northbound and one southbound vehicle lane; adding a Class 1 two-way multi-use path on the east side of the street; constructing northbound diagonal parking immediately west of the multi-use path (intended to be licensed to Vintage Oaks for use as employee parking); and installing other enhancements such as street trees, crosswalks, and all-way stop-controlled intersection, and pedestrian bulb-outs at the east side of the crosswalks.

**Cost Estimate and Revenue Considerations:**

The funding sources for this project are made up of Restricted Revenues (Vintage Oaks 50% cost reimbursement up to \$800,000) and one-time General Fund revenues in the amount of \$820,000 that the City received from the approval of a Development Agreement and the sale of City property. The construction contract award amount is \$1,521,141.07.

**Project Schedule Estimate:**

At the June 6, 2022 Special City Council meeting, the City Council authorized staff to award the construction contract following approximately two years of project development work. Construction is anticipated to begin mid-August 2022 and is expected to be completed by the end of October 2022 prior to the holiday shopping season.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
101 - General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
240 - Restricted Revenue	\$ -	\$ -	\$ -	\$ -	\$ -





## 2022 Annual Pavement Rehabilitation

<b>Project No.:</b>	22-001	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**Project Objective:**

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

**Location:** 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.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
235.160 TAM Measure B (VRF)	\$ 200,000	\$ -	\$ -	\$ -	\$ -
236.300 - TAM Measure AA	\$ -	\$ -	\$ -	\$ -	\$ -



## Underground Fuel Tank Replacement

<b>Project No.:</b>	22-002	<b>Category:</b>	MUNI
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

**Project Objective & Description:**

Permanently close, remove, or possibly replace the City’s two single-walled underground fuel storage tanks in accordance with State Water Board requirements to do so before December 31, 2025;

**Location:** Near 909 Machin Ave.

**Cost Estimate and Revenue Considerations:**

The initial cost estimate to permanently close the existing tanks and replace them with above-ground units is \$200,000. Funding from the Long Term Maintenance – Facilities account is programmed for FY 23/24.

**Project Schedule Estimate:**

Project Planning - From FY 21/22 through FY 22/23. Construction - FY 24/25

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
118 - LTM-Facilities	\$ -	\$ 200,000	\$ -	\$ -	\$ -



## DeLong-Diablo Ave. Corridor Enhancements

<b>Project No.:</b>	22-003	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**Project Objective:**

Enhance safety along the corridor by installing traffic signal improvements, modifying right-turn slip lanes, providing high visibility crosswalks, and installing other pedestrian and bicycle improvements.

**Location:** DeLong-Diablo Corridor from Reichert Ave. to George St.

**Project Description and Background:**

The project proposes several traffic safety elements to be installed to calm arterial traffic, improve pedestrian crossings by shortening pedestrian crossing distances and increasing the visibility of traffic signals. The enhancements were recommended by the 2017 Marin County Travel Safety Report that was prepared as a part of a countywide Systemic Safety Analysis. De Long Avenue/Diablo Avenue is a multi-lane arterial that carries regional traffic through Novato and connects with Highway 101. The corridor is also an important east-west connection for pedestrians and is one block from downtown Novato and the Redwood & Grant Transit Center. Because of collision data and resident concerns, project improvements along De Long Avenue/Diablo Avenue represent a high priority for enhancing safety in the community.

**Cost Estimate and Revenue Considerations:**

\$1,146,300 was awarded to the City for this project as a part of the Federal Highway Safety Improvement Program (HSIP) in 2019.

**Project Schedule Estimate:**

Development work is ongoing through FY 22/23 with Construction anticipated during FY 23/24.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
119 - LTM-Infrastructure	\$ 200,000	\$ -	\$ -	\$ -	\$ -
234.121 - Grant-HSIP	\$ -	\$ -	\$ -	\$ -	\$ -



## Pioneer Park Play Area Upgrades

<b>Project No.:</b>	22-004	<b>Category:</b>	PRCS
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**Project Objective and Description:**

Replace the small play structure at Pioneer Park with new, more inclusive play equipment and install rubberized surfacing and perimeter fencing;

**Location:** Pioneer Park small play area, 1007 Simmons Ln.

**Cost Estimate and Revenue Considerations:**

Funding for this project is made up of Long Term Maintenance - Facilities, Development Impact Fees - Recreation, a Restricted Revenue donation, and one-time ARPA funding.

**Project Schedule Estimate:**

This project is expected to be constructed by the end of calendar year 2022.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
118 - LTM-Facilities	\$ -	\$ -	\$ -	\$ -	\$ -
234 - Grant Prop 68 Per Capita	\$ -	\$ -	\$ -	\$ -	\$ -
240 - Restricted Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
241.152 - DIF-Recreation	\$ -	\$ -	\$ -	\$ -	\$ -
One Time ARP Funds	\$ -	\$ -	\$ -	\$ -	\$ -



## Citywide Crosswalks & Traffic Management

<b>Project No.:</b>	22-005	<b>Category:</b>	TDU
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**Project Objective:**

Design and construct new crosswalk enhancements and traffic calming measures at approximately 35 locations throughout the city in response to residents’ requests and as recommended by the City’s traffic engineer.

**Location:** Various locations throughout the City of Novato.

**Project Description and Background:**

This project will incorporate Complete Streets practices in the planning, design and operation of the City’s circulation network, providing pedestrian safety enhancements (where appropriate and feasible), such as bulb-outs, high-visibility signs and markings, pedestrian warning signals and other amenities in areas with high volumes of pedestrian traffic or safety concerns.

**Cost Estimate and Revenue Considerations:**

American Recovery Plan Act one-time funds of \$1,000,000 were appropriated to this project in FY 21/22, but were replaced with \$1,050,000 of TAM Measure AA funding in FY 22/23.

**Project Schedule Estimate:**

Project development work has been underway throughout 2022 and the goal is to begin construction by the end of the 2022 calendar year.

**FY22-23 Approved Funding & Future Programming:**

<b>Fund Source(s)</b>	<b>22/23 Approved</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>	<b>25/26 Programmed</b>	<b>26/27 Programmed</b>
236.300 - TAM Measure AA	\$ 1,050,000	\$ -	\$ -	\$ -	\$ -
One Time ARP Funds	\$ -	\$ -	\$ -	\$ -	\$ -



# Citywide Play Structure Upgrades

<b>Project No.:</b>	22-006	<b>Category:</b>	PRCS
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Incomplete

**Project Objective:**

Replace, remove, or otherwise modify older play structure equipment and components at all of the City’s parks in order to meet current play structure standards.

**Location:** City play structures – various locations.

**Project Description and Background:**

A 2019 Playground Assessment Report identified non-standard play equipment and features. This project will work to address the items identified in the report.

**Cost Estimate and Revenue Considerations:**

\$250,000 of one-time American Recovery Plan Act funding was approved in FY 21/22 to support this work.

**Project Schedule Estimate:**

Play structure upgrade work is expected to occur at various parks through 2023.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	<i>22/23 Approved</i>	<i>23/24 Programmed</i>	<i>24/25 Programmed</i>	<i>25/26 Programmed</i>	<i>26/27 Programmed</i>
One Time ARP Funds	\$ -	\$ -	\$ -	\$ -	\$ -



## CDD Permit, CPRA, & PCRS Software Procurement

<b>Project No.:</b>	22-007	<b>Category:</b>	TOI
<b>Budget Status:</b>	Carryover	<b>Funding Status:</b>	Complete

**Project Objective:**

Acquire and implement software to support organizational efficiency and public convenience.

**Location:** Supports internal operations at the City’s administrative offices.

**Project Description and Background:**

This project proposes to procure and implement online permitting software for the Community Development Department, California Public Records Act software for the City Clerk’s office, and recreation program scheduling software for the Parks, Recreation, and Community Services Department.

**Cost Estimate and Revenue Considerations:**

\$500,000 of American Recovery Plan Act one time funds and a matching percentage of Development Impact Fees - Government Systems were approved for this project in FY 21/22.

**Project Schedule Estimate:**

FY 21-22: Selection, Testing. FY 22-23: Implementation

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	<b>22/23 Approved</b>	<b>23/24 Programmed</b>	<b>24/25 Programmed</b>	<b>25/26 Programmed</b>	<b>26/27 Programmed</b>
241.156 - DIF-Gov't Systems	\$ -	\$ -	\$ -	\$ -	\$ -
One Time ARP Funds	\$ -	\$ -	\$ -	\$ -	\$ -



## 2023 Annual Pavement Rehabilitation

<b>Project No.:</b>	23-001	<b>Category:</b>	TDU
<b>Budget Status:</b>	New	<b>Funding Status:</b>	Complete

**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 Gas Tax revenue available in FY 22/23 for street paving: the Road Maintenance Rehabilitation Account and Highway User Tax Account funding. \$1.7M was approved in FY 22/23 to support this project. It is anticipated that approximately \$200,000 will be needed for project development and \$1.5M will be available for construction.

**Project Schedule Estimate:**

Project development work on the City's annual paving projects typically begins in September and is completed by May of each year. Construction usually starts in June and is completed by September of each year so that the majority of work is performed while schools are not in session. This project is anticipated to be constructed during the summer of 2023.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
229 - Gas Tax HUTA	\$ 520,000	\$ -	\$ -	\$ -	\$ -
229.105 - Gas Tax RMRA	\$ 1,180,000	\$ -	\$ -	\$ -	\$ -





## Replace Hamilton Pump Station SCADA System

<b>Project No.:</b>	23-002	<b>Category:</b>	TDU
<b>Budget Status:</b>	New	<b>Funding Status:</b>	Complete

**Project Objective:**

To replace the Supervisory Control and Data Analysis (“SCADA”) computer system that allows for the electronic operation of the Hamilton Pump Stations.

**Location:** Hamilton Pump Stations #1 and #2

**Project Description and Background:**

The existing SCADA system is at the end of its service life and needs to be replaced with modern equipment and software. In addition to allowing staff to remotely operate all components of the pump stations, the SCADA system also provides important pump system operational data.

**Cost Estimate and Revenue Considerations:**

The cost estimate to complete this project is \$250,000. Funding in this amount was approved in FY 22/23 from the Hamilton Community Facilities District fund.

**Project Schedule Estimate:**

Following approval of this project as a part of the FY22/23 budget, staff prepared and advertised a Request for Proposals. It is anticipated that the work to replace the existing SCADA system will occur during spring/summer of 2023.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
218 - Hamilton CFD	\$ 250,000	\$ -	\$ -	\$ -	\$ -

## Replace Wooden Streetlight Poles

<b>Project No.:</b>	23-003	<b>Category:</b>	TDU
<b>Budget Status:</b>	New	<b>Funding Status:</b>	Incomplete

**Project Objective:** To replace aged and failing wooden streetlight poles with modern metal poles.

**Location:** Wooden streetlight pole locations citywide.

**Project Description and Background:** Each year, the Public Works Department typically replaces a few wooden streetlight poles that have either failed or appear to be near failure. In the past few years, the number of failing wooden streetlight poles has increased and it has become more difficult to obtain replacement poles of similar style. Staff recommend that the failing wooden poles be replaced with metal poles that are expected to have a longer service life.

**Cost Estimate and Revenue Considerations:**

With approximately 1,500 wooden streetlight poles citywide and an estimated \$8,000/ea replacement estimate, the total cost to replace every wooden pole is approximately \$12M. It is not practical nor is it necessary for the City to replace all 1500 poles at one time, but funding will be necessary to address this need over the next several years. \$200,000 in Long Term Maintenance - Infrastructure funding for replacements was approved in FY 22/23 and programmed through FY 24/25 to replace the highest priority locations as needed. TAM Measure AA is programmed for replacements in FYs 25/26 and 26/27.

**Project Schedule Estimate:** Staff plan to recommend metal streetlight pole standards to the City Council for consideration of approval by the end of calendar year 2022. Once a standard pole(s) has been selected as the new City standard, a contract will be prepared to replace the first round of wooden poles.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
119 - LTM-Infrastructure	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	\$ -
236.300 - TAM Measure AA	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000



## Lynwood Slough Storm Drain Project

<b>Project No.:</b>	23-004	<b>Category:</b>	TDU
<b>Budget Status:</b>	New	<b>Funding Status:</b>	Incomplete

**Project Objective:** To increase the storm drainage capacity in the Lynwood Slough/Sunset Parkway storm drainage system to meet the City’s 25-year capacity requirement.

**Location:** The drainage system is located east and south of Lynwood Elementary school.

**Project Description and Background:**

The City’s adopted Storm Drain Master Plan identifies \$3,000,000 worth of improvements needed to increase the capacity of the Lynwood Slough/Sunset Parkway storm drainage system. Specifically, to construct new reinforced concrete pipe culverts in Novato Blvd. and Sunset Pkwy; construct a new reinforced concrete box culvert in S. Novato Blvd. and along the school property; and construct two new reinforced concrete box culverts from the school to Lynwood Slough.

**Cost Estimate and Revenue Considerations:**

The project cost estimate of \$3,000,000 is based on preliminary concepts for the work and is subject to change as the project is developed. \$750,000 of Long Term Maintenance – Infrastructure funds were programmed in FY 26/27 to support environmental documentation and detailed design work and to serve as local matching funds for future grant applications.

**Project Schedule Estimate:**

Project development work, including environmental documentation, permitting, and detailed design work is expected to begin in FY 26/27 and may take up to two years to complete. Construction would follow pending the availability of funding.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
119 - LTM-Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ 750,000
241.158 - DIF-Drainage	\$ -	\$ -	\$ -	\$ -	\$ -



## Evaluate Simmons House for Museum Relocation

<b>Project No.:</b>	23-005	<b>Category:</b>	TDU
<b>Budget Status:</b>	New	<b>Funding Status:</b>	Incomplete

**Project Objective:**

To evaluate the existing condition and needs of the Simmons House to potentially serve as a future location for the Novato History Museum

**Location:** 900 Sherman Ave.

**Project Description and Background:**

The City's adopted Strategic Plan 2021-2023 includes workplan item No. 7 to "explore the feasibility of moving the Novato History Museum to the Simmons House to provide an ADA compliant building. It is anticipated that a consultant would assess the existing condition of the building, identify required and recommended work needed for the building to be used as a museum, prepare cost estimates for the improvements, and submit a report of the findings.

**Cost Estimate and Revenue Considerations:**

\$50,000 of Long Term Maintenance – Facilities funding is programmed in FY 23/24 to support the evaluation of the building as described above. Construction cost estimates will be prepared as a part of the evaluation and are unknown at this time.

**Project Schedule Estimate:**

It is anticipated that the Simmons House evaluation and report will be prepared in FY 23/24.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
118 - LTM-Facilities	\$ -	\$ 50,000	\$ -	\$ -	\$ -



## Accessibility Upgrades – San Marin at San Andreas

<b>Project No.:</b>	23-006	<b>Category:</b>	TDU
<b>Budget Status:</b>	New	<b>Funding Status:</b>	Incomplete

**Project Objective:**

To upgrade the pedestrian facilities at the intersection of San Marin Dr. and San Andreas Dr. to meet accessibility standards.

**Location:** The intersection of San Marin Dr. and San Andreas Dr.

**Project Description and Background:**

This project proposes to modify the intersection of San Marin Dr. at San Andreas Dr. to eliminate all of the free right turn lanes from the intersection, extend the existing sidewalks to the raised islands to create bulb-outs to shorten pedestrian crossing distances, and install curb ramps to meet accessibility requirements. The southeast corner of this intersection is the site of an approved “live/work” private development project and a condition of approval of that project is to design and install similar improvements along the project frontage. This project will complete the remaining three corners of the intersection.

**Cost Estimate and Revenue Considerations:**

The preliminary cost estimate of \$500,000 is based off conceptual plans and anticipated quantities for concrete curb/gutter/sidewalk and curb ramp construction. Preparation of plans and specifications is estimated to cost \$50,000. Gas Tax – Road Maintenance Rehabilitation Account funds are programmed in FYs 24/25 and 25/26 to support the development and construction of this project.

**Project Schedule Estimate:**

The project is currently scheduled to be designed in late 2024/early 2025 with construction to occur in spring/summer 2025 while areas schools are on summer break.

**FY22-23 Approved Funding & Future Programming:**

Fund Source(s)	22/23 Approved	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
229.105 - Gas Tax RMRA	\$ -	\$ -	\$ 150,000	\$ 400,000	\$ -



22/23 Status	CIP Project ID	CIP Type	Project Name	Fund Source(s)	22/23 Adopted	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
Carryover	00-015	TDU	Railroad Ave. Drainage Ditch Improvements	119 - LTM-Infrastructure	\$ -	\$ -	\$ -	\$ 500,000	\$ -
Carryover	00-015	TDU	Railroad Ave. Drainage Ditch Improvements	229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	00-015	TDU	Railroad Ave. Drainage Ditch Improvements	241.158 - DIF-Drainage	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	00-015	TDU	Railroad Ave. Drainage Ditch Improvements	Novato Bond B (pre-2012)	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	01-004	TDU	Novato Blvd Improvements Diablo - Grant & Rule 20A UUD	236.300 - TAM Measure AA	\$ -	\$ -	\$ 450,000	\$ -	\$ -
Carryover	01-004	TDU	Novato Blvd Improvements Diablo - Grant & Rule 20A UUD	236.400 TAM A (Major Streets)	\$ -	\$ 9,000,000	\$ -	\$ -	\$ -
Carryover	01-004	TDU	Novato Blvd Improvements Diablo - Grant & Rule 20A UUD	241.151 - DIF-Sts.& Intersections	\$ -	\$ 480,000	\$ -	\$ -	\$ -
Carryover	01-004	TDU	Novato Blvd Improvements Diablo - Grant & Rule 20A UUD	PG&E Rule 20A Credits	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -
Carryover	09-003	TDU	Grant Ave. Bridge Rehab	119 - LTM-Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	09-003	TDU	Grant Ave. Bridge Rehab	229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	09-003	TDU	Grant Ave. Bridge Rehab	229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	09-003	TDU	Grant Ave. Bridge Rehab	234.130 - Grant-HBP	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	09-003	TDU	Grant Ave. Bridge Rehab	236.300 - TAM Measure AA	\$ -	\$ -	\$ 200,000	\$ -	\$ -
Carryover	09-003	TDU	Grant Ave. Bridge Rehab	241.154 - DIF-Bike & Transit	\$ -	\$ -	\$ 740,000	\$ -	\$ -
Carryover	11-006	MUNI	Civic Center Master Planning	117 - Civic Center	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	11-006	MUNI	Civic Center Master Planning	241.153 - DIF-Civic Facilities	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	11-019	PRCS	Public Art Projects	215 - Public Art	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Carryover	11-020	TDU	San Marin/Simmons Signalization or Roundabout	229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	11-020	TDU	San Marin/Simmons Signalization or Roundabout	241.151 - DIF-Sts.& Intersections	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	12-006	TDU	Rule 20A UUD #17 (Railroad Ave. - Olive to south terminus)	212 - Underground Utility	\$ -	\$ -	\$ 163,350	\$ -	\$ -
Carryover	12-006	TDU	Rule 20A UUD #17 (Railroad Ave. - Olive to south terminus)	PG&E Rule 20A Credits	\$ -	\$ -	\$ 331,650	\$ -	\$ -
Carryover	12-007	TDU	Rule 20A UUD #18 (Olive Ave. - Rosalia to east terminus)	212 - Underground Utility	\$ -	\$ 326,700	\$ -	\$ -	\$ -
Carryover	12-007	TDU	Rule 20A UUD #18 (Olive Ave. - Rosalia to east terminus)	PG&E Rule 20A Credits	\$ -	\$ 768,600	\$ -	\$ -	\$ -
Carryover	14-002	TDU	Downtown SMART Station Phase III	118 - LTM-Facilities	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	14-002	TDU	Downtown SMART Station Phase III	213 - Public Parking	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	14-002	TDU	Downtown SMART Station Phase III	229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	14-002	TDU	Downtown SMART Station Phase III	234.150 - Grant-PCA/STP	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	14-002	TDU	Downtown SMART Station Phase III	241.153 - DIF-Civic Facilities	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	14-003	MUNI	Corportation Yard Water Quality Improvements	211 - Clean Stormwater	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	15-010	TDU	LED Lighting Retrofits	111 - Measure F	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	15-014	TDU	Storm Drain Improvements (Mt. Burdell Storm Drain Inlets)	119 - LTM-Infrastructure	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Carryover	15-014	TDU	Storm Drain Improvements (Mt. Burdell Storm Drain Inlets)	236.300 - TAM Measure AA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	15-014	TDU	Storm Drain Improvements (Mt. Burdell Storm Drain Inlets)	241.158 - DIF-Drainage	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Carryover	15-015	TDU	Traffic Signal Upgrade Program	111 - Measure F	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	15-015	TDU	Traffic Signal Upgrade Program	119 - LTM-Infrastructure	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -
Carryover	15-015	TDU	Traffic Signal Upgrade Program	229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	15-015	TDU	Traffic Signal Upgrade Program	236.300 - TAM Measure A Reserves	\$ 43,931	\$ -	\$ -	\$ -	\$ -
Carryover	15-015	TDU	Traffic Signal Upgrade Program	236.300 - TAM Measure AA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	15-016	TDU	Traffic, Bicycle, & Ped Improvements 2014-2024	119 - LTM-Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	15-016	TDU	Traffic, Bicycle, & Ped Improvements 2014-2024	229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	15-016	TDU	Traffic, Bicycle, & Ped Improvements 2014-2024	234.121 - HSIP	\$ -	\$ -	\$ -	\$ -	\$ -



22/23 Status	CIP Project ID	CIP Type	Project Name	Fund Source(s)	22/23 Adopted	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
Carryover	15-016	TDU	Traffic, Bicycle, & Ped Improvements 2014-2024	236.300 - TAM Measure AA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	16-007	PRCS	Reservoir Hill Vista Trail Rehabilitation	118 - LTM-Facilities	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Carryover	16-011	TDU	North Redwood Blvd Corridor Study	236.300 - TAM Measure AA	\$ -	\$ -	\$ -	\$ 250,000	\$ -
Carryover	16-011	TDU	North Redwood Blvd Corridor Study	241.151 - DIF-Sts.& Intersections	\$ -	\$ -	\$ -	\$ 55,000	\$ -
Carryover	17-002	MUNI	Accessibility Enhancements - Municipal Buildings 2016-2023	118 - LTM-Facilities	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Carryover	17-003	PRCS	Accessibility Enhancements - Parks 2016-2023	118 - LTM-Facilities	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Carryover	17-003	PRCS	Accessibility Enhancements - Parks 2016-2023	241.152 - DIF-Recreation	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	17-004	PRCS	Hoog Park Playground & Accessibility Enhancements	118 - LTM-Facilities	\$ -	\$ 300,000	\$ 100,000	\$ -	\$ -
Carryover	17-004	PRCS	Hoog Park Playground & Accessibility Enhancements	241.152 - DIF-Recreation	\$ -	\$ 100,000	\$ -	\$ -	\$ -
Carryover	17-005	TDU	ADA ROW Transistion Plan	229 - Gas Tax HUTA	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -
Carryover	17-006	TDU	Novato Blvd. Multiuse Path (Sutro Ave. to Stafford Lake)	229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	17-007	TDU	Citywide Bridge Assessment/Improvement (Group 1)	229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	17-007	TDU	Citywide Bridge Assessment/Improvement (Group 1)	229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	18-003	TDU	MTC Pavement Management Phase IV	229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	18-003	TDU	MTC Pavement Management Phase IV	229.105 - Gas Tax RMRA	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Carryover	18-003	TDU	MTC Pavement Management Phase IV	234.157 - Grant-PTAP	\$ 42,400	\$ -	\$ -	\$ -	\$ -
Carryover	18-007	PRCS	Parks Deferred Maintenance Group 3 2017-2023	118 - LTM-Facilities	\$ 50,000	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
Carryover	18-007	PRCS	Parks Deferred Maintenance Group 3 2017-2023	240 - Restricted Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	18-008	MUNI	Municipal Buildings Deferred Maintenance 2017-2023	118 - LTM-Facilities	\$ 75,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000
Carryover	18-009	MUNI	Police Department Equal Access & Waterproofing	118 - LTM-Facilities	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	18-010	MUNI	Police Department HVAC Replacement	118 - LTM-Facilities	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	19-003	PRCS	Lieb Property Deferred Maintenance	111 - Measure F	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	19-005	MUNI	Hamilton Arts Center Deferred Maintenance	220 - Hamilton Arts	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Carryover	19-006	MUNI	MTSC Exterior Siding & Roof	118 - LTM-Facilities	\$ -	\$ -	\$ 350,000	\$ 250,000	\$ -
Carryover	19-009	TDU	Novato Blvd at San Marin-Sutro Improvements	229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	19-009	TDU	Novato Blvd at San Marin-Sutro Improvements	234. Grant?	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	19-010	PRCS	Evaluation of Lieb Property for Future Uses	118 - LTM-Facilities	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	19-010	PRCS	Evaluation of Lieb Property for Future Uses	214 - Quimby In-Lieu Fees	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	19-010	PRCS	Evaluation of Lieb Property for Future Uses	237 - Parks Measure A	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	20-002	MUNI	Energy Efficiency Utility Upgrades	118 - LTM-Facilities	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Carryover	20-003	TDU	EV Charging Stations - City Hall	229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	20-003	TDU	EV Charging Stations - City Hall	234 - Grant TAM & MCE	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	20-003	TDU	EV Charging Stations - City Hall	One Time ARP Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	21-002	TDU	Sidewalk Repair Program - Matching Funds	236.300 - TAM Measure AA	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Carryover	21-003	TDU	Update/Replace Grant Avenue Amenities	118 - LTM-Facilities	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Carryover	21-003	TDU	Update/Replace Grant Avenue Amenities	234 - Grant-CalRecycle	\$ 26,000	\$ -	\$ -	\$ -	\$ -
Carryover	21-003	TDU	Update/Replace Grant Avenue Amenities	240 - Restricted Revenue	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Carryover	21-005	TDU	Rowland Blvd Improvements from SB101 Ramps to Southern Termini	101 - General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	21-005	TDU	Rowland Blvd Improvements from SB101 Ramps to Southern Termini	240 - Restricted Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	22-001	TDU	2022 Annual Pavement Rehabilitation	229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	22-001	TDU	2022 Annual Pavement Rehabilitation	229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -



22/23 Status	CIP Project ID	CIP Type	Project Name	Fund Source(s)	22/23 Adopted	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
Carryover	22-001	TDU	2022 Annual Pavement Rehabilitation	235.160 TAM Measure B (VRF)	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Carryover	22-001	TDU	2022 Annual Pavement Rehabilitation	236.300 - TAM Measure AA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	22-002	MUNI	Underground Fuel Tank Replacements	118 - LTM-Facilities	\$ -	\$ 200,000	\$ -	\$ -	\$ -
Carryover	22-003	TDU	DeLong-Diablo Corridor Enhancements	119 - LTM-Infrastructure	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Carryover	22-003	TDU	DeLong-Diablo Corridor Enhancements	234.121 - Grant-HSIP	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	22-004	PRCS	Pioneer Park Play Area Upgrades	118 - LTM-Facilities	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	22-004	PRCS	Pioneer Park Play Area Upgrades	234 - Grant Prop 68 Per Capita	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	22-004	PRCS	Pioneer Park Play Area Upgrades	240 - Restricted Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	22-004	PRCS	Pioneer Park Play Area Upgrades	241.152 - DIF-Recreation	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	22-004	PRCS	Pioneer Park Play Area Upgrades	One Time ARP Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	22-005	TDU	Citywide Crosswalk Enhancements & Traffic Management	236.300 - TAM Measure AA	\$ 1,050,000	\$ -	\$ -	\$ -	\$ -
Carryover	22-005	TDU	Citywide Crosswalk Enhancements & Traffic Management	One Time ARP Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	22-006	PRCS	Citywide Play Structure Upgrades	One Time ARP Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	22-007	TOI	CDD, PRCS & CPRA Software Procurement	241.156 - DIF-Gov't Systems	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	22-007	TOI	CDD, PRCS & CPRA Software Procurement	One Time ARP Funds	\$ -	\$ -	\$ -	\$ -	\$ -
New	23-001	TDU	2023 Annual Pavement Rehabilitation	229 - Gas Tax HUTA	\$ 520,000	\$ -	\$ -	\$ -	\$ -
New	23-001	TDU	2023 Annual Pavement Rehabilitation	229.105 - Gas Tax RMRA	\$ 1,180,000	\$ -	\$ -	\$ -	\$ -
New	23-002	TDU	Replace Hamilton Pump Station SCADA System	218 - Hamilton CFD	\$ 250,000	\$ -	\$ -	\$ -	\$ -
New	23-003	TDU	Replace Wooden Streetlight Poles	119 - LTM-Infrastructure	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	\$ -
New	23-003	TDU	Replace Wooden Streetlight Poles	236.300 - TAM Measure AA	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
New	23-004	TDU	Lynwood Slough Storm Drain Project	119 - LTM-Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ 750,000
New	23-004	TDU	Lynwood Slough Storm Drain Project	241.158 - DIF-Drainage	\$ -	\$ -	\$ -	\$ -	\$ -
New	23-005	TDU	Evaluate Simmons House for History Museum Relocation	118 - LTM-Facilities	\$ -	\$ 50,000	\$ -	\$ -	\$ -
New	23-006	TDU	Accessibility Upgrades – San Marin Dr. at San Andreas Dr.	229.105 - Gas Tax RMRA	\$ -	\$ -	\$ 150,000	\$ 400,000	\$ -
Future	24-001	TDU	2024 Annual Pavement Rehabilitation	229 - Gas Tax HUTA	\$ -	\$ 500,000	\$ -	\$ -	\$ -
Future	24-001	TDU	2024 Annual Pavement Rehabilitation	229.105 - Gas Tax RMRA	\$ -	\$ 1,200,000	\$ -	\$ -	\$ -
Future	24-001	TDU	2024 Annual Pavement Rehabilitation	235.160 TAM Measure B (VRF)	\$ -	\$ 200,000	\$ -	\$ -	\$ -
Future	24-002	TDU	2024 Traffic, Bicycle, & Ped Improvements	236.300 - TAM Measure AA	\$ -	\$ 300,000	\$ -	\$ -	\$ -
Future	25-001	TDU	2025 Annual Pavement Rehabilitation	229 - Gas Tax HUTA	\$ -	\$ -	\$ 500,000	\$ -	\$ -
Future	25-001	TDU	2025 Annual Pavement Rehabilitation	229.105 - Gas Tax RMRA	\$ -	\$ -	\$ 1,050,000	\$ -	\$ -
Future	25-002	TDU	2025 Traffic, Bicycle, & Ped Improvements	236.300 - TAM Measure AA	\$ -	\$ -	\$ 300,000	\$ -	\$ -
Future	26-001	TDU	2026 Annual Pavement Rehabilitation	229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ 480,000	\$ -
Future	26-001	TDU	2026 Annual Pavement Rehabilitation	229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ 700,000	\$ -
Future	26-001	TDU	2026 Annual Pavement Rehabilitation	235.160 TAM Measure B (VRF)	\$ -	\$ -	\$ -	\$ 300,000	\$ -
Future	26-002	TDU	2026 Traffic, Bicycle, & Ped Improvements	236.300 - TAM Measure AA	\$ -	\$ -	\$ -	\$ 350,000	\$ -
Future	27-001	TDU	2027 Annual Pavement Rehabilitation	229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ 460,000
Future	27-001	TDU	2027 Annual Pavement Rehabilitation	229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Future	27-002	TDU	2027 Traffic, Bicycle, & Ped Improvements	236.300 - TAM Measure AA	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Carryover	97-001	TDU	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	118 - LTM-Facilities	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	97-001	TDU	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	211 - Clean Stormwater	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	97-001	TDU	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	212 - Underground Utility	\$ -	\$ -	\$ -	\$ -	\$ -





22/23 Status	CIP Project ID	CIP Type	Project Name	Fund Source(s)	22/23 Adopted	23/24 Programmed	24/25 Programmed	25/26 Programmed	26/27 Programmed
Carryover	97-001	TDU	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	229 - Gas Tax HUTA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	97-001	TDU	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	97-001	TDU	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	236.300 - TAM Measure AA	\$ -	\$ 700,000	\$ -	\$ -	\$ -
Carryover	97-001	TDU	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	240 - Restricted Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	97-001	TDU	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	241.158 - DIF-Drainage	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	97-001	TDU	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	Novato Bond B (pre-2012)	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	97-001	TDU	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	Utility Reimb.	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	99-007	TDU	Redwood & San Marin Improvements (AGP-5 & NP-1)	229.105 - Gas Tax RMRA	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	99-007	TDU	Redwood & San Marin Improvements (AGP-5 & NP-1)	240 - Restricted Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover	99-007	TDU	Redwood & San Marin Improvements (AGP-5 & NP-1)	241.151 - DIF-Sts.& Intersections	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>					<b>\$ 4,457,331</b>	<b>\$ 18,345,250</b>	<b>\$ 5,115,000</b>	<b>\$ 4,065,000</b>	<b>\$ 3,340,000</b>



Adopted Budget 2022–23

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# FINANCIAL POLICIES





BUDGET AMENDMENTS

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.

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.

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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.

(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
- 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.

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.





ADMINISTRATIVE POLICY 4.7

(Issued: April, 1996)

Revised: July 2019

CITY OF NOVATO INVESTMENT POLICY (UPDATED)

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.

"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.

*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.
- 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.
- 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 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 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:

Investment	Percentage
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%
Supranational Investments	0 to 30%

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 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 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 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.

*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.



*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.

*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

ADMINISTRATIVE POLICY 4.1

(Issued 9/1/71)

Revised: February 2019

CITY PURCHASING  
PROCEDURES

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.

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:

	Public Projects	Professional Services	Technology	Goods /Supplies/Equipment/General Services
Examples	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
>\$200,001	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
\$60,001 - \$200,000	Informal bid process required			
\$5,001- \$60,000	Work may be performed by City employees, negotiated contract, purchase requisition-no bids are required	Select vendor who can best meet the needs of the City; no bid process required.		Informal pricing procedures
<\$5,000	No bids required; informal quotations desirable			

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.



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
Agreements			
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	Complete required contract information on proper agreement template and obtain required insurance documents Receive signatures from risk management and appropriate supervisors Prepare Bid Summary / Purchase Request form with appropriate account number Submit PR and copy of above documentation to Finance Division
Professional Services		Planning (EIR, transportation studies etc), human resources, architectural consultants, software/hardware installation and maintenance, software subscription	
Maintenance		On-going maintenance projects	
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.	
Payment Forms			
BID + Purchase Request	Documents bidding process  Authorizes payments for agreements and large one-time payments	Use for all purchases  >\$5,000 Vehicles and technology purchases	Complete form, obtain proper signatures and attach to copy of executed agreement package (see above)  Submit to Finance Division

Supply Requisition	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 with vendor Track purchases from vendor on form Submit form to Finance Division at the end of each month
Payment Stamp	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	Receive invoice from vendor Stamp invoice and write in date, account number, purchase requisition number (if applicable), obtain appropriate signatures Submit to Finance Division
Credit Card	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.	Purchase goods/supplies/equipment with credit card, indicate GL account number for each purchase on monthly statement, obtain appropriate signatures on statement, attach receipts  Submit to Finance Division within five days of statement closing date
Reimbursements			
Payment Authorization Form	Authorizes payment to reimburse employees for out-of-pocket purchases  Purchases may not be split	Petty cash (<\$50), Check (>\$50)	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
	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.
- 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

ADMINISTRATIVE POLICY 4.1  
(Addendum Issued 4/8/2008)

Revised: April 2008

CITY OF NOVATO GREEN PURCHASING (ENVIRONMENTALLY  
PREFERABLE PURCHASING) POLICY

I. PURPOSE

This Policy is adopted in order to ensure that the City of Novato's (the "City") goal of environmental sustainability is reflected in its purchasing and contracting procedures. The intent of the policy is to:

- Conserve natural resources
- Minimize environmental impacts such as pollution and use of water and energy
- Eliminate or reduce toxics that create hazards to workers and our community
- Support strong recycling markets
- Reduce the use of materials that are landfilled
- Increase the use and availability of products that protect and sustain the environment
- Identify environmentally preferable products and distribution systems
- Reward manufacturers and vendors that reduce environmental impacts in their production and distribution systems or services
- Create a model for successfully purchasing environmentally preferable products that encourages other purchasers in our community to adopt similar goals

II. DEFINITION

The following words and phrases, whenever used in this section, shall have the following meaning to be interpreted in accord with state statute if a contradiction appears:

A. "American Society for Testing and Materials" means ASTM International, an open forum for the development of high quality, market relevant international standards use around the globe.

B. "Bay Area Green Business Program" is a partnership of governments and businesses that certifies the environmental performance of government agencies and businesses.

C. "Bay-Friendly Landscaping" means working with the natural ecosystems of the San Francisco Bay Area to foster soil health, to reduce runoff and pollution, prevent and reuse plant waste, conserve water and other natural resources. Bay-Friendly Landscaping practices are described in the Bay-Friendly Landscape Guidelines, by StopWaste.Org.

D. "Bio-Based Products" means commercial or industrial products (other than food or feed) that utilize agricultural crops or residues but does not include products made from forestry materials.

E. "Biodegradable plastic" means the degradation of the plastic must occur as a result of the action of naturally occurring microorganisms.

F. "Biodegradable Products Institute" (BPI) is a multi-stakeholder association of key individuals and groups from government, industry and

academia, which promotes the use, and recycling of biodegradable polymeric materials (via composting). BPI does not create standards but certifies products that demonstrate they meet the requirements in ASTM D6400 or D6868, based on testing in an approved laboratory.

G. “Buyer” means anyone authorized to purchase or contract for purchases on behalf of Novato or its subdivisions.

H. “The Carpet and Rug Institute” (CRI) is the national trade association representing the carpet and rug industry. CRI has developed and administered the “Green Label” indoor air quality testing and labeling program for carpet, adhesives, cushion materials and vacuum cleaners. The “Green Label Plus” testing program incorporates additional requirements to meet California’s Collaborative for High Performance Schools low emitting materials criteria.

I. “Chlorine free” means products processed without chlorine or chlorine derivatives.

J. “Compostable plastic” means plastic that is biodegradable during composting to yield carbon dioxide, water and inorganic compounds and biomass, at a rate consistent with other known compostable materials and leaves no visually distinguishable or toxic residues.

K. “Contractor” means any person, group of persons, business, consultant, designing architect, association, partnership, corporation, supplier, vendor or other entity that has a contract with the City or serves in a subcontracting capacity with an entity having a contract with the City for the provision of goods or services.

L. “Degradable plastic” means plastic that undergoes significant changes in its chemical structure under specific environmental conditions.

M. “Dioxins and furans” are a group of chemical compounds that are classified as persistent, bioaccumulative, and toxic by the U.S. Environmental Protection Agency (EPA).

N. “Energy Star” means the U.S. EPA’s energy efficiency product labeling program.

O. “Energy Efficient Product” means a product that is in the upper 25% of energy efficiency for all similar products, or that is at least 10% more efficient than the minimum level that meets Federal standards.

P. “Electronic Product Environmental Assessment Tool” (EPEAT) is a procurement tool to help institutional purchasers in the public and private sectors evaluate, compare and select desktop computers, notebooks and monitors based on their environmental attributes.

Q. “Federal Energy Management Program” is a program of the Department of Energy that issues a series of Product Energy Efficiency Recommendations that identify recommended efficiency levels for energy-using products.

R. The “Forest Stewardship Council” is a global organization that certifies responsible, on-the-ground forest management according to rigorous standards developed by a broad variety of stakeholder groups.

S. “Green Building Practices” means a whole-systems approach to the design, construction, and operation of buildings and structures that helps mitigate the environmental, economic, and social impacts of construction, demolition, and



renovation. Green Building Practices such as those described in the LEED™ Rating System, recognize the relationship between natural and built environments and seeks to minimize the use of energy, water, and other natural resources and provide a healthy productive environment.

T. “Green Seal” is an independent, non-profit environmental labeling organization. Green Seal standards for products and services meet the U.S. EPA’s criteria for third-party certifiers. The Green Seal is a registered certification mark that may appear only on certified products.

U. “Integrated Pest Management (IPM)” is an ecosystem-based strategy that focuses on long-term prevention of pests or their damage through a combination of techniques such as biological control, habitat manipulation, modification of cultural practices, and use of resistant varieties. Pesticides are used only after monitoring indicates they are needed according to established guidelines, and treatments are made with the goal of removing only the target organism. Pest control materials are selected and applied in a manner that minimizes risks to human health, beneficial and non-target organisms, and the environment.

V. “LEED™ Rating System” means the most recent version of the Leadership in Energy and Environmental Design (LEED™) Commercial Green Building Rating System, or other related LEED™ Rating System, approved by the U.S. Green Building Council and designed for rating new and existing commercial, institutional, and high-rise residential buildings.

W. “Organic Pest Management” prohibits the use and application of toxic chemical pesticides and strives to prevent pest problems through the application of natural, organic horticultural and maintenance practices. All pest control products shall be in keeping with, but not limited to, those products on the approved list of California Certified Organic Foods (CCOF).

X. “Post consumer Material” means a finished material which would normally be disposed of as a solid waste, having reached its intended end-use and completed its life cycle as a consumer item, and does not include manufacturing or converting wastes.

Y. “Practical” and “Practical” mean whenever possible and compatible with local, state and federal law, without reducing safety, quality, or effectiveness and where the product or service is available at a reasonable cost in a reasonable period of time.

Z. “Preconsumer Material” means material or by-products generated after manufacture of a product is completed but before the product reaches the end-use consumer. Preconsumer material does not include mill and manufacturing trim, scrap, or broke which is generated at a manufacturing site and commonly reused on-site in the same or another manufacturing process.

AA. “Recovered Material” means fragments of products or finished products of a manufacturing process, which has converted a resource into a commodity of real economic value, and includes preconsumer and post consumer material but does not include excess resources of the manufacturing process.

BB. “Recycled Content” means the percentage of recovered material, including preconsumer and post consumer materials, in a product.

CC. “Recycled Content Standard” means the minimum level of recovered material and/or post consumer material necessary for products to qualify as “recycled products.”



DD. “Recycled Product” means a product that meets [organization’s] recycled content policy objectives for post consumer and recovered material.

EE. “Remanufactured Product” means any product diverted from the supply of discarded materials by refurbishing and marketing said product without substantial change to its original form.

FF. “Reused Product” means any product designed to be used many times for the same or other purposes without additional processing except for specific requirements such as cleaning, painting or minor repairs.

GG. “Source Reduction” refers to products that result in a net reduction in the generation of waste compared to their previous or alternate version and includes durable, reusable and remanufactured products; products with no, or reduced, toxic constituents; and products marketed with no, or reduced, packaging.

HH. “U.S. EPA Guidelines” means the Comprehensive Procurement Guidelines established by the U.S. Environmental Protection Agency for federal agency purchases as of May 2002 and any subsequent versions adopted.

II. “Water-Saving Products” are those that are in the upper 25% of water conservation for all similar products, or at least 10% more water-conserving than the minimum level that meets the Federal standards.

III. POLICY

It is the policy of the City to, whenever practical and cost effective:

A. Be guided by an environmentally preferable purchasing and contracting policy which minimizes environmental impacts, toxics, pollution, hazards to workers and promotes community safety to the greatest extent practical.

B. Institute practices that reduce waste by increasing product efficiency and effectiveness.

C. Purchase products that include recycled content, are durable and long- lasting, conserve energy and water, use agricultural fibers and residues, reduce greenhouse gas emissions, use unbleached or chlorine free manufacturing processes, are lead-free and mercury-free, and use wood from sustainably harvested forests.

D. Purchase products that include recycled content, are durable and long- lasting, use agricultural fibers and residues, unbleached or chlorine free manufacturing processes, wood from sustainably harvested forests; conserve energy and water and reduce greenhouse gas emissions.

E. Encourage and support standardization and consider life cycle cost when making all purchases for the City, such as vehicles, computers and workstations.

It is not the intent of this policy to require a department, buyer or contractor to take any action that conflicts with local, state or federal requirements or to procure products that do not perform adequately for their intended use or are not available at a reasonable price (e.g. environmentally preferable products/services purchased may not exceed the cost of non-environmentally preferable products/services) and/or within a reasonable period of time.



IV. SPECIFICATIONS

A. SOURCE REDUCTION

1. The City shall institute practices that reduce waste and result in the purchase of fewer products whenever practical and cost-effective, but without reducing safety or workplace quality, and services to the public.
2. The City shall purchase remanufactured products such as toner cartridges, tires, furniture, equipment and automotive parts whenever practical, but without reducing safety, quality or effectiveness.
3. The City shall require all equipment bought after the adoption of this policy to be compatible with source reduction specifications referred to in this Source Reduction section, when practical.
4. All departments shall consider short-term and long-term costs in comparing product alternatives, when feasible. This includes evaluation of total costs expected during the time a product is owned, including, but not limited to, acquisition, extended warranties, operation, supplies, maintenance, disposal costs and expected lifetime compared to other alternatives.
5. Products that are durable, long lasting, reusable or refillable are preferred whenever feasible.
6. The City shall request vendors eliminate packaging or use the minimum amount necessary for product protection, to the greatest extent practical.
7. Packaging that is reusable, recyclable or compostable is preferred, when suitable uses and programs exist.
8. Vendors shall be encouraged to take back and reuse pallets and other shipping and packaging materials. In the event that vendors are unable to take back or reuse pallets, the City will continue current recycling practices of recycling pallets with the Novato Sanitary District.
9. Suppliers of electronic equipment, including but not limited to cell phones, computers, monitors, printers, and copiers, shall be required to take back equipment for reuse or environmentally safe recycling when the City discards or replaces such equipment, whenever possible.
10. The City shall consider provisions in contracts with suppliers of non-electronic equipment that require suppliers to take back equipment for reuse or environmentally safe recycling when the City discards or replaces such equipment, whenever practical.
11. All documents shall be printed and copied on both sides to reduce the use and purchase of paper on existing equipment that allows for duplexing, whenever practical.





B. RECYCLED CONTENT PRODUCTS

1. All products for which the United States Environmental Protection Agency established minimum recycled content standard guidelines in the Agency's Comprehensive Procurement Guidelines which are posted at <http://www.epa.gov/epaoswer/non-hw/procure/index.htm>, such as those for printing paper, office paper, janitorial paper, construction, landscaping, parks and recreation, transportation, vehicles, miscellaneous, and non-paper office products, shall contain the highest post consumer content practical, but no less than the minimum recycled content standards established by the U.S. EPA Guidelines.
2. Copiers and printers purchased shall be compatible with the use of recycled content and remanufactured products.
3. In accordance with California Public Contract Code, Sec. 10409, the City shall purchase re-refined lubricating and industrial oil for use in its vehicles and other equipment, as long as it is certified by the American Petroleum Institute (API) as appropriate for use in such equipment. This is an extensive list that is updated yearly and can be found at <http://compositelist.api.org/January2008CompositeList.pdf>.
4. When specifying asphalt concrete, aggregate base or portland cement concrete for road construction projects, The City shall use recycled, reusable or reground materials when practical.
5. The City shall specify and purchase recycled content transportation products, including signs, cones, parking stops, delineators, channelizers and barricades, which shall contain the highest post consumer content practical, but no less than the minimum recycled content standards established by the U.S. EPA Comprehensive Procurement Guidelines.
6. All pre-printed recycled content documents intended for distribution that are purchased or produced shall contain a statement that the paper is recycled content.

C. ENERGY AND WATER SAVINGS

1. Where applicable, energy-efficient equipment shall be purchased with the most up-to-date energy efficiency functions. This includes, but is not limited to, high efficiency space heating systems and high efficiency space cooling equipment.
2. When practical, the City shall replace inefficient interior lighting with energy efficient equipment.
3. When practical, the City shall replace inefficient exterior lighting, street lighting and traffic signal lights with energy-efficient equipment. Exterior lighting shall be minimized where possible to avoid unnecessary lighting of architectural and landscape features while providing adequate illumination for safety and accessibility.



4. All products purchased by the City and for which the U. S. EPA Energy Star certification is available shall meet Energy Star certification, when practical. When Energy Star labels are not available, the City shall choose energy-efficient products that are in the upper 25% of energy efficiency as designated by the Federal Energy Management Program.
5. The City shall purchase water-saving products whenever practical. This includes, but is not limited to, high-performance fixtures like toilets, low-flow faucets and aerators, and upgraded irrigation systems.

D. LANDSCAPING

1. All landscape renovations, construction and maintenance performed by the City, including workers and contractors providing landscaping services for the City, shall employ Bay- Friendly Landscaping or sustainable landscape management techniques for design, construction and maintenance whenever possible, including, but not limited to, integrated pest management, grass cycling, drip irrigation, composting, and procurement and use of mulch and compost that give preference to those produced from regionally generated plant debris and/or food waste programs.
2. Plants should be selected to minimize waste by choosing species for purchase that are appropriate to the microclimate, species that can grow to their natural size in the space allotted them, and perennials rather than annuals for color. Native and drought- tolerant plants that require no or minimal watering once established are preferred.
3. Hardscapes and landscape structures constructed of recycled content materials are encouraged.
4. The City shall limit the amount of impervious surfaces in the landscape, wherever practical. Permeable substitutes, such as permeable asphalt or pavers, are encouraged for walkways, patios and driveways.

E. TOXICS AND POLLUTION

1. To the extent practical, the City shall purchase, or require janitorial contractors to supply, industrial and institutional cleaning products that meet Green Seal certification standards for environmental preferability and performance.
2. To the extent practical, the City shall purchase, or require janitorial contractors to supply, vacuum cleaners that meet the requirements of the Carpet and Rug Institute “Green Label” Testing Program – Vacuum Cleaner Criteria, are capable of capturing 96% of particulates 0.3 microns in size, and operate with a sound level less than 70dBA. Where possible and as applicable, other janitorial cleaning equipment shall be capable



- of capturing fine particulates, removing sufficient moisture so as to dry within 24 hours, operate with a sound level less than 70dBA, and use high-efficiency, low- emissions engines.
3. The use of chlorofluorocarbon and halon-containing refrigerants, solvents and other products shall be phased out and new purchases of heating/ventilating/air conditioning, refrigeration, insulation and fire suppression systems shall not contain them.
  4. All surfactants and detergents shall be readily biodegradable and, where practical, shall not contain phosphates.
  5. When maintaining buildings and landscapes, the City shall manage pest problems through prevention and physical, mechanical and biological controls. The City may either adopt and implement an organic pest management policy and practices or adopt and implement an Integrated Pest Management (IPM) policy and practices using the least toxic pest control as a last resort.
  6. When maintaining buildings, the City shall use products with the lowest amount of volatile organic compounds (VOCs), highest recycled content, and low or no formaldehyde when practical when purchasing materials such as paint, carpeting, adhesives, furniture and casework.
  7. The City shall take steps to reduce or eliminate its use of products that contribute to the formation of dioxins and furans (chemical compounds classified as persistent, bioaccumulative, and toxic by the EPA). This includes, but is not limited to:
    - (a) Purchasing paper, paper products, and janitorial paper products that are unbleached or that are processed without chlorine or chlorine derivatives, whenever possible.
    - (b) Prohibiting purchase of products that use polyvinyl chloride (PVC) such as, but not limited to, office binders, furniture, flooring, and medical supplies whenever practical.
  8. The City shall purchase products and equipment with no lead or mercury whenever possible. For products that contain lead or mercury, the City shall give preference to those products with lower quantities of these metals and to vendors with established lead and mercury recovery programs. For products and equipment that contain lead or mercury, The City will continue recycling practices.
  9. The City shall specify that desktop computers, notebooks and monitors purchased meet, at a minimum, all Electronic Product Environmental Assessment Tool (EPEAT) environmental criteria designated as "required" as contained in the IEEE 1680 Standard for the Environmental Assessment of Personal Computer Products, whenever practical.



10. When replacing vehicles, the City shall consider less-polluting alternatives such as compressed natural gas, bio-based fuels, hybrids, electric batteries, and fuel cells, as available and whenever practical.

F. FOREST CONSERVATION

1. When possible, the City shall give preference to wood products that are certified to be sustainably harvested by a comprehensive, performance based certification system. The certification system shall include independent third-party audits, with standards equivalent to, or stricter than, those of the Forest Stewardship Council certification.
2. The City encourages the purchase or use of previously used or salvaged wood and wood products whenever practical.

G. BIO-BASED PRODUCTS

1. Paper, paper products and construction products made from non- wood, plant-based contents such as agricultural crops and residues are encouraged whenever practical.
2. Bio-based plastic products that are biodegradable and compostable, such as bags, film, food and beverage containers, and cutlery, are encouraged whenever practical.
3. Compostable plastic products purchased shall meet American Society for Testing and Materials (ASTM) standards as found in ASTM D6400-04. Biodegradable plastics used as coatings on paper and other compostable substrates shall meet ASTM D6868- 03 standards.
4. Proof of compliance with ASTM standards for compostable, biodegradable and degradable plastic products shall be provided by vendors of such products, upon request. One acceptable proof of compliance for compostable plastic products will be certification by the Biodegradable Products Institute (BPI). A list of approved products may be found at <http://www.bpiworld.org/BPI- Public/Approved.html>.

V. PRIORITIES

The health and safety of workers and people who live and work in Novato is of the utmost importance and takes precedence over all other policies. All policies and practices shall be protective of the health of children, the elderly and other vulnerable populations, and the greater global community.

The City with the Novato Sanitary District has made significant investments in developing a successful reuse and recycling system and recognizes that recycled content products are essential to the continuing viability of that recycling system and for the foundation of an environmentally sound production system. Therefore, to the greatest extent practical, recycled content shall be included in products that also meet



other specifications, such as chlorine free or bio-based.

Nothing contained in this policy shall be construed as requiring a department, purchaser or contractor to procure products that do not perform adequately for their intended use, are not available at a reasonable price in a reasonable period of time, or to take any action that conflicts with local, state or federal requirements, or compromises employee health and safety.

VI. IMPLEMENTATION

The City Manager shall implement this policy in coordination with other appropriate The City personnel.

As applicable, successful vendors shall certify in writing that the environmental attributes claimed in competitive bids are accurate. In compliance with State law, vendors shall be required to specify the minimum or actual percentage of recovered and post consumer material in their products, even when such percentages are zero.

Upon request, department making the selection from competitive bids shall be able to provide justification for product choices that do not meet the environmentally preferable purchasing criteria in this policy.

Purchasers shall include businesses certified by the Bay Area Green Business Program in requests for products and services.

Vendors shall be encouraged to comply with applicable sections of this policy for products and services provided to the City, where practical.

VII. PROGRAM EVALUATION

The City Manager shall periodically evaluate the success of this policy's implementation.

VIII. EFFECTIVE DATES

This policy shall take effect on [date]