



THE CITY OF
NOVATO
CALIFORNIA

922 Machin Avenue
Novato, CA 94945
415/899-8900
FAX 415/899-8213
www.novato.org

NOVATO CITIZENS FINANCE ADVISORY/ OVERSIGHT COMMITTEE MEETING

to be held at

City Administrative Offices
Womack Conference Room
922 Machin Ave

January 18, 2018
7:30 AM

Chair

Tim O'Conner

Vice Chair

Regina Bianucci Rus

Commissioners

Caitrin Devine

David Bentley

Cris MacKenzie

Rafelina Maglio

Robert J. Scott, Jr

AGENDA

A. CALL TO ORDER

B. APPROVAL OF FINAL AGENDA

C. PUBLIC COMMENT

Anyone wishing to speak on non-agenda items will be recognized at this time. These items can legally have no action as they are not on the agenda. There is a three-minute time limit.

7:35 A.M. (*Time is approximate.*)

D. COMMITTEE ORGANIZATIONAL ITEMS

D-1: APPROVAL OF NOVEMBER 16, 2017 MINUTES

D-2: APPROVAL OF DECEMBER 18, 2017 MINUTES

E. GENERAL BUSINESS

Anyone wishing to speak on agenda items will be recognized after the Committee has concluded their initial discussions. There is a three-minute time limit for public comment per item.

7:50 A.M. (*Time is approximate.*)

E-1: REVIEW MID-YEAR FINANCIAL REPORT

Information and discussion of Mid-Year financial report

F. COMMITTEE / STAFF COMMENTS

G. FUTURE MEETINGS

Next meeting scheduled for February 15th 2018

H. ADJOURNMENT

ATTACHMENTS

1. November 16th 2017 Meeting Minutes with corrections
2. December 18th 2017 Meeting Minutes
3. Mid – Year Financial Report

AFFIDAVIT OF POSTING

I, Tony Clark, certify that on January 12, 2018, I caused to be posted the agenda of the January 18, 2018 meeting of the Novato Citizens Finance Advisory/Oversight Committee meeting of the City of Novato, California, on the City of Novato Community Service Boards in City Hall and the Police Department, and on the City's website at www.novato.org.

/Tony Clark/
Finance Manager



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**City Administrative Offices
Womack Conference Room
922 Machin Ave**

**November 16, 2017
7:30 AM**

Chair

Caitrin Devine

Vice Chair

Tim O'Connor

Commissioners

David Bentley

Regina Bianucci Rus

Cris MacKenzie

Rafelina Maglio

Robert J. Scott, Jr

MINUTES

A. CALL TO ORDER

Meeting called to order at 7:36 am. Committee Members: Caitrin Devine, Tim O'Connor, David Bentley, Regina Bianucci Rus, Cris MacKenzie, Rafelina Maglio, Robert Scott, Jr. Staff Members: City Manager Regan Candelario, Assistant City Manager Michael Antwine (arrived at 7:49 am), Finance Manager Tony Clark, Accounting Supervisor Maureen Chapman, Accounting Technician Christina Soares. City Council Member: Pam Drew. Members of the Public: Hutch Turner

B. APPROVAL OF FINAL AGENDA

Bentley Motioned to approve, O'Connor seconded the motion. Approved unanimously. Ayes: 7 (Devine, Bentley, Bianucci Rus, O'Connor, Scott, MacKenzie, Maglio) Noes: 0. Absent: 0.

C. PUBLIC COMMENT

None.

D. COMMITTEE ORGANIZATIONAL ITEMS

D-1: APPROVAL OF SEPTEMBER 21, 2017 MINUTES

Bentley Motioned to approve upon corrections, Scott seconded the motion. Approved unanimously. Ayes: 7 (Devine, Bentley, Bianucci Rus, O'Connor, Scott, MacKenzie, Maglio.) Noes: 0. Absent: 0.

D-2: ELECTION OF COMMITTEE CHAIR AND VICE CHAIR

Bentley moved to elect Tim O'Connor Committee Chair, Devine seconded. Approved unanimously:

Maglio-Aye

Bentley-Aye

O'Connor-Aye

Devine-Aye

MacKenzie-Aye

Bianucci Rus-Aye

Scott-Aye

Noes: 0

Devine moved to elect Regina Bianucci Rus Vice-Chair, O'Connor seconded. Approved unanimously:

Maglio-Aye
Bentley-Aye
O'Connor-Aye
Devine-Aye
MacKenzie-Aye
Bianucci Rus-Aye
Scott-Aye
Noes: 0

E. GENERAL BUSINESS

E-1: REVIEW AND DISCUSSION OF USES FOR JUNE 30, 2017 UNASSIGNED FUND BALANCE

Maureen Chapman introduced the new Finance Manager, Tony Clark to the Committee. Chapman reviewed the FY 16/17 General Fund balance sheet and income statement with the Committee. The unassigned fund balance as of FYE 16/17 is approximately \$1.45 million. Candelario noted will be presented to Council on November 28th and would like input from Committee as what to do with additional funds. Possibly unfunded liabilities or deferred staff projects.

Scott would like to discuss ideas that move the funds into an expense category or asset to asset. Concerned about employee compensation. Consider one-time appreciation bonus, or retention bonus? On-going compensation may not be good idea, apprehensive about recession.

Bentley asked about Reserve Policy discussed at last meeting. What are considered reserves? Chapman noted the General Fund will not maintain unassigned fund balance at end of the year. Unassigned funds will be moved elsewhere and practice has occurred the last few years. Reserve Balance is the unassigned funds in the General Fund. Bentley a staff recommendation to discuss what to do with funds. Candelario will present five or six items to Council for discussion. Mackenzie asked about considering revising the Reserve Policy from a flat percent to a range in order to account for economic change and flexibility during those times.

Bianucci Rus suggested mitigating future problems, running into deficits, funds to study workforce housing project? Devine also noted the future teacher shortage. MacKenzie asked if the City has considered an incentive plan for employees. Candelario and Chapman added there were two one-time payouts for staff when the labor negotiations were finalized. No increases for COLA over a period of time. \$4,000.00 per employee payments made in November 2016 and \$1,000.00 per employee payments in July 2017, in addition to increased medical contribution. Candelario cannot count on surplus, so retention incentive is a good idea.

MacKenzie noted employee recognition goes a long way. City should look at workforce housing in collaboration with other employers or agencies. CM Candelario noted contract negotiations coming soon, possibly include these suggestions into negotiations.

Bentley noted the Water District started employee assistance to help purchase housing locally and almost 50% of staff reside in Novato. Candelario would like to look at housing model.

Scott suggested a window of appreciation bonus versus retention bonus. O'Connor suggested payment for extra work. Chapman noted payment for extra work is currently in place. Devine noted the consensus seems to be employee retention is the popular choice. Candelario added Measure F has a reserve of \$3 million and wants to give Council the option of what to do with extra funds.

MacKenzie noted adding a greater cushion, balance remaining would afford more formal bonus program. Bentley added the five-year plan reflects growing deficits and should be included with presentation of reserve balances.

E-2: REVIEW OF FIRST QUARTER GENERAL FUND FINANCIAL REPORT

Chapman presented the 1st Quarter of 17/18 General Fund budget report to the Committee. Bentley was happy to receive a one page financial report. Bianucci Rus suggested adding 9/30/16 numbers to the report for comparison.

Candelario added the interest to build in Novato has increased. Need to be able to accommodate building in Novato. MacKenzie asked if the interest has been over a specific period of time or most recently due to the fires. Candelario noted it has been within the last quarter. Most of the inquiries are in regards to what land is available for development; commercial and residential.

O'Connor asked if parking will be addressed with increased demand. Candelario added that the Community Development Department conducted a study in 2014 and will present data to Council.

Chapman added the Building Department is now fully staffed. Maglio asked if the City has reached out to building owners to improve store fronts in New Town of Grant Avenue. Could City offer incentive to improve store fronts? Bianucci Rus added that incentive was offered five or six years ago but not many took advantage of offer. Candelario agreed that the two ends of Grant do look different. Share Committee input with Peggy Flynn and Jessica Deakyne as they are doing work with Downtown Novato Business Association.

Chapman continued to review Q1 income statement. Scott asked about seasonality related to police activity as above 25% of the budget. Chapman noted it was most likely the

Unfunded Liability payment. Candelario also noted the greater number of new and less experienced police department staff which requires more training.

Bentley asked if annual payments for CalPERS, animal services and insurance payments should be amortized. Candelario commented that large expenditures would include notes as to what they were for. Chapman added that information can be included in Staff Report that accompanies Income Statement once able to publish. Bentley suggested combining the account descriptions for Non Departmental, Central Administration and Administrative Services to Administration. Also suggested spelling out PRCS in the account description. MacKenzie asked if the annual budget is divided by 12 or is seasonality built in or know when payments are to occur. Chapman noted the new software may be able to build in seasonality into budget, but not at that point yet.

F. COMMITTEE / STAFF COMMENTS

None

G. FUTURE MEETINGS

Next meeting scheduled for December 21.

Bentley would like to add to agenda sub-Committee to review budget.

H. ADJOURNMENT

Bianucci Rus moved to adjourn, Devine seconded motion. Meeting adjourned at 8:40 am.



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**City Administrative Offices
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**DECEMBER 21, 2017
7:30 AM**

Chair

Tim O'Conner

Vice Chair

Regina Bianucci Rus

Commissioners

Caitrin Devine

David Bentley

Cris MacKenzie

Rafelina Maglio

Robert J. Scott, Jr

MINUTES

A. CALL TO ORDER

Meeting called to order at 7:34 am. Committee Members: David Bentley, Regina Bianucci Rus, Cris MacKenzie, Rafelina Maglio. Staff Members: Assistant City Manager Michael Antwine (arrived at 7:53 am), Finance Manager Tony Clark, Accounting Supervisor Maureen Chapman, Accounting Technician Christina Soares, Technology Manager Scott Sanders. City Council Member: Pam Drew, Pat Eklund (arrived at 7:37)

B. APPROVAL OF FINAL AGENDA

Bentley motioned to approve, MacKenzie seconded the motion. Approved unanimously. Ayes: 4 (Bentley, Maglio, Bianucci Rus, MacKenzie) Noes: 0. Absent: 3 (O'Conner, Devine, Scott, Jr.)

C. PUBLIC COMMENT

None

D. COMMITTEE ORGANIZATIONAL ITEMS

D-1: APPROVAL OF NOVEMBER 16, 2017 MINUTES

Bentley motioned to approve, Bianucci Rus seconded motion upon minor changes: Correct Measure E to F and add MacKenzie comment regarding flat percentage instead of range due to change or flexibility. Ayes: 4 (Bentley, Maglio, Bianucci Rus, MacKenzie) Noes: 0. Absent: 3 (O'Conner, Devine, Scott, Jr.)

E. GENERAL BUSINESS

E-1: REQUEST TO APPROVE \$88,400 IN MEASURE F FUNDS TO BE TRANSFERRED TO THE GENERAL FUND CAPITAL IMPROVEMENT PROJECTS AND USED FOR A POLICE DEPARTMENT VIDEO MANAGEMENT SYSTEM

Information, discussion, and request approval to move \$88,400 in funds from Measure F Fund 111 to General Fund-Capital Improvements Projects Fund 101 and increase appropriations by \$88,400 in the following GL-Accounts:

111.00.00-991.301 *Operating Transfers Out Capital Projects
Measure F IT Division for Visual Camera Upgrade system*

301.00.000-891.111 *Operating Transfers In Measure F Sales Tax*

301.15.941-600.126 *Capital Projects, Administrative Services, CIP
Development-Outside Services / Professional Services IT Services
CP18011 Security Cameras & Council Chambers AV Equipment*

Technology Manger Scott Sanders presented current technology improvement projects to the Committee. Sanders asked the Committee to consider allocating additional Measure F Funds of \$88,400.00 to complete the Council Chambers Audio/Visual improvements and the Police Department Video Management system.

Bentley asked about the Technology Replacement Fund. Sanders noted it includes funding for IT equipment and software but does not include funding for current Council Chambers improvements and police video surveillance equipment.

MacKenzie asked what the City's process is for revised budget/project increases and changing scopes of projects. Chapman added at the time of the budget approval process, projects have an anticipated cost. When the scope of a project changes and requires additional funding, Council is asked to approve additional funding.

Bentley motioned to move for staff recommendation, Bianucci Rus seconded. Ayes: 4 (Bentley, Maglio, Bianucci Rus, MacKenzie) Noes: 0. Absent: 3 (O'Conner, Devine, Scott, Jr.)

Bianucci Rus suggested looking at Technology Replacement Reserve Fund for deficiencies to be made known and an opportunity to fix underfunding in that reserve.

E-2: FUTURE USE OF MEASURE F FUNDS

Information and discussion on the future use of an unassigned Measure F Fund Balance of \$1.03m

Finance Manager Tony Clark established a dialogue with the Committee regarding Unassigned Fund balance. ACM Antwine noted looking strategically at key projects that fit within Measure F Fund use. The Committee suggested looking at a longer review period to cover future deficits and added that Measure F was approved specifically for deficits. The Committee also suggested having a more strategic view of fiscal sustainability, major projects over the next five years and five year forecast before chipping away

at unassigned balance. Using funds within ballot language strategic proposals with long-term sustainability outcomes. MacKenzie requested to have the overall strategic plan in front of the Committee before making a decision.

E-3: REVIEW MID-YEAR BUDGET STRATEGY & TIMELINE

Information and discussion of Mid-Year Budget and FY18/19 Strategy and timeline that will be presented to Council on February 27, 2018

Finance Manager Clark looking for input from Committee regarding Profit & Loss Report. ACM Antwine also looking at strategic approach during budget process. Develop process that builds timeframe that allows time for feedback from various groups. Thoughts and feedback on budget process going forward. The Committee suggested adding historical information on Profit & Loss Statement. MacKenzie asked about impact of external decisions that affect the City and build budget around assumptions. Antwine noted Los Angeles County budget forecasting using external factors, existing conditions and future known liabilities that form budget conversation. Looking at similar approach during budget process. Clark added working on developing forecast leading to budget process. Also to develop a stronger Purchase Policy and utilize the Blanket Purchase Orders to encumber funds to generate more accurate estimated actuals. Bentley thanked Antwine & Clark for their hard work and for moving so quickly with the process. Suggested creating sub-committee to make budget process easier and more user-friendly.

E-4: REPORT ON FY16/17 COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)

Information and discussion of audited FY16/17 CAFR

Chapman noted the audit is complete and will be posted to the City's website today. Audit came back clean with few minor suggestions for improvement. The final General Fund balance is \$1.56 million. At the November meeting, Council approved \$350,000 from Unassigned Fund balance to be used for employee recognition payments and wellness program. \$300,000.00 also transferred to Insurance Reserve. Bentley asked how long we have been with the current auditors. Noted they change auditors every three years.

F. COMMITTEE / STAFF COMMENTS

Antwine agrees a great idea to create sub-committee for budget process. Bianucci Rus volunteered for sub-committee. Bentley requested the suggestion for sub-committee be added to the agenda. Bianucci Rus asked for a timeline as well. Antwine discussing with Council potential strategies for pension obligations. Will be emailing Council for suggestions of other use of funds and incorporate into Staff Report. Also looking at work-force housing, attracting and retaining employees. Potential costs would be long-term and would be discussed with labor groups. Try to incorporate those changes next fiscal year.

G. FUTURE MEETINGS

Next meeting scheduled for January 18th, 2018

Bentley would like to review CAFR Report at meeting. Antwine will add to agenda.

H. ADJOURNMENT

Meeting adjourned at 8:37 am.

Revenue	Adopted Budget	Amended Budget	YTD Transactions	Remaining	% Remaining	FY16/17 Budget	12/31/2016	Remaining	% Remaining	
Secured Property Taxes	13,646,430.00	.00	13,646,430.00	20,625.00	13,625,805.00	0.15%				
Unsecured Property Taxes	138,500.00	.00	138,500.00	.00	138,500.00	0.00%				
Supplemental Property Tax	210,000.00	.00	210,000.00	22,170.55	187,829.45	10.56%				
Special Assessments	4,500.00	.00	4,500.00	446.00	4,054.00	9.91%				
Property Taxes	13,999,430.00	.00	13,999,430.00	43,241.55	13,956,188.45	0.31%	13,334,200.00	4,635,779.00	8,698,421.00	65.2%
Real Property Transfer Tax	358,500.00	.00	358,500.00	128,212.56	230,287.44	35.76%	353,500.00	117,564.00	235,936.00	66.7%
Sales & Use Tax	11,675,275.00	.00	11,675,275.00	3,131,374.35	8,543,900.65	26.82%	11,690,785.00	3,899,475.00	7,791,310.00	66.6%
Hotel Tax	1,768,900.00	.00	1,768,900.00	532,868.12	1,236,031.88	30.12%	1,669,610.00	510,796.00	1,158,814.00	69.4%
Business Licenses	1,218,840.00	.00	1,218,840.00	63,994.23	1,154,845.77	5.25%	1,202,020.00	59,604.00	1,142,416.00	95.0%
Franchise Fees	1,733,000.00	.00	1,733,000.00	270,414.02	1,462,585.98	15.60%	1,581,470.00	259,808.00	1,321,662.00	83.6%
Residential Development Tax	5,000.00	.00	5,000.00	1,710.00	3,290.00	34.20%	5,000.00	2,490.00	2,510.00	50.2%
Other Taxes	16,759,515.00	.00	16,759,515.00	4,128,573.28	12,630,941.72	24.63%	16,502,385.00	4,849,737.00	11,652,648.00	70.6%
Construction Permits	1,115,700.00	.00	1,115,700.00	600,825.32	514,874.68	53.85%				
Police Permits	21,250.00	.00	21,250.00	2,877.06	18,372.94	13.54%				
Other Permits	15,500.00	.00	15,500.00	7,082.00	8,418.00	45.69%				
License & Permits	1,152,450.00	.00	1,152,450.00	610,784.38	541,665.62	53.00%	1,127,450.00	669,825.00	457,625.00	40.6%
Vehicle License Fees	23,000.00	.00	23,000.00	.00	23,000.00	0.00%	21,500.00	21,500.00	100.0%	
State-HOPTR	34,000.00	.00	34,000.00	.00	34,000.00	0.00%				
County Grants	25,000.00	.00	25,000.00	2,025.58	22,974.42	8.10%				
Federal Grants	134,000.00	.00	134,000.00	.00	134,000.00	0.00%				
Grants	193,000.00	.00	193,000.00	2,025.58	190,974.42	1.05%	294,000.00	62,688.00	231,312.00	78.7%
Other State Revenues	151,500.00	.00	151,500.00	43,445.42	108,054.58	28.68%				
Other Intergovernmental Revenue	13,650.00	.00	13,650.00	.00	13,650.00	0.00%				
Other Revenue	165,150.00	.00	165,150.00	43,445.42	121,704.58	26.31%	122,550.00	25,868.00	96,682.00	78.9%
General Government	240,500.00	.00	240,500.00	53,143.17	187,356.83	22.10%	206,000.00	99,968.00	106,032.00	51.5%
Zoning & Subdivision	191,000.00	.00	191,000.00	105,029.01	85,970.99	54.99%	190,500.00	61,285.00	129,215.00	67.8%
Plan Checking Fees	186,800.00	.00	186,800.00	90,435.16	96,364.84	48.41%	188,055.00	95,663.00	92,392.00	49.1%
Engineering Fees, Inspections & Other	97,000.00	.00	97,000.00	63,000.42	33,999.58	64.95%	80,000.00	83,657.00	(3,657.00)	-4.6%
Parks & Recreation	2,023,600.00	.00	2,023,600.00	896,661.73	1,126,938.27	44.31%	1,983,250.00	1,227,393.00	755,857.00	38.1%
Police Services	99,000.00	.00	99,000.00	57,112.11	41,887.89	57.69%	98,000.00	50,389.00	47,611.00	48.6%
Other Service Charges	82,500.00	.00	82,500.00	72,064.49	10,435.51	87.35%	82,500.00	83,244.00	(744.00)	-0.9%
Service Charges	2,920,400.00	.00	2,920,400.00	1,337,446.09	1,582,953.91	45.80%	2,828,305.00	1,701,599.00	1,126,706.00	39.8%
Fines & Forfeitures	220,000.00	.00	220,000.00	53,399.48	166,600.52	24.27%				
Code Enforcement Fines	200,000.00	.00	200,000.00	103,962.00	96,038.00	51.98%				
Parking Fines	90,000.00	.00	90,000.00	44,014.22	45,985.78	48.90%				
Penalties	15,500.00	.00	15,500.00	7,252.85	8,247.15	46.79%				
Fines & Forfeitures	525,500.00	.00	525,500.00	208,628.55	316,871.45	39.70%	510,500.00	252,987.00	257,513.00	50.4%
Investment Earnings	110,000.00	.00	110,000.00	(5,493.77)	115,493.77	-4.99%				
Rents	430,110.00	.00	430,110.00	249,448.61	180,661.39	58.00%				
Sale of Property	1,500.00	.00	1,500.00	.00	1,500.00	0.00%				
Use of Money & Property	541,610.00	.00	541,610.00	243,954.84	297,655.16	45.04%	482,530.00	305,362.00	177,168.00	36.7%
Private Donations/Contributions	13,000.00	.00	13,000.00	1,680.00	11,320.00	12.92%				
Miscellaneous Reimbursements	29,300.00	.00	29,300.00	42,377.39	(13,077.39)	144.63%				
Bad Debt Writeoffs	300.00	.00	300.00	.00	300.00	0.00%				
Other	17,500.00	.00	17,500.00	9,642.52	7,857.48	55.10%				
Misc Revenue	60,100.00	.00	60,100.00	53,699.91	6,400.09	89.35%	81,400.00	53,355.00	28,045.00	34.5%
Other Financing Sources	1,359,935.00	.00	1,359,935.00	488,773.28	871,161.72	35.94%	1,275,526.00	543,108.00	732,418.00	57.4%
Grand Total	\$ 37,700,090.00	\$	\$ 37,700,090.00	\$ 7,160,572.88	\$30,539,517.12	18.99%	\$ 36,580,346.00	\$ 13,100,308.00	\$23,480,038.00	64.2%

	Amended FY17/18 Budget	Encumbrances	YTD Transactions	Remaining Budget	% Remaining	FY16/17 Budget	12/31/2016	Remaining	% Remaining
Department 10 - Central Administration									
Division 100 - City Council	79,693.00	.00	32,128.54	47,564.46	40%				
Division 110 - City Manager	462,571.00	.00	207,372.30	255,198.70	45%				
Division 112 - Public Information	301,379.00	20,000.00	87,967.38	213,411.62	29%				
Division 120 - Economic Development	447,164.00	79,576.00	236,232.07	210,931.93	53%				
Division 130 - City Clerk	556,801.00	.00	152,023.62	404,777.38	27%				
Division 140 - City Attorney General	325,000.00	.00	164,397.35	160,602.65	51%				
Division 141 - City Atty Cost Recovery	36,000.00	.00	22,256.95	13,743.05	62%				
Division 142 - City Atty Litigation	200,000.00	.00	65,313.89	134,686.11	33%				
Department 10 - Central Administration Totals	\$2,408,608.00	\$99,576.00	\$967,692.10	\$1,440,915.90	40%	1,841,805.00	946,307.00	895,498.00	51.4%
Department 15 - Administrative Services									
Division 150 - ASD Administration	253,304.00	.00	46,482.01	206,821.99	18.4%				
Division 160 - Human Resources	790,936.00	.00	499,535.60	291,400.40	63.2%				
Division 170 - Finance	732,053.00	5,114.40	319,498.22	407,440.38	43.6%				
Division 180 - Information Technology	1,203,927.00	5,528.60	580,168.58	618,229.82	48.2%				
Division 190 - Risk Management	1,098,764.00	.00	582,823.00	515,941.00	53.0%				
Division 191 - Memberships	30,076.00	.00	11,721.00	18,355.00	39.0%				
Division 192 - Central Stores	5,000.00	.00	2,465.13	2,534.87	49.3%				
Division 193 - Special Programs	1,047,753.00	.00	945,433.37	102,319.63	90.2%				
Division 194 - Marin GSA	50,640.00	.00	34,815.00	15,825.00	68.8%				
Division 195 - Emergency Response	.00	.00	62.98	(62.98)	0.0%				
Division 196 - Animal Services	648,733.00	.00	315,766.00	332,967.00	48.7%				
Division 197 - City Owned Property	20,420.00	.00	127.71	20,292.29	0.6%				
Department 15 - Administrative Services Totals	\$5,881,606.00	\$10,643.00	\$3,338,898.60	\$2,532,064.40	56.8%	5,311,967.00	3,016,816.00	2,295,151.00	56.8%
Department 20 - Police									
Division 201 - Chief of Police	479,750.00	.00	272,846.03	206,903.97	56.9%				
Division 202 - Operations Administration	323,302.00	.00	183,905.21	139,396.79	56.9%				
Division 203 - Services Administration	460,040.00	.00	258,439.86	201,600.14	56.2%				
Division 205 - Multicultural Oversight Comm.	6,000.00	.00	1,859.76	4,140.24	31.0%				
Division 206 - Emergency Services	22,150.00	.00	534.35	21,615.65	2.4%				
Division 211 - Records Management	804,896.00	.00	399,693.17	405,202.83	49.7%				
Division 212 - Communications/Dispatch	1,198,244.00	.00	611,225.98	587,018.02	51.0%				
Division 222 - Professional Standards	479,146.00	.00	350,712.26	128,433.74	73.2%				
Division 231 - Criminal Investigations	924,769.00	.00	541,512.07	383,256.93	58.6%				
Division 241 - Patrol Administration	556,067.00	.00	310,393.14	245,673.86	55.8%				
Division 245 - Patrol Operations	6,704,373.00	8,140.00	3,315,981.71	3,380,251.29	49.5%				
Division 246 - K-9	490,719.00	3,825.00	215,478.13	271,415.87	43.9%				
Division 252 - Traffic Operations	756,303.00	.00	372,443.91	383,859.09	49.2%				
Division 280 - Police Grants	267,021.00	.00	165,589.21	101,431.79	62.0%				
Division 281 - Novato Response Team (NRT)	639,719.00	.00	358,947.90	280,771.10	56.1%				
Division 282 - Special Response Team	40,768.00	.00	5,354.24	35,413.76	13.1%				
Division 283 - Explorers	2,658.00	.00	.00	2,658.00	0.0%				
Division 284 - Chaplain Program	1,366.00	.00	.00	1,366.00	0.0%				
Division 286 - Special Events	15,177.00	.00	137,866.28	(122,689.28)	908.4%				
Division 290 - Special Projects	145,082.00	.00	85,128.05	59,953.95	58.7%				
Department 20 - Police Totals	\$14,317,550.00	\$11,965.00	\$7,587,911.26	\$6,717,673.74	53.0%	14,014,384.00	7,093,070.00	6,921,314.00	50.6%
Department 40 - Community Development									
Division 401 - CDD Administration	209,272.00	.00	126,909.92	82,362.08	60.6%				
Division 403 - Sustainability	124,616.00	.00	49,691.25	74,924.75	39.9%				
Division 414 - Code Enforcement	285,742.00	.00	123,932.17	161,809.83	43.4%				
Division 415 - Resale Inspection	106,854.00	.00	54,493.58	52,360.42	51.0%				
Division 421 - Planning Administration	183,009.00	.00	88,049.82	94,959.18	48.1%				
Division 422 - Long-Range Planning	257,970.00	.00	127,977.69	129,992.31	49.6%				
Division 423 - Private Project Processing	459,133.00	.00	189,687.04	269,445.96	41.3%				
Division 430 - Clerical Support Services	348,139.00	.00	191,099.98	157,039.02	54.9%				
Division 441 - Building Inspection	641,284.00	.00	387,336.17	253,947.83	60.4%				
Department 40 - Community Development Totals	\$2,616,019.00	\$0.00	\$1,339,177.62	\$1,276,841.38	51.2%	2,493,180.00	1,148,412.00	1,344,768.00	46.1%

Department 50 - Public Works										
Division	501 - Traffic & Engineering Admin.	758,536.00	149,561.00	334,839.33	274,135.67	44.1%				
Division	502 - Storm Water Pollution Prevention	15,944.00	.00	6,142.91	9,801.09	38.5%				
Division	510 - Private Project Engineering	336,394.00	40,532.50	178,607.10	117,254.40	53.1%				
Division	521 - Capital Projects Engineering	388,566.00	2,500.00	155,131.84	230,934.16	39.9%				
	Public Works Engineering	1,499,440.00	192,593.50	674,721.18	632,125.32	45.0%	1,474,154.00	594,946.00	879,208.00	40.4%
Division	531 - Maintenance Administration	320,471.00	.00	159,791.33	160,679.67	49.9%				
Division	541 - Street Maintenance	1,043,377.00	5,850.00	416,245.84	621,281.16	39.9%				
Division	544 - Storm Drain Maint. (NPDES)	281,110.00	47,977.37	162,299.41	70,833.22	57.7%				
Division	551 - Traffic Operations	450,734.00	.00	132,811.69	317,922.31	29.5%				
Division	561 - Median Island Maintenance	365,962.00	9,456.00	201,954.83	154,551.17	55.2%				
Division	571 - Parks Maintenance	1,392,638.00	.00	658,423.84	734,214.16	47.3%				
Division	572 - Hamilton Pool Landscape	174,538.00	.00	74,275.21	100,262.79	42.6%				
Division	591 - Civic Center Maintenance	849,017.00	6,300.00	447,184.10	395,532.90	52.7%				
Division	592 - Novato Museum Maint.	2,500.00	.00	876.10	1,623.90	35.0%				
Division	593 - DRC/Gymnastics Maintenance	122,205.00	.00	64,073.04	58,131.96	52.4%				
Division	594 - Lu Sutton Maintenance	13,657.00	.00	3,282.65	10,374.35	24.0%				
Division	595 - MTSC Maintenance	251,572.00	.00	112,753.18	138,818.82	44.8%				
Division	596 - Hamilton Pool Bldg. Maint.	11,945.00	.00	(6,779.44)	18,724.44	-56.8%				
Division	597 - Other Hamilton Facilities Maint.	108,281.00	.00	34,697.70	73,583.30	32.0%				
	Public Works Maintenance	5,388,007.00	69,583.37	2,461,889.48	2,856,534.15	45.7%	5,338,179.00	2,624,536.00	2,713,643.00	49.2%
	Department 50 - Public Works Totals	\$6,887,447.00	\$262,176.87	\$3,136,610.66	\$3,488,659.47	45.5%	6,812,333.00	3,219,482.00	3,592,851.00	47.3%
Department 60 - PRCS										
Division	601 - PRCS Administration	620,968.00	.00	190,086.83	430,881.17	30.6%				
Division	605 - Activities Guide	63,244.00	22,340.00	27,593.62	13,310.38	43.6%				
Division	606 - Health & Human Services Grant	47,924.00	.00	3,914.95	44,009.05	8.2%				
Division	607 - Hamilton Pool	6,000.00	.00	.00	6,000.00	0.0%				
Division	608 - PRCS Special Events	60,425.00	.00	23,434.61	36,990.39	38.8%				
Division	612 - Lu Sutton Child Care	806,587.00	99,789.40	399,532.26	307,265.34	49.5%				
Division	627 - Museum Administration & Classes	7,476.00	.00	3,609.57	3,866.43	48.3%				
Division	631 - Sr Citizens Admin	266,108.00	26,625.40	128,673.17	110,809.43	48.4%				
Division	632 - Senior Citizens Classes	167,548.00	38,622.80	79,012.51	49,912.69	47.2%				
Division	641 - Athletics Programs	721,024.00	22,307.40	409,271.82	289,444.78	56.8%				
Division	642 - Gymnastics	760,658.00	.00	390,743.51	369,914.49	51.4%				
	Department 60 - PRCS Totals	\$3,527,962.00	\$209,685.00	\$1,655,872.85	\$1,662,404.15	46.9%	3,562,926.00	1,708,134.00	1,854,792.00	47.9%
Division	000 - Transfers Out	3,174,853.00	.00	2,183,732.41	991,120.59	31.2%				
	Department 00 - Non Departmental Totals	\$3,174,853.00	\$0.00	\$2,183,732.41	\$991,120.59	31.2%	3,830,056.00	2,064,453.00	1,765,603.00	53.9%
	Grand Total	\$38,814,045.00	\$594,045.87	\$20,209,895.50	\$18,109,679.63	52.07%	37,866,651.00	19,196,674.00	18,669,977.00	50.7%