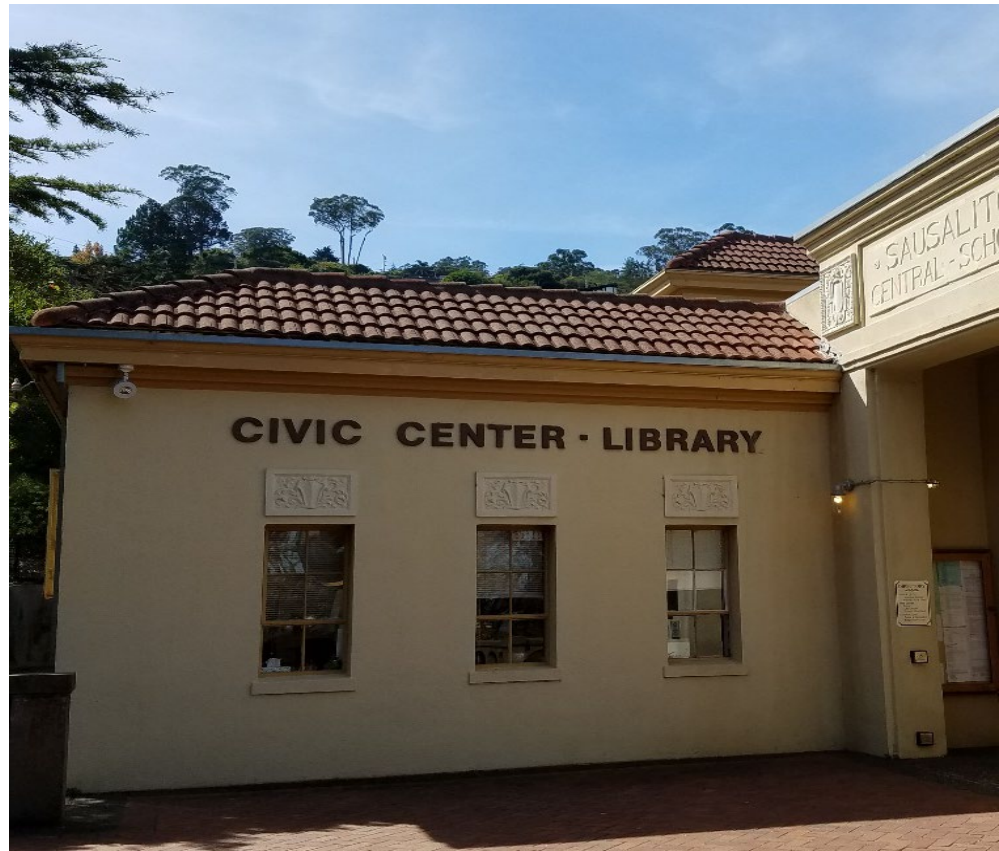


# CITY OF SAUSALITO

## FISCAL YEARS 2018-20 RESOURCE ALLOCATION PLAN



City of Sausalito  
Administration Services  
420 Litho Street  
Sausalito, CA 94965  
(415) 289-4199





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Sausalito  
California**

For the Biennium Beginning

**July 1, 2016**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Sausalito, California for its biennial budget for the biennium beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This 2016-18 award is valid for a period of two years.

The City strives to ensure that its next biennial budget will conform to program requirements, and will submit it to GFOA for another award.

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**SUMMARY \***

The 2018-19 operating and capital budgets, 2018-2023 capital improvement plan (CIP), and 2018-2020 Strategic Plan strike a balance between the need for fiscal restraint and the need to support a bold vision for the future.

The 2018-19 operating and capital budget is balanced while projecting modest growth in revenues and proposing spending that reflects a slowly rebounding local economy.

**FY 2018-19 Budget Highlights**

Biannually, staff presents to the City Council, through the City Council Finance Committee, a comprehensive resource allocation plan that includes a two-year operating and a two-year capital budget that is a component of the longer multi-year capital improvement plan also included in the resource allocation plan. This document also includes an updated six-year forecast of the General Fund and a detailed 20+ year analysis of the City's pension trust and anticipated pension obligations. The FY2018-19 Budget is the first year of the Biannual Strategic Resource Allocation Plan with Two Year Budget that was prepared and presented to the City Council for FY 2018-20. This budget continues initiatives started in FY2016-18 including:

- Increased Landscape maintenance efforts
- A part-time contract code enforcement officer
- A part-time contract Assistant Building Inspector
- An additional full-time Parking Enforcement Officer position.
- A part-time Emergency Services Planner

\*Due to Staff turnover this Budget Book was produced later than planned and reflects the data available at the time.

The FY2018/19 budget was revised during the mid-year budget review on May 14, 2019 and adopted by City Council.

The FY19/20 budget was adopted on June 18, 2019



## CITY MANAGER MESSAGE

### Budget Message

July 1, 2018  
To the Honorable Mayor and City Council,

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#### OPENING REMARKS

In accordance with my responsibility as City Manager, I am submitting the City of Sausalito's FY 2018-19 Budget, the 1<sup>st</sup> Year of the City's FY2018-20 two-year Resource Allocation Plan. The FY 2018-19 budget contains the FY 2018-19 City Operating and Capital budgets for all funds (less transfers between funds) and is \$35,875,124. The FY 2018-19 City Budget for the General Fund is \$19,002,422.

The budget meets the policy directives of the City Council and complies with state law. The budget meets all requirements of the city's various outstanding debt. The budget also provides monies for the approved union contracts and complies with state law requirements for funding those contracts. Reserve funds are maintained as Council directed. The budget provides for a continuation of the excellent City services that Sausalito citizens have received in the previous year.

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#### CITY COUNCIL PRIORITIES

Biannually, staff presents to the City Council, through the City Council Finance Committee, a comprehensive Resource Allocation Plan that includes a two year operating budget. It also includes a two year capital budget that is a component of the longer multi-year capital improvement plan also included in the Resource Allocation Plan. This operating and capital budget is the 2<sup>nd</sup> year of the two-year Resource Allocation Plan. This budget was thoroughly vetted to ensure it is consistent with the Budget Policies of the City Council. The City Council Finance Committee reviewed each department and every fund during multiple meetings in April and May. The FY 2018-19 budget reflects the City's management policy of "Building on the Basics", and further reflects staff's approach to thinking creatively in applying "What If? Why Not?" methodologies. The budget addresses the goals and objectives of the City Council's Strategic Plan.

The operating and capital budget is balanced and reflects the same high-quality, resident-serving level of service that the City has historically delivered. Consistent with the City's long-term fiscal modelling and strategic planning conclusions, the City's operating budget continues to be structurally balanced. The Budget also reflects the City's commitment to enhanced maintenance of its infrastructure, extensive capital projects in parks, sewer, streets, and the Martin Luther King Complex (MLK), and comprehensive planning with updating of the General Plan and development of the Storm Drain Master Plan. Public Safety services are expanded with the addition of License Plate Readers at three high-traffic locations and additional staffing for high visitor season, emergency management, and parking enforcement.

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## STAFFING AND PERSONNEL

The FY 2018-19 budget authorizes staffing at 74 Full Time Employees.

The FY 2018-19 salary range tables reflect Cost of Living Allowances (COLAs) for both SEIU employees and Police Officers consistent with the negotiated labor agreements. The City has a resolution memorializing the past practice of linking Managers and Confidential Employees with SEIU contracts and the tables also reflect that policy and past practice. The Memorandums of Understanding including salary tables for the life of the contracts are available on the City's website.

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## LEVELS OF SERVICE

The City Council of the City of Sausalito adopts an annual budget to carry on the various department, divisions, and programs of the municipality and to provide for the payment of bonded indebtedness of the City each fiscal year, and to control the use of public monies. The budget not only provides for a continuation of the high level of municipal services that Sausalito residents are currently receiving, but also provides for enhanced delivery of code enforcement, building inspection, and maintenance services. In addition, the Police Department is maintaining its part-time emergency management planner, and increased parking enforcement and citizen services. In-depth discussions and analysis by staff and the City Council Finance Committee explored how to sustain these valued services not just for the proposed budget but for the long-term. Council's leadership in exploring revenue options and putting forward ballot initiatives for voter consideration make the provision of these high-quality services sustainable into the future.

---

## CAPITAL PROJECTS

The budget includes a six-year Capital Improvement Program (CIP). The first year of the CIP becomes the City's capital budget and includes aggressive strides to fund major capital initiatives. The capital budget is balanced. The 2015 passage of the Measure "O" ½ percent sales tax add-on provided additional future funding for the City's infrastructure needs. Old and deteriorated storm drains will be replaced, more streets, potholes and sidewalks will be repaired and be made accessible for children, elderly and people with disabilities.

The budget anticipates major strides in completing improvements to the City's major parks: MLK fields and courts, and Dunphy and Southview Parks. This investment was made possible by leveraging the lease revenue from the MLK Enterprise Fund through the issuance of Certificates of Participation (CoPs) in January 2016.

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## LOOKING FORWARD / FINAL THOUGHTS

The enthusiasm and involvement of citizens, City Council Members, and employees in City activities gives Sausalito much to look forward to. The budget includes an ambitious and worthy agenda driven by everyone's desire to excel in all areas. The City of Sausalito continues to manage its fiduciary responsibility by being fiscally responsible, delivering consistently high-quality municipal services, maintaining a structurally balanced budget, engaging in meaningful pension reform, building solid reserves and providing funds for infrastructure that stimulates the local economy. We are optimistic that residents, businesses, the City Council, and staff will harness the energy that this allocation of resources provides and will make Sausalito a better place to live and work.

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**ACKNOWLEDGMENT**

A special 'thank you' goes to the entire City staff team involved in preparing the FY2018-19 Budget. Special acknowledgement goes to Melanie Purcell who led the Senior Management Team and the Council's Finance Committee. Together, they have worked closely as a team through an especially challenging task. Their countless hours of analysis and creative thought reflect the cost savings and budget reduction strategies in this budget that maintain and enhance the City's levels-of-service for the coming year and into the foreseeable future.

The fiscal health of the city could not have been achieved if it weren't for the foresight of the City Council. Thank you for your strength in laying the foundations for a fiscally sustainable 21<sup>st</sup> century.

Respectfully submitted,

Adam W. Politzer

City Manager



## INTRODUCTORY SECTION

### Reporting Entity

The City of Sausalito was incorporated in 1893 under the general laws of the State of California and enjoys all the rights and privileges applicable to a General Law City. The City operates under a Council-Manager form of government. There are five Council Members who serve overlapping terms of four years, and the Council, in turn, elects one of the Council Members to serve as Mayor for one year. This legislative body selects a City Manager to administer the affairs of the City. The City provides the following services: public safety (police and civil defense), highways and streets, sanitary sewer, storm drainage, culture-recreation, library, public works, planning and zoning, and general administrative services.

### MISSION STATEMENT

The City of Sausalito serves those who live and work in the City by fostering new opportunities for improving the quality of life in its unique waterfront community.

### VISION STATEMENT

Sausalito will bring together its residents, commerce and visitors to create a thriving, safe, friendly community that cultivates its natural beauty, history, the arts and waterfront culture.

### CORE VALUES

The City of Sausalito values (not in priority order)...

- Innovation, creativity and informed risk taking
- Honest and open government
- Creating an environment where people excel to their full potential
- Professionalism
- A sense of community
- Quality public service
- Espirit de corps

### GOALS THAT CREATE THE CITY'S VISION

1. Utilize long-range comprehensive planning, including land use and transportation, to balance the community's character and diversity with its evolving needs.
2. Increase community involvement in City governance and decision-making through communication and technology.

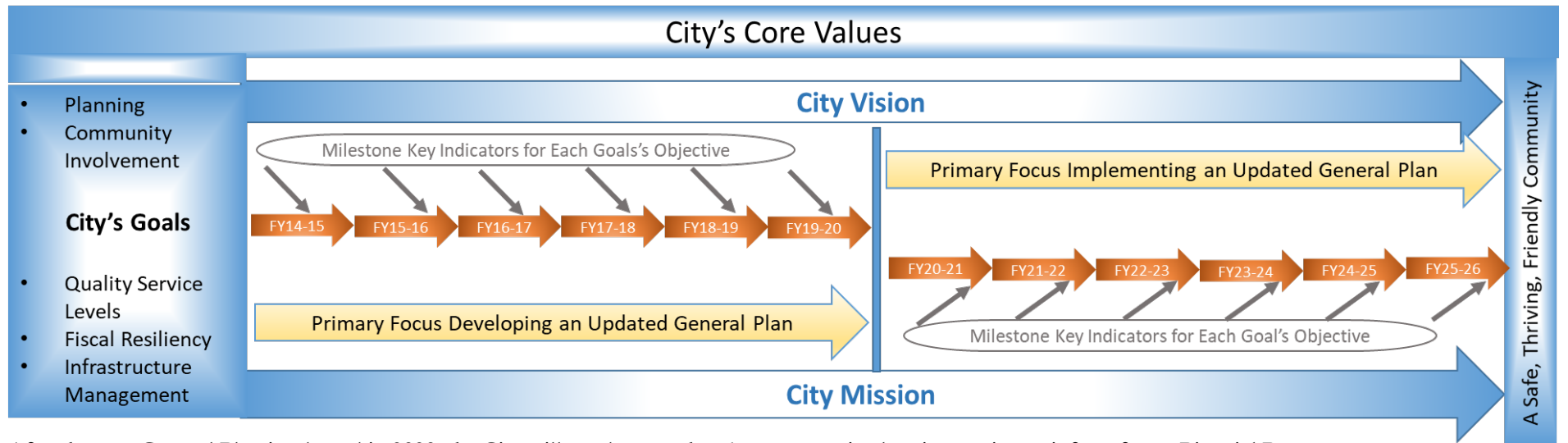


**GOALS THAT SUSTAIN THE CITY'S MISSION**

3. Fiscal resiliency
4. Improve and continue to maintain the infrastructure
5. Continually assess and deliver effective, efficient, and environmentally sustainable municipal services.

**STRATEGIC PLANNING**

The art of leveraging the City's core values to develop objectives for each of the citywide goals, with the specific milestone key indicators that measure accomplishment of the objectives, to energize the City's mission and to produce a snapshot picture of the City vision at the end of the next five years.



After the new General Plan is adopted in 2020, the City will conduct another 6-year strategic planning session to inform future Biennial Resource Allocation Plans regarding the implementation of the new General Plan as envisioned in the accompanying diagram.

**Progress made on 2015-2020 Strategic Plan**

An audit of the original strategic plan was conducted and is detailed in the [appendix](#). The audit details the status of the objectives and their corresponding milestones key indicators, as of August 30, 2017. Although substantial progress has been made on the 2015-2020 Strategic Plan since its original presentation to the City Council, the audit revealed that the level of effort anticipated in the strategic plan exceeded the City's human and financial resources. While the original and subsequently updated strategic plans guided the development of the City's Biennial Resource Allocation Plan as well as the tactical deployment and implementation of the City's annual budget, limited resources necessitated that the objectives be prioritized, leaving some unattended to. Accordingly, the revised dates in the audit are also aggressive in anticipated level of effort vis-à-vis the city's future resources.



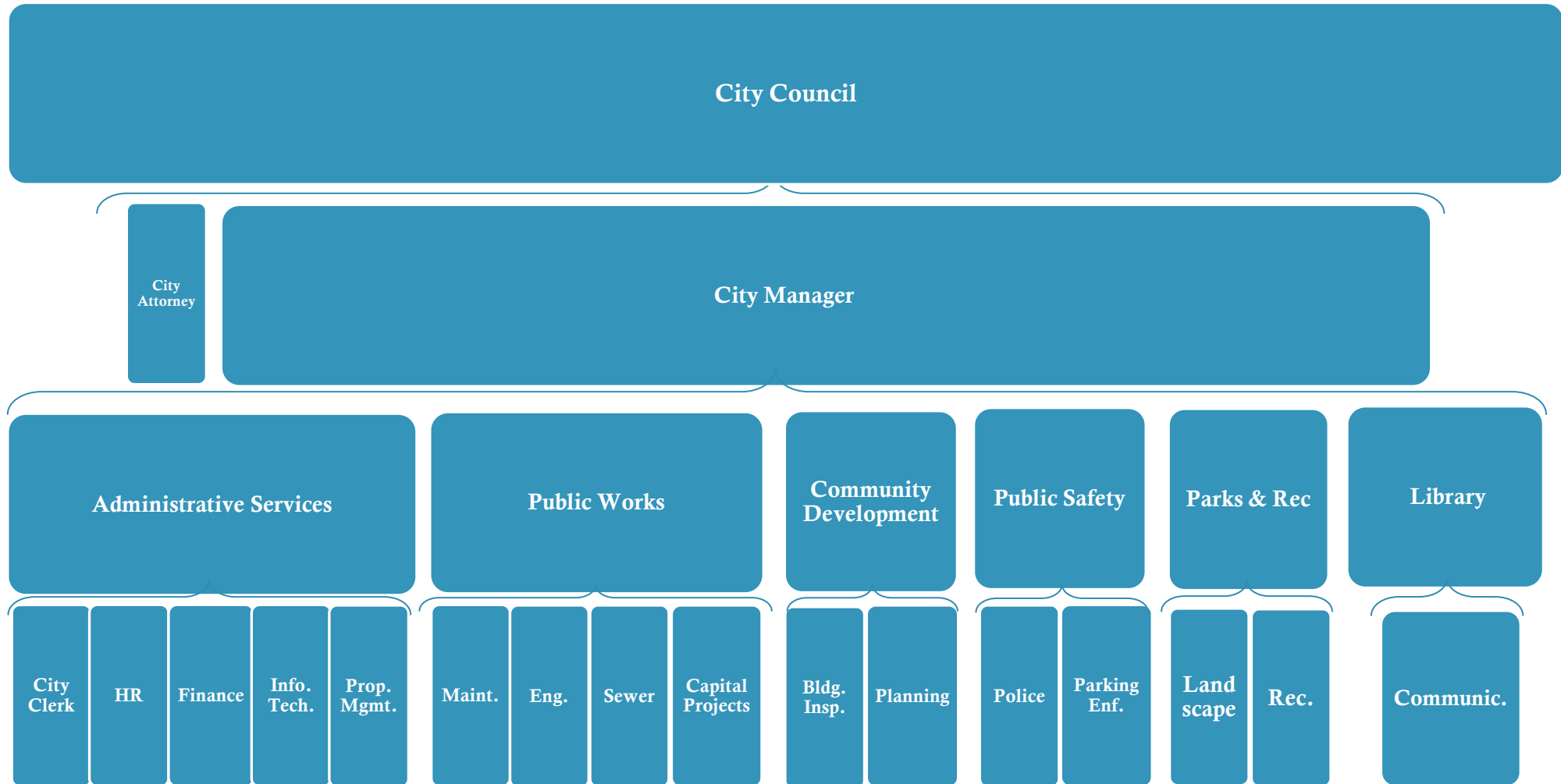
**List of Elected and Appointed Officials****ELECTED OFFICIALS**

1. Mayor	Joan Cox
2. Vice Mayor	Joe Burns
3. Council Member	Jill Hoffman
4. Council Member	Ray Withy
5. Council Member	Susan Cleveland-Knowles

**APPOINTED OFFICIALS**

• City Manager	Adam Politzer
• Administrative Services Director/Treasurer	Melanie Purcell
• Chief of Police	John Rohrbacher
• City Attorney	Mary Wagner
• City Clerk/ Assistant City Manager	Lilly Whalen
• City Librarian/ Communications Director	Abbot Chambers
• Community Development Director	Danny Castro
• Parks & Recreation Director	Mike Langford
• Public Works Director	Jonathon Goldman

Organization Chart



### Budgets and Budgetary Accounting

The City operates under the general law of the State of California, and annually adopts a budget to be effective July 1 for the ensuing fiscal year. The City Manager submits a Preliminary Budget to the City Council on or about June 1 each year. This Preliminary Budget is the fiscal plan for the ensuing twelve months starting July 1, and includes proposals for expenditures for operations and capital improvement, and the resources to meet them. City Council conducts public hearings at Council Chambers before adopting the budget. The Council approves total appropriations at the department level in the General Fund, and at the fund level in other funds. The Budget is adopted by City resolution prior to June 30.

The City Manager is authorized to transfer budget appropriations within departments in conformance with the adopted policies set by the City Council. All other transfers must be approved by the City Council. Any revisions that alter the total expenditures of any department must be approved by the City Council. Expenditures are budgeted at, and may not legally exceed, the department level for the General Fund and the fund level for Special Revenue, Capital Projects and Internal Service Funds. Budgeted amounts shown are as originally adopted, or as amended by the City Council during the year.

Budgets for the General Fund (modified accrual), all Debt Service Funds (modified accrual), all Enterprise Funds (accrual) and certain Special Revenue Funds (modified accrual) are adopted on a basis consistent with generally accepted accounting principles (GAAP) with the following exceptions: the City does not budget for depreciation; and debt principal payments are budgeted as expenditures. Except for Capital Project Funds, appropriations lapse at fiscal year-end and are re-budgeted for the coming year. Capital Project Funds are budgeted on a project length basis.

The budget of the City of Sausalito is a reflection of the City policies, goals, and priorities. It communicates to residents and staff what resource allocation decisions have been made, including those involving staffing, technology, equipment, and department priorities. It also serves to communicate to residents and staff an action plan for the upcoming two fiscal years, including departmental goals and the standards by which the delivery of services to the public will be measured.

Budget Process Calendar		
When	What	Who
December- January	Review Goals and Strategic Plan Updates	Staff/ Finance Committee
January- February	Mid-Year Budget Amendment/ Review of Audit	Staff/ Finance Committee
February- March	Prepare Budget Submissions/ Review Internally	Staff/ City Manager
March- May	Review Operating and Capital Budget Submissions	Finance Committee
May- June	Present Budget Recommendations/ Solicit Feedback	Staff to City Council
June	Adopt Budget and Enabling Resolutions	City Council
July 1	Happy New Fiscal Year	Everyone

**Audits and Financial Reporting**

State law requires that every general-purpose government publish within six months of the close of each fiscal year a complete set of audited financial statements. Accordingly, the City prepares a comprehensive annual financial report in accordance with standards prescribed by the Governmental Accounting Standards Board (GASB), the Government Finance Officer Association of the United States and Canada (GFOA) and other rule-making bodies.

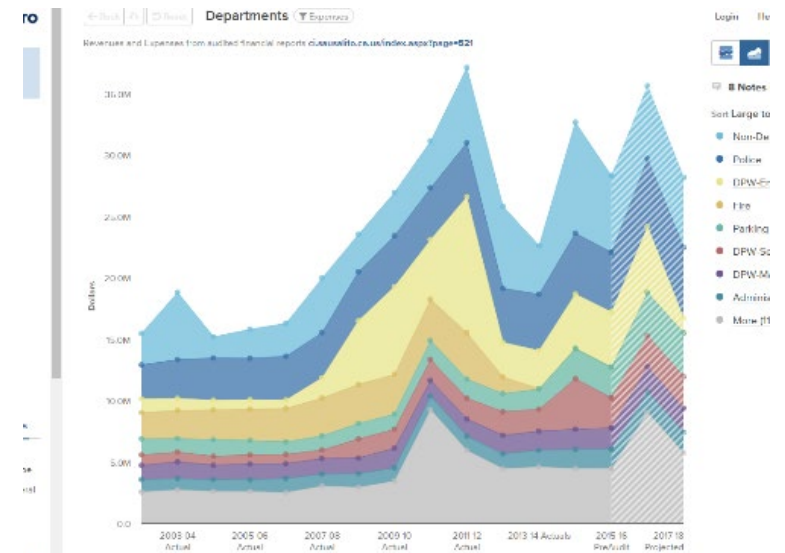
The City prepares financial reports to promote accountability. The City’s elected officials are accountable to the residents; City management is accountable to the elected officials. The comprehensive annual financial report gives residents and other interested parties one means of assessing whether the elected and appointed officials in the City have faithfully carried out their role of being good stewards of the City’s resources.

In order to enhance the degree of confidence of intended users of the financial statements, The City provides for an annual financial audit. The purpose of the audit is to provide reasonable assurance that the financial statements are presented fairly, in all material respects, and/or give a true and fair view in accordance with the financial reporting framework. Maze & Associates, Certified Public Accountants, have issued an unqualified (“clean”) opinion on the City of Sausalito’s financial statements for the years ended June 30, 2006-2015.

**OpenGov Transparency**

The City of Sausalito was an early adopter of a powerful, web-based platform that presents and visualizes the City’s revenues and expenses—from multi-year trends to object-level details. By leveraging the OpenGov Platform, residents and staff can use the site to enhance access, understanding, and analysis of the City of Sausalito’s annual budget. The City initiated the partnership to make the government administration’s finances easily accessible and understandable, and to build trust in the community. The public is invited to explore the tool which is now found on the City’s web site under the Finance section of the Administration Department, or directly at <http://SausalitoCA.OpenGov.com>.

By using this tool, the City of Sausalito is now providing actual historical budget data from FY2002-03 through the present for public review via the OpenGov software. Each year during the budget cycle, a new year of data will be added giving the public a rolling multi-year snapshot of revenue and expenditure trends. Instructions on how to navigate the data are included via the "How To" tab at the top of the web page. If you have questions related to using the site, please contact the Administrative Services Department at (415) 289-4105.



## Community Profile

Nestled up against the Marin County end of the Golden Gate Bridge, Sausalito is a whimsical waterfront town that defies description. A home to artists, writers, actors and poets, Sausalito retains a pleasantly offbeat character with an upscale attitude. Stunning views, art galleries, funky boutiques and open-air restaurants make Sausalito a favored tourist destination. Those same stunning views, a delightful climate, and an interesting selection of real estate also make Sausalito a desirable place to live.

Sausalito is conveniently located for commuting to San Francisco. Only minutes from the Golden Gate Bridge, it is a relatively easy drive into the city. For those preferring not to drive, Sausalito is also a ferry terminus for the Golden Gate Ferry, offering quick, inexpensive transportation into the city.

As a center of activity, Sausalito offers a wide variety of things to do. The City's 7,200 residents and over 450,000 annual tourists stroll along the waterfront or hike the City's hidden stairs and trails, visit the Bay Model Visitor Center or take the Sausalito Wooden Boat Tour – there is, indeed, something for everyone; there are 78 acres in the City's 19 parks, 3 City beaches, 9 tennis courts, 3 basketball courts, baseball/softball diamonds and 1 soccer/football field. Every Labor Day weekend, Sausalito hosts what is considered to be one of the finest outdoor art festivals in the country. In December, residents and visitors alike are treated to the Lighted Yacht Parade. Then there is the tantalizing peek into some of Sausalito's most fascinating real estate with the annual Sausalito Floating Homes Tour. Special events are held year-round to celebrate holidays and the small-town charm of Sausalito.

The City of Sausalito experiences geo-economic benefits from its unique residential community blended with “charm” to its commercial and industrial sectors and world-class scenic tourist base. This yields a more stable tax and revenue base than other California cities whose revenues are



impacted by severe economic stress, structural imbalances, and non-sustainable budget policies. Sausalito's economic decline during the recent recession was mild and lagged the state and the nation. Sausalito's current recovery will be similarly moderate. Sausalito's elastic revenues (sales tax and transient occupancy tax) are continuing their modest recovery and may be a leading indicator of an improving gross city product.

Sausalito's economy is very strong, with a projected per capita effective buying income of over 350% of the U.S. average, with equally exceptionally high owner-occupied housing values. The city has access to the broad and diverse economy of the San Francisco bay area, and the county's 2012 unemployment rate of 6.3% was well below the national and state levels. Property taxes remain a stable source of revenue. Other City taxes, such sales and transient occupancy taxes are more elastic and dependent on the national, state and local economies.

Description	City of Sausalito	Marin County	State of CA
2015 Population Estimate	7,156	261,221	39,144,818
Median Household Income	\$ 111,702	\$ 91,529	\$ 61,489
Person in poverty, %	5.30%	8.80%	16.40%
Educational Attainment, % high school graduate or higher	98.30%	92.50%	81.50%
Median Housing Value	\$ 1,000,001	\$ 785,100	\$ 371,400
Total Housing Units	4,521	111,669	13,781,929
Number of Companies	2,285	39,815	3,548,449
Male Median Income	\$ 90,156	N/A	\$ 32,418
Female Median Income	\$ 58,143	N/A	\$ 22,100
Veterans	701	15,003	1,840,366

Courtesy of the US Census Bureau

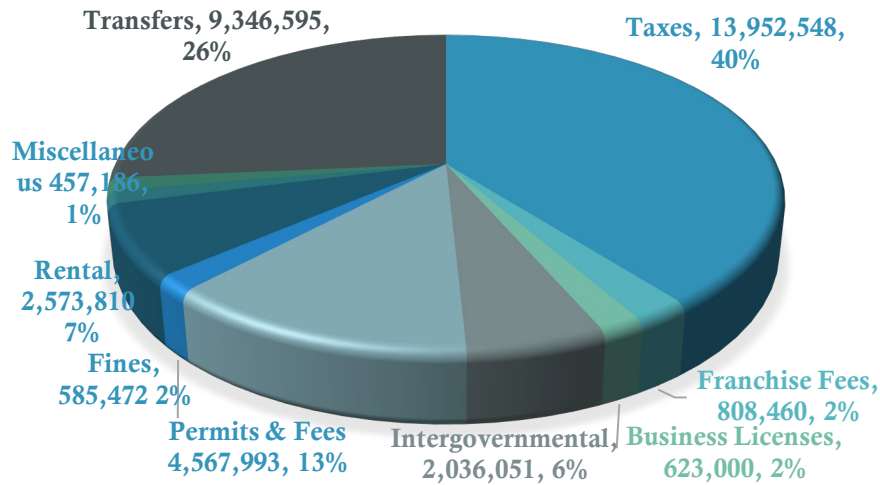




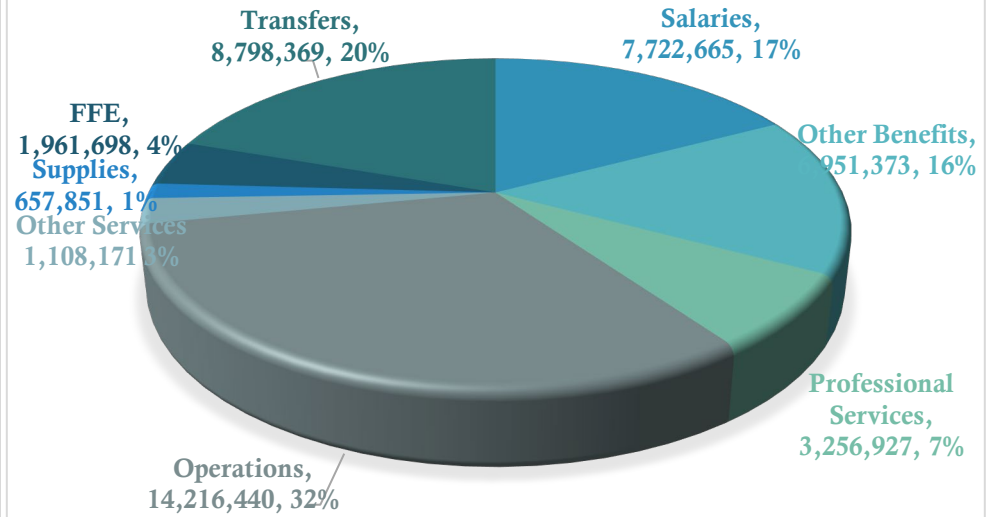
CITYWIDE SUMMARY

Revenues, Expenses and Changes to Fund Balances

**FY19 TOTAL REVENUES & TRANSFERS IN**



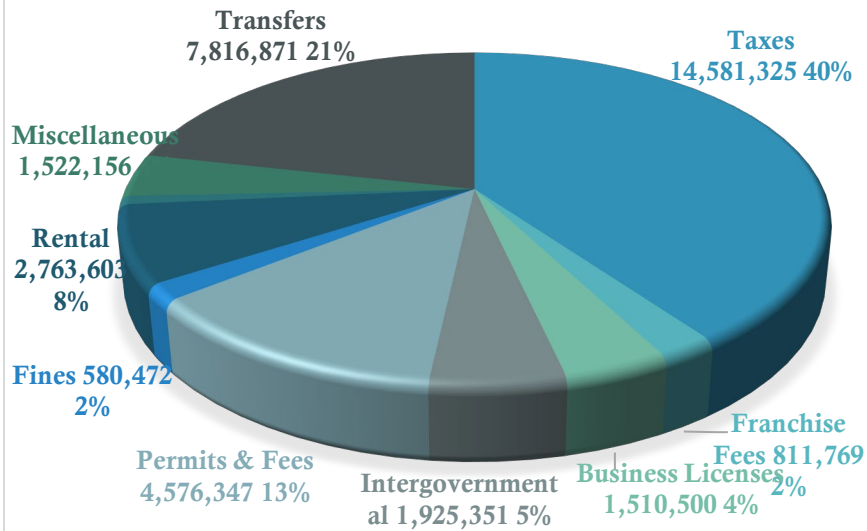
**FY19 TOTAL EXPENDITURES & TRANSFERS OUT**



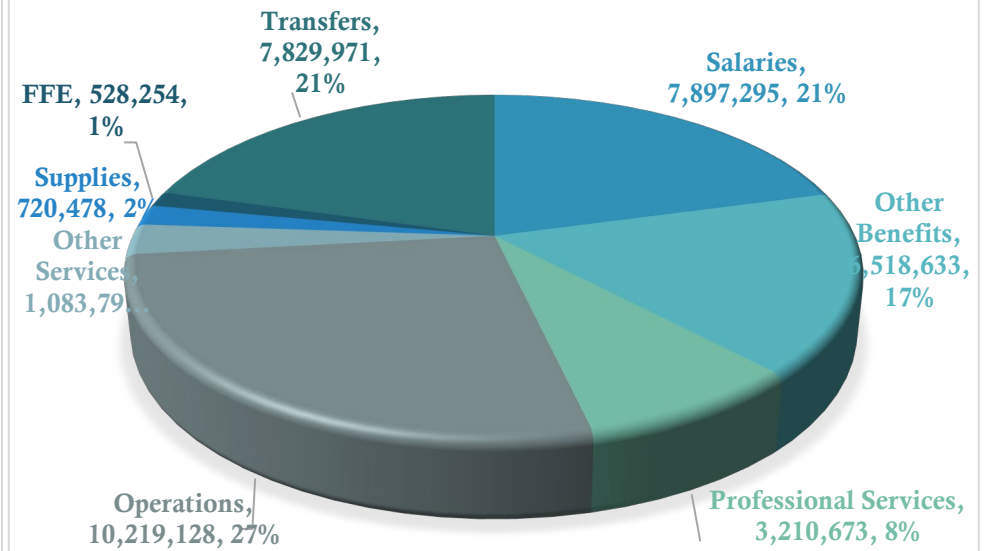


CITYWIDE SUMMARY OF THE CITY OF SAUSALITO BUDGET							
FY 2018-19							
Description	Revenues & Transfers In	Expenditure & Transfers Out	Change to Fund Balance	Description	Revenues & Transfers In	Expenditures & Transfers Out	Change to Fund Balance
<i>General Fund</i>	17,396,585			<i>Debt Service Funds</i>			
Administration/Finance		1,848,138		Tidelands Loan	72,155	72,155	-
Information Technology		676,727		2006 General Obligation Bonds	733,983	733,983	-
Community Development		1,321,544		<i>Total Debt Service Funds</i>	<b>806,138</b>	<b>806,138</b>	-
Non-Department		4,640,669					
Police		6,080,572		<i>Capital Projects Funds</i>			
Dept of Public Works		1,778,635		General Capital Projects	6,386,253	8,787,929	-2,401,676
Parks & Recreation		1,712,445		Sewer Capital	89,984	2,800,000	-2,710,016
Library		943,693		<i>Total Capital Projects Funds</i>	<b>6,476,237</b>	<b>11,587,929</b>	<b>-5,111,692</b>
<i>Total General Fund</i>	<b>17,396,585</b>	<b>19,002,422</b>	<b>1,605,837</b>	<i>Enterprise Funds</i>			
<i>Special Revenue Funds</i>				Sewer	2,718,859	2,951,952	-233,093
Tidelands Fund	843,182	1,029,304	-186,122	Old City Hall	242,400	235,000	7,400
Traffic Safety	35,000	32,000	3,000	MLK Rental Property	1,384,528	2,912,029	-1,527,501
Gas Tax	250,851	140,000	110,851	Parking	2,798,343	3,126,749	-328,406
Construction Impact Fees	250,000	185,000	65,000	<i>Total Enterprise Funds</i>	<b>7,144,130</b>	<b>9,225,730</b>	<b>-2,081,600</b>
County Measure A and B	301,077	205,000	96,077	<i>Internal Service Funds</i>			
Storm Drainage	74,500	74,500	-	Vehicle Replacement	-	125,000	-125,000
Stairs	-	-	-	Worker's Comp	550,000	550,000	-
Police Grant	165,000	143,869	21,131	Employee Benefits	1,072,053	1,193,424	-121,371
Recreation Grant	55,000	373,178	-318,178	<i>Total Internal Service Funds</i>	<b>1,622,053</b>	<b>1,868,424</b>	<b>-246,371</b>
<i>Total Special Revenue Funds</i>	<b>1,974,610</b>	<b>2,182,851</b>	<b>-208,241</b>				
				<i>Citywide Totals Net of Transfers In/Out</i>	<b>26,073,160</b>	<b>35,875,124</b>	<b>-9,801,964</b>

### FY20 TOTAL REVENUES & TRANSFERS IN



### FY20 TOTAL EXPENDITURES & TRANSFERS OUT



CITYWIDE SUMMARY OF THE CITY OF SAUSALITO BUDGET							
FY 2019-20							
Description	Revenues & Transfers In	Expenditures & Transfers Out	Change to Fund Balance	Description	Revenues & Transfers In	Expenditures & Transfers Out	Change to Fund Balance
<i>General Fund</i>	19,023,674			<i>Debt Service Funds</i>			
Administration/Finance		3,237,383		Tidelands Loan	72,155	72,155	0
Information Technology		748,080		2006 General Obligation Bonds	733,983	733,983	0
Community Development		1,476,350		<i>Total Debt Service Funds</i>	<b>806,138</b>	<b>806,138</b>	<b>0</b>
Non-Department		3,718,362		<i>Capital Projects Funds</i>			
Police		6,518,271		General Capital Projects	5,115,955	5,436,877	-320,922
Dept of Public Works		1,804,928		Sewer Capital	1,000	500,000	-499,000
Parks & Recreation		1,749,715		<i>Total Capital Projects Funds</i>	<b>5,116,955</b>	<b>5,936,877</b>	<b>-819,922</b>
Library		972,774		-			
<i>Total General Fund</i>	<b>19,023,674</b>	<b>20,225,862</b>	<b>-1,202,188</b>	<i>Enterprise Funds</i>			
				Sewer	2,911,481	2,912,481	-1,000
<i>Special Revenue Funds</i>				Old City Hall	244,824	235,000	9,824
Tidelands Fund	890,276	890,277	0	MLK Rental Property	1,572,003	1,572,002	0
Traffic Safety	30,000	27,000	3,000	Parking	2,798,343	2,859,299	-60,956
Gas Tax	250,851	525,000	-274,149	<i>Total Enterprise Funds</i>	<b>7,526,651</b>	<b>7,578,782</b>	<b>-52,131</b>
Construction Impact Fees	180,000	180,000	0	-			
County Measure A and B	80,000	0	80,000	<i>Internal Service Funds</i>			
Storm Drainage	74,500	68,500	6,000	Vehicle Replacement	0	125,000	-125,000
Stairs	0	0	0	Worker's Comp	1,359,755	409,834	949,921
Disaster Assistance	0	575,000	-575,000	Employee Benefits	505,720	461,089	44,631
Police Grant	150,000	143,869	6,131	General Liability	328,417	0	328,417
Recreation Grant	65,000	55,000	10,000	<i>Total Internal Service Funds</i>	<b>2,193,892</b>	<b>995,923</b>	<b>1,197,969</b>
<i>Total Special Revenue Funds</i>	<b>1,720,628</b>	<b>2,464,645</b>	<b>-744,018</b>	<i>Citywide Totals Net of Transfers In / Out</i>	<b>28,571,066</b>	<b>30,178,257</b>	<b>-1,607,190</b>

## INTERFUND TRANSFERS

Interfund Transfers are monies transferred from one fund to another in order to reimburse that fund for expenditures or to finance the activities of that fund. Monies are transferred from the operating departments of the General Fund to the Workers Compensation Fund, Employee Benefits Fund and Vehicle Replacement Fund in order to accumulate reserves for future workers compensation, employee benefits and vehicle replacement liabilities respectively. The Parking Fund and the Old City Hall Fund transfers surplus revenues to the General Fund as operating revenues for the General Fund. The MLK Fund, Tidelands Fund, and Sewer Fund all transfer revenues to the General Fund to offset certain related operating costs incurred by the General Fund on behalf of these benefitting funds. The Tideland Fund transfers monies to the Debt Service Funds to pay for annual debt service for the Boats and Waterways Loan. Many Infrastructure Improvement projects are consolidated into the Capital Improvement Projects (CIP) fund, necessitating the transfer of monies from a number of different funds to the CIP fund to finance these projects.

## FUND BALANCES AND RESERVE POLICIES

Governmental fund balances represent the net current assets of each fund. For budgeting purposes, Enterprise fund balances are presented as net current assets. Net current assets generally represent a fund's cash and receivables, less its liabilities. The City's fund balances are classified in accordance with Governmental Accounting Standards Board Statement Number 54 (GASB 54), Fund Balance Reporting and Governmental Fund Type Definitions, which requires the City to classify its fund balances based on spending constraints imposed on the use of resources. For programs with multiple funding sources, the City prioritizes and expends funds in the following order: Restricted, Committed, Assigned, and Unassigned. Each category in the following hierarchy is ranked according to the degree of spending constraint:

***Nonspendables*** represents balances set aside to indicate items do not represent available, spendable resources even though they are a component of assets. Fund balances required to be maintained intact, and assets not expected to be converted to cash, such as prepaids, and notes receivable, are included. However, if proceeds realized from the sale or collection of nonspendable assets are restricted, committed or assigned, then nonspendable amounts are required to be presented as a component of the applicable category.

***Restricted*** fund balances have external restrictions imposed by creditors, grantors, contributors, laws, regulations, or enabling legislation which require the resources to be used only for a specific purpose. Encumbrances and nonspendable amounts subject to restrictions are included along with spendable resources.

***Committed*** fund balances have constraints imposed by formal action of the City Council which may be altered only by formal action of the City Council. Encumbrances and nonspendable amounts subject to Council commitments are included along with spendable resources.

***Assigned*** fund balances are amounts constrained by the City's intent to be used for a specific purpose, but are neither restricted nor committed. Intent is expressed by the City Council or its designee and may be changed at the discretion of the City Council or its designee. This category includes encumbrances, and residual fund balances, if any, of Special Revenue, Capital Projects and Debt Service Funds which have not been restricted or committed.

***Unassigned*** fund balance represents residual amounts that have not been restricted, committed, or assigned. This includes the residual general fund balance and residual fund deficits, if any, of other governmental funds.

**Budget Stabilization Shortfall Reserve Policy** - Five percent (5%) of the City's annual expenditures are set aside annually and assigned by the City Manager as prescribed by Governmental Accounting Standards Board Statement No. 54, to provide for budget shortfalls as a result of 5% economic fluctuations in the City's revenue base.

**Emergency Shortfall Reserve Policy** - Ten percent (10%) of the City's annual expenditures are set aside annually in unassigned general fund balance as the City's emergency or "rainy day" fund and is subject to further appropriation by the City Council.

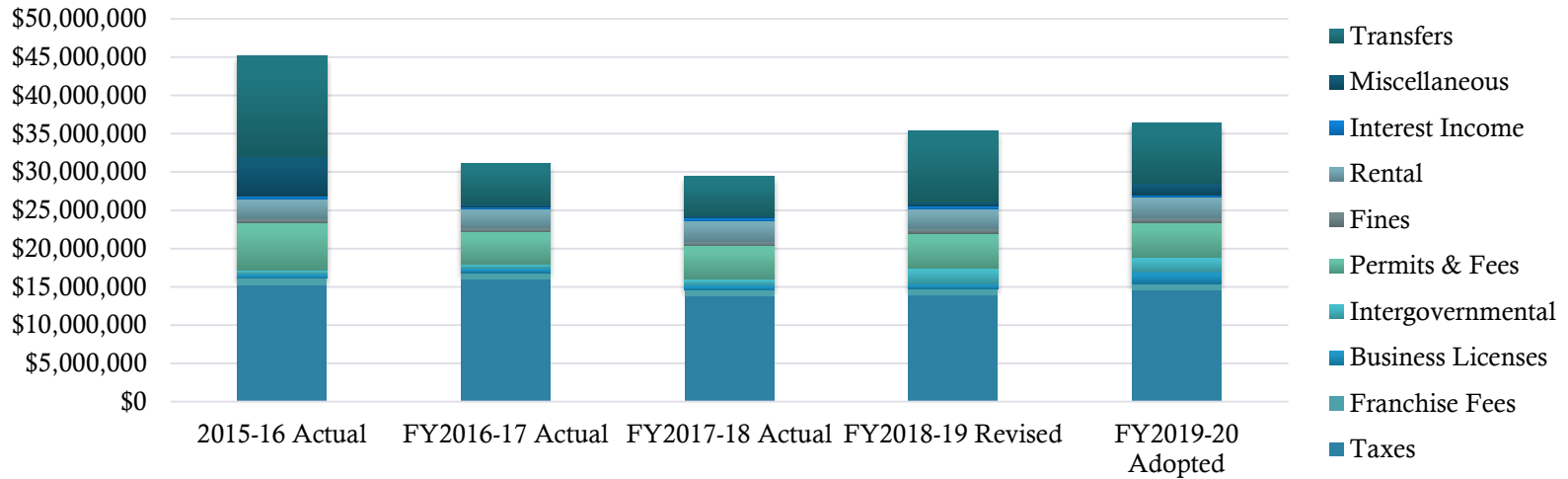


## CITYWIDE REVENUES AND EXPENDITURES BY CLASSIFICATION / FUNCTION

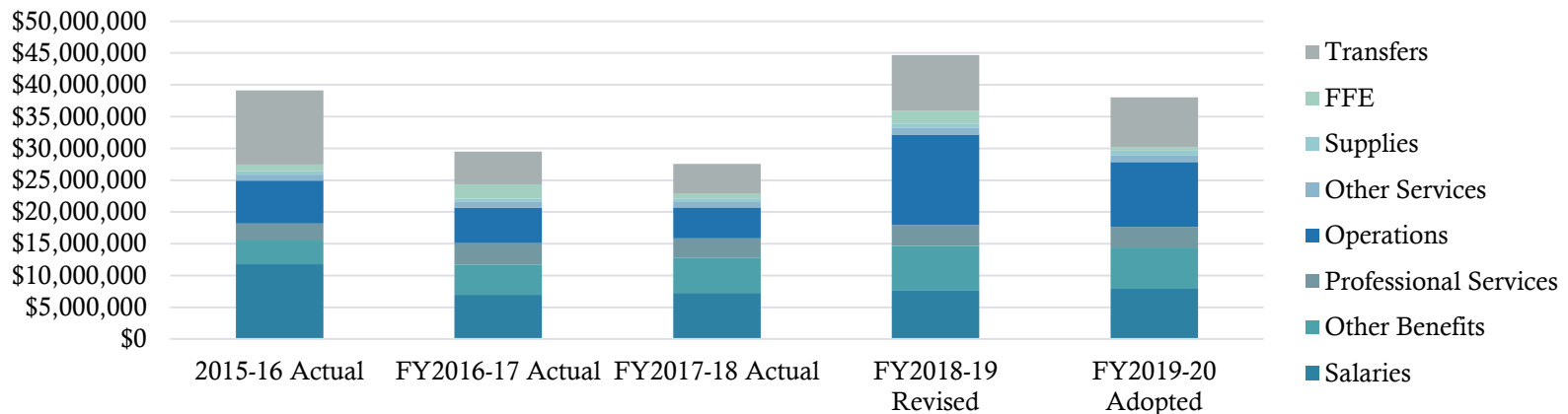
<u>Description</u>	<b>Actual FY2015-16</b>	<b>Actual FY2016-17</b>	<b>Actual FY2017-18</b>	<b>Revised FY2018-19</b>	<b>Adopted FY2019-20</b>
<b>Taxes</b>	15,275,888	16,022,410	13,732,260	13,952,548	14,581,325
<b>Franchise Fees</b>	815,031	822,456	848,114	808,460	811,769
<b>Business Licenses</b>	554,555	564,122	641,888	623,000	1,510,500
<b>Intergovernmental</b>	553,189	593,138	778,424	2,036,051	1,925,351
<b>Permits &amp; Fees</b>	6,144,937	4,144,264	4,346,837	4,567,993	4,576,347
<b>Fines</b>	557,118	548,489	558,573	585,472	580,472
<b>Rental</b>	2,565,983	2,540,099	2,703,807	2,573,810	2,763,603
<b>Interest Income</b>	430,728	245,124	386,429	468,640	299,543
<b>Miscellaneous</b>	5,173,714	289,398	299,266	457,186	1,522,156
<b>Transfers</b>	13,169,739	5,377,167	5,084,561	9,346,595	7,816,871
<b>Total Revenues</b>	<b>45,240,883</b>	<b>31,146,666</b>	<b>29,380,159</b>	<b>35,419,755</b>	<b>36,387,938</b>
<b>Salaries</b>	11,765,186	6,958,152	7,264,605	7,722,665	7,897,295
<b>Benefits</b>	3,713,868	4,754,954	5,577,440	6,951,373	6,518,633
<b>Professional Services</b>	2,686,824	3,379,524	3,015,869	3,256,927	3,210,673
<b>Operations</b>	6,765,734	5,550,471	4,836,135	14,216,440	10,219,128
<b>Other Services</b>	940,938	1,023,503	835,500	1,108,171	1,083,796

<u>Description</u>	Actual FY2015-16	Actual FY2016-17	Actual FY2017-18	Revised FY2018-19	Adopted FY2019-20
<b>Supplies</b>	529,141	438,427	533,981	657,851	720,478
<b>FFE</b>	1,056,684	2,241,595	774,819	1,961,698	528,254
<b>Transfers</b>	11,659,546	5,151,753	4,724,186	8,798,369	7,829,971
<b>Total Expenditures</b>	39,117,921	29,498,379	27,562,534	44,673,494	38,008,228

### Citywide Revenues by Classification



### Citywide Expenditures by Classification







## Human Resources

## STAFFING

## ELECTED OFFICIALS

POSITION	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
<b>Council Member</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

## FULL-TIME STAFF

POSITION	Department	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19 Revised	FY19-20 Adopted
Administrative Aide	Administration	1	1	1	1	2	2	2
Administrative Analyst	Administration	0	0	1	1	1	1	1
Administrative Services	Administration	1 (contract)	1 (contract)	1	1	1	1	1
Assistant to City Manager/City Clerk	Administration	1	1	0	0	0	0	0
Assistant City Manager / City Clerk	Administration	0	0	1	1	1	1	1
City Manager	Administration	1	1	1	1	1	1	1
Deputy City Clerk / Sr. Admin Analyst	Administration	1	1	0	0	0	0	0
Human Resources Manager	Administration	1	1	1	1	1	1	1
Property/ Business Manager	Administration	1	1	1	1	1	1	1
Senior Accounting Technician	Administration	3	3	3	3	2	2	2
Technology Systems Technician	Administration	1	1	1	1	1	1	1
Technology Manager	Administration	1	1	1	1	1	1	1
	<b>Administration Total</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
Administrative Aide	Community Development	1	1	1	1	1	1	1
Assistant Planner	Community Development	1	1	2	1	1	1	1

POSITION	Department	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19 Revised	FY19-20 Adopted
Associate Planner	Community Development	2	2	1	1	1	1	1
Building Inspector	Community Development	1	1	1	1	1	1	1
CDD Director	Community Development	1	1	1	1	1	1	1
Permit Technician	Community Development	1	1	1	1	1	1	1
Senior Planner	Community Development	0	0	0	1	1	1	1
	<b>Community Development</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
City Librarian/ Communications	Library	1	1	1	1	1	1	1
Librarian I	Library	1	1	1	1	1	1	1
Librarian II	Library	1	1	1	1	1	1	1
Library Assistant II	Library	1	1	1	1	1	1	1
Senior Library Assistant	Library	1	1	1	1	1	1	1
	<b>Library Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
Administrative Aide	Parks & Recreation	1	1	1	1	1	1	1
Custodian	Parks & Recreation	1	1	1	1	1	1	1
Landscape I	Parks & Recreation	1	1	1	1	1	2	2
Landscape II	Parks & Recreation	2	2	1	1	1	1	1
Landscape III	Parks & Recreation	0	0	1	1	1	0	0
Lead Custodian	Parks & Recreation	1	1	1	1	1	1	1
Recreation Director	Parks & Recreation	1	1	1	1	1	1	1
Recreation Supervisor	Parks & Recreation	2	2	2	2	2	2	2
	<b>Parks &amp; Recreation Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
Administrative Aide - POA	Police	1	1	1	1	1	1	1
Parking Enforcement Officer	Police	3.5	3	3	4	4	4	4

POSITION	Department	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19 Revised	FY19-20 Adopted
Police Captain	Police	1	1	0	0	0	0	0
Police Chief	Police	1	1	1	1	1	1	1
Police Corporal	Police	2	2	2	2	2	2	2
Police Lieutenant	Police	1	1	2	2	2	2	2
Police Officer	Police	7.5	8	9	9	9	9	9
Police Officer-Investigator	Police	2	2	2	2	2	2	2
Police Sergeant	Police	4	4	4	4	4	4	4
Records Supervisor/ Assistant to Police	Police	1	1	1	1	1	1	1
	<b>Police Total</b>	<b>24</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>
Administrative Aide	Public Works	1	1	1	1	1	0	0
Assistant Engineer	Public Works	1	1	1	1	1	1	1
DPW Division Manager	Public Works	1	1	1	1	1	1	1
DPW Supervisor	Public Works	1	1	1	1	1	1	1
Engineering Technician	Public Works						1	1
Fleet Coordinator	Public Works	1	1	1	1	1	1	1
Maintenance Worker I	Public Works	0	0	0	0	0	0	0
Maintenance Worker II	Public Works	4	4	3	3	3	3	3
Maintenance Worker III	Public Works	0	0	1	1	1	1	1
Public Works Director/City Engineer	Public Works	1	1	1	1	1	1	1
Senior Civil Engineer	Public Works	1	1	1	1	1	1	1
Sewer Maintenance Worker I	Public Works	2	1	1	1	1	1	1
Sewer Maintenance Worker II	Public Works	1	1	0	0	0	0	0
Sewer Maintenance Worker III	Public Works	0	0	1	1	1	1	1

POSITION	Department	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19 Revised	FY19-20 Adopted
Sewer Systems Coordinator	Public Works	1	1	1	1	1	1	1
	<b>Public Works Total</b>	<b>15</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>
	<b>Grand Total</b>	<b>71</b>	<b>70</b>	<b>72</b>	<b>73</b>	<b>73</b>	<b>73</b>	<b>73</b>

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**PART-TIME AND CONTRACT STAFF**

Part Time Positions (*counts vary; budget and service demand determined)	Department	FY16-17	FY17-18	FY18-19 Revised	FY19-20 Adopted
Library Page*	Library				
Library Assistant*	Library				
Recreation Leader*	Parks & Recreation				
Parking Enforcement Officer (2 half-time)	Police		0.5	0.5	0.5
Parking Analyst	Police		1	1	1
Seasonal Police Officer	Police		1	0.5	0.5
Emergency Service Coordinator	Police	0.5	0.5	0.5	0.5
Harbor Assistant*	Police		0.5	0.5	0.5
Harbor Patrol	Police		0.5	0.5	0.5

Contract Roles (*counts vary; budget and service demand determined)	Department	FY16-17	FY17-18	FY18-19 Revised	FY19-20 Adopted
City Attorney	Administration	1	1	1	1
Building Official*	Community Development				
Building Inspector*	Community Development				
Code Enforcement Inspector*	Community Development				
Building and Planning Plan Review*	Community Development				
Recreation Instructor*	Parks & Recreation				
Evidence Technician (Shared Service)	Police	0.5	0.5	0.5	0.5
Construction Management*	Public Works				
Engineering Plan Review*	Public Works				



## GENERAL FUND

## General Fund Summary

The **General Fund** is the principal operating fund of a government and is typically used to account for most of a government's departments. The following charts depict projected General Fund revenues, and expenditures and transfers (by department and by expense type) for FY 2018-19.

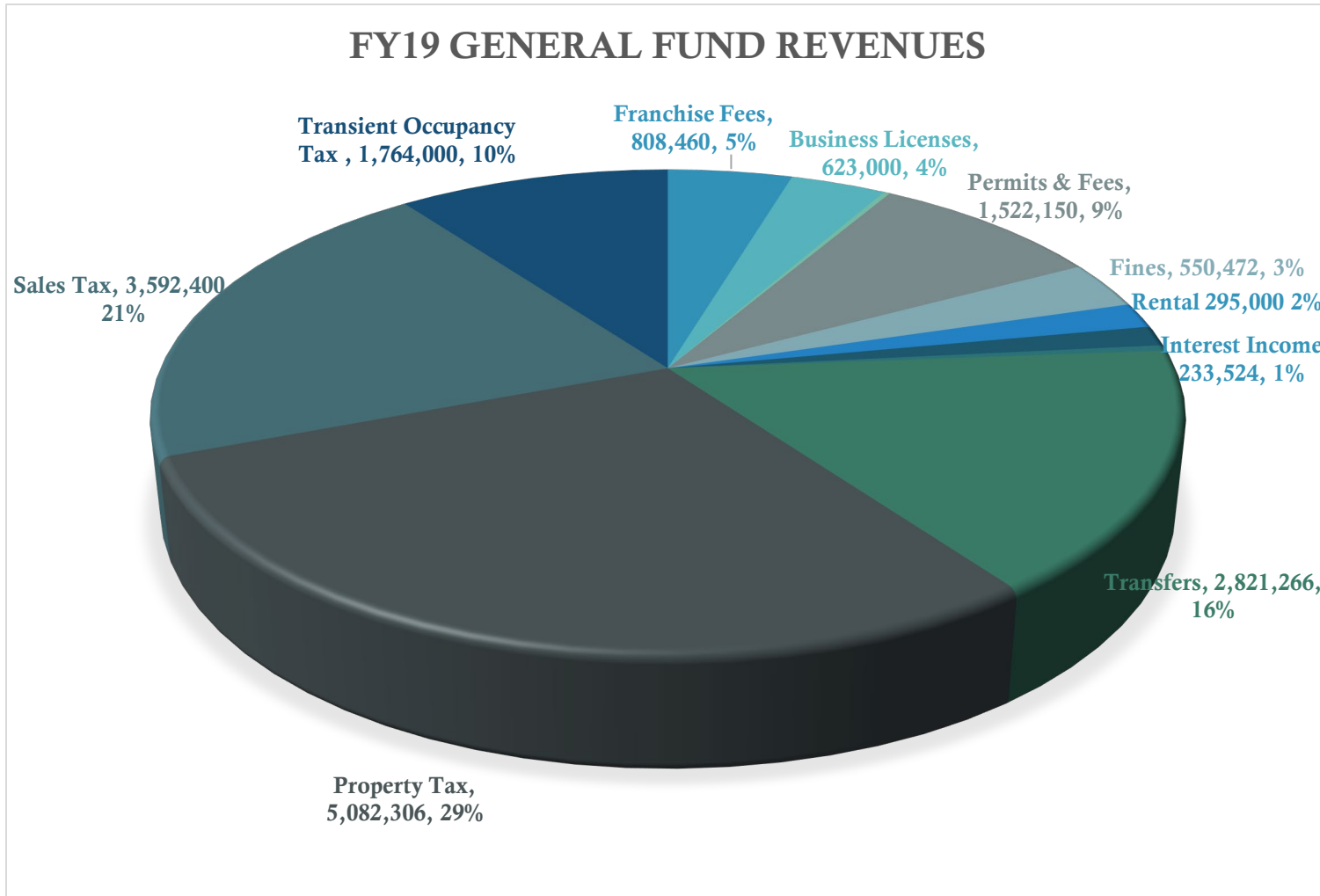
General Fund Revenues by Type	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Taxes	9,754,050	10,131,790	10,406,260	10,438,706	10,874,862
Franchise Fees	815,031	822,456	848,114	808,460	811,769
Business Licenses	554,555	564,122	641,888	623,000	1,510,500
Intergovernmental	40,412	64,639	56,659	39,323	27,500
Permits & Fees	1,221,936	1,483,871	1,618,542	1,522,150	1,600,504
Fines	524,048	532,679	558,573	550,472	550,472
Rental	254,941	269,070	279,255	295,000	295,000
Interest Income	350,083	116,147	150,897	233,524	239,412
Miscellaneous	107,293	81,342	194,118	64,686	38,656
Transfers	2,146,651	2,375,838	2,518,247	2,821,266	3,075,000
<b>Total Revenues</b>	<b>15,768,999</b>	<b>16,441,953</b>	<b>17,272,553</b>	<b>17,396,585</b>	<b>19,023,674</b>

General Fund Expenditures by Type	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Salaries	10,184,741	6,033,081	6,259,871	6,820,107	6,989,694
Other Benefits	3,221,997	3,278,490	4,034,006	4,760,462	5,185,279
Professional Services	1,746,504	2,073,263	2,064,310	2,091,767	2,203,493
Operations	708,205	819,953	838,634	876,675	870,605
Other Services	635,344	589,021	702,407	862,650	850,702
Supplies	419,145	382,314	479,902	592,951	660,578
FFE	109,572	90,558	60,797	46,750	88,702
Transfers	1,472,958	1,980,744	1,650,903	2,951,060	3,376,810
<b>Total Expenditures</b>	<b>18,498,466</b>	<b>15,247,425</b>	<b>16,090,829</b>	<b>19,002,422</b>	<b>20,225,862</b>



General Fund Expenditures by Department	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Administration/Finance</b>	5,858,325	1,561,305	1,641,609	1,848,138	3,237,383
<b>Information Technology</b>	592,539	507,819	646,898	676,727	748,080
<i>Community Development - Planning</i>	580,398	605,170	625,436	686,989	832,225
<i>Community Development - Building</i>	444,525	555,554	603,823	634,555	644,125
<b>Community Development - Total</b>	1,024,922	1,160,724	1,229,258	1,321,544	1,476,350
<b>Non-Department</b>	2,574,622	3,191,681	3,011,872	4,640,669	3,718,362
<b>Police</b>	4,646,407	4,931,366	5,631,773	6,080,572	6,518,271
<i>Public Works - Maintenance</i>	1,720,915	1,840,862	1,138,293	1,115,057	1,123,880
<i>Public Works - Engineering</i>	310,363	437,449	437,345	663,577	681,048
<b>Public Works - Total</b>	2,031,278	2,278,312	1,575,638	1,778,635	1,804,928
<i>Parks &amp; Rec - Recreation</i>	910,527	725,638	787,961	912,738	923,501
<i>Parks &amp; Rec - Landscape Maintenance</i>	0	212	666,340	799,707	826,214
<b>Parks &amp; Recreation - Total</b>	910,527	725,850	1,454,301	1,712,445	1,749,715
<b>Library</b>	912,055	890,368	899,480	943,693	972,774
<b>Total Expenditures</b>	<b>18,550,675</b>	<b>15,247,425</b>	<b>16,090,829</b>	<b>19,002,422</b>	<b>20,225,862</b>

General Fund Revenues



## GENERAL FUND REVENUES BY TYPE:

## TAXES

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Secured Property Tax	3,764,384	4,126,585	4,337,412	4,302,306	4,593,034
Unsecured Property Tax	70,283	75,073	79,670	80,000	80,000
Property Transfer Tax	162,076	141,760	120,812	120,000	121,800
Property Tax In Lieu of VLF	647,342	698,420	738,042	580,000	580,000
Sales & Use Tax General	1,825,977	2,229,739	2,290,221	1,860,000	1,897,200
Sales & Use Tax Compensation Fund	473,092	0	0	400,000	408,000
Sales Tax 1/2¢ Measure "O"	1,160,182	1,188,753	1,244,752	1,247,400	1,272,348
Prop 172 Sales Tax for Police	61,514	61,595	65,050	85,000	86,700
Transient Occupancy Tax (Hotels)	1,589,199	1,609,865	1,530,301	1,764,000	1,835,780
<b>Total Taxes</b>	<b>9,754,050</b>	<b>10,131,790</b>	<b>10,406,260</b>	<b>10,438,706</b>	<b>10,874,862</b>

**Property Taxes:** The Property Taxes category is comprised of the following types of property tax:

- Net Secured Property Taxes
  - Secured levied
  - Supplemental roll
  - Unitary
  - Educational Revenue Augmentation Fund (ERAF)
  - Property tax Administration Fee (PTAF)
- Unsecured Property Taxes
- Property Transfer Taxes
- Property Tax in lieu of Vehicle License Fee (VLF).

Net Secured Property Taxes are assessed at the beginning of the calendar year, then levied, collected and distributed by the County during the following fiscal year under the Teeter Plan where the City receives 55% of its levied property taxes in December, another 40% the following May, with the remaining 5% distributed two months later in July. In addition to levied secured property tax, the County collects and distributes to the City a monthly amount of property tax pertaining to supplemental roll property tax (properties transferred after the levy date and taxes collected with the property's related "closing costs"). The City receives secured property tax in the form of unitary tax, the amount of property taxes generated from utility companies. Utility companies allocate property taxes to all taxing entities

statewide through a special legislated formula. The City receives secured property taxes reimbursements from the excess monies distributed under the Educational Revenue Augmentation Fund (ERAF) shifts from 1992-1994. The County is permitted under Senate Bill 2557 to assess taxing entities for the County's share of costs for property tax administration.

Unsecured roll property taxes are taxes on property for which the lien is not sufficient to assure payment of the tax. Because the tax is not secured by real property (such as land) the tax is called "unsecured."

Property transfer taxes are taxes imposed on the purchaser of real property based on the value of the property

Property tax in lieu of VLF are taxes transferred from the State to replace the elimination of Vehicle License Fees.

Sales and Use Taxes are taxes imposed on the total retail price of any tangible personal property and the use or storage of such property when sales tax is not paid. Sales taxes are elastic in nature and generally reflect the overall tourism economic climate. In April 2015, as a result of a referendum known as Measure O, the City implemented a half-cent sales tax to support capital improvements.

Transient Occupancy Tax is a tax imposed on occupants for staying in Sausalito hotels. Transient Occupancy Taxes are also elastic in nature and generally reflect the overall economic climate. Sausalito continues to see high occupancy rates leading to stable revenues.

## FRANCHISE FEES

Local Franchise Fees from state-issued gas and electric franchises are limited to 2% of the franchisee's gross annual receipts from the service area. Local Franchise Fees from state-issued cable TV franchises are limited to 5% of the franchisee's gross annual receipts from the service area. The City has the right to govern and collect franchise fees from local franchises issued for solid waste collection.

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Electric Utility	53,238	54,864	73,221	78,000	75,000
Gas Utility	31,044	34,458	20,032	35,000	30,000
Garbage	545,684	573,444	582,022	565,460	576,769
Cable TV	185,066	159,690	172,840	130,000	130,000
<b>Total Franchise Fees</b>	<b>815,031</b>	<b>822,456</b>	<b>848,114</b>	<b>808,460</b>	<b>811,769</b>

## BUSINESS LICENSES

The City issues Business Licenses in order to collect revenue and regulate various commercial and industrial activities within the City. Depending on determination of the classification of a business, the City imposes and collects either a flat tax rate or a gross receipt tax, ranging from 0.005% to 5.25%. Revenues from Business Licenses are generally as elastic as Sales Taxes and reflect the City's current economic climate. Business license revenue is estimated to remain relatively flat reflecting the national retail economy.

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Business License Audit	-7,314	0	0	-20,000	-20,000
Contractors Business License	33,608	40,166	50,581	45,000	40,000
Gross Receipts Business License	450,777	447,550	516,573	515,000	1,415,000
Home Business	12,278	10,910	9,335	10,000	9,500
Apartments	24,289	22,757	22,277	25,000	22,000
Temp Special Event Business License	16,996	17,268	17,056	20,000	18,000
Miscellaneous Business License Flat Rate	22,626	24,176	20,466	22,000	21,000
CASp SB1186 Fee	1,296	1,296	5,599	6,000	5,000
<b>Total Business License</b>	<b>554,555</b>	<b>564,122</b>	<b>641,888</b>	<b>623,000</b>	<b>1,510,500</b>

## INTERGOVERNMENTAL

The City receives several revenues that are subventions from the State of California. In the General Fund, the subventions are the Homeowner's Property Tax, Motor Vehicle Tax and State Mandated Costs Reimbursements.

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Homeowner's Exemption	19,042	19,138	19,212	10,000	10,000
Motor Vehicle	2,945	3,233	0	0	0
State Mandates SB 90	11,591	13,331	12,975	12,500	12,500
Abandoned Vehicle Abate Reimb.	6,833	11,613	11,549	5,000	5,000
Grants	0	12,823	1,100	0	0
Zero Waste Grant	0	4,500	11,823	11,823	0
<b>Total Intergovernmental</b>	<b>40,412</b>	<b>64,639</b>	<b>56,659</b>	<b>39,323</b>	<b>27,500</b>

**PERMITS & FEES**

The City charges certain permits, licenses and fees for the cost recovery of providing Current Planning, Building Inspection, Recreation and other municipal services. These revenues are seasonal and highly elastic in conjunction with the City's economic climate.

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Building	83,383	209,828	228,858	225,000	225,000
Electrical	16,421	28,261	30,671	31,000	31,465
Mechanical	15,245	19,993	23,135	23,500	23,853
Plumbing	34,072	45,013	42,934	42,000	42,630
Building Plan Check	130,434	164,881	223,690	230,000	235,000
Building Record Fees	14,916	17,422	24,376	17,500	25,000
Encroachment - Engineering	109,986	165,150	201,022	155,000	157,325
Grading Permit & Other Engineering	673	12,768	24,264	27,500	27,913
<b>Total Building Permits</b>	<b>405,130</b>	<b>663,316</b>	<b>798,949</b>	<b>751,500</b>	<b>768,185</b>

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Planning & Zoning Fees	0	0	0	0	60,000
Planning Encroach Permit	25,831	15,511	18,339	15,000	15,225
Occupancy Permits	5,432	7,701	4,845	9,671	5,583
Design Review Fees	105,098	86,572	62,458	75,000	76,125
Appeal Fees	5,080	5,820	13,971	7,500	7,613
Conditional Use Permit	27,409	11,062	4,574	10,000	10,150
Lot Line Realignment	3,176	3,176	0	0	0
Variance Fees	7,728	2,991	2,991	5,000	5,075
Zoning Permit Fees	27,026	31,462	37,855	32,000	20,000
Environmental Review	18,810	10,350	10,000	8,000	8,120
Noticing	10,402	9,407	12,144	10,000	15,000
Non-Conforming Permit Fees	2,405	2,405	10,605	2,500	5,000
Subdivision	9,574	11,979	0	0	0
Study Session	0	600	100	0	0
<b>Total Planning Permits</b>	<b>247,971</b>	<b>199,035</b>	<b>177,882</b>	<b>174,671</b>	<b>227,890</b>

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Dunphy Park	8,429	7,940	11,269	0	1,000
Sweeny Park	308	762	854	500	508
Cloud View Park	168	252	780	0	500
MLK - Recreation Revenue	22,498	38,843	40,519	40,000	25,000
Marinship Park	11,221	7,366	11,825	10,000	12,000
Memorial Bench program	3,000	8,000	0	0	10,000
Brochure Advertising Sales	6,375	14,950	7,775	9,500	11,000
Banner Fees	5,823	6,908	9,693	10,000	10,000
Youth Class Fees	149,512	168,257	147,870	150,000	150,000
Adult Class Fees	52,319	43,295	52,920	45,000	50,000
Senior Program Fees	4,311	621	573	1,000	1,000
Special Events - Garage Sales	4,069	3,785	4,698	4,500	4,500
Special Events - Other	3,156	6,630	10,265	7,500	9,000
Arias in the Afternoon	5,351	5,086	0	2,500	5,300
Chili Cook-off	7,313	9,295	11,260	10,000	10,000
Easter Donations	0	1,000	1,000	500	500
Fourth of July Fireworks	34,178	19,496	49,276	32,000	32,000
Fourth of July Picnic	2,931	2,562	2,724	2,500	2,500
Halloween Donations	4,374	3,078	3,393	2,000	2,500
Jazz by the Bay	51,527	65,012	65,501	40,000	45,000
Playland Drop Ins	16,333	15,627	12,124	12,000	12,000
Exercise Room	261	168	244	250	500
Game Room	1,597	388	1,188	250	500
Edgewater Room	9,869	21,083	15,079	17,500	17,500
Gymnasium	37,238	41,337	44,827	50,000	50,000
Children's Concerts	0	0	500	0	1,500
Photography and Film Permits	1,881	3,889	2,130	2,000	1,500
Bocce Courts	0	0	6,280	0	2,000
Miscellaneous Recreation Fees	17,665	998	1,285	0	0
<b>Total Recreation Fees</b>	<b>461,707</b>	<b>496,626</b>	<b>515,851</b>	<b>449,500</b>	<b>467,808</b>

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Admin Fees	27,796	27,382	27,182	25,000	25,000
Police	7,005	7,999	5,974	34,121	34,121
Police - Alarms	4,775	8,200	6,225	6,000	6,000
Unclaimed Property/Evidence Sales	428	2,818	2,343	0	0
Miscellaneous CDD Fees	49,481	60,481	50,142	66,357	60,000
Public Work	5,880	2,005	9,550	7,500	7,500
Library Fees	11,336	6,543	12,755	7,500	4,000
<b>Total Miscellaneous Fees</b>	<b>106,700</b>	<b>115,429</b>	<b>114,171</b>	<b>146,479</b>	<b>136,621</b>



### FINES, INTEREST, RENTALS & MISCELLANEOUS REVENUES

Revenues from Municipal Code Violations, Interest on investments, rentals of City property, contributions from the community and other small miscellaneous revenues are collected by the City.

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Fines:</b>					
Citation Municipal Code Fines	512,874	520,110	551,509	542,972	542,972
Code Enforcement Muni Code Fine	11,174	12,569	7,064	7,500	7,500
<b>Total Fines and Forfeitures</b>	<b>524,048</b>	<b>532,679</b>	<b>558,573</b>	<b>550,472</b>	<b>550,472</b>
<b>Interest:</b>					
Interest on Investments	350,083	116,147	132,252	226,024	231,912
Interest Earnings	0	0	0	7,500	7,500
Other Interest	0	0	18,645	0	0
<b>Total Interest</b>	<b>350,083</b>	<b>116,147</b>	<b>150,897</b>	<b>233,524</b>	<b>239,412</b>
<b>Rentals:</b>					
Land, Antennas, etc	154,581	168,710	178,895	195,000	195,000
Bldgs, Chamber, Art Fest. Lease	100,360	100,360	100,360	100,000	100,000
<b>Total Rentals</b>	<b>254,941</b>	<b>269,070</b>	<b>279,255</b>	<b>295,000</b>	<b>295,000</b>
<b>Miscellaneous:</b>					
Contribution - Library	13,350	16,910	19,120	27,954	21,156
Miscellaneous Revenue	93,943	64,432	174,997	36,732	17,500
<b>Total Miscellaneous Revenue</b>	<b>107,293</b>	<b>81,342</b>	<b>194,118</b>	<b>64,686</b>	<b>38,656</b>

**TRANSFERS IN**

The City transfers into the General Fund monies from other City funds in order to cover the cost of administrative services provided to the respective funds such as the Enterprise Funds and to assist in subsidizing General Fund levels of service permitted by dedicated revenue sources including from the Tidelands Funds or from non-restricted sources in the Parking and MLK Funds.

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Parking Transfer In	1,385,000	1,597,000	1,755,000	2,029,266	2,225,000
Sewer Transfer In	167,151	173,838	180,791	225,000	225,000
Tidelands Transfer In	219,500	200,000	200,000	200,000	200,000
Old City Hall Transfer In	275,000	270,000	230,000	225,000	225,000
Traffic Safety Transfer In	0	10,000	2,000	2,000	0
MLK Transfer in	100,000	125,000	150,000	140,000	200,000
Other Transfers	0	0	456	0	0
<b>Total Transfer In</b>	<b>2,146,651</b>	<b>2,375,838</b>	<b>2,518,247</b>	<b>2,821,266</b>	<b>3,075,000</b>
<b>Total General Fund Revenues</b>	<b>15,768,999</b>	<b>16,441,953</b>	<b>17,272,553</b>	<b>17,396,585</b>	<b>19,023,674</b>

## General Fund Expenditures

General Fund Expenditures by Type	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Salaries	10,184,741*	6,033,081	6,259,871	6,820,107	6,989,694
Other Benefits	3,221,997	3,278,490	4,034,006	4,760,462	5,185,279
Professional Services	1,746,504	2,073,263	2,064,310	2,091,767	2,203,493
Operations	708,205	819,953	838,634	876,675	870,605
Other Services	635,344	589,021	702,407	862,650	850,702
Supplies	419,145	382,314	479,902	592,951	660,578
FFE	109,572	90,558	60,797	46,750	88,702
Transfers	1,472,958	1,980,744	1,650,903	2,951,060	3,376,810
<b>Total Expenditures</b>	<b>18,498,466</b>	<b>15,247,425</b>	<b>16,090,829</b>	<b>19,002,422</b>	<b>20,225,862</b>

\*Includes 4,264,239 Allowance for write-off for MLK

General Fund Expenditures by Department	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Administration/Finance	5,858,325	1,561,305	1,641,609	1,848,138	3,237,383
Information Technology	592,539	507,819	646,898	676,727	748,080
<i>Community Development - Planning</i>	580,398	605,170	625,436	686,989	832,225
<i>Community Development - Building</i>	444,525	555,554	603,823	634,555	644,125
<b>Community Development - Total</b>	<b>1,024,922</b>	<b>1,160,724</b>	<b>1,229,258</b>	<b>1,321,544</b>	<b>1,476,350</b>
Non-Department	2,574,622	3,191,681	3,011,872	4,640,669	3,718,362
Police	4,646,407	4,931,366	5,631,773	6,080,572	6,518,271
<i>Public Works - Maintenance</i>	1,720,915	1,840,862	1,138,293	1,115,057	1,123,880
<i>Public Works - Engineering</i>	310,363	437,449	437,345	663,577	681,048
<b>Public Works - Total</b>	<b>2,031,278</b>	<b>2,278,312</b>	<b>1,575,638</b>	<b>1,778,635</b>	<b>1,804,928</b>
<i>Parks &amp; Rec - Recreation</i>	910,527	725,638	787,961	912,738	923,501
<i>Parks &amp; Rec - Landscape Maintenance</i>	0	212	666,340	799,707	826,214
<b>Parks &amp; Recreation - Total</b>	<b>910,527</b>	<b>725,850</b>	<b>1,454,301</b>	<b>1,712,445</b>	<b>1,749,715</b>
Library	912,055	890,368	899,480	943,693	972,774
<b>Total Expenditures</b>	<b>18,498,466</b>	<b>15,247,425</b>	<b>16,090,829</b>	<b>19,002,422</b>	<b>20,225,862</b>

City Council / Administration / Finance Departments

DEPARTMENT DESCRIPTION

There are five major programmatic activities of the Administration Department: City Council, City Manager, City Clerk, Finance, and Human Resources.

The Sausalito **City Council** is the community's part-time legislative body consisting of five members including the Mayor, Vice Mayor and three Councilmembers. They are elected at-large on a non-partisan basis for a four-year term. The terms are staggered so that a measure of continuity is maintained in the transitions from one Council to the next.

The **City Manager** is the administrative head of the government. It is the duty of the City Manager to enforce all laws and ordinances of the City, and to see that all franchises, contracts, permits and privileges granted by the City Council are faithfully observed. It is also the responsibility of the City Manager to recommend to the City Council such reorganization of offices, positions, departments or units under his/her direction as may be indicated in the interest of efficient, effective and economical conduct of the City's business.

The **City Clerk** serves as the Clerk to the City Council, maintaining the official records of the City of Sausalito, and providing information and services to the public. As such, the Clerk is the historian for the City, keeping all minutes, ordinances and resolutions, and all official actions taken by the Council.

**Financial Services** is responsible for administering the financial affairs of the City. Financial Administration consists of: accounting for the collection and disbursement of all moneys; investing idle funds; and, budgetary management.

**Human Resources** activities consist of conducting recruitments for job openings and other special HR projects as requested by the City Manager; establishing and interpreting human resources policies; and administering benefits workers' compensation claims.

STAFFING

ELECTED OFFICIALS

POSITION	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
City Council Members	5	5	5	5	5

## FULL-TIME STAFF

Administration Positions	FY15-16	FY16-17	FY17-18	FY18-19 Revised	FY19-20 Adopted
Administrative Aide	1	1	2	2	2
Administrative Analyst	1	1	1	1	1
Administrative Services Director/Treasurer	1	1	1	1	1
Assistant to City Manager/City Clerk	0	0	0	0	0
Assistant City Manager / City Clerk	1	1	1	1	1
City Manager	1	1	1	1	1
Deputy City Clerk / Sr. Admin Analyst	0	0	0	0	0
Human Resources Manager	1	1	1	1	1
Property/ Business Manager	1	1	1	1	1
Senior Accounting Technician	3	3	2	2	2
<b>Administration Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

## EXPENDITURES BY CATEGORY

General Fund Expenditures, Administration/Finance	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Salaries	5,178,867	1,020,038	995,569	1,079,634	1,100,115
Other Benefits	390,402	358,092	392,560	443,386	465,411
Professional Services	166,784	91,755	163,276	205,506	205,506
Operations	10,082	12,312	13,626	13,000	13,260
Other Services	60,358	29,712	27,050	49,300	49,450
Supplies	27,659	24,179	22,134	21,750	21,750
FFE	0	401	0	0	0
Transfers	24,172	24,816	27,394	35,562	1,381,891
<b>Total Expenditures</b>	<b>5,858,325</b>	<b>1,561,305</b>	<b>1,641,609</b>	<b>1,848,138</b>	<b>3,237,383</b>

## INFORMATION TECHNOLOGY

### DEPARTMENT DESCRIPTION

The Information Technology Division mission is both to provide and manage technological solutions for communications, data management and government transparency as well as provide accurate, timely and professional customer service and support to the City of Sausalito staff. The Information Technology Division is responsible for network connectivity, network security, management of public and private networks (wired and Wi-Fi), and for integrating emerging technologies that improve productivity into the work flow of law enforcement, public safety and general City staff. The IT division is also responsible for providing communications support for the Emergency Operations Center both during and prior to activation.

### STAFFING

#### FULL-TIME STAFF

Position	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Information Technology Manager	1	1	1	1	1
Information Technology Technician	1	1	1	1	1
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

### EXPENDITURES BY CATEGORY

General Fund Expenditures, IT	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Salaries	188,805	186,494	194,921	200,695	203,160
Other Benefits	90,387	78,868	88,993	93,299	98,260
Professional Services	133,654	150,181	221,181	125,826	148,000
Operations	1,810	1,812	3,691	2,000	2,040
Other Services	160	185	130	5,000	5,000
Supplies	88,743	51,669	100,499	224,038	275,750
FFE	84,565	33,847	32,620	20,000	10,000
Transfers	4,416	4,764	4,863	5,869	5,869
<b>Total Expenditures</b>	<b>592,539</b>	<b>507,819</b>	<b>646,898</b>	<b>676,727</b>	<b>748,080</b>

**COMMUNITY DEVELOPMENT DEPARTMENT – PLANNING DIVISION****DEPARTMENT DESCRIPTION**

The Planning Division processes applications for discretionary planning permits for development projects proposed by private individuals and undertakes the preparation of advanced planning projects such as plan and ordinance amendments. The Division provides staff support for the Planning Commission, Historical Landmarks Board, and the Trees and Views Committee as well as the City Council. Additionally, the Code Enforcement Officer enforces the City's development regulations and permit conditions.

The Planning Division's responsibilities are as follows:

1. **CURRENT PLANNING.** Planning Division staff provide support to the Planning Commission, Historical Landmarks Board, Trees and Views Committee, and City Council. Planning staff review and analyze applications for various permits, including design review permits, conditional use permits, sign permits, variances, and zoning permits. Staff also evaluate and determine the appropriate level of environmental review for current planning projects. The Community Development Director reviews and acts upon certain minor permits as the City's Zoning Administrator.
2. **ADVANCED PLANNING.** Planning Division staff prepare and update long-range plans, including the General Plan Elements and the Marinship Specific Plan on an as-needed basis. In addition, updates and modifications of the City's development regulations are handled by the Planning Division staff. Special projects, including protection of historical resources, preparation of economic development studies, and creation of design guidelines are advanced planning projects handled by the planning staff.
3. **CODE ENFORCEMENT.** Planning Division staff investigate complaints regarding violations of the Municipal Code and Zoning Ordinance on private and public property, as well as City's development regulations and permit conditions. Upon receipt of a complaint, Planning staff contact the property and/or business owners, provide options for compliance, and if compliance is not achieved, issue citations. Code enforcement is generally handled on a complaint basis.
4. **PUBLIC INFORMATION.** Planning Division staff maintains information for residents, property owners, and business owners regarding land use and zoning matters, as well as property records for all parcels within the City limits. This service is available over 40 hours per week at the public counter, in addition to via telephone and email.

STAFFING  
FULL-TIME STAFF, COMMUNITY DEVELOPMENT DEPARTMENT

Community Development Positions (Planning + Building)	FY15-16	FY16-17	FY17-18	FY18-19 Revised	FY19-20 Adopted
Administrative Aide	1	1	1	1	1
Assistant Planner	2	1	1	1	1
Associate Planner	1	1	1	1	1
Building Inspector	1	1	1	1	1
CDD Director	1	1	1	1	1
Permit Technician	1	1	1	1	1
Senior Planner	0	1	1	1	1
<b>Community Development Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

EXPENDITURES BY CATEGORY, PLANNING

General Fund Expenditures, Planning	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Salaries	367,107	281,259	400,276	410,484	420,495
Other Benefits	90,984	85,172	156,119	173,087	182,468
Professional Services	81,456	198,964	15,666	25,000	152,150
Operations	10,419	10,018	12,846	15,000	15,290
Other Services	8,101	7,089	16,567	22,100	20,160
Supplies	13,506	13,433	13,976	27,565	27,565
FFE	215	0	0	0	0
Transfers	8,609	9,236	9,985	13,753	14,097



Total Expenditures	580,398	605,170	625,436	686,989	832,225
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## COMMUNITY DEVELOPMENT DEPARTMENT – BUILDING INSPECTION DIVISION

### DEPARTMENT DESCRIPTION

The Building Division ensures private and public construction projects comply with the California Construction Codes. The Building Division staff advise the City Council on the periodic local amendments of the California Construction Codes. Building Division staff provide information to the public on compliance with the California Construction Codes on an over-the-counter basis on most Tuesdays.

The Building Division's responsibilities are as follows:

1. **PLAN CHECK.** Building Division staff administer the plan check process for the review of construction plans to ensure the plans comply with the California Construction Codes and the local amendments adopted by the City. Depending upon the scope of the project, plan checks may involve review of the plans by staff from the Planning Division, Engineering Division, Southern Marin Fire Protection District, the City's plan check consultants.
2. **BUILDING PERMIT.** Building Division staff calculate building permit fees and issue building permits following approval of construction plans in the plan check process noted above. Upon completion of the construction project, Building Division staff verify all permit requirements have been met prior to completion of final inspection.
3. **BUILDING INSPECTION.** Building Division staff conduct in-progress inspections of projects with active building permits. Inspections need to be scheduled ahead of time.
4. **CODE ENFORCEMENT.** Building Division staff investigate complaints of unpermitted construction. Upon becoming aware of an alleged violation, Building staff, in concert with Planning Division staff, contact the responsible parties, provide options for compliance, and if compliance is not achieved, issue citations.
5. **PUBLIC INFORMATION.** Building Division staff maintains information for residents, property owners, and business owners regarding building permits and construction records for all parcels within the City limits. This service is available over 40 hours per week at the public counter, in addition to via telephone and email. The Building staff also administer the Residential Building Report program for sale of residential properties.

## EXPENDITURES BY CATEGORY, BUILDING

General Fund Expenditures, Building	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Salaries	189,933	250,587	245,649	239,480	245,412
Other Benefits	91,895	84,354	79,923	82,976	87,383
Professional Services	150,632	205,892	265,086	300,221	284,672
Operations	2,146	1,994	853	1,950	1,989
Other Services	922	2,855	2,476	2,550	16,956
Supplies	1,360	3,072	2,872	2,000	2,200
Transfers	7,637	6,798	6,964	5,379	5,513
<b>Total Expenditures</b>	<b>444,525</b>	<b>555,554</b>	<b>603,823</b>	<b>634,555</b>	<b>644,125</b>

## NON-DEPARTMENTAL

## DEPARTMENT DESCRIPTION

The purpose of the Non-Departmental Department is to record expenditures that are not associated with any specific department of the City, or that cut across a number of departments and thus are more easily accounted for in one section.

- Annual financial audit, state controller reporting
- Mandated cost claiming and sales tax audits
- Pension and OPEB consulting services
- City Attorney and other legal expenses
- Retiree health care and Former fire-fighters and City employee pension costs
- Intra-governmental expenses for animal control, LAFCO, Marin General Services, Marin Telecommunication
- General Liability, property, employee liability and auto physical damage premiums
- Contributions for Volunteers, employee appreciation, Sister Cities, historical society, “Age-Friendly”, and Marin Renters Rebate
- Support for Hospitality Commission and Business Advisory Commission
- Memberships in League of California Cities and ABAG
- Transfers to the General Capital Improvement Program including pass-through of Measure “O” sales tax receipts
- Transfers for Sewer Rebate program

## EXPENDITURES BY CATEGORY

General Fund Expenditures, Non-Departmental	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Salaries	0	0	0	0	0
Other Benefits	470,412	516,034	591,026	686,302	814,076
Professional Services	559,103	608,351	575,133	676,946	562,198
Operations	30,332	32,073	15,324	17,000	19,890
Other Services	296,506	294,815	416,701	493,020	476,793
Supplies	186	236	11,368	7,000	7,000
FFE	0	4,671	320	0	0
Transfers	1,218,082	1,735,500	1,402,000	2,760,400	1,838,405
<b>Total Expenditures</b>	<b>2,574,622</b>	<b>3,191,681</b>	<b>3,011,872</b>	<b>4,640,669</b>	<b>3,718,362</b>

## POLICE DEPARTMENT

### DEPARTMENT DESCRIPTION

The Sausalito Police Department provides a full range of services to the community through two Divisions: Support Services and Operations. These divisions work in concert to achieve the common mission with integrity, professionalism and dedication to work in partnership with our community, to enhance safety, quality of life and community trust. The dedicated men, women and volunteers of the Sausalito Police Department devote their time and services to help make the City of Sausalito a safe place to live, work and play.

We are proud of our organization and the service we provide to the community. The dimensions of our community-oriented policing philosophies are problem solving, community partnerships, and a focus on service delivery at the neighborhood level. Our services include Patrol, investigations, Emergency Services, Parking Enforcement, Community Outreach, Information Technology and other programs designed to enhance the quality of life in Sausalito. This year, the City is purchasing License Plate Readers to be located at several primary access locations, included in the General Capital Improvement Fund, to enhance detection and apprehension of vehicle enabled crimes.

The overall goals of the department are to enhance public safety by:

- Creating a safer environment within our community through education, awareness and enforcement of federal and state laws, and local ordinances
- Maintaining and increasing effective partnerships with our regional, state and federal law enforcement partners to provide effective and efficient service delivery
- Reducing the occurrence of criminal activity through predictive policing efforts, proactive responses to crime and utilizing social media, public education, and crime prevention
- Cultivating and maintaining genuine partnerships with our community

**Office of the Chief of Police:** The Chief of Police is responsible for the overall management and direction of the Department's programs and activities within the Administrative and Services Division and the Operations Division. The way in which we deliver services is founded in our belief in the value of Community Policing and our commitment to problem solving, quality service delivery to our community members and each other, and investment in community partnerships.

The department is focused on community problem solving. Individual officers and patrol teams are responsible for identifying problems and creating and implementing solutions to those problems. In furtherance of this effort, the department continues to develop relationships with specific segments of our community such as the Chamber of Commerce, homeowner and neighborhood associations, schools, non-profit organizations, the faith community and service clubs, among others.

**Support Services Division:** This element provides overall administration and management of five sections of the department: Records Management, Property and Evidence, Professional Standards, Parking Enforcement and Investigations.

**Records Management:** This element processes police reports and citizen requests for service, answers calls from the public, retrieves and archives police reports, completes statistics, crime analysis, seals and purges reports in response to state mandates, maintains confidential files, processes subpoenas and requests for records, processes supply requests for all department activities, and prepares and delivers documents to and from the District Attorney's office.

**Property and Evidence:** This element receives, stores and releases property and evidence for all police cases, and destroys controlled substances and firearms in accordance with state law.

**Professional Standards:** This element is responsible for all recruitment and training activities for the sworn and civilian staff of the Police Department. This includes POST (Peace Officer Standards and Training), non-POST training, recruitment and selection activities of new police employees and volunteers. The Lieutenant assigned to this program provides administrative support to the police department and oversees the Training Program, the Volunteer Program, Intern Program, Citizen's Police Academy, Homeless Outreach Program, Department Fitness and Health Program, Peer Support and the Chaplain Program.

**Parking Services:** This element is responsible for oversight of parking staff, parking equipment, parking citations, currency collection, issuance of special parking permits and cards, parking regulations/policy and community outreach.

**Investigations:** This element is responsible for oversight of the Detectives assigned to investigate misdemeanor and felony crimes against persons and property within the city. The staff assigned to the investigations unit provide the community with crime prevention and community safety outreach.

**Operations Division:** The Lieutenant assigned to this Division provides overall administration and management and is responsible for the direct supervision and coordination of all patrol activities, including officer scheduling, directed patrol activities, undercover operations, ensuring minimum staffing levels, special events permitting, and coordinating special events. The Operation's Division is also responsible for the oversight of the department's community policing, bicycle and pedestrian safety, public safety technology and communications, fleet maintenance and safety equipment.

**Operations:** Members of this Division are divided into two areas of responsibility; uniformed front line personnel, and Specialized Patrol Units. Uniformed personnel respond to all calls for service and initiate most investigations. Patrol of the City is conducted 24 hours a day, seven days a week. Uniformed personnel operate in marked police vehicles, on bicycles, on foot and on dual-purpose motorcycles. Uniformed personnel document incidents and conduct preliminary investigations. They provide the first level of traffic safety as well as address community "quality of life" issues. Directed patrol is often employed to target hot crimes areas in the city or areas of concern regarding traffic safety. This Division is also responsible for specialized units such as the Special Response/Crisis intervention Team members, Marine Patrol, Motorcycle Unit, Bicycle Unit, Special Event staffing, and Disaster Preparedness-Emergency Operations. The department assigns qualified members to participate in multi-agency Special Response/Crisis Intervention Team. This team provides highly trained personnel to handle critical incidents involving a barricaded subject, hostage or high-risk search warrant situation. The Marine Patrol program provides approximately 20 hours of patrol along the City's waterfront per month. It operates a 26' safe boat provided by the US Army Corps. The unit is responsible for critical infrastructure security patrols, homeland security checks, enforcement of maritime laws, citizen outreach, boater assistance and rescue.

**STAFFING**

Sausalito Police Department's full-time staffing includes twenty sworn positions, four parking enforcement positions and two administrative positions. Patrol operations has four shifts for two beats that operate 24 hours, 7 days a week. The third beat, the waterfront, is patrolled as staffing allows or is needed. Authorized staffing in patrol is four sergeants and nine officers (including 2 corporals) which is divided into four 12 hour shifts (2 dayshifts and 2 nightshifts).

**FULL-TIME STAFF**

Police Positions	FY15-16	FY16-17	FY17-18	FY18-19 Revised	FY19-20 Adopted
Administrative Aide - POA	1	1	1	1	1
Parking Enforcement Officer	3	4	4	4	4
Police Captain	0	0	0	0	0
Police Chief	1	1	1	1	1
Police Corporal	2	2	2	2	2
Police Lieutenant	2	2	2	2	2
Police Officer	9	9	9	9	9
Police Officer-Investigator	2	2	2	2	2
Police Sergeant	4	4	4	4	4
Records Supervisor/ Assistant to Police Chief- Confidential	1	1	1	1	1
<b>Police Total</b>	<b>25</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>

**PART-TIME STAFF**

Part Time Police Positions (*counts vary; budget and service demand determined)	FY15-16	FY16-17	FY17-18	FY18-19 Revised	FY19-20 Adopted
Parking Enforcement Officer (2 half-time)			0.5	0.5	0.5
Parking Analyst			1	1	1
Seasonal Police Officer			1	0.5	0.5
Emergency Service Coordinator		0.5	0.5	0.5	0.5
Harbor Assistant*			0.5	0.5	0.5
Harbor Patrol			0.5	0.5	0.5

## EXPENDITURES BY CATEGORY

General Fund Expenditures, Police	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Salaries	2,571,585	2,607,216	2,722,827	2,839,656	2,919,860
Other Benefits	1,238,966	1,466,354	2,049,004	2,366,437	2,577,699
Professional Services	206,909	192,977	217,162	241,514	286,685
Operations	329,292	360,144	350,186	365,674	394,346
Other Services	73,016	92,454	73,333	99,982	101,990
Supplies	78,208	70,128	76,806	79,500	92,000
FFE	12,478	10,976	10,041	10,550	66,500
Transfers	135,952	131,118	132,413	77,260	79,192
<b>Total Expenditures</b>	<b>4,646,407</b>	<b>4,931,366</b>	<b>5,631,773</b>	<b>6,080,572</b>	<b>6,518,271</b>

## DEPARTMENT OF PUBLIC WORKS

## DEPARTMENT DESCRIPTION

The Department's mission is to provide quality, professional, effective, respectful and timely services to residents, businesses, City staff and guests. We focus on integrity in our relationships --- both with our peers and our customers; on customer service and satisfaction; and on pride in our work, our workplaces and our community -- holding sacred the community's trust.

The Department is responsible for the design, construction, management and maintenance of the City's infrastructure, including streets, trees, sidewalks, stairs, steps, pathways, parking lots and other rights-of-way; parks; creeks(in public easements, or public right-of-way); shorelines; sewers and storm drains; buildings and structures; vehicles and equipment; street lights and traffic signals. In addition, we facilitate environmental compliance (including storm water pollution prevention), sustainability, protection of trees; and floodplain administration. The Department of Public Works is a key responding agency in emergencies involving our infrastructure as well as weather and other disasters with the potential for adverse impacts to public health or the environment.

## STAFFING – DPW (ENGINEERING, MAINTENANCE, SEWER)

Public Works Positions	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Administrative Aide	1	1	1	0	0
Assistant Engineer	1	1	1	1	1
DPW Division Manager	1	1	1	1	1
DPW Supervisor	1	1	1	1	1
Engineering Technician				1	1
Fleet Coordinator	1	1	1	1	1
Maintenance Worker I	0	0	0	0	0
Maintenance Worker II	3	3	3	3	3
Maintenance Worker III	1	1	1	1	1
Public Works Director/City Engineer	1	1	1	1	1
Senior Civil Engineer	1	1	1	1	1
Sewer Maintenance Worker I	1	1	1	1	1
Sewer Maintenance Worker II	0	0	0	0	0
Sewer Maintenance Worker III	1	1	1	1	1
Sewer Systems Coordinator	1	1	1	1	1
<b>Public Works Total</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>



## DEPARTMENT OF PUBLIC WORKS – ENGINEERING DIVISION

## EXPENDITURES BY CATEGORY

General Fund Expenditures, Public Works - Engineering	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Salaries	184,584	199,671	211,067	354,420	363,554
Other Benefits	7,920	67,170	66,031	149,593	156,905
Professional Services	81,809	137,840	135,029	109,161	113,666
Operations	10,200	5,066	4,861	6,630	6,898
Other Services	10,836	7,518	8,793	22,695	23,165
Supplies	6,221	6,175	4,661	5,763	5,878
FFE	1,804	8,843	527	5,100	1,000
Transfers	6,990	5,167	6,376	10,215	9,982
<b>Total Expenditures</b>	<b>310,363</b>	<b>437,449</b>	<b>437,345</b>	<b>663,577</b>	<b>681,048</b>

## SERVICE INDICATORS:

**Operations- Engineering**

Private Development -- Planning and Building permits as well as City projects  
 Permitting, inspection and regulation  
 Subdivision Map Act  
 Stormwater Permit  
 Sewer Standards  
 Encroachments: Permits, Agreements, Right-of-Way management  
 City Projects – Design, Permitting, Bidding, Construction Management, Construction Inspection, Contract Management, Project Acceptance and Completion

Purchasing Policy Compliance  
 Climate Action Plan Compliance  
 NFIP Compliance  
 Claims and Litigation  
 Senior Management Team, Safety Liaison (BCJPIA), ADA Coordinator, Planning Commission, Historic Landmarks Board, Pedestrian and Bicycle Advisory Committee, Sustainability Commission, Trees and Views Committee, City Council

## DEPARTMENT OF PUBLIC WORKS – MAINTENANCE DIVISION

## EXPENDITURES BY CATEGORY

General Fund Expenditures, Public Works - Maintenance	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Salaries	622,417	647,831	294,383	377,382	386,663
Other Benefits	503,011	356,182	218,322	169,472	177,815
Professional Services	167,187	281,482	110,798	110,574	140,777
Operations	306,068	389,054	391,863	395,021	354,673
Other Services	7,667	8,863	6,832	8,545	8,808
Supplies	65,033	83,954	68,634	39,984	40,784
FFE	6,329	29,170	14,603	5,100	5,202
Transfers	43,203	44,326	32,857	8,979	9,158
<b>Total Expenditures</b>	<b>1,720,915</b>	<b>1,840,862</b>	<b>1,138,293</b>	<b>1,115,057</b>	<b>1,123,880</b>

## SERVICE INDICATORS

**Operations-- Custodial**

Cleaning and maintenance of City buildings and grounds  
Equipment maintenance and operations

## Safety Equipment

Cleaning and restoration tools and equipment  
Waste, composting and recycling materials management  
Consumable inventory maintenance – towels, light bulbs, paper, etc.  
Repair of mechanical, electrical and plumbing systems in City buildings  
Response to call-outs 24/7/365

**Operations -- Landscape Maintenance**

Maintenance of City grounds and parks  
Equipment maintenance & operations including Class “B” Commercial Driver’s License  
Safety Equipment  
Pesticide applicator’s license compliance  
Response to call-outs 24/7/365  
Maintenance and repair of City irrigation systems  
Waste, composting and recycling materials management  
Landscape maintenance tools and equipment including mowers, saws and leaf blowers

**PARKS & RECREATION DEPARTMENT**

**DEPARTMENT DESCRIPTION**

The Sausalito Parks & Recreation Department’s mission is to provide quality programs to Sausalito and its community that enhance growth, expression and recreation through people, parks and programs.

Each quarter the Department publishes the “Sausalito and it’s Community” magazine which lists youth, adult, and senior classes for the next three months as well as events that the Department is producing during the same time period. The Department has over 300 youth and adult classes per year, registers 4,000 class participants, processes 9,500 drop-in registrations, 1,000 facility rentals, 60 film, banner or special event permits, and produces 20 special events per year.

The Department coordinates with Sausalito Beautiful, Rotary Club, Woman’s Club, Lion’s Club, Chamber of Commerce, Sausalito Village, CARSS, Historical Society, Sausalito Sister Cities and the Hospitality Business Development Committee.

The Department also includes Landscape Maintenance, transferred from Public Works in FY2017-18. This crew maintains greenspace and recreational facilities in the City.

**STAFFING**

**FULL TIME STAFF**

Parks & Recreation Positions	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Administrative Aide	1	1	1	1	1
Custodian	1	1	1	1	1
Landscape I	1	1	1	2	2
Landscape II	1	1	1	1	1
Landscape III	1	1	1	0	0
Lead Custodian	1	1	1	1	1
Recreation Director	1	1	1	1	1
Recreation Supervisor	2	2	2	2	2
<b>Parks &amp; Recreation Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

**PART TIME STAFF (ALL CLASS INSTRUCTORS ARE CONTRACTORS)**

Recreation Leader*	(*counts vary; budget and service demand determined)
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## EXPENDITURES BY CATEGORY

General Fund Expenditures, & Rec – Recreation	Parks	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Salaries		363,232	301,385	350,059	379,226	387,944
Other Benefits		182,915	98,159	124,909	203,525	213,442
Professional Services		147,520	148,561	136,264	140,000	142,800
Operations		6,152	5,571	4,973	5,750	6,936
Other Services		176,551	144,123	146,921	153,908	143,120
Supplies		18,975	16,454	16,040	18,900	19,350
FFE		4,181	2,649	302	1,000	1,000
Transfers		11,001	8,734	8,493	10,429	8,908
<b>Total Expenditures</b>		<b>910,527</b>	<b>725,638</b>	<b>787,961</b>	<b>912,738</b>	<b>923,501</b>

General Fund Expenditures, & Rec – Landscape Maintenance	Parks	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Salaries		0	0	308,246	373,870	383,179
Other Benefits		0	0	103,998	217,023	227,331
Professional Services		0	0	160,428	86,220	90,744
Operations		0	196	39,621	52,900	53,508
Other Services		0	0	1,871	3,250	3,250
Supplies		0	16	40,793	51,100	52,600
FFE		0	0	2,385	5,000	5,000
Transfers		0	0	8,998	10,344	10,602
<b>Total Expenditures</b>		<b>0</b>	<b>212</b>	<b>666,340</b>	<b>799,707</b>	<b>826,214</b>

General Fund Expenditures, Parks & Rec	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Parks & Rec - Recreation	910,527	725,638	787,961	912,738	923,501
Parks & Rec - Landscape Maintenance	0	212	666,340	799,707	826,214
<b>Total Parks &amp; Recreation</b>	<b>910,527</b>	<b>725,850</b>	<b>1,454,301</b>	<b>1,712,445</b>	<b>1,749,715</b>

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**SERVICE INDICATORS**

Each year, the Department:

- Produces over 300 Youth and Adult Classes
- Registers 4,000 class participants
- Processes 9,500 drop-in registrations
- Processes 1,000 Facility rentals
- Processes 60 Film, Banner, or Special Event Permits

## LIBRARY

## DEPARTMENT DESCRIPTION

The Sausalito Public Library is located at 420 Litho Street in the City Hall building off Caledonia Street. The Library is open seven days a week, 63 hours per week, more than any other public library in Marin. It provides comfortable seating, public internet stations, free Wi-Fi for laptop users, story times and special programs for children, evening lectures and discussion groups for adults, and large collections of books, DVDs, CDs, audiobooks, and children's materials. Our website features our online library catalog, downloadable e-books and e-audiobooks, research databases, language instruction, museum passes, and our current adult and children's program schedules. The Library is a member of the MARINet consortium of libraries in Marin County. The Library is staffed by five full-time employees and a roster of hourly employees who work fewer than eighteen hours per week, on average. The Library Director also serves as the Communications Director, managing the Currents e-newsletter and the City's website.

## STAFFING, FULL-TIME STAFF

Library Positions	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
City Librarian/ Communications Director	1	1	1	1	1
Librarian I	1	1	1	1	1
Librarian II	1	1	1	1	1
Library Assistant II	1	1	1	1	1
Senior Library Assistant	1	1	1	1	1
<b>Library Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

## EXPENDITURES BY CATEGORY

General Fund Expenditures by Type	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Salaries	518,211	538,601	536,873	565,260	579,312
Other Benefits	207,313	168,105	163,120	175,361	184,489
Professional Services	51,451	57,260	64,286	70,799	76,294
Operations	1,703	1,712	790	1,750	1,775
Other Services	1,227	1,407	1,732	2,300	2,010
Supplies	119,254	112,998	122,120	115,350	115,700
Transfers	12,898	10,285	10,558	12,872	13,194
<b>Total Expenditures</b>	<b>912,055</b>	<b>890,368</b>	<b>899,480</b>	<b>943,693</b>	<b>972,774</b>



## SPECIAL REVENUE FUNDS

**Special revenue funds** are established by a government to collect money that must be used for a specific project, either by law or by policy. Special revenue funds provide an extra level of accountability and transparency to taxpayers that their revenue dollars will go toward an intended purpose. For example, Sausalito established a special revenue fund to pay expenses associated with gas taxes because the state requires that the monies can only be used for certain street related expenses.

The following chart summarizes revenues and expenses for each of the City's Special Revenue funds:

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Tidelands Fund (114)	782,904	717,667	878,965	843,182	890,276
Traffic Safety (120)	33,071	15,772	8,547	35,000	30,000
Gas Tax (121)	167,251	146,089	155,558	250,851	250,851
Construction Impact Fees (122)	177,234	283,829	246,704	250,000	180,000
County Measure A and B (124)	82,095	1	171,604	301,077	80,000
Storm Drain (125)	76,539	80,501	71,726	74,500	74,500
Stairs (126)	542	821	1,515	0	0
Disaster Assistance (130)	3,852	5,148	9,500	0	0
Police Seized Assets (133)	136	182	336	0	0
Police Grants (134)	120,926	160,541	145,190	165,000	150,000
Recreation Grant- Measure A (136)	108,042	210,088	59,935	55,000	65,000
Library Capital Improvement (115)	407	544	1,004	0	0
<b>Total Revenues</b>	<b>1,552,999</b>	<b>1,621,182</b>	<b>1,750,584</b>	<b>1,974,610</b>	<b>1,720,628</b>
Tidelands Fund (114)	694,137	871,677	615,461	1,029,304	890,277
Traffic Safety (120)	37,675	37,136	45,096	32,000	27,000



Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Gas Tax (121)	113,002	141,080	102,354	140,000	525,000
Construction Impact Fees (122)	200,000	165,000	165,000	185,000	180,000
County Measure A and B (124)	174,500	50,000	50,000	205,000	0
Storm Drain (125)	74,409	69,342	72,775	74,500	68,500
Stairs (126)	20,000	0	0	0	0
Disaster Assistance (130)	0	0	0	0	575,000
Police Seized Assets (133)	0	0	0	0	0
Police Grants (134)	112,840	170,570	154,663	143,869	143,869
Recreation Grant- Msr A (136)	16,476	8,396	38,855	373,178	55,000
Library Capital Improvement (115)	0	0	0	0	0
<b>Total Expenditures</b>	<b>1,443,039</b>	<b>1,513,200</b>	<b>1,244,205</b>	<b>2,182,850</b>	<b>2,464,645</b>

**Tideland Fund**

**DEPARTMENT DESCRIPTION**

The City of Sausalito is the grantee of all tide and submerged lands, filled and unfilled, within the city limits which were granted to the City by the State of California pursuant to statutory grant as set forth in statutes in 1953, Chapter 534, on page 1795 and statutes of 1957, Chapter 791, page 2002. The City holds title to these lands subject to the public trust which limits their use to purposes consistent with commerce, navigation and fisheries (“public trust”). The grants provide that the City may lease the granted lands for limited periods, but in no event exceeding 50 years.

Accordingly, The City has leased its properties to the following entities:

TENANT	LEASE EXPIRES ON:
• Sausalito Yacht Club	• 09/30/2027
• Galilee Harbor	• 06/31/2023
• Sausalito Cruising Club	• Month-to-Month
• Trident/Ondine/Horizons	• 03/02/2038
• Scoma's	• Month-to-Month
• Pelican Harbor	• 01/31/2040
• Sausalito Yacht Harbor	• 12/31/2029 plus 2 five-year renewal options
• Spinnaker	• 01/26/2032
• Inn Above The Tides	• Month-to-Month
• Golden Gate Ferry Landing	• 11/30/2045

**STAFFING**

There are no dedicated personnel funded through the Tideland Special Revenue Fund, rather the Tideland Fund transfers money annually to the General Fund for certain administration, public works, public safety and other costs associated with managing the Tidelands

## DEPARTMENT REVENUES AND EXPENSES BY CATEGORY

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Rental</b>	777,596	701,095	811,681	712,882	712,776
<b>Interest Income</b>	5,308	5,713	8,605	500	500
<b>Intergovernmental</b>	0	10,859	56,476	129,800	177,000
<b>Miscellaneous</b>	0	0	2,204	0	0
<b>Total Revenues</b>	<b>782,904</b>	<b>717,667</b>	<b>878,965</b>	<b>843,182</b>	<b>890,276</b>
<b>Professional Services</b>	127,139	319,348	237,564	312,780	190,000
<b>Operations</b>	5,337	25,305	51,700	188,668	321,628
<b>Transfers</b>	536,655	517,155	297,155	457,155	322,155
<b>Salaries</b>	0	0	21,045	60,000	45,631
<b>Other Benefits</b>	0	0	1,799	4,450	4,613
<b>Other Services</b>	5,897	9,682	602	350	350
<b>Supplies</b>	19,109	186	5,597	5,900	5,900
<b>Total Expenditures</b>	<b>694,137</b>	<b>871,677</b>	<b>615,461</b>	<b>1,029,304</b>	<b>890,277</b>

## Traffic Safety Fund

### DEPARTMENT DESCRIPTION

All fines and forfeitures received as a result of arrests by city police officers for vehicle code violations must be deposited in a special city "Traffic Safety Fund" to be used for traffic control devices; maintenance of equipment and supplies for traffic law enforcement and traffic accident prevention; the maintenance, improvement or construction of public streets, bridges or culverts; and the compensation of school crossing guards who are nor regular full-time members of the police department.

The City typically uses these funds for the maintenance, improvement or construction of public streets.

### DEPARTMENT REVENUES AND EXPENSES BY CATEGORY

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Fines</b>	33,070	15,811	0	35,000	30,000
<b>Interest Income</b>	0	-39	217	0	0
<b>Intergovernmental</b>	0	0	8,330	0	0
<b>Total Revenues</b>	<b>33,071</b>	<b>15,772</b>	<b>8,547</b>	<b>35,000</b>	<b>30,000</b>
<b>Operations</b>	37,675	27,136	43,096	30,000	25,000
<b>Transfers</b>	0	10,000	2,000	2,000	2,000
<b>Total Expenditures</b>	<b>37,675</b>	<b>37,136</b>	<b>45,096</b>	<b>32,000</b>	<b>27,000</b>

**Gas Tax Fund****DEPARTMENT DESCRIPTION**

The State of California imposes excise taxes on various transportation fuels. California motor vehicle fuel taxes include the gasoline tax, diesel fuel tax, and the use fuel tax. The allocation of highway user tax revenues is complex. The use of Motor Vehicle Fuel Tax is restricted by Article XIX of the California State Constitution and by Streets and Highways Code Section 2101. All Motor Vehicle Fuel Tax funds allocated from the Highway Users Tax Account must be expended for the following:

- The research, planning, construction, improvement, maintenance, and operation of public streets and highways (and their related public facilities for non-motorized traffic), including the mitigation of their environmental effects, the payment for property taken or damaged for such purposes, and the administrative costs necessarily incurred in the foregoing purposes.
- The research and planning for exclusive public mass transit guide-ways (and their related fixed facilities), the payment for property taken or damaged for such purposes, and the administrative costs necessarily incurred in the foregoing purposes.
- The construction and improvement of exclusive public mass transit guide-ways (and their related fixed facilities), including the mitigation of their environmental effects, the payment for property taken or damaged for such purposes, the administrative costs necessarily incurred in the foregoing purposes, and the maintenance of the structures and the immediate right-of-way for the public mass transit guide-ways
- The payment of principal and interest on voter-approved bonds issued for the purposes specified above.

The City typically uses these funds for the maintenance, improvement or construction of public streets.

**DEPARTMENT REVENUES AND EXPENSES BY CATEGORY**

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Intergovernmental</b>	166,668	145,120	153,926	250,851	250,851
<b>Interest Income</b>	583	969	1,632	0	0
<b>Total Revenues</b>	<b>167,251</b>	<b>146,089</b>	<b>155,558</b>	<b>250,851</b>	<b>250,851</b>
<b>Operations</b>	73,002	76,080	37,354	90,000	90,000
<b>Transfers</b>	40,000	65,000	65,000	50,000	435,000
<b>Total Expenditures</b>	<b>113,002</b>	<b>141,080</b>	<b>102,354</b>	<b>140,000</b>	<b>525,000</b>

**Construction Impact Fees Fund****DEPARTMENT DESCRIPTION**

The City of Sausalito has one Development Impact Fee, a construction traffic road fee (Sausalito Municipal Code Chapter 3.36). The fee is paid immediately prior to the issuance of a building permit. The intent of this fee is to allow for the mitigation of impacts from private construction. These impacts include accelerated wear and tear to the City's roads due to numerous heavy loads from the traffic brought on by construction activity. The City of Sausalito uses this money for the sole purpose of repairing City streets (including striping and signage).

**DEPARTMENT REVENUES AND EXPENSES BY CATEGORY**

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Permits &amp; Fees</b>	176,498	282,627	244,229	250,000	180,000
<b>Interest Income</b>	736	1,201	2,475	0	0
<b>Total Revenues</b>	<b>177,234</b>	<b>283,829</b>	<b>246,704</b>	<b>250,000</b>	<b>180,000</b>
<b>Transfers</b>	200,000	165,000	165,000	185,000	180,000
<b>Total Expenditures</b>	<b>200,000</b>	<b>165,000</b>	<b>165,000</b>	<b>185,000</b>	<b>180,000</b>

### County Measure A and B Fund

#### DEPARTMENT DESCRIPTION

Voters in Marin approved Measure A in November of 2004. It is a ½ percent Sales Tax for Marin County Transportation purposes. The Measure A authorized the formation of Transportation Authority of Marin to administer Measure A revenues. The funds must be used for transportation purposes. This can include street and roads projects, local transit projects, bicycle projects, and pedestrian projects. The Sausalito Budget programmed TAM funds for the Street Repair Program. If there are remaining amounts they will be allocated to go into Measure A Fund balances. On November 2, 2010, Marin residents voted to pass Measure B which increased the annual vehicle registration fee by \$10 to help fund transportation improvements, also administered by the Transportation Authority of Marin. The Fee will fund programs that: 1) Repair and maintain local streets, roads, and multi-use pathways in the County, including neighborhood and residential priority locations; 2) Make public transportation easier to use and more efficient, particularly for the senior and disabled population in Marin County; 3) Make it easier to get to work or school, whether by driving, using public transportation, bicycling, or walking; and 4) Result in the reduction of pollution from cars and trucks, by reducing the need to drive and encouraging the use of alternative fuel vehicles.

#### DEPARTMENT REVENUES AND EXPENSES BY CATEGORY

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Intergovernmental</b>	81,651	0	170,596	301,077	80,000
<b>Interest Income</b>	444	1	1,009	0	0
<b>Total Revenues</b>	<b>82,095</b>	<b>1</b>	<b>171,604</b>	<b>301,077</b>	<b>80,000</b>
<b>Transfers</b>	174,500	50,000	50,000	205,000	0
<b>Total Expenditures</b>	<b>174,500</b>	<b>50,000</b>	<b>50,000</b>	<b>205,000</b>	<b>0</b>

## Storm Drainage Fund

### DEPARTMENT DESCRIPTION

The purpose of the Storm Drain Fund is to account for the use of monies generated by the fee imposed on property owners by the City's Urban Runoff Pollution Prevention Ordinance. This Ordinance, in order to ensure the future health, safety, and general welfare of the residents of the City of Sausalito, established a funding source, to provide for the maintenance and repair of the City's storm water drainage facilities, to provide capital improvements to the City's storm drainage system, and to provide other clean storm water activities.

### DEPARTMENT REVENUES AND EXPENSES BY CATEGORY

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Taxes</b>	76,524	80,354	71,649	74,500	74,500
<b>Interest Income</b>	14	147	77	0	0
<b>Total Revenues</b>	<b>76,539</b>	<b>80,501</b>	<b>71,726</b>	<b>74,500</b>	<b>74,500</b>
<b>Other Services</b>	21,409	23,342	26,775	28,500	28,500
<b>Transfers</b>	53,000	46,000	46,000	46,000	40,000
<b>Total Expenditures</b>	<b>74,409</b>	<b>69,342</b>	<b>72,775</b>	<b>74,500</b>	<b>68,500</b>



## Stairs Fund

## DEPARTMENT DESCRIPTION

The purpose of the Stairs Fund is to account for the use of monies generated by the “167 Cazneau” legal settlement that designated that the monies can only be used for improvements to Stairs as defined in the legal settlement.

## DEPARTMENT REVENUES AND EXPENSES BY CATEGORY

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Miscellaneous	50,000	0	0	0	0
Interest Income	542	821	1,515	0	0
<b>Total Revenues</b>	<b>50,542</b>	<b>821</b>	<b>1,515</b>	-	-
Transfers	20,000	0	0	0	0
<b>Total Expenditures</b>	<b>20,000</b>	-	-	-	-

## Police Grants Fund

## DEPARTMENT DESCRIPTION

The City receives Federal and State grants that are designated for police activities. Most recently, the City received COPS grants to pay a portion of additional personnel.

## DEPARTMENT REVENUES AND EXPENSES BY CATEGORY

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Interest Income	48	-131	256	0	0
Intergovernmental	120,878	160,672	144,934	165,000	150,000
<b>Total Revenues</b>	<b>120,926</b>	<b>160,541</b>	<b>145,190</b>	<b>165,000</b>	<b>150,000</b>
Salaries	90,923	135,119	124,411	91,384	91,384
Other Benefits	21,917	35,451	30,252	52,485	52,485
<b>Total Expenditures</b>	<b>112,840</b>	<b>170,570</b>	<b>154,663</b>	<b>143,869</b>	<b>143,869</b>

## Recreation Grants Fund

## DEPARTMENT DESCRIPTION

The City receives State grants that are designated for specific capital projects.

## DEPARTMENT REVENUES AND EXPENSES BY CATEGORY

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Intergovernmental</b>	108,042	210,088	59,935	55,000	65,000
<b>Total Revenues</b>	<b>108,042</b>	<b>210,088</b>	<b>59,935</b>	<b>55,000</b>	<b>65,000</b>
<b>FFE</b>	16,476	0	38,855	55,000	55,000
<b>Transfers</b>	0	0	0	318,178	0
<b>Professional Services</b>	0	8,293	0	0	0
<b>Supplies</b>	0	103	0	0	0
<b>Total Expenditures</b>	<b>16,476</b>	<b>8,396</b>	<b>38,855</b>	<b>373,178</b>	<b>55,000</b>



## DEBT SERVICE FUNDS

**Debt Service Funds** are funds to account for the payment and accumulation of resources related to general long-term debt principal and interest.

Revenues and expenditures by fund are as follows:

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Tidelands Loan	72,155	72,155	72,155	72,155	72,155
2006 General Obligations Bonds	530,307	556,914	598,663	733,983	733,983
<b>Total Revenues</b>	<b>602,463</b>	<b>629,070</b>	<b>670,818</b>	<b>806,138</b>	<b>806,138</b>
Tidelands Loan	144,311	118,618	72,155	72,155	72,155
2006 General Obligations Bonds	481,761	504,354	536,685	733,983	733,983
<b>Total Expenditures</b>	<b>626,072</b>	<b>622,972</b>	<b>608,840</b>	<b>806,138</b>	<b>806,138</b>
Net	-23,609	6,098	61,977	0	0

Revenues and expenditures by category, for all Debt Service Funds combined, are as follows:

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Taxes	528,406	553,017	565,044	733,983	733,983
Intergovernmental	1,818	1,760	25,890	0	0
Transfers	72,155	72,155	72,155	72,155	72,155
Interest Income	83	2,136	7,728	0	0
<b>Total Revenues</b>	<b>602,462</b>	<b>629,070</b>	<b>670,818</b>	<b>806,138</b>	<b>806,138</b>
Operations	626,072	622,972	608,840	806,138	806,138
<b>Total Expenditures</b>	<b>626,072</b>	<b>622,972</b>	<b>608,840</b>	<b>806,138</b>	<b>806,138</b>
Net	-23,610	6,098	61,977	0	0

**Tidelands Loan Fund****DEPARTMENT DESCRIPTION**

Between April 1995 and March 1996, the City borrowed \$1.2 million from the California Department of Boating and Waterways to finance certain improvements. The loan bears interest at 4.5% per annum on the unpaid balance, commencing with the date of each transfer of loan funds to the City. Repayment of the loan commenced August 1995, and is payable in annual installments of \$72,155, including interest, until maturity, August 1, 2025.

**DEPARTMENT REVENUES AND EXPENSES BY CATEGORY**

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Transfers</b>	72,155	72,155	72,155	72,155	72,155
<b>Total Revenues</b>	<b>72,155</b>	<b>72,155</b>	<b>72,155</b>	<b>72,155</b>	<b>72,155</b>
<b>Operations</b>	144,311	118,618	72,155	72,155	72,155
<b>Total Expenditures</b>	<b>144,311</b>	<b>118,618</b>	<b>72,155</b>	<b>72,155</b>	<b>72,155</b>

**2006 General Obligation Bonds Fund****DEPARTMENT DESCRIPTION**

General Obligation Bonds are debt applicable to the City's Legal Debt Limit Ceiling calculated at 15% of adjusted assessed value of property (25% of Market Value).

**GENERAL OBLIGATION BOND 2006 SERIES A**

On November 16, 2006, the City issued General Obligation Bonds Series A in the amount of \$8,205,000. The bond proceeds from this series and the bond proceeds from Series B (see below) were used to finance the demolition and replacement of a police building and fire station. Interest payments are due each February 1 and August 1, and principal is due each August 1, repayable from General Fund revenues until August 1, 2026. The bonds bear interest at rates from 4.10% to 5.00% per annum. These bonds are repayable from the proceeds of *ad valorem property* taxes.

**GENERAL OBLIGATION BOND 2006 SERIES B (CAPITAL APPRECIATION BONDS)**

On November 16, 2006, the City issued General Obligation Bonds Series B in the amount of \$7,293,894. The bond proceeds from this series and the bond proceeds from Series A (see above) were used to finance the demolition and replacement of a police building and fire station. These bonds are repayable from the proceeds of *ad valorem property* taxes. The Bonds do not pay periodic interest. Interest on the Bonds will accrete in value at rates between 4.55% and 4.65%. Repayments of the accreted principal will commence August 1, 2026. Final repayment will be August 1, 2041.

**DEPARTMENT REVENUES AND EXPENSES BY CATEGORY**

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Taxes</b>	528,406	553,017	565,044	733,983	733,983
<b>Intergovernmental</b>	1,818	1,760	25,890	0	0
<b>Interest Income</b>	83	2,136	7,728	0	0
<b>Total Revenues</b>	<b>530,307</b>	<b>556,914</b>	<b>598,663</b>	<b>733,983</b>	<b>733,983</b>
<b>Operations</b>	481,761	504,354	536,685	733,983	733,983
<b>Total Expenditures</b>	<b>481,761</b>	<b>504,354</b>	<b>536,685</b>	<b>733,983</b>	<b>733,983</b>
<b>Net</b>	<b>48,546</b>	<b>52,561</b>	<b>61,978</b>	<b>0</b>	<b>0</b>





## ENTERPRISE FUNDS

**Enterprise Funds** are used to account for operations including debt service that are financed and operated in a manner similar to private businesses - where the intent of the governing body is that cost (expenses including depreciation) of providing goods or services to the general public or a specific population, i.e. ratepayers, on a continuing basis is financed or recovered primarily through user charges; or where the governing body has determined that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control accountability, or other purposes.

The following chart summarizes revenues and expenses for each of the City's four enterprise funds:

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Sewer Operating/Capital</b>	7,386,959	5,287,306	2,763,142	2,808,843	2,912,481
<b>Old City Hall</b>	250,138	238,701	238,393	242,400	244,824
<b>MLK</b>	6,049,354	1,395,348	1,440,341	1,384,528	1,572,003
<b>Parking</b>	2,299,927	2,387,842	2,503,711	2,798,343	2,798,343
<b>Total Revenues</b>	<b>15,986,379</b>	<b>9,309,197</b>	<b>6,945,587</b>	<b>7,234,115</b>	<b>7,527,651</b>
<b>Sewer Operating/Capital</b>	2,538,199	2,164,145	2,555,814	5,751,952	3,412,481
<b>Old City Hall</b>	303,407	298,423	258,440	235,000	235,000
<b>MLK</b>	8,453,566	862,260	1,003,617	2,912,029	1,572,002
<b>Parking</b>	2,500,739	2,272,659	2,261,223	3,126,749	2,859,299
<b>Total Expenditures</b>	<b>13,795,911</b>	<b>5,597,487</b>	<b>6,079,094</b>	<b>12,025,730</b>	<b>8,078,782</b>
<b>Net</b>	<b>2,190,468</b>	<b>3,711,710</b>	<b>866,493</b>	<b>-4,791,616</b>	<b>-551,131</b>

Revenues and expenses by category, for the combined four enterprise funds are presented in the following table:

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Taxes</b>	4,916,908	5,257,248	2,689,307	2,705,359	2,897,981
<b>Permits &amp; Fees</b>	4,746,503	2,377,765	2,484,066	2,795,843	2,795,843
<b>Rental</b>	1,533,447	1,569,934	1,612,871	1,565,928	1,755,827
<b>Interest Income</b>	39,103	40,992	101,530	101,984	13,000
<b>Miscellaneous</b>	4,750,417	58,257	55,312	60,000	60,000
<b>Transfers</b>	0	5,000	2,500	5,000	5,000
<b>Total Revenues</b>	<b>15,986,379</b>	<b>9,309,197</b>	<b>6,945,587</b>	<b>7,234,115</b>	<b>7,527,651</b>
				7,144,131	
<b>Salaries</b>	1,489,522	789,952	726,132	751,175	770,586
<b>Other Benefits</b>	-40,423	538,975	740,440	390,552	405,334
<b>Professional Services</b>	810,871	615,716	551,179	852,380	817,180
<b>Operations</b>	1,370,507	747,838	973,009	4,987,977	2,883,433
<b>Other Services</b>	135,021	182,201	105,609	216,671	204,244
<b>Supplies</b>	90,887	55,824	48,482	59,000	54,000
<b>FFE</b>	777,093	501,143	489,603	184,000	45,000
<b>Transfers</b>	9,162,432	2,165,838	2,444,641	4,583,976	2,899,005
<b>Total Expenditures</b>	<b>13,795,911</b>	<b>5,597,487</b>	<b>6,079,094</b>	<b>12,025,730</b>	<b>8,078,782</b>

## Sewer Fund

### DEPARTMENT DESCRIPTION

The City of Sausalito owns and operates portions of the sanitary sewer system conveying wastewater to the Sausalito-Marín City Sanitary District (SMCSD) for treatment and discharge to the Bay. The Sewer Enterprise Fund accounts for the provision of sewer services to residences and businesses of the City. All activities to provide such services are accounted for in this fund, including but not limited to, administration, operations, capital improvements, maintenance, financing, billing and collections.

Every five years the City undertakes a sewer rate revenue study to update its five year financial plan.

The City's financial plan addresses four primary objectives:

- **Meeting Operations Costs:** The sewer utility must generate sufficient revenue to cover the expenses of sewer operations, including administration, maintenance, and collection operations. For Fiscal Years 2014/15 through 2018/19, the net annual revenue requirement (total annual expenses, including debt service, less non-rate revenues) is approximately \$2.2 to \$2.5 million.
- **Meeting Capital Improvement Costs:** The sewer utility must also be able to fund necessary capital improvements. The City identified over \$5 million in priority and urgent capital improvements for the next five years.
- **Maintaining Adequate Bond Coverage:** The City is required by its existing bond covenant to maintain a coverage ratio of rates to debt service obligations of at least 1.1 for the outstanding state revolving fund loan and will likely be expected to maintain a coverage ratio of 1.15 to 1.20 for future planned debt issuances. The benefit of maintaining a higher coverage ratio is that it strengthens the City's credit rating, which can help lower the interest rates for debt-funded capital projects and reduce annual debt service payments for future debt issues.
- **Building and Maintaining Reserve Funds:** The Utility maintains sufficient reserves for the following target reserve fund levels:
  - **Operating Reserves** equal to 25% of the Utility's budgeted annual operating expenses. This reserve target is equal to a three month (or 90-day) cash cushion for normal operations. An Operating Reserve is intended to promote financial stability in the event of any unexpected short-term or emergency cash needs.
  - **Capital Reserves** equal to 3% of net depreciable capital assets of the utility for capital repair and replacement needs. This target serves simply as a starting point for addressing longer-term needs. If ratepayers can generate revenues at this level and pace, they will have reserved a partial cash resource that can be applied toward future replacement and rehabilitation needs, thereby eliminating the need to borrow this portion of the capital cost of maintaining the utility's collection system infrastructure.
  - **Debt Reserve** equal to the reserve requirement for the outstanding state revolving fund loan and the reserve requirement for the debt obligation, which is equal to the maximum annual debt service payment due on outstanding bonds.

## DEPARTMENT REVENUES AND EXPENSES BY CATEGORY

Sewer Operating/Capital	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Taxes</b>	4,916,908	5,257,248	2,689,307	2,705,359	2,897,981
<b>Interest Income</b>	11,598	19,558	57,635	90,984	2,000
<b>Miscellaneous</b>	0	500	0	0	0
<b>Permits &amp; Fees</b>	2,458,454	5,000	13,700	7,500	7,500
<b>Transfers</b>	0	5,000	2,500	5,000	5,000
<b>Total Revenues</b>	<b>7,386,959</b>	<b>5,287,306</b>	<b>2,763,142</b>	<b>2,808,843</b>	<b>2,912,481</b>
<b>Salaries</b>	1,296,448	613,446	549,609	536,655	549,402
<b>Other Benefits</b>	-111,689	473,715	682,430	321,924	333,624
<b>Professional Services</b>	391,834	253,511	227,852	431,800	396,600
<b>Operations</b>	465,553	276,779	361,504	3,835,761	1,720,690
<b>Other Services</b>	27,294	64,983	72,172	106,171	106,244
<b>Supplies</b>	45,908	48,736	40,247	44,500	44,500
<b>FFE</b>	255,699	259,137	314,186	164,000	25,000
<b>Transfers</b>	167,151	173,838	307,814	311,142	236,420
<b>Total Expenditures</b>	<b>2,538,199</b>	<b>2,164,145</b>	<b>2,555,814</b>	<b>5,751,952</b>	<b>3,412,481</b>

## SERVICE INDICATORS:

**Operations - Sewer**

Compliance with EPA Order to reduce sewage spills including reporting

Private Sewer Lateral Program – permitting, inspections, regulation

Clean and inspect more than 20 miles of main line

Manage and properly dispose of wastes generated

CalOSHA, CWEA and BCJPIA Training, Monitoring and Documentation

Equipment maintenance and operations including Class “B”

Commercial Driver’s License

Vactor® Mobile Combination Flusher/Vacuum

OK Champion® Continuous Rodder

Safety Equipment including confined space entry – permit required

Sampling, spill containment and bypass pumping equipment

Cross-training with SMCS and other similar agencies

Mark and Locate City utilities (48 hours maximum response time)

Response to call-outs 24/7/365

## Old City Hall Fund

**DEPARTMENT DESCRIPTION**

The City leases the Old City Hall to a tenant and uses this fund to account for the rent collections and related costs to administer and maintain the property. This fund is used to account for these activities. Net operating income is annually transferred to the General Fund while keeping modest reserves to meet unforeseen repairs.

**DEPARTMENT REVENUES AND EXPENSES BY CATEGORY**

Old City Hall	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Rental</b>	249,786	238,375	237,682	242,400	244,824
<b>Interest Income</b>	353	325	711	0	0
<b>Total Revenues</b>	<b>250,138</b>	<b>238,701</b>	<b>238,393</b>	<b>242,400</b>	<b>244,824</b>
<b>Professional Services</b>					
<b>Operations</b>	817	833	850	10,000	10,000
<b>FFE</b>	27,590	27,590	27,590	0	0
<b>Transfers</b>	275,000	270,000	230,000	225,000	225,000
<b>Total Expenditures</b>	<b>303,407</b>	<b>298,423</b>	<b>258,440</b>	<b>235,000</b>	<b>235,000</b>

**MLK Fund****DEPARTMENT DESCRIPTION**

The City financed the acquisition of the Martin Luther King School site (the “MLK site”), containing approximately 17 acres of land, with improvements, through a lease-purchase agreement with the Sausalito School District. The City leases units in the buildings to various tenants under operating leases with terms ranging from one to five years, with various options to renew. This fund is used to account for these lease activities.

- Management of tenant leases, accounts, and terms and public or private use of the property.
- Coordinate maintenance and repair projects with DPW (or vendors directly). Monitor performance of projects; confirm they are completed to specifications and budget within time frames.
- Communicate campus events, repairs, issues and items that may affect Tenant’s business or property neighbors in a timely manner.
- Ensure routine maintenance is completed to specifications and respond to issues and requests for maintenance or repairs in timely manner.
- Implement long range schedule for property improvements and repair, tenant mix and retention, and property use.

**DEPARTMENT REVENUES AND EXPENSES BY CATEGORY**

MLK	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Rental</b>	1,283,662	1,331,559	1,375,189	1,323,528	1,511,003
<b>Interest Income</b>	15,275	6,032	9,840	1,000	1,000
<b>Miscellaneous</b>	4,750,417	57,757	55,312	60,000	60,000
<b>Total Revenues</b>	<b>6,049,354</b>	<b>1,395,348</b>	<b>1,440,341</b>	<b>1,384,528</b>	<b>1,572,003</b>
<b>Salaries</b>	135,620	116,731	114,538	134,520	141,184
<b>Other Benefits</b>	65,886	53,566	46,022	53,928	57,010
<b>Professional Services</b>	19,428	25,890	19,038	26,047	26,047
<b>Operations</b>	836,187	454,457	593,469	1,108,467	1,121,494
<b>Other Services</b>	22	226	622	20,500	20,500
<b>Supplies</b>	247	496	289	0	0
<b>FFE</b>	85,895	85,895	77,812	0	0
<b>Transfers</b>	7,310,281	125,000	151,827	1,568,568	205,769
<b>Total Expenditures</b>	<b>8,453,566</b>	<b>862,260</b>	<b>1,003,617</b>	<b>2,912,029</b>	<b>1,572,002</b>

## Parking Fund

### DEPARTMENT DESCRIPTION

The Parking System Enterprise provides on and off-street public parking spaces as a key element in maintaining the economic vitality of the downtown and surrounding activity centers. The Enterprise operates solely on fees collected from users. All proceeds from these operations are reinvested back into the community in the form of increasing the Parking System's capacity, and transfers back to the General Fund to provide for the health, safety, and welfare of the community.

### DEPARTMENT REVENUES AND EXPENSES BY CATEGORY

Parking	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Permits &amp; Fees</b>	2,288,049	2,372,765	2,470,366	2,788,343	2,788,343
<b>Interest Income</b>	11,877	15,077	33,345	10,000	10,000
<b>Total Revenues</b>	<b>2,299,927</b>	<b>2,387,842</b>	<b>2,503,711</b>	<b>2,798,343</b>	<b>2,798,343</b>
<b>Salaries</b>	57,454	59,775	61,985	80,000	80,000
<b>Other Benefits</b>	5,379	11,695	11,988	14,700	14,700
<b>Professional Services</b>	399,609	336,316	304,289	394,533	394,533
<b>Operations</b>	67,950	15,768	17,185	33,750	31,250
<b>Other Services</b>	107,705	116,991	32,815	90,000	77,500
<b>Supplies</b>	44,732	6,593	7,946	14,500	9,500
<b>FFE</b>	407,909	128,521	70,015	20,000	20,000
<b>Transfers</b>	1,410,000	1,597,000	1,755,000	2,479,266	2,231,816
<b>Total Expenditures</b>	<b>2,500,739</b>	<b>2,272,659</b>	<b>2,261,223</b>	<b>3,126,749</b>	<b>2,859,299</b>





## INTERNAL SERVICE FUNDS

The funds account for vehicle replacement, workers compensation, employee benefits, and general liability, all of which are provided to other departments on a cost reimbursement basis.

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Vehicle Replacement</b>	107,320	109,675	108,763	0	0
<b>Workers Compensation Fund</b>	262,360	293,885	363,578	550,000	1,359,755
<b>Employee Benefits Fund</b>	585,402	469,955	240,198	1,072,053	505,720
<b>General Liability</b>	1,090	711	111	0	328,417
<b>Total Revenues</b>	<b>956,173</b>	<b>874,226</b>	<b>712,650</b>	<b>1,622,053</b>	<b>2,193,892</b>
<b>Vehicle Replacement</b>	112,683	133,750	169,636	125,000	125,000
<b>Workers Compensation Fund</b>	445,133	687,898	717,901	550,000	409,834
<b>Employee Benefits Fund</b>	66,837	205,310	12,308	1,193,424	461,089
<b>General Liability</b>	143,267	219,257	107	0	0
<b>Total Expenditures</b>	<b>767,920</b>	<b>1,246,215</b>	<b>899,952</b>	<b>1,868,424</b>	<b>995,923</b>

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Interest Income</b>	27,182	43,754	38,491	36,406	46,631
<b>Miscellaneous</b>	266,004	149,799	0	0	0
<b>Transfers</b>	662,987	680,673	674,159	1,585,647	2,147,261
<b>Total Revenues</b>	<b>956,173</b>	<b>874,226</b>	<b>712,650</b>	<b>1,622,053</b>	<b>2,193,892</b>
<b>Other Benefits</b>	510,378	891,481	728,090	1,743,424	870,923
<b>Professional Services</b>	1,592	1,727	2,159	0	0
<b>FFE</b>	112,683	133,750	169,596	125,000	125,000
<b>Other Services</b>	143,267	219,257	107	0	0
<b>Total Expenditures</b>	<b>767,920</b>	<b>1,246,215</b>	<b>899,952</b>	<b>1,868,424</b>	<b>995,923</b>

### Bay Cities Joint Powers Insurance Authority

The City is exposed to various risks of loss related to workers' compensation and general liability. The City participates in joint powers agreements to manage its exposure and costs. On July 1, 1977, a Joint Powers Agreement (the "Agreement") was entered into between member cities and the Marin County Risk Management Authority for workers' compensation coverage (City of Sausalito joined on October 1, 1982). In July 1978, the Agreement was extended to include coverage for both auto and general liability exposures. On July 1, 1978, a new Joint Powers Agreement was established for the liability coverage, known as the Marin Cities Liability Management Authority (City of Sausalito joined on October 1, 1986). Effective July 1, 1996, the City transferred its excess liability coverage to Bay Cities Joint Powers Insurance Authority (the "Authority"). Effective July 1, 2003, the Marin County Risk Management Authority was dissolved and the City transferred its workers compensation coverage to the Bay Cities Joint Powers Insurance Authority.

The City reports all of the workers' compensation activities in an internal service fund. Claims expenditures and liabilities are reported in the internal service fund when it is probable that a loss has occurred and the amount of that loss can be reasonably estimated. All of the City's general and ERMA (Employment Risk Management Authority) liability risk management activities are reported in an internal service fund.

### Workers Compensation Fund

#### DEPARTMENT DESCRIPTION

The Workers' Compensation Fund is self-insured for the first \$150,000 of loss per occurrence. Excess coverage is provided by an outside insurance carrier up to \$1,000,000 to statutory limits.

As defined by Government Accounting Standards Board Statement No. 10 ("GASB -10"), the Bay Cities Joint Powers Insurance Authority is "a claims servicing or account pool." The Authority manages separate accounts for each pool member from which losses and expenses of that member are paid, up to the self-insured retention limit. The Authority purchases commercial excess insurance. The annual assessment of each member includes allocations for loss payments, expenses, and excess insurance premiums. The Authority has a policy under which there is an annual evaluation of the assets of each pool member in comparison to future liabilities. The "financial risk position" of each member is determined by subtracting case reserves, incurred but not reported (IBNR) amounts and claim development from the members' cash balances. If a negative risk position is found, a supplemental element is added to its annual assessment.

- The City Manager is the designated board member to the BCJPIA and the Administrative Services Director is the designated alternate board member.
- Either the designated or alternate Board Member attends the semi-annual BCJPIA Board meetings
- The Administrative Services Director is also the BCJPIA's Board designated Board Member to the Los Angeles Workers Compensation Exchange (LAWCX) and attends semi-annual board meetings
- The BCJPIA conducts annual actuarial valuations. The valuations are used to record General Ledger claims paid, current and long-term claims payable.

- The City allocates the annual premium and one self-insured retention loss to all departments based on number of personnel and the experience rating of likelihood of claims among job classes by department.

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**DEPARTMENT REVENUES AND EXPENSES BY CATEGORY**

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Interest Income</b>	3,360	3,725	3,659	1,775	2,000
<b>Transfers</b>	259,000	290,160	359,919	548,225	1,357,755
<b>Total Revenues</b>	<b>262,360</b>	<b>293,885</b>	<b>363,578</b>	<b>550,000</b>	<b>1,359,755</b>
<b>Other Benefits</b>	445,133	687,898	717,901	550,000	409,834
<b>Total Expenditures</b>	<b>445,133</b>	<b>687,898</b>	<b>717,901</b>	<b>550,000</b>	<b>409,834</b>

**General Liability Fund****DEPARTMENT DESCRIPTION**

The City participates with other public entities for the purpose of obtaining general liability coverage in the in the Bay Cities Joint Powers Insurance Authority (BCJPIA) for claims incurred on or after July 1, 1996. The BCJPIA provides liability and errors and omissions coverage in excess of the City's \$50,000 self-insured retention, up to one million through a risk shared self-insurance pool. BCJPIA obtains excess coverage through California Affiliated Risk Management Authorities (CARMA) a risk sharing joint powers authority. CARMA provides excess insurance coverage to \$28 million. Employment Risk Management Authority, a risk sharing joint powers authority, arranges for pooled risk sharing related to employment practices liability. Coverage is provided up to \$2 million excess of \$1 million.

- The City Manager is the designated board member to the BCJPIA and the Administrative Services Director is the designated alternate board member.
- Either the designated or alternate Board Member attends the semi-annual BCJPIA Board meetings
- The BCJPIA conducts annual actuarial valuations. The valuations are used to record General Ledger claims paid, current and long-term claims payable. The fund's transactions are only journal entries as a result of the annual actuarial valuation. Accordingly budgets are not adopted for the General Liability Fund.

**DEPARTMENT REVENUES AND EXPENSES BY CATEGORY**

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Interest Income</b>	1,090	711	111	0	0
<b>Transfers</b>	0	0	0	0	328,417
<b>Total Revenues</b>	<b>1,090</b>	<b>711</b>	<b>111</b>	<b>0</b>	<b>328,417</b>
<b>Other Services</b>	143,267	219,257	107	0	0
<b>Total Expenditures</b>	<b>143,267</b>	<b>219,257</b>	<b>107</b>	<b>0</b>	<b>0</b>

## Vehicle Replacement Fund

### DEPARTMENT DESCRIPTION

The Vehicle/Equipment Replacement Fund is an interest bearing Internal Service Fund established to finance necessary and justified vehicle/equipment replacements. Departments retain ownership of their vehicles and are cross charged for the future replacement costs.

Full year depreciation is the year after acquisition and continues through the year of disposition. Depreciation increases are a result of increased valuation of vehicles in the plan and the first full-year depreciation charge on the vehicles. Replacements are determined based on the useful lives of classes of vehicle, therefore budget fluctuations can occur depending on number and value of vehicles being replaced each year.

### DEPARTMENT REVENUES AND EXPENSES BY CATEGORY

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Miscellaneous	3,004	4,784	0	0	0
Interest Income	4,090	4,662	8,534	0	0
Transfers	100,227	100,229	100,229	0	0
<b>Total Revenues</b>	<b>107,320</b>	<b>109,675</b>	<b>108,763</b>	<b>0</b>	<b>0</b>
Professional Services	0	0	40	0	0
FFE	112,683	133,750	169,596	125,000	125,000
<b>Total Expenditures</b>	<b>112,683</b>	<b>133,750</b>	<b>169,636</b>	<b>125,000</b>	<b>125,000</b>

**Employee Benefits Fund****DEPARTMENT DESCRIPTION**

The Employee Benefit Fund was established to set aside funds for offsetting liabilities for:

- Compensated absence (earned vacation, sick, and compensatory time) balances;
- Other than pensions Post-Employment Benefits (OPEB) liabilities to pay for future retiree health care benefits; and,
- CalPERS Side Funds established when the City entered CalPERS funding pools...
- Departments are cross-charged 2.5% of full-time employees' salaries
- As part of the 2012 Labor Cost reform strategy, the City converted employees with less than three years of service, and other employees who opted out of the defined benefit OPEB plan, to a defined contribution OPEB plan. The defined contributions are disbursed from this fund.
- The City's annexation agreement with the Southern Marin Fire Protection District was completed effective as of June 30, 2012. The City agreed to pay Southern Marin Fire Protection District \$58,000 annually for 30 years, a total of \$1,740,000; representing the retiree medical costs of nine firefighters who worked for the City. These payments are disbursed from the Employee Benefit Fund.
- In 2012, the City paid off the Miscellaneous and Fire Safety employees Side Funds with CalPERS from monies accumulated, and transferred into this fund.

**DEPARTMENT REVENUES AND EXPENSES BY CATEGORY**

Description	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Interest Income</b>	18,641	34,655	26,187	34,631	44,631
<b>Miscellaneous</b>	263,000	145,015	0	0	0
<b>Transfers</b>	303,761	290,284	214,011	1,037,422	461,089
<b>Total Revenues</b>	<b>585,402</b>	<b>469,955</b>	<b>240,198</b>	<b>1,072,053</b>	<b>505,720</b>
<b>Other Benefits</b>	65,245	203,583	10,190	1,193,424	461,089
<b>Professional Services</b>	1,592	1,727	2,119	0	0
<b>Total Expenditures</b>	<b>66,837</b>	<b>205,310</b>	<b>12,308</b>	<b>1,193,424</b>	<b>461,089</b>



## City Infrastructure

Infrastructure includes the basic physical structures, systems, and facilities needed to provide services to residents and for the functioning of a community and its economy, such as sidewalks, streets, storm drains, parks, police facilities, and sewer systems. Infrastructure impacts the public health, safety, and the quality of life for Sausalito communities as well as the tourism industry which is an important part of the City's economy. Capital or infrastructure projects are generally large and expensive, and the assets they create will likely be required for decades of public use.

Asset management is a recommended practice for effectively and sustainably managing assets at a desired level of service for the lowest life cycle cost. Asset Management provides needed information on existing assets, such as condition, so that City staff can develop optimal strategies for maintenance and rehabilitation or replacement of assets. Asset Management provides a sound basis to identify the magnitude of the backlog; prioritize needed capital projects; and effectively focus limited resources.

The City is responsible for the care and upkeep of existing infrastructure assets, also known as Maintenance & Repair (M&R), as well as rehabilitation or replacement of those assets when needed. The City is also responsible for providing needed new or expanded infrastructure. Providing ongoing M&R, such as resurfacing streets and repairing sidewalks or filling potholes, is vital for maintaining the condition of assets. As assets continue to deteriorate, the cost of repair will exponentially increase and can result in peripheral damage. For example, deferring roof replacement could later result in needing to replace the roof structure and walls of a building. When M&R is not fully funded, it contributes to deferred maintenance and capital costs. Like many California cities, the City of Sausalito has not fully funded M&R in many previous years due to tight budgetary constraints and competing priorities. As a result, the City now has a backlog in deferred capital projects for storm drains, streets, and sidewalks. There is also a backlog in sewer capital improvements. These are funded through the Sewer Fund.

The City is also responsible to ensuring compliance with the Americans with Disabilities Act (ADA). The ADA mandates all cities to develop a transition plan for the installation of curb ramps or other forms of sloping access at every location where a pedestrian path of travel crosses a curb. The ADA further mandates that all publicly funded buildings, structures, and related facilities shall be accessible to and usable by persons with disabilities. An ADA Transition Plan is intended to describe the need, plan improvements and create safe and useable pedestrian facilities for each and every member within the community, and assure compliance with all federal, state, and local regulations and standards. The document is intended to provide guidance for a variety of facilities within the City's public right-of-way. These facilities include City-owned buildings, parks and recreation facilities, streets and roadways, underground and above ground utilities, vehicular and pedestrian signal systems, signage systems, on-street and off-street city-owned parking facilities, sidewalks with curb ramps at intersections, planting strips and buffers, pedestrian activity areas, and unimproved open spaces that are part of the public right-of way.



## General Capital Improvement Fund

### DEPARTMENT DESCRIPTION

The General Capital Improvement Fund is a Multi-Year Capital Improvements Plan for infrastructure not otherwise reported in the City's Enterprise Funds, such as Sewer collection system and lift pumps, and Parking equipment (on-street and City-owned off-street). Infrastructure projects in the General Capital Improvement Fund include the following categories: traffic and transportation projects, storm drains, buildings and waterfront projects, parks and recreation projects, pedestrian and bicycle projects, city-owned rights-of-way, medians land and open space, and Americans with Disabilities Act (ADA) projects and major studies. The MLK repairs and renovations, funded by the CoPs, are included in the General Capital Improvement Fund for use of tracking and reporting.

A multi-year plan is an important tool identifying a comprehensive solution for infrastructure issues. This plan depicts what projects are planned; what projects are needed; what revenue is projected from existing funding sources; and what priority projects lack a funding source. City staff can more effectively plan for infrastructure projects to address community needs over five-years (or more) rather than in an annual budget. The Multi-Year Plan also enables staff to plan in advance to identify needed funding for projects, such as bond issuances, federal and state grants, and other opportunities.

### DEPARTMENT REVENUES AND EXPENSES BY CATEGORY

General Capital Improvements	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
<b>Interest Income</b>	2,206	27,539	61,157	96,227	0
<b>Miscellaneous</b>	0	0	47,632	332,500	1,423,500
<b>Intergovernmental</b>	33,719	0	101,678	1,095,000	1,175,000
Trsfr from Gen Fd Meas O	1,160,082	1,165,500	150,500	1,247,400	889,455
Transfer from General Fund	1,160,082	507,000	1,191,000	675,000	348,000
Trsf in from Sewer Fd	0	0	125,000	75,000	0
Trfs in from Const Impac	200,000	165,000	165,000	185,000	180,000
Trsf in from Cnty Measure A Fd	174,500	50,000	50,000	205,000	0
Transfer in from Storm Drain F	53,000	46,000	46,000	46,000	40,000
Transfer in from Stairs Fund	20,000	0	0	0	0
Trsf in from Disaster Recovery Fund	0	0	0	0	575,000
Trsf in from Recreat Grant Fd	0	0	0	318,178	0
Transfer from Parking	25,000	0	0	450,000	0
<b>Total Transfers</b>	10,287,945	2,243,500	1,817,500	4,862,526	2,517,455
<b>Total Revenues</b>	<b>10,323,871</b>	<b>2,271,039</b>	<b>2,027,967</b>	<b>6,386,253</b>	<b>5,115,955</b>

General Capital Improvements	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
Dunphy Park	17,421	97,805	361,076	2,951,388	0
MLK Facilities Assessment Impr	0	1,175,235	0	1,425,948	114,052
Southview Park Walls	0	57,034	105,497	1,261,308	106,870
Gate 6 Road Signal Mods	5,370	118,686	4,609	500,000	710,000
Street Repair Program	557,280	151,844	264,344	325,000	340,025
Street Repair Program b	0	152,015	628,695	481,000	390,814
Street Repair Program	557,280	303,859	893,040	806,000	730,839
General Plan Update	0	38,590	340,726	340,000	75,000
Napa Street StormDrain Project	0	0	0	300,000	0
Parking Lot 2	0	0	0	250,000	0
Ferry Terminal Improvements	0	0	0	240,000	500,000
Terraces Slide	0	0	123,872	200,000	0
ADA - Traffic, Trans Projects	894,298	474,965	25,898	0	0
ADA - Traffic, Trans Projects b	0	152,015	0	111,216	111,216
Traffic Signal Upgrades	6,315	18,709	17,770	100,000	100,000
License Plate Readers	0	96,151	0	100,000	0
Storm Drain Repl (in ROW)	233,645	5,017	817	45,498	50,000
Dunphy Park (non-CoP)	4,055	0	0	28,939	0
Gordon Street Stormdrain Project	0	0	0	25,000	40,000
IT Strategic Plan Infrastruct	0	123,432	15,156	25,000	25,000
SD Master Plan Mapping Condi	0	171,030	43,172	20,000	2,500
City Civic Ctr Landscape Beaut	12,547	0	24,913	20,000	0
Bridgeway Medians Trees	42,150	43,426	30,175	17,500	0
Concrete Streets	0	264,867	22,727	0	0
Concrete Streets b	0	152,015	91,770	10,133	0
Wave Attenuator	0	0	0	10,000	0
Sausalito Blvd/Crescent Ave. Mud Slide Debris Removal	0	0	0	0	1,100,000
Storm Drain Capital Proj	0	152,015	0	0	357,400
Bridegway to Woodward Slide Repair	0	0	0	0	325,000

General Capital Improvements	FY2015-16 Actual	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Revised	FY2019-20 Adopted
San Carlos Slide Repair	0	0	0	0	175,000
Economic Development	0	0	0	0	150,000
North Street Stairs Slide Repair	0	0	0	0	100,000
Small Park Improvements	624	0	0	0	80,000
Turn Pocket Expension, Bridgeway to Marinship	0	0	0	0	66,000
Coloma Crosswalk	0	0	0	0	60,000
Turney Boat Ramp Dredge	8,350	20,574	63,920	0	50,000
Gene Hiller Slide Repair	0	0	0	0	50,000
MLK Trees	0	0	0	0	50,000
Guardrail Annual Replacement Program	0	0	0	0	50,000
Geological Mapping Study - disaster preparedness	0	0	0	0	50,000
Financial System Update	0	0	0	0	40,500
Conference Room Recording	0	0	0	0	35,000
Bridgeway Bike Lane Pilot Project	0	0	0	0	25,000
Shoreline Rip Rap Replacement	0	0	0	0	20,000
Cypress Ridge Vegetation Remov	0	0	0	0	20,000
Caledonia Street Trees	0	0	0	0	20,000
Mary Sears Park ADA	0	0	0	0	15,000
Library Remodel (Children's Room)	0	0	0	0	10,000
Library ADA - Stacks, Mezzanine	0	0	0	0	10,000
Downtown Trees	0	0	0	0	10,000
Bookstore Remodel	0	0	0	0	2,500
Other Projects	3,098,039	2,545,489	523,103	0	0
<b>Total Expenses</b>	<b>4,880,094</b>	<b>6,010,912</b>	<b>2,688,239</b>	<b>8,787,929</b>	<b>5,436,877</b>



STRATEGIC PLAN

# 2015 – 2020 CITY OF SAUSALITO STRATEGIC PLAN

(2018 – 2020 update)







## INTRODUCTION

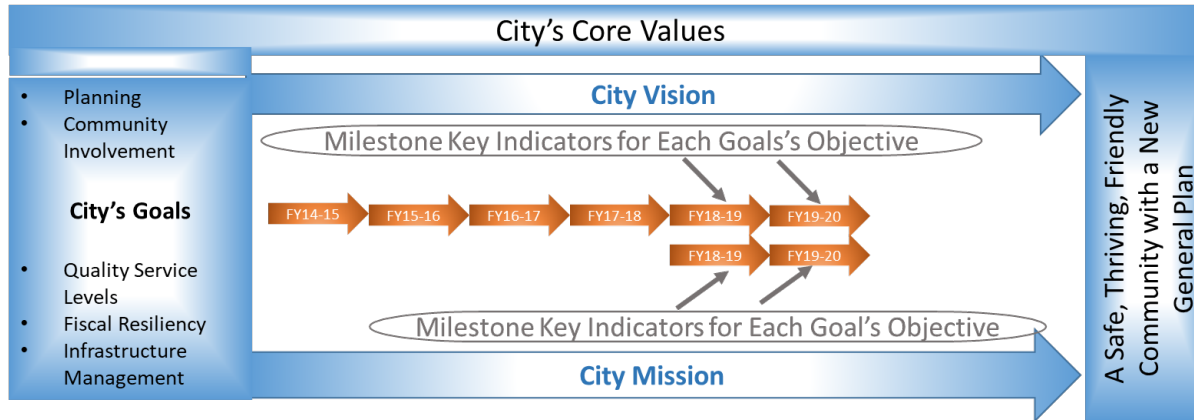
### Background

On November 22, 2013, the City Council participated in a Strategic Planning session facilitated by Sherry Lund. The resulting Strategic Plan [meeting notes](#), including the Values, Vision and Mission Statements along with near- and long-term goals and objectives were adopted on December 10, 2013 at a regularly scheduled City Council meeting. This Strategic Plan guided the development of the 2014-2016 Two Year Resource Allocation Plan, and was included in the budget document adopted by the City Council on June 24, 2014.

At the regularly scheduled City Council meeting of [January 27, 2015](#), the City Council was presented a revised 2015 -2020 Strategic Planning document, that didn't add to, or subtract from the adopted Strategic Plan meeting notes, but rather added substantive narrative to the Goals and Objectives, as well as presenting Milestone events that were planned each year during the 5 year plan. The 2015-2020 Strategic Plan for the City of Sausalito was formatted in a manner to better facilitate understanding of the City's Missions, Vision and Core Values. The document presented a blueprint of specific Goals and Objectives that guided subsequent years' biennial Resource Allocation Plans and annual Budgets that manifested into the completion of projects that reflected the City's priorities.

The 2015-2020 Strategic Plan was updated during the 2016-2018 Resource Allocation Planning Two Year Budget. The updated Strategic Plan was included in the 2016-2018 Budget Document that was adopted On June 28, 2016. During the preparation of the 2<sup>nd</sup> year of the 2016-2018 Biennial Budget, the Strategic Plan was again updated, and included in the budget document that was adopted by the City Council on June 20, 2017.

Now, in the final phase of the original 2015-2020 Strategic Plan, and as a prelude to the creation of a new six-year Strategic Plan for the years 2021-2026, this comprehensive update of the Strategic Plan provides guidance for the preparation of the next 2018-2020 Biannual Budget as depicted in the accompanying diagram:





## Process

At the October 10, 2017 regularly scheduled City Council meeting, the Council was informed that the Finance Committee had initiated an intensive update of the Strategic Plan to coincide with the updated General Plan implementation beginning in 2020, aligning the Capital Improvement Plan and long-term fiscal strategies as well.

The proposed process mirrored the process utilized in 2014 to generate the current strategic plan structure and utilizes the services of Charlie Francis, former Administrative Services Director, as a consultant. A Strategic Planning Committee (SPC) including the Mayor, Finance Committee Member, City Manager, Assistant City Manager, and Administrative Services Director reviewed detailed information from departments and integrated feedback and information from other stakeholders. Monthly updates were made to City Council and the draft was presented to other boards and commissions for feedback. The City Council held a public workshop on January 20, 2018 and made additional changes.

Action/ Item/ Discussion	Month	Note
<b>Objectives Interviews</b>	August, 2017	Staff
<b>Present Strategic Plan Process</b>	October 10, 2017	City Council
<b>Review Draft Objectives</b>	September- October	Staff and SPC
<b>Review Draft Strategic Plan</b>	October – November, 2017	Staff and SPC
<b>Strategic Plan Update</b>	November 14, 2017	City Council
<b>Present Draft Strategic Plan for Feedback</b>	November, 2017	Boards and Commissions
<b>Review Feedback and Finalize Draft</b>	November – December, 2017	Staff and SPC
<b>Present Final Draft Strategic Plan</b>	December 12, 2017	City Council
<b>Adopt Strategic Plan</b>	January, 2018	City Council

## Progress made on 2015-2020 Strategic Plan

An audit of the original strategic plan was conducted. The [appendix](#) details the status of the objectives and their corresponding milestones key indicators, as of August 30, 2017. Although substantial progress has been made on the 2015-2020 Strategic Plan since its original presentation to the City Council, the audit revealed that the level of effort anticipated in the strategic plan exceeded the City's human and financial resources. While the original and subsequently updated strategic plans guided the development of the City's Biennial Resource Allocation Plan as well as the tactical deployment and

implementation of the City's annual budget, limited resources necessitated that the objectives be prioritized, leaving some unattended to. Accordingly, the revised dates in the audit are also aggressive in anticipated level of effort vis-à-vis the city's future resources.

## MISSION STATEMENT

The City of Sausalito serves those who live and work in the City by fostering new opportunities for improving the quality of life in its unique waterfront community.

## VISION STATEMENT

Sausalito will bring together its residents, commerce and visitors to create a thriving, safe, friendly community that cultivates its natural beauty, history, the arts and waterfront culture.

## CORE VALUES

The City of Sausalito values (not in priority order)...

- Innovation, creativity and informed risk taking
- Honest and open government
- Creating an environment where people excel to their full potential
- Professionalism
- A sense of community
- Quality public service
- Espirit de corps

## GOALS THAT CREATE THE CITY'S VISION

6. Utilize long-range comprehensive planning, including land use and transportation, to balance the community's character and diversity with its evolving needs.
7. Increase community involvement in City governance and decision-making through communication and technology.

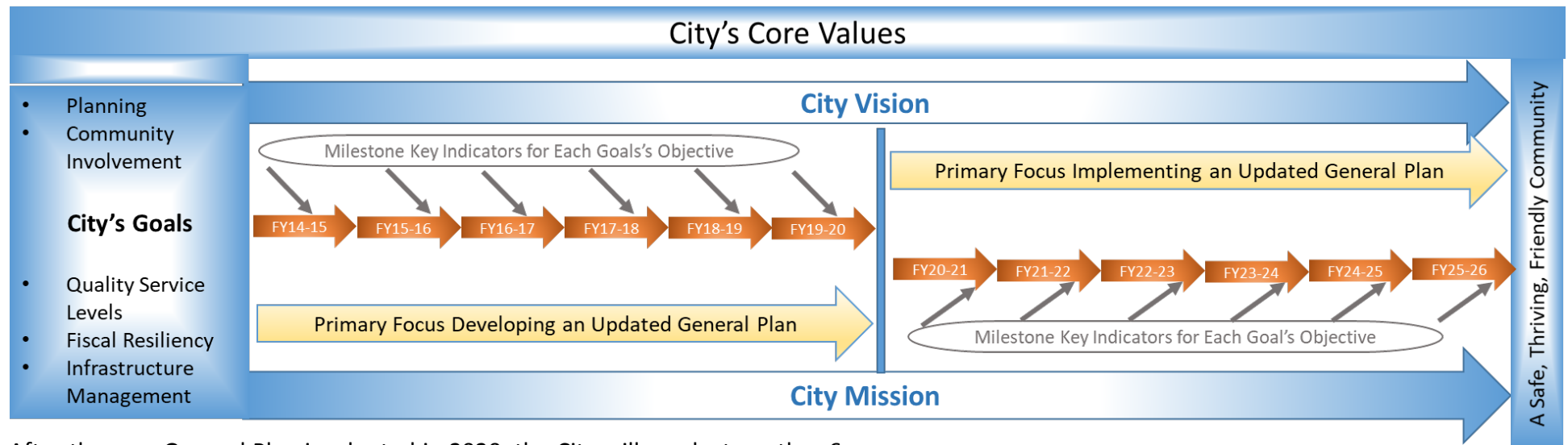
## GOALS THAT SUSTAIN THE CITY'S MISSION

8. Fiscal resiliency

- 9. Improve and continue to maintain the infrastructure
- 10. Continually assess and deliver effective, efficient, and environmentally sustainable municipal services.

## STRATEGIC PLANNING

The art of leveraging the City’s core values to develop objectives for each of the citywide goals, with the specific milestone key indicators that measure accomplishment of the objectives, in order to energize the City’s mission to produce a snapshot picture of the City vision at the end of the next five years.



After the new General Plan is adopted in 2020, the City will conduct another 6 year strategic planning session to inform future Biennial Resource Allocation Plans regarding the implementation of the new General Plan as envisioned in the accompanying diagram.

## STRATEGIC PLAN

The vision for the City's FY 2014-2020 strategic plan is to complete a comprehensive General Plan update by the year 2020. The City's General Plan has not been comprehensively updated since its adoption in 1995. The General Plan is the City's most important planning tool, and a comprehensive update would help ensure that information in the Plan is current and that the Plan's goals and action items are consistent with current City policy. In addition, a General Plan update will allow Sausalito to add and strengthen policies related to sustainability and economic development.

## GOALS THAT CREATE THE CITY'S VISION

**Goal 1. Utilize long-range comprehensive planning, including land use and transportation, to balance the community's character and diversity with its evolving needs.**

City planning is a dynamic process that works to improve the welfare of people and their communities by creating more convenient, equitable, healthful, efficient, and attractive places for present and future generations. Planning enables civic leaders, businesses, and citizens to play a meaningful role in creating communities that enrich people's lives. Good planning helps create communities that offer better choices for where and how people live. Planning helps communities to envision their future. It helps them find the right balance of new development and essential services, environmental protection, and innovative change.

**Goal 2. Increase community involvement in City governance and decision-making through communication and technology.**

Civic engagement is important in Sausalito and exists not only because it is a core principle of democracy, but also because it really produces more effective and efficient decisions. The City is focused on not only providing information, but also creating opportunities for involvement regarding the generation and allocation of precious and limited resources.

## GOALS THAT SUSTAIN THE CITY'S MISSION

### Goal 3. Fiscal resiliency

The 2008 Great Recession has taught us that sustainability is a necessary but insufficient condition to ensure the ongoing financial health of the City. A sustainable system is balanced, but an external shock (like a severe economic downturn) can unbalance the system and perhaps even collapse it. The City of Sausalito will continue to face serious challenges from outside, including but not limited to economic adjustments, natural disasters, and important policy changes by other levels of government. As such, the City must strive to go beyond sustainability to a system that is adaptable and regenerative – in a word: resilient.

### Goal 4. Improve and continue to maintain the infrastructure

Infrastructure includes the basic physical structures, systems, and facilities needed to provide services to residents and for the functioning of a community and its economy, such as sidewalks, streets, storm drains, parks, police facilities, and sewer systems. Infrastructure impacts the public health, safety, and the quality of life for Sausalito citizens as well as the tourism industry which is an important part of the City's economy. Decisions made regarding infrastructure projects are very important because they are generally large and expensive, and the assets they create will likely be required for decades of public use.

### Goal 5. Continually assess and deliver effective, efficient, and environmentally sustainable municipal services.

The City of Sausalito provides a broad range of high-quality municipal services including: police, library, recreation, infrastructure maintenance, code enforcement, current and advance planning, parking, and asset maintenance. The delivery of municipal services is through deployment of human resources, vehicles, equipment and infrastructure resources and technology resources.

Retaining structural balance and providing high quality services is accomplished by continual business process improvement. City departments annually refine goals and purposes (who are we, what do we do, and why do we do it?); then determines who the departmental customers or stakeholders are (who do we serve?); and then aligns the business processes to realize the department's goals (how do we do it better?).

## GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION

**Goal 1.** Utilize long-range comprehensive planning, including land use and transportation, to balance the community's character and diversity with its evolving needs.

City planning is a dynamic process that works to improve the welfare of people and their communities by creating more convenient, equitable, healthful, efficient, and attractive places for present and future generations. Planning enables civic leaders, businesses, and citizens to play a meaningful role in creating communities that enrich people's lives. Good planning helps create communities that offer better choices for where and how people live. Planning helps communities to envision their future. It helps them find the right balance of new development and essential services, environmental protection, and innovative change.

### Objective 1.1: General Plan Update.

The General Plan underwent a comprehensive update culminating with its adoption in September 1995. The update process and milestones listed below apply to six of the seven required General Plan elements (i.e., land use, circulation, open space, safety, noise, and conservation), as well as two optional elements (i.e., community design/historic preservation, economic development). The housing element will not need to be updated until 2021 due to its being updated in January 2015. The current general plan has combined some of the required elements into single elements (e.g., Environmental Quality, Health and Safety) and staff supports continuing this format for closely-related topics.

Milestones	Status	Fiscal Year
a) Staff prepares work program for General Plan (G) Update, including options for: a) targeted update of selected issues and/or elements; and b) comprehensive update of elements.	Completed	
b) City Council (C/C) established GP Update Task Force with C/C and Planning Commission (P/C) representatives.	Completed	
c) Solicitation and retention of GP Update consultant Preparation of background and technical studies	Completed	
d) C/C establishes General Plan Advisory Committee (GPAC) a citizen advisory committee with C/C and P/C representatives Community outreach on vision, goals and policies	Completed	
e) GPAC reviews preliminary goals and policies and holds workshops		2017-20

Milestones	Status	Fiscal Year
f) Preparation of preliminary draft general plan, including goals, policies, maps, and existing conditions.		2018-19
g) Preparation of preliminary CEQA analysis, including analysis of alternatives		2018-19
h) Develop a General Plan Fiscal Element/Component (Goals, Policies and Programs that ensures that the City is sustaining itself fiscally through programs that enhance the community's economic base, maximize the effectiveness of the City's public facilities, maintain a stable City revenue system, recover the cost of public services at General Plan build-out, minimize General Fund debt and produce a balanced annual City budget.		2018-19
i) GPAC reviews preliminary draft general plan and preliminary CEQA analysis and makes refinements		2017-20
j) Preparation of public review draft general plan and EIR		2018-19
k) Include each element – then under land use put public facilities		2018-19
l) P/C and C/C public hearings on public review draft general plan and EIR		2019-20
m) C/C adoption of general plan and EIR		2019-20

### Objective 1.2: Marinship Specific Plan Update

The Marinship Specific Plan will be reviewed and potentially updated or replaced in conjunction with the General Plan Update, including options for: a) integration of the Marinship Specific Plan into the General Plan document or b) keeping it a separate Plan yet internally consistent with the General Plan. The Marinship Specific Plan Committee provided recommendations to the City Council on July 23, 2014 (Marinship Specific Plan Committee report).

### Objective 1.3: Protection of Historic Resources

A number of milestones are included to enhance and strengthen Sausalito's historic preservation program and protect historic resources throughout the City.

Milestones	Status	Fiscal Year
a) Update of the Historic Preservation Regulations from the Legislative Committee, with representative from the P/C and HLB to be reviewed by HLB, P/C, and C/C with public hearings and final adoption by C/C.		2017-18

Milestones	Status	Fiscal Year
b) Marinship historic properties and preservation of footprint of Shipways (marine rails) <ul style="list-style-type: none"> <li>i. Retain consultant to work with staff and property owners to prepare nomination materials for local historic designation of two Shipways buildings; consider nomination to National Register.</li> <li>ii. HLB to consider design guidelines consistent with the General Plan to preserve the footprint of the Shipways (marine rails), including development of an interpretive program.</li> </ul>		2019-20
c) Machine shop designation <ul style="list-style-type: none"> <li>i. Ongoing monitoring C/C approval of Shipways buildings nomination (Local Register only)</li> <li>ii. Submit National and State Register nominations to State Office of Historic Preservation</li> </ul>	Completed	
d) Evaluate adoption of Mills Act program consistent with General Plan discussions to reduce property taxes for owners of historic properties in exchange for rehab of property		2018-20 simultaneous with 1.3e
e) Noteworthy Structures/ Historic Resources Inventory (consistent with General Plan discussions) <ul style="list-style-type: none"> <li>i. Retain a qualified historic preservation consultant to conduct a City-wide context statement and historic resources inventory to confirm and identify noteworthy structures and possible historic districts throughout the City.</li> </ul>		2018-20 simultaneous with 1.3d
f) Downtown historic overlay zoning district National Register Nomination <ul style="list-style-type: none"> <li>i. Retain consultant to work with property owners and to prepare nomination materials</li> <li>ii. Conduct public hearings</li> <li>iii. 51% property owner consent required for National and State Register District nominations</li> <li>iv. Submit National and State Register nominations to State Office of Historic Preservation for approval</li> </ul>		2019-20



#### Objective 1.4: Bicycle and Pedestrian Plan

The City's current bicycle and pedestrian plan was adopted in 2008 and is in the process of being updated with funding from the Transportation Authority of Marin ("TAM") using State funds made available with passage of the Mills-Alquist-Deddeh Act (SB 325) -- enacted by the California Legislature to improve existing public transportation services and encourage regional transportation coordination. Known as the Transportation Development Act ("TDA") of 1971, this law provides funding to be allocated to transit and non-transit related purposes that comply with regional transportation plans. It is federal policy that increased bicycling and walking be promoted as a component of federally-funded Statewide Transportation Improvement Program ("STIP") and Metropolitan Transportation Improvement Program ("TIP") projects including those under the California Bicycle Transportation Act and the federal Safe Accountable Flexible Efficient Transportation Equity Act – A Legacy for Users (SAFETEA-LU).

Milestones	Status	Fiscal Year
a) Public workshops with City Pedestrian Bicycle Advisory Committee by TAM Consultant and ongoing Technical Advisory Committee meetings	Completed	
b) Revised draft prepared by TAM Consultant		2017-18
c) Council adopts updated Bike/Pedestrian Plan		2017-18
d) Present revised draft to PBAC and City Council		2017-18

#### Objective 1.5 Managing Community and Regional Relationships

The primary purpose of intergovernmental relations is to mobilize resources and strategic partnerships with entities such as the RBRA, Schools, Sanitary Sewer District, GGNRA, Golden Gate Bridge District, Marin County, State of California, and the US government in a manner which will ensure coordination of service delivery thus ensuring a better quality of life to all.

Milestones	Status	Fiscal Year
a) Meet at least monthly with GGNRA and SMFD	Ongoing	2017-18
b) Attend/ Cohost professional association meetings at least quarterly/ annually (Finance, IT, HR, DPW, CDD)	Ongoing	2017-18
c) Work with the new Marin Association of Public Information Officials (MAPIO) to develop a virtual library of articles and communications blurbs that are relevant countywide and can be repurposed in local e-newsletters and other communications platforms.	In process	2018-19

Milestones	Status	Fiscal Year
d) Actively participate and lead the Marin County Human Resources coalition in collaborative recruitment, training, and management as well as continue evolving the Southern Marin Management Academy.	In process	2017-18

## Goal 2. Increase community involvement in City governance and decision-making through communication and technology.

Civic engagement is important in Sausalito and exists not only because it is a core principle of democracy, but also because it really produces more effective and efficient decisions. The City is focused on not only providing information, but also creating opportunities for involvement regarding the generation and allocation of precious and limited resources.

### Objective 2.1: Gather community feedback through annual surveys

Gathering community feedback through annual surveys is important for improving performance by better understanding what the public wants and expects from its government; understanding community attitudes about a variety of service needs and ensure services and service levels reflect citizens' priorities; recognizing public priorities in planning, budgeting, and managing services, including their interest in additional revenue generation opportunities; and, establishing long term strategies to provide for a fiscally sustainable future for the jurisdiction.

Milestone	Status	Fiscal Year
a) Conduct biennial community survey on City service delivery satisfaction		2017-18
b) Use Open Town Hall online survey on "future hot topics" including, but not limited to: <ul style="list-style-type: none"> <li>a. Short-term Vacation Rental - completed</li> <li>b. Building/Planning Permits Satisfaction - completed</li> <li>c. Downtown Business Mix</li> <li>d. Waterfront management services</li> </ul>	Partial	
c) Develop new strategies for the use of community engagement tools like Open City Hall and Vision Pulse		2017-28

Objective 2.2: Identify and implement (where effective and efficient) technology that can help to inform and engage citizens.

Existing and emerging collaborative and social technologies are transitioning the way we govern, and more importantly they enable enhanced transparency in government.

Milestone	Status	Fiscal Year
a) Conduct a Best Practice Study to identify collaborative and social technologies that better inform and engage citizens	Completed	2017-18
b) Continue to improve ease-of-use, functionality, and usefulness of City website	Ongoing	
c) Conduct ongoing website training and provide support on website tools for staff	Ongoing	
d) Integrate new e-government tools into website (e-trakit etc.)	Ongoing	
e) Evaluate, rework, and re-record voice menus of City of Sausalito phone tree		2018-19
f) Redesign and rework Sausalito Currents e-mail newsletter template		2018-19
g) Conduct marketing campaigns to grow # of Currents subscribers and build website awareness		2018-19
h) Utilize secondary city websites for high profile activities, such as the General Plan update		2018-20
i) Expand use of Emergency Communication Tools		2018-20

## GOALS, OBJECTIVES AND MILESTONE KEY INDICATORS THAT SUSTAIN THE CITY'S MISSION

### Goal 3. Fiscal Resiliency

The 2008 Great Recession has taught us that sustainability is a necessary but insufficient condition to ensure the ongoing financial health of the City. A sustainable system is balanced, but an external shock (like a severe economic downturn) can unbalance the system and perhaps even collapse it. The City of Sausalito will continue to face serious challenges from outside, including but not limited to economic adjustments, natural disasters, and important policy changes by other levels of government. As such, the City must strive to go beyond sustainability to a system that is adaptable and regenerative – in a word: resilient.

**Objective 3.1: Maintain an adequate level of highly competent and motivated staff to continue to provide high quality services to Sausalito citizens and businesses**

Strategic workforce planning is the essential link between the levels of municipal services that the City desires to deliver to its citizens, with the City's human capital. Accordingly, the City develops a comprehensive Labor Negotiation Strategy process that includes analytical review of all existing classifications, a compensation comparison of peer city agencies, actuarial analyses of the city's pension plans and Other (than pensions) Post-Employment Benefits (OPEB). The city collects and analyzes actual labor salaries and benefits from the previous 10 years and makes five-year projections. Staff collects and examines current compensation plans across the state and nation government sector. Finally, the City develops a conceptual framework to create a Sausalito workforce that delivers high-performance and high-quality government services at a sustainable cost for the City. Sausalito's current labor agreements are for four years, and the current Memorandums of Understanding expire on June 30, 2019. On September 1, 2015, at a regularly scheduled City Council meeting, the City Council discussed the response to [Marin County's Grand Jury Report: The Need for Labor Negotiation Transparency \(COIN\)](#). The City Council directed staff to return to City Council 45 days prior to future negotiations to develop negotiation methodology, specifically related to an independent negotiator.

Milestone	Status	Fiscal Year
a) Review classifications		2017-18
b) Review compensation comparisons		2017-18
c) Review CalPERS and OPEB valuations		2017-18
d) Review CPI assumptions in previous MOUs		2017-18
e) Formulate Negotiation Strategy including compensation, benefits, and working conditions		July, 2018

Milestone	Status	Fiscal Year
f) Determine the fiscal impact of each provision in the current contract, and make this analysis available for public review		2018-19
g) Negotiate MOUs with labor groups		2018-19
h) Execute MOUs		July 1, 2019
i) Review "Performance Review" process		2019-20

### Objective 3.2: Maintain Operating Budget Structural Balance

A true structurally balanced budget is one that supports financial sustainability for multiple years into the future.

Milestone	Status	Fiscal Year
a) Develop strategies to address the Unfunded Actuarial Accrued Liabilities for Pensions and OPEB including the funding and uses of the irrevocable trust fund	Review annually during budget adoption	Update 2017-18
b) Continually examine pension reform	Review annually during budget adoption	Update 2017-18
c) Update the financial policy manual	Review annually during budget adoption	Update 2017-18
d) Update operating procedures	Review annually during budget adoption	Update 2017-18
e) Update the reserve policy	Review annually during budget adoption	Update 2017-18
f) Develop and deploy a fiscal health analytical tool	Review annually during budget adoption	Update 2017-18

g) Update user-fees for Consumer Price Index (CPI) changes and legal compliance	Review annually during budget adoption	Update 2017-18
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### Objective 3.3: Develop and Adopt a Strategic Long-Term Financial Management Plan

Strategic long-term financial planning uses financial forecasts and analysis to identify future challenges and opportunities, and then identifies Milestones to secure financial sustainability in light of the challenges and opportunities and complements policies developed as part of the General Plan Update.

Milestone	Status	Fiscal Year
a) Develop and sustain a 10-year financial forecasting model incorporating Capital Improvement Projects, Pension and OPEB funding strategies, and the impacts of other financial and reserve policies		2017-18
b) Identify most likely threats/risks to City finances and develop a plan to address them		2017-18
c) Identify and manage best options for ensuring economic resiliency		2018-19
d) Prepare, Adopt and Implement Long-Term Financial Plan		2018-19
e) Create an economic development strategy within the General Plan		2018-19

### Objective 3.4: Financing Plans for Infrastructure Investment

Given the scarcity of public funds available to make even the most essential planned infrastructure investments, the City must explore all available financing tools to supplement traditional funding sources.

Milestone	Status	Fiscal Year
a) In conjunction with the City's Asset Management Plan consider infrastructure fees to provide for continuing investment in infrastructure		2018-19
b) Incorporate a 20-year capital vision into the CIP and budget process as well as integrate it with long-term fiscal forecasts.		2017-18
a. The long-term financial forecast component needs to include emphasis on the long-term liability of deferred capital projects, i.e. ADA, Sewer, Streets, buildings/facilities, IT, etc.		
c) Evaluate options for storm water system financing (SB231)		2017-18

**Goal 4. Improve and continue to maintain the infrastructure**

Infrastructure includes the basic physical structures, systems, and facilities needed to provide services to residents and for the functioning of a community and its economy, such as sidewalks, streets, storm drains, parks, police facilities, and sewer systems. Infrastructure impacts the public health, safety, and the quality of life for Sausalito citizens as well as the tourism industry which is an important part of the City’s economy. Decisions made regarding infrastructure projects are very important because they are generally large and expensive, and the assets they create will likely be required for decades of public use.

**Objective 4.1: Establish and maintain an Asset Management Plan for all City Infrastructure**

Asset management is a recommended practice for effectively and sustainably managing assets at a desired level of service for the lowest life cycle cost. Asset Management provides needed information on existing assets, such as condition, so that City staff can develop optimal milestones for maintenance and rehabilitation or replacement of assets. The City has Asset Management efforts underway, including conducting condition assessments and developing standard City-wide minimum guidelines for managing assets. Ultimately, Asset Management will provide a sound basis for the City to identify the magnitude of the backlog; prioritize needed capital projects; and effectively focus limited resources.

Milestones	Status	Fiscal Years
a) Develop a complete inventory of all assets to determine the scope of improvements needed to sustain the City’s current infrastructure investment.	Initial phase of work completed- priorities for sewer, storm drains, streets, and parks driven by budget and in process.	Transitioning maintenance management software
b) Develop Storm Drain Master Plan including mapping and identification of tidally-affected drains and under-capacity lines. (Hot spot projects (involving high risk to persons, property or the environment) delivered as needed.)	Mapping Completed.	Data collection and analysis – 2017-18
c) Complete a Parks Condition Assessment		2018-19



Milestones	Status	Fiscal Years
d) Develop and Implement Robin Sweeny Park Improvements	Completed	
e) Design Dunphy and Southview Parks Improvements		2017-18
f) Construct Southview Park Improvements		2018-19
g) Construct Dunphy Park Improvements		2018-20
h) Small Parks Improvements		2018-20
i) Design Renovations and Repairs at Martin Luther King, Jr Complex (MLK)		2017-18
j) Construct Infrastructure (roof, HVAC, gas lines) Repairs at MLK		2017-18
k) Construct Site (fields, courts) Improvements at MLK		2018-19
l) Develop an ADA Transition Plan update		2017-18
m) Implement ADA Barrier Removal Projects consistent with litigation settlement	Annual in CIP	
n) Develop Streets Master Plan including RFP for multi-year design services to integrate pavement, accessibility, and underground utilities	Responses to RFP inadequate. Evaluating approach	
o) Consistent with General Plan discussions, explore creative financing options with private property owners amenable to share the costs associated with infrastructure improvements including Marinship, Downtown, etc. (i.e. assessment districts).		2018-20
p) Perform periodic measurements to monitor and update each asset's condition and ensure adequate funding for repair and/or replacement costs in future budgets.	Annual departmental work plans	
q) Develop, permit and construct the Ferry Terminal Landside Improvements project		2017-20
r) Develop funding for the South City Limits to Richardson Street Improvements Project consistent with General Plan discussions		2018-19
s) Design, permit and construct the South City Limits to Richardson Street Improvements Project consistent with General Plan discussions		2020-21
t) Develop funding plan for implement the other elements of the City's Capital Improvement Program in coordination with the Asset Management and related Master Plans	Annually in budget process	
u) Continue to work with residents and the Rotary Club of Sausalito to renovate Cazneau Park		2018-19

Milestones	Status	Fiscal Years
v) Contact Langendorf Foundation regarding funding for Langendorf Park renovations		2017-18
w) Develop and implement Langendorf Park renovations		2018-19
x) Purchase and use work order and maintenance tracking system	Sanitary Sewer utilizes an existing system. Transition to a new system with the capacity for all assets and linked to Geographic Information System in process	

#### Objective 4.2: Manage Sewer Infrastructure Program

In keeping with asset management practice for effectively and sustainably managing assets at a desired level of service for the lowest life cycle cost, and in compliance with the EPA Administrative Order in force, Staff is transitioning to a common software framework for all assets and utilizing a continuous process cycle of maintenance, inspection (condition assessment), capital project prioritization, and capital project design, permitting, and construction.

Milestones	Status	Fiscal Year
a) Replace proprietary Computerized Maintenance Management System software with ESRI ArcGIS-based open-source software	In process	2017-18, possibly in conjunction with SMCSD
b) Begin accumulation of private sewer lateral mapping and condition data in GIS	Initiated and ongoing	
c) Issue \$5 million in debt; design \$5 million in capital improvements	Completed	
d) Permit and construct \$5 million in capital improvements including: <ul style="list-style-type: none"> <li>i. Urgent Repairs</li> <li>ii. Gate 5 Road</li> </ul>	Urgent project completed. Gate 5 partially completed	Others in process and as needed
e) Reinstate Sewer Committee Working Group with Sausalito Marin City Sanitary District (SMCSD)		2017-18
f) Retain a consultant to prepare a feasibility study of consolidation of City of Sausalito sewer enterprise with Sausalito-Marin City Sanitary District		2018-19

Objective 4.3: Remodel Civic Center and Library

The full ADA analysis and transition plan for Sausalito City Hall has identified barriers to access that would cost the City hundreds of thousands – if not millions – of dollars to resolve structurally. Given the other, non-ADA deficiencies of City Hall and the Library, the required barrier removal presents an efficient and opportune time to undertake a comprehensive evaluation of space and structural needs as does the General Plan Update to determine the long-term intended use of the facility.

Milestones	Status	Fiscal Year
a) ADA analysis of City Hall deficiencies	Completed	
b) Space needs assessment of City Hall departments & tenants		2018-19
c) Based on needs assessment, identify funding options		2018-19

Goal 5. Continually assess and deliver effective, efficient, and environmentally sustainable municipal services.

The City of Sausalito provides a broad range of high-quality municipal services including: police, library, recreation, infrastructure maintenance, code enforcement, current and planning, parking, and asset maintenance. The delivery of municipal services is through deployment of human resources, vehicles, equipment and infrastructure resources and technology resources.

Retaining structural balance and providing high quality services is accomplished by continual business process improvement. City departments annually refine goals and purposes (who are we, what do we do, and why do we do it?); then determines who the departmental customers or stakeholders are (who do we serve?); and then aligns the business processes to realize the department's goals (How do we do it better?)

Objective 5.1: Establish and Maintain a Certified Local Hazard Mitigation Plan

A Hazard Mitigation Plan's purpose is to fulfill the federal Disaster Management Act that calls for communities to prepare mitigation plans. The plan includes resources and information to assist City residents, public and private sector organizations, and others interested in participating in planning for hazards. The plan provides a list of mitigation activities that may assist the City in reducing risk and preventing loss from future hazard events. Without a FEMA-certified local hazard mitigation plan, the City is not eligible for federal hazard mitigation grants. Local jurisdictions are responsible for updating hazard mitigation plans every five (5) years.

Milestone	Status	Fiscal Year
a) Identify, profile and map hazards that pose a risk to Sausalito	Ongoing- Marin County has taken the lead on sea level rise to date	
b) Assess the city's vulnerability to these hazards	Ongoing	
c) Examine programs and measures to mitigate the potential impacts of these natural hazards.	Ongoing	
d) Recommend programs and measures to mitigate the potential impacts of these hazards.		2016-17
e) Plan submitted to State Emergency Management Agency for transmittal to FEMA review and notice that the plan is approvable pending adoption		2017-18
f) City Council adopts the City's Hazard Mitigation Plan		2017-18
g) Adopted plan submitted to State Emergency Management Agency and FEMA for final approval		2017-18
h) Initiate update		2019-20
i) Develop Training Plan to comply with FEMA requirements		2019-20
j) Expand emergency egress including the stairs and explore grant and other funding		2019-20

#### Objective 5.2: Develop service level indicators for each major department/program

Service level indicators measure performance and enable the City to improve performance, enhance accountability, stimulate productivity and creativity, and allocate resources more efficiently and effectively.

Milestone	Status	Fiscal Year
a) Review performance measures included in FY2014-16 Resource Allocation Plan		2017-18 Comprehensive update during preparation of 2018-20 Resource Allocation Plan

b) Identify departmental goals, develop new performance measures and revise existing performance measures	Annually in budget process	
c) Update performance measures with most recent data	Annually in budget process	
d) Publish performance measures in each year budget		Comprehensive update for 2018-20 Plan

### Objective 5.3: Implement On-Line Application Process for Minor Building and Land Use Permits

The City's existing process for accepting applications for minor building and land use permits offers opportunities for improvements which would benefit applicants and City Staff. City staff will explore options used by other municipalities, the City's Geographic Information System, and financial software suppliers to provide a solution that streamlines the application process, fee collection, permit issuance and inspection scheduling for minor building and land use permits.

Milestone	Status	Fiscal Year
a) Perform feasibility analysis of online application process for minor building and land use permits	Completed	
b) Recommend preferred alternative for implementation with mid-year budget	Completed	
c) Roll-out implementation of Trak-it		2017-18

### Objective 5.4: Identify and implement (where effective and efficient) technology that can improve service levels

Identifying, selecting and implementing alternatives to existing means of communicating, exchanging resources, and issuing and regulating permits will improve service levels and reduce costs. Just as Sausalito's Library already provides significant benefits to the community without the requirement that a user be present at the Civic Center, all City services must be optimized for improved service levels, convenience, accuracy, transparency and reduced costs.

Milestone	Status	Fiscal Year
a) Perform comprehensive review of all content on City and departmental websites (update information, consolidate pages, improve presentation, identify information gaps etc.)	Completed 2017-18	Ongoing evaluation of opportunities
b) Expand program of recording, broadcasting, and archiving City meetings and events using the video recording system in the Council Chambers including Historic Land Board (HLB), Richardson Bay Regional Authority (RBRA), Parks & Recreation Commission, SMCSO, Trees & Views Committee, and Pedestrian & Bicycle Advisory Committee.	Completed 2016-17	Ongoing evaluation of opportunities
c) Information Technology	Completed 2016-17	

Milestone	Status	Fiscal Year
<ul style="list-style-type: none"> <li>• Develop IT Strategic and Operation Plan               <ul style="list-style-type: none"> <li>○ IT Disaster Recovery</li> </ul> </li> <li>• Citizen complaint tracking system</li> <li>• Software that allows citizens to snap a picture on their smartphone and file a service request easily along with it</li> <li>• Public Docuware-type access to official public records</li> </ul>	Docuware access of agendas and materials available 2015-16	2017-18 evaluation of CRM for future funding
<p>d) Library</p> <ul style="list-style-type: none"> <li>• Implement credit-card address verification to allow new Library patrons to receive authentication for a full-feature library card without having to physically come to the Library.</li> <li>• Deploy “digital library card” app that allows a patron to use a mobile device to check out books at the Library’s check-out stations.</li> <li>• Create automated e-mail reminders for patrons with expiring Library cards and facilitate remote card renewal and contact information updates.</li> <li>• Deploy Library-specific email newsletters for adult and children’s weekly program schedules and Library news.</li> <li>• Expand Library offerings of streaming and downloadable movies and music.</li> <li>• Replace newspaper microfilm machine with digital access to Sausalito newspapers</li> <li>• Deploy Library connection to CalREN high-speed internet backbone, which should increase library internet speeds by a factor of 50</li> <li>• Relaunch Library website, in conjunction with the launch of a new City of Sausalito website</li> <li>• Develop programs that utilize 3D printer obtained through grant in 2017-18</li> <li>• Provide infrastructure for Wi-Fi printing, scanning, and color copying for Library patrons</li> <li>• Deploy an ADA compliant self-serve checkout station</li> <li>• Replace Tech Test Drive table with charging station for mobile devices</li> </ul>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Partial</p>	<p>2016-17</p> <p>2016-17</p> <p>2016-17</p> <p>2016-17</p> <p>Ongoing</p> <p>2016-17</p> <p>2016-17</p> <p>2016-17</p> <p>2016-17</p> <p>2017-18</p> <p>2019-20</p> <p>2018-19</p>

Milestone	Status	Fiscal Year
e) Parks and Recreation <ul style="list-style-type: none"> <li>Research new recreations software programs for registration and facility management</li> <li>Implement change to new recreation software</li> </ul>	Completed	2017-18
f) DPW <ul style="list-style-type: none"> <li>Access technologies to increase energy efficiencies and resource management (e.g., platforms tracking energy uses; Smart City, etc.)</li> </ul>		2018-19

#### Objective 5.5: [Develop/Update departmental strategic, operational, staffing plans](#)

The effective delivery of municipal services is crucial to creating cities that work. In the City of Sausalito, households and businesses depend on the provision of basic municipal services, including police, recreation, library, planning, code enforcement, roads and road maintenance, sewer collection systems, parking and building and grounds maintenance. These services support the economic development of the City. Poor levels of service, interruptions, low coverage levels, and other problems can undermine quality of life in municipalities and erode trust in local government. By developing and updating departmental strategic, operational and staffing plans, the City plans to continue the delivery of efficient and effective, qualitative and environmentally sustainable municipal services.

Milestone	Status	Fiscal Year
Evaluate Best practices and Develop Department goals that map to Strategic Plan goals	Annually in budget process	
g) Public Works <ul style="list-style-type: none"> <li>Evaluate efficiencies to fast track CIP projects</li> </ul>	Created dedicated construction management team in 2016-17 to and review annually in budget process	



Milestone	Status	Fiscal Year
h) Police <ul style="list-style-type: none"> <li>Complete POST study and development of a long-term staffing plan for the Police Department</li> <li>Expand presence of Police Department on Social Media</li> <li>Align Beats to provide equitable police coverage throughout the City</li> <li>Water Management</li> </ul>	Completed  Ongoing Annually	2017-18 Pilot 2018-19 evaluation and Implementation
i) Library <ul style="list-style-type: none"> <li>Experiment with alternate staffing approaches to Library service desk to increase flexibility and cost efficiency, e.g. staffing the desk on Saturday mornings with two Library Assistants.</li> <li>Perform study and review of Library open hours to determine if modification is warranted.</li> <li>Continue to add new electronic offerings to the Digital Collections on our website [ongoing]</li> <li>Experiment with removing fines on all non-new items in the adult collection</li> </ul>	Annually in budget process Annually Annually	2018-19
j) CDD <ul style="list-style-type: none"> <li>Implement and coordinate with Public Works a contract for engineering plan check review services from CSG to improve the turnaround and delivery of the permitting process.</li> </ul>		2018-19
k) Recreation <ul style="list-style-type: none"> <li>Assess and improve condition of parks and public places</li> <li>Coordinate After School Activities</li> <li>Explore potential for Parks and Maintenance Shared Services with School District</li> <li>Explore potential for using reclaimed water for irrigation</li> </ul>	Ongoing Initial Stages Not Started	2018-19 and update annually Ongoing 2019 2019-20
l) Administration <ul style="list-style-type: none"> <li>Review (and update) Document Management (e-documents, hard copies), etc.</li> </ul>		2018-19 and update annually
m) Human Resources <ul style="list-style-type: none"> <li>Review (and update) Internal Processes and Policies for recruitment, leave, etc.</li> </ul>		2018-19 and update annually

Milestone	Status	Fiscal Year
n) Information Technology <ul style="list-style-type: none"><li>Review (and update) Internal Process and Policies for governance, hardware, software, usage.</li></ul>		2018-19 and update annually

## APPENDIX – AUDIT OF ORIGINAL STRATEGIC PLAN

GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION	2015-2020 Strategic Plan Fiscal Year	Status as of 8/30/2017
<p><b>Goal 1. Utilize long-range comprehensive planning, including land use and transportation, to balance the community's character and diversity with its evolving needs.</b></p>		
<p>City planning is a dynamic process that works to improve the welfare of people and their communities by creating more convenient, equitable, healthful, efficient, and attractive places for present and future generations. Planning enables civic leaders, businesses, and citizens to play a meaningful role in creating communities that enrich people's lives. Good planning helps create communities that offer better choices for where and how people live. Planning helps communities to envision their future. It helps them find the right balance of new development and essential services, environmental protection, and innovative change.</p>		
<p><b>Objective 1.1: General Plan Update.</b></p>		
<p>The General Plan underwent a comprehensive update culminating with its adoption in September 1995. The update process and milestones listed below apply to six of the seven required General Plan elements (i.e., land use, circulation, open space, safety, noise, and conservation), as well as two optional elements (i.e., community design/historic preservation, economic development). The housing element will not need to be updated until 2020 due to its recent update in October 2013 and pending update in January 2015. The current general plan has combined some of the required elements into single elements (e.g., Environmental Quality, Health and Safety) and staff supports continuing this format for closely-related topics.</p>		
<p><b>Milestone</b></p>		
<p>a) Staff prepares work program for GP Update, including options for: a) targeted update of selected issues and/or elements; and b) comprehensive update of elements.</p>	FY 2014-15	Complete
<p>b) Solicitation and retention of GP Update consultant (if necessary)</p>	FY 2014-15	Complete
<p>c) C/C establishes citizen advisory committee with C/C and P/C representatives</p>	FY 2014-15	Complete
<p>d) Preparation of background and technical studies*</p>	FY 2014-15	FY2017-17
<p>e) Community outreach on goals and policies</p>	FY 2015-16	FY2017-18
<p>f) Preparation of preliminary goals and policies</p>	FY 2015-16	FY2017-18

GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION	2015-2020 Strategic Plan Fiscal Year	Status as of 8/30/2017
g) Citizen advisory committee reviews preliminary goals and policies and holds workshops	FY 2015-16	FY2018-19*
h) Preparation of preliminary draft general plan, including goals, policies, maps, and existing conditions	FY 2016-17	FY2018-19*
i) Preparation of preliminary CEQA analysis, including analysis of alternatives	FY 2016-17	FY2018-19*
j) Citizen advisory committee reviews preliminary draft general plan and preliminary CEQA analysis and makes refinements	FY 2016-17	FY2018-19*
k) Preparation of public review draft general plan and EIR	FY 2017-18	FY2018-19*
l) P/C and C/C public hearings on public review draft general plan and EIR	FY 2017-18	FY2019-2020
m) C/C adoption of general plan and EIR	FY 2017-18	FY2019-2020
<b>Objective 1.2: Marinship Specific Plan Update</b>		
The Marinship Specific Plan Update will be reviewed as part of the City Council's review of the Marinship Specific Plan Steering Committee's recommendations in January 2015, including options for: a) Revision of the Marinship Specific Plan and b) integration of the Marinship Specific Plan into the General Plan Update.		
<b>Objective 1.3: Protection of Historic Resources</b>		
The Legislative Committee with representative from the Planning Commission and Historic Landmarks Board are currently reviewing updates of the Historic Preservation Regulations. It is anticipated public hearings will commence in spring 2015 with adoption of the regulations in summer 2015. The Mills Act program is scheduled to precede the nominations of the Marinship properties and downtown district to the National and State Historic Registers in order to strengthen the benefits realized by owners of historic properties for participating in programs to protect the community's historic resources.		
<b>Milestone</b>		
a) Adopt Mills Act program to reduce prop taxes for owners of historic properties in exchange for rehab of property	FY 2015-16	Review FY2018-19
b) Marinship historic district and historic register nomination		
i. Retain consultant to work with property owners and to prepare nomination materials	FY 2015-16	FY2016-17

GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION	2015-2020 Strategic Plan Fiscal Year	Status as of 8/30/2017
ii. Conduct public hearings	FY 2015-16	FY2016-17
iii. C/C approval of nomination (Local Register only)	FY 2015-16	Not Recommended
iv. Property owner consent required (National and State Register nominations)	FY 2015-16	Not Recommended
v. Submit National and State Register nominations to State Office of Historic Preservation for approval	FY 2015-16	Not Recommended
<b>c) Downtown historic overlay zoning district National Register Nomination</b>		
i. Retain consultant to work with property owners and to prepare nomination materials	FY 2015-16	FY2019-20
ii. Conduct public hearings	FY 2015-16	FY2019-20
iii. 51% property owner consent required for National and State Register District nominations	FY 2015-16	FY2019-20
iv. Submit National and State Register nominations to State Office of Historic Preservation for approval	FY 2015-16	FY2019-20
<b>d) Machine shop designation – Ongoing monitoring</b>		
<b>e) Noteworthy Structures</b>		
i. Retain consultant to determine eligibility for Local Historic Register	FY 2016-17	FY2018-19
ii. Conduct HLB, P/C, & C/C public hearings if property is eligible for Local Historic Register	FY 2016-17	FY2018-19
<b>Objective 1.4: Bicycle and Pedestrian Plan</b>		
<p>The City's current bicycle and pedestrian plan was adopted in 2008 and is in the process of being updated with funding from the Transportation Authority of Marin (TAM) using State funds made available with passage of the Mills-Alquist-Deddeh Act (SB 325)- enacted by the California Legislature to improve existing public transportation services and encourage regional transportation coordination. Known as the Transportation Development Act ("TDA") of 1971[2], this law provides funding to be allocated to transit and non-transit related purposes that comply with regional transportation plans. It is federal policy that increased bicycling and walking be promoted as a component of federally-funded Statewide Transportation Improvement Program ("STIP") and Metropolitan Transportation Improvement Program ("TIP") projects including those under the California Bicycle Transportation Act and the federal Safe Accountable Flexible Efficient Transportation Equity Act– A Legacy for Users (SAFETEA-LU).</p>		
<b>Milestone</b>		
a) Second Public Workshop with City Pedestrian Bicycle Advisory Committee by TAM update consultant	3-Nov-14	Complete

GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION	2015-2020 Strategic Plan Fiscal Year	Status as of 8/30/2017
<b>b) TAM Technical Advisory Committee meeting</b>	FY 2014-15	Ongoing
<b>c) Third public meeting with City Pedestrian Bicycle Advisory Committee by TAM update consultant</b>	FY 2014-15	FY2015-16
<b>c2) Fourth public meeting with City Pedestrian Bicycle Advisory Committee by TAM update consultant</b>		November 2016
<b>d) Present draft Sausalito Bike/Pedestrian Plan Update to City Council and community</b>	FY 2014-15	Redraft 17-18
<b>e) Council adopts final 2015 Bike/Pedestrian Plan</b>	FY 2014-15	Pending new Draft
<b>Goal 2. Increase community involvement in City governance and decision-making through communication and technology.</b>		
Civic engagement is important in Sausalito and exists not only because it is a core principle of democracy, but also because it actually produces more effective and efficient decisions. The City is focused on not only providing information, but also creating opportunities for involvement regarding the generation and allocation of precious and limited resources.		
<b>Objective 2.1: Gather community feedback through annual surveys</b>		
Gathering community feedback through annual surveys is important to: improving performance by better understanding what the public wants and expects from its government; understanding community attitudes about a variety of service needs and ensure services and service levels reflect citizens' priorities; recognizing public priorities in planning, budgeting, and managing services, including their interest in additional revenue generation opportunities; and, establishing long term strategies to provide for a fiscally sustainable future for the jurisdiction.		
<b>Milestone</b>		
<b>a) Conduct community survey</b>	Annual as part of budget process	Bi-annual prior to budget
<b>b) Use Open Town Hall online survey on "hot topics"</b>		Ongoing

GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION	2015-2020 Strategic Plan Fiscal Year	Status as of 8/30/2017
<b>Objective 2.2: Identify technology that can help to inform and engage citizens.</b>		
Existing and emerging collaborative and social technologies are transitioning the way we govern, and more importantly they enable enhanced transparency in government.		
<b>Milestone</b>		
a) Conduct a Best Practice Study to identify collaborative and social technologies that better inform and engage citizens	FY2015-16	Established Communications Director role Jan. 2017 to spearhead strategy.
b) City Hall Information Digital Kiosk (interactive)		FY2018-19
c) Develop Citizen Communication and Education Strategy regarding City Finances including expanded use of OpenGov and other transparency technology		Complete/ Review ongoing
<b>GOALS, OBJECTIVES AND MILESTONE KEY INDICATORS THAT SUSTAIN THE CITY'S MISSION</b>		
<b>Goal 3. Fiscal resiliency</b>		
The current recession has taught us that sustainability is a necessary but insufficient condition to ensure the ongoing financial health of the City. A sustainable system is balanced, but an external shock (like a severe economic downturn) can unbalance the system and perhaps even collapse it. The City of Sausalito will continue to face serious challenges from outside, including but not limited to economic adjustments, natural disasters, and important policy changes by other levels of government. As such, the City must strive to go beyond sustainability to a system that is adaptable and regenerative – in a word: resilient.		
<b>Objective 3.1: Maintain an adequate level of highly competent and motivated staff to continue to provide high quality services to Sausalito citizens and businesses</b>		

GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION	2015-2020 Strategic Plan Fiscal Year	Status as of 8/30/2017
<p>Strategic workforce planning is the essential link between the levels of municipal services that the City desires to deliver to its citizens, with the City's human capital. Accordingly, the City develops a comprehensive Labor Negotiation Strategy process that includes analytical review of all existing classifications, a compensation comparison of peer city agencies, actuarial analyses of the city's pension plans and Other (than pensions) Post-Employment Benefits (OPEB). The city collects and analyzes actual labor salaries and benefits from the previous 10 years, and made five-year projections. Staff collects and examines current compensation plans across the state and nation government sector. Finally, the City develops a conceptual framework to create a Sausalito workforce that delivers high-performance and high-quality government services at a sustainable cost for the City. Sausalito's labor agreements are typically two to three years. The current Memorandums of Understanding expire on June 30, 2015. The City's intent is to continue the 2 to 3 year cycle meaning that the milestones will be repeated at least once during the five year horizon of the strategic planning process.</p>		
<p><b>Milestone</b></p>		Completed
<p>a) Review classifications</p>	Jul-Nov, 2014	Completed
<p>b) Review compensation comparisons</p>	Jul-Nov, 2014	Completed
<p>c) Review CalPERS and OPEB valuations</p>	Nov-Mar, 2015	Completed/ FY2017-18
<p>d) Formulate Negotiation Strategy</p>	Dec 2014-Mar 2015	Completed/ FY2018-19
<p>e) Negotiate MOUs with labor groups</p>	Jan-June 2015	Completed/ FY2018-19
<p>f) Execute MOUs</p>	End of FY15	Completed/ FY2019-20
<p><b>Objective 3.2: Maintain Operating Budget Structural Balance</b></p>		
<p>A true structurally balanced budget is one that supports financial sustainability for multiple years into the future.</p>		
<p><b>Milestone</b></p>		
<p>a) Maintain a calibrated 10 year financial forecasting model</p>	Annually as part of budget process	Ongoing



GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION	2015-2020 Strategic Plan Fiscal Year	Status as of 8/30/2017
b) Adopt a financial policy manual	FY2014-15	FY2017-18 Update
c) Adopt a reserve policy based on risk analysis	FY2014-15	Completed
d) Develop and deploy a fiscal health analysis tool	FY2014-15	Completed
e) Upgrade the City's parking management system and infrastructure to enhance revenue generation, provide for excellent customer service, and minimize operation expense.	FY2015-16	Completed
f) Develop a finance plan for the City's MLK facility	FY2014-15	Completed
g) Adopt user-fee study	FY2014-15	Scheduled Nov 2017
<b>Objective 3.3: Develop and Adopt a Strategic Long-Term Financial Management Plan</b>		
Strategic long-term financial planning uses financial forecasts and analysis to identify future challenges and opportunities, and then identifies Milestones to secure financial sustainability in light of the challenges and opportunities.		
<b>Milestone</b>		
a) Identify and manage best options for ensuring economic resiliency	FY2015-16	FY2017-18
b) Identify most likely threats/risks to City finances and develop a plan to address them	FY2015-16	FY2017-19
c) Financial strategy workshop	FY2015-16	FY2017-18
d) Prepare, Adopt and Implement Long-Term Financial Plan including capital funding plan	FY2015-16 to incorporate into FY16-18 Biennial Budget	Incorporate into FY2018-20 Biennial
<b>Objective 3.4: Financing Plans for Infrastructure Investment</b>		
Given the scarcity of public funds available to make even the most essential planned infrastructure investments, the City must explore all available financing tools to supplement traditional funding sources.		
<b>Milestone</b>		

GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION	2015-2020 Strategic Plan Fiscal Year	Status as of 8/30/2017
a) Develop a fiscal element for the City's General Plan	FY2018	FY2018-20
b) In conjunction with the City's Asset Management Plan consider infrastructure fees to provide for continuing investment in infrastructure	FY2017	FY2018-19
<b>Goal 4. Improve and continue to maintain the infrastructure</b>		
<p>Infrastructure includes the basic physical structures, systems, and facilities needed to provide services to residents and for the functioning of a community and its economy, such as sidewalks, streets, storm drains, parks, police facilities, and sewer systems. Infrastructure impacts the public health, safety, and the quality of life for Sausalito citizens as well as the tourism industry which is an important part of the City's economy. Decisions made regarding infrastructure projects are very important because they are generally large and expensive, and the assets they create will likely be required for decades of public use.</p>		
<b>Objective 4.1: Establish and maintain an Asset Management Plan for all City Infrastructure</b>		
<p>Asset management is a recommended practice for effectively and sustainably managing assets at a desired level of service for the lowest life cycle cost. Asset Management provides needed information on existing assets, such as condition, so that City staff can develop optimal Milestones for maintenance and rehabilitation or replacement of assets. The City has an important Asset Management efforts underway, including conducting condition assessments and developing standard City-wide minimum guidelines for managing assets. Ultimately, Asset Management will provide a sound basis for the City to identify the magnitude of the backlog; prioritize needed capital projects; and effectively focus limited resources.</p>		
<b>Milestone</b>		

GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION	2015-2020 Strategic Plan Fiscal Year	Status as of 8/30/2017
a) <b>Develop a complete inventory of all assets to determine the scope of improvements needed to sustain the City's current infrastructure investment.</b>	FY2015	Initial phase of work completed- priorities for sewer, stormdrains, streets, and parks driven by budget and in process.
b) <b>Develop Storm Drain Master Plan</b>	FY2015	Complete FY2017-18
c) <b>Develop a Parks Master Plan</b>	FY2015	Capital improvements to MLK, Dunphy and Southview Parks expected completed by FY2019
d) <b>Develop Robin Sweeny Park Improvements Funding Plan</b>	FY2015	Complete
e) <b>Implement Robin Sweeny Park Improvements</b>	FY2016	Complete
f) <b>Develop Dunphy Park Master plan</b>	FY2016	Complete
g) <b>Develop Dunphy Park Improvements Funding Plan</b>	FY2017	Complete
h) <b>Implement Dunphy Park Master Plan</b>	FY2017-18	Complete FY2017-18
i) <b>Develop an ADA Transition Plan update</b>	FY2015	Complete FY2017-18
j) <b>Implement ADA Barrier Removal Projects</b>	Annual line item CIP in budget	Complete
k) <b>Develop Streets Master Plan</b>	FY2015	RFP FY2017-18
l) <b>Construct accessibility improvements as required by litigation</b>	FY2014-15	Ongoing

GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION	2015-2020 Strategic Plan Fiscal Year	Status as of 8/30/2017
m) Explore creative financing options with private property owners amenable to share the costs associated with infrastructure improvements (i.e. assessment districts).	Annual budget and ad hoc reviews as identified	Ongoing
n) Perform periodic measurements to monitor and update each asset's condition and ensure adequate funding for repair and/or replacement costs in future budgets.	Annual departmental work plans	
o) Develop, permit and construct the Ferry Terminal Landside Improvements project	FY2015-16	Start FY2017-18
p) Develop funding for the South City Limits to Richardson Street Improvements Project	FY2015-16	FY2017-18 earliest grant funding
q) Design, permit and construct the South City Limits to Richardson Street Improvements Project	FY2016-17	FY2018-19 pending funding
r) Develop funding for the Richardson to Princess Infrastructure Improvements Project	FY2015-16	Delayed; no date projected
s) Develop and implement the other elements of the City's Capital Improvement Program in coordination with the Asset Management and related Master Plans	Annual as part of budget process	Ongoing
t) Continue to work with the Rotary Club of Sausalito to renovate Cazneau Park	FY 2015	FY2018-19
u) Contact Langendorf Foundation regarding funding for Langendorf Park renovations	FY 2015	FY2018-19
v) Develop and implement Langendorf Park renovations	FY 2016	FY2018-19
<b>Objective 4.2: Manage Sewer Infrastructure Program</b>		
In keeping with asset management practice for effectively and sustainably managing assets at a desired level of service for the lowest life cycle cost, and in compliance with the EPA Administrative Order in force, Staff is transitioning to a common software framework for all assets and utilizing a continuous process cycle of maintenance, inspection (condition assessment), capital project prioritization, and capital project design, permitting, and construction.		

GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION	2015-2020 Strategic Plan Fiscal Year	Status as of 8/30/2017
<b>Milestone</b>		
a) Replace proprietary Computerized Maintenance Management System software with ESRI ArcGIS-based open-source software	FY2014-15	FY2017-18, possibly in conjunction with SMCS D
b) Begin accumulation of private sewer lateral mapping and condition data in GIS	FY2015-16	Initiated
c) Issue \$5 million in debt	FY2014-15	Complete
d) Retain designer for \$5 million in capital improvements	FY2014-15	Through FY2020
e) Design, permit and construct \$5 million in capital improvements	FY2015-16	Through FY2020
f) Retain a consultant to prepare a feasibility study of consolidation of City of Sausalito sewer enterprise with Sausalito-Marín City Sanitary District	FY2015-16	FY2018-19
<b>Objective 4.3: Remodel Civic Center and Library</b>		
<p>The full ADA analysis and transition plan for Sausalito City Hall planned for FY 2015 is likely to reveal that remediation will cost the City hundreds of thousands – if not millions – of dollars to complete. Given the other, non-ADA deficiencies of City Hall and the Library, the required ADA remediation will present an efficient and opportune time to undertake a complete overhaul of the structure.</p>		
<b>Milestone</b>		
a) ADA analysis of City Hall deficiencies	FY2014-15	Complete
b) Space needs assessment of City Hall departments & tenants	FY2014-15	FY2017-18
c) Architectural plans / cost projections / fundraising	FY2015-16	Pending capital plan
d) Bond issue on November 2016 ballot (?)	FY2016-17	Pending capital plan
e) Construction	FY2017-18	Pending capital plan
<b>Goal 5. Continually assess and deliver effective, efficient, and environmentally sustainable municipal services</b>		

GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION	2015-2020 Strategic Plan Fiscal Year	Status as of 8/30/2017
<p>The City of Sausalito provides a broad range of high-quality municipal services including: police, library, recreation, infrastructure maintenance, code enforcement, current and advance planning, parking, and asset maintenance. The delivery of municipal services is through deployment of human resources, vehicles, equipment and infrastructure resources and technology resources.</p>		
<p>Retaining structural balance and providing high quality services is accomplished by continual business process improvement. City departments annually refine goals and purposes (who are we, what do we do, and why do we do it?); then determines who the departmental customers or stakeholders are (who do we serve?); and then aligns the business processes to realize the department's goals (How do we do it better?)</p>		
<p><b>Objective 5.1: Establish and Maintain a Certified Local Hazard Mitigation Plan</b></p>		
<p>A Hazard Mitigation Plan's purpose is to fulfill the federal Disaster Management Act that calls for communities to prepare mitigation plans. The plan includes resources and information to assist City residents, public and private sector organizations, and others interested in participating in planning for hazards. The plan provides a list of mitigation activities that may assist the City in reducing risk and preventing loss from future hazard events. Without a FEMA-certified local hazard mitigation plan, the City is not eligible for federal hazard mitigation grants. Local jurisdictions are responsible for updating hazard mitigation plans every five (5) years[3].</p>		
<p><b>Milestone</b></p>		
<p>a) Identify, profile and map hazards that pose a risk to Sausalito</p>	<p>FY2015-16</p>	<p>FY2017-18</p>
<p>b) Assess the city's vulnerability to these hazards</p>	<p>FY2015-16</p>	<p>FY2017-18</p>
<p>c) Examine programs and measures to mitigate the potential impacts of these natural hazards</p>	<p>FY2015-16</p>	<p>FY2017-18</p>
<p>d) Recommend programs and measures to mitigate the potential impacts of these hazards</p>	<p>FY2015-16</p>	<p>FY2017-18</p>
<p>e) Plan submitted to State Emergency Management Agency for transmittal to FEMA review and notice that the plan is approvable pending adoption</p>	<p>FY2015-16</p>	<p>FY2017-18</p>
<p>f) City Council adopts the City's Hazard Mitigation Plan</p>	<p>FY2016-17</p>	<p>FY2017-18</p>
<p>g) Adopted plan submitted to State Emergency Management Agency and FEMA for final approval</p>	<p>FY2016-17</p>	<p>FY2017-18</p>
<p>h) Initiate update</p>	<p>FY2019-20</p>	<p>FY2018-19</p>

GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION	2015-2020 Strategic Plan Fiscal Year	Status as of 8/30/2017
<b>Objective 5.2: Develop service level indicators for each major department/program</b>		
Service level indicators measure performance and enable the City to improve performance, enhance accountability, stimulate productivity and creativity, and allocate resources more efficiently and effectively.		
<b>Milestone</b>		
a) Review performance measures included in FY2014-16 Resource Allocation Plan	Annually in budget process	
b) Identify new performance measures and revise existing performance	Annually in budget process	
c) Update performance measures with most recent data	Annually in budget process	
d) Publish performance measures in each year budget	Annually in budget process	
<b>Objective 5.3: Implement On-Line Application Process for Minor Building and Land Use Permits</b>		
The City's existing process for accepting applications for minor building and land use permits offers opportunities for improvements which would benefit applicants and City Staff. City staff will explore options used by other municipalities, the City's Geographic Information System, and financial software suppliers to provide a solution that streamlines the application process, fee collection, permit issuance and inspection scheduling for minor building and land use permits.		
<b>Milestone</b>		
a) Perform feasibility analysis of online application process for minor building and land use permits	FY2015-16	Complete
b) Recommend preferred alternative for implementation with mid-year budget	FY2015-16	Complete
c) Roll-out implementation	FY2015-16	Complete FY2017-18

GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION	2015-2020 Strategic Plan Fiscal Year	Status as of 8/30/2017
<b>Objective 5.4: Identify technology that can improve service levels</b>		
Identifying, selecting and implementing alternatives to existing means of communicating, exchanging resources, and issuing and regulating permits will improve service levels and reduce costs. Just as Sausalito's Library already provides significant benefits to the community without the requirement that a user be present at the Civic Center, all City services must be optimized for improved service levels, convenience, accuracy, transparency and reduced costs.		
<b>Milestone</b>		
Perform comprehensive review of all content on City and departmental websites (update information, consolidate pages if warranted, improve presentation, identify information gaps etc.)	Annually:	Website update Aug 2017
Expand program of recording, broadcasting, and archiving City meetings and events using the video recording system in the Council Chambers.		Ongoing
<b>Information Technology</b>		
• Develop IT Strategic and Operation Plan	FY 2015	FY2015-16
• IT Disaster Recovery	FY2014-15	
• Citizen complaint tracking system		FY2017-18 (TrakIt)
• Software that allows citizens to snap a picture on their smartphone and file a service request easily along with it		
• Public Docuware-type access to official public records		In progress; complete FY2017-18
<b>Library</b>		
• Implement credit-card address verification to allow new Library patrons to receive authentication for a full-feature library card without having to physically come to the Library.	FY 2015	Complete
• Deploy "digital library card" app that allows a patron to use a mobile device to check out books at the Library's check-out stations.		FY2016-17
• Create automated e-mail reminders for patrons with expiring Library cards and facilitate remote card renewal and contact information updates.		Complete
• Deploy Library-specific email newsletters for adult and children's weekly program schedules and Library news.	FY 2015	Complete



GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION	2015-2020 Strategic Plan Fiscal Year	Status as of 8/30/2017
• Expand Library offerings of streaming and downloadable movies and music.		Complete
• Apply for a state grant for a digital Wi-Fi hotspot that could be checked out by boat dwellers.	FY 2015	
• Replace newspaper microfilm machine with digital access to Sausalito newspapers		Complete
• Deploy Library connection to CalREN high-speed internet backbone, which should increase library internet speeds by a factor of 50	FY 2016	Complete June 2017
• Relaunch Library website, in conjunction with the launch of a new City of Sausalito website	FY 2016	Complete Aug 2017
• Provide infrastructure for Wi-Fi printing, scanning, and color copying for Library patrons	FY 2016	FY2016-17
• Deploy an ADA compliant self-serve checkout station	FY 2016	FY2017-18
<b>Parks and Recreation</b>	FY 2015	
• Research new recreations software programs for registration and facility management		FY2016-17
• Implement change to new recreation software if determined		FY2017-18
<b>Objective 5.5: Develop/Update departmental strategic, operational, staffing plans</b>		
<p>The effective delivery of municipal services is crucial to creating cities that work. In the City of Sausalito, households and businesses depend on the provision of basic municipal services, including police, recreation, library, planning, code enforcement, roads and road maintenance, sewer collection systems, parking and building and grounds maintenance. These services support the economic development of the City. Poor levels of service, interruptions, low coverage levels, and other problems can undermine quality of life in municipalities and erode trust in local government. By developing and updating departmental strategic, operational and staffing plans, the City plans to continue the delivery of efficient and effective, qualitative and environmentally sustainable municipal services.</p>		
<b>Milestone</b>		
Update department-level strategic plans	Annually	Ongoing
<b>Public Works</b>		
• Evaluate efficiencies to fast track CIP projects	FY2015	FY2017-18
<b>Police</b>		

GOALS, OBJECTIVES, MILESTONE KEY INDICATORS THAT CREATE THE CITY'S VISION	2015-2020 Strategic Plan Fiscal Year	Status as of 8/30/2017
<ul style="list-style-type: none"> <li>• Complete POST study and development of a long-term staffing plan for the Police Department</li> </ul>	FY2015-16 POST for FY2016-17 Staffing	Complete
<ul style="list-style-type: none"> <li>• Expand presence of Police Department on Social Media</li> </ul>	FY2015-16	Complete
<ul style="list-style-type: none"> <li>• Completion of Beat Realignment to provide equitable police coverage throughout the City</li> </ul>	FY2015-16	Complete
<b>Library</b>		
<ul style="list-style-type: none"> <li>• Experiment with alternate staffing approaches to Library service desk to increase flexibility and cost efficiency, e.g. staffing the desk on Saturday mornings with two Library Assistants.</li> </ul>	FY 2015 and FY 2016	Annual budget review
<ul style="list-style-type: none"> <li>• Perform study and review of Library open hours to determine if modification is warranted.</li> </ul>	FY 2016	Annual budget review



ENACTING RESOLUTION

Resolution 5807, Approving Adjustments to the FY 2018-19 Operating and Capital Budget

**RESOLUTION NO. 5807**  
**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAUSALITO**  
**APPROVING ADJUSTMENTS TO THE FY 2018-19**  
**OPERATING AND CAPITAL BUDGET**

**WHEREAS**, the City Council adopted the Fiscal Year 2018-20 Operating and Capital Budget on June 26, 2018; and

**WHEREAS**, City Staff has completed a mid-year budget review to validate budget assumptions and conduct analysis of the year-to-date revenues and expenditures; and

**WHEREAS**, the City Council has reviewed the Mid-Year Budget analysis and requested adjustments; and

**NOW, THEREFORE, THE CITY COUNCIL HEREBY RESOLVES:**

The City Council of the City of Sausalito hereby approves the budget adjustment increasing the City-wide revenues and expenditures as follows:

*City of Sausalito*  
 CITYWIDE SUMMARY OF THE CITY OF SAUSALITO BUDGET  
 FY 2018-19

Description	Revenues & Transfers		Change to Fund Balance	Expenditures & Transfers		Change to Fund Balance
	In	Out		In	Out	
<b>General Fund</b>	<b>17,396,585</b>	<b>19,002,422</b>	<b>(1,605,837)</b>	<b>19,002,422</b>	<b>19,002,422</b>	<b>(1,605,837)</b>
<i>Total General Fund</i>	<i>17,396,585</i>	<i>19,002,422</i>	<i>(1,605,837)</i>	<i>19,002,422</i>	<i>19,002,422</i>	<i>(1,605,837)</i>
<b>Special Revenue Funds</b>						
Tidelands Fund	843,182	1,029,304	(186,121)			
Traffic Safety	35,000	32,000	3,000			
Gas Tax	250,851	140,000	110,851			
Construction Impact Fees	250,000	185,000	65,000			
County Measure A and B	301,077	205,000	96,077			
Storm Drainage	74,500	74,500	-			
Stairs	-	-	-			
Police Grant	165,000	143,869	21,131			
Recreation Grant	55,000	373,178	(318,178)			
<b>Total Special Revenue Funds</b>	<b>1,974,610</b>	<b>2,182,850</b>	<b>(208,240)</b>			
<b>Debt Service Funds</b>						
Tidelands Loan						
2006 General Obligation Bonds						
<b>Total Debt Service Funds</b>						
<b>Capital Projects Funds</b>						
General Capital Projects	6,386,253	8,787,929	(2,401,676)			
Sewer Capital	2,800,000	2,800,000	(2,800,000)			
<b>Total Capital Projects Funds</b>	<b>6,386,253</b>	<b>11,587,929</b>	<b>(5,201,676)</b>			
<b>Enterprise Funds</b>						
Sewer	2,808,843	2,951,952	(143,109)			
Old City Hall	242,400	235,000	7,400			
MLK Rental Property	1,384,528	2,912,029	(1,527,501)			
Parking	2,798,343	3,126,749	(328,406)			
<b>Total Enterprise Funds</b>	<b>7,234,115</b>	<b>9,225,730</b>	<b>(1,991,616)</b>			
<b>Internal Service Funds</b>						
Vehicle Replacement	-	125,000	(125,000)			
Worker's Comp	550,000	550,000	-			
Employee Benefits	1,072,053	1,193,424	(121,371)			
<b>Total Internal Service Funds</b>	<b>1,622,053</b>	<b>1,868,424</b>	<b>(246,371)</b>			
<b>Citywide Totals with Transfers In / Out**</b>	<b>35,419,755</b>	<b>44,673,493</b>	<b>(9,253,739)</b>			

\*\*Net of inter-fund transfers

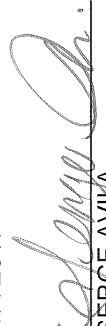
**RESOLUTION PASSED AND ADOPTED**, at the regular meeting of the Sausalito City Council on the 14<sup>th</sup> day of May, 2019, by the following vote:

AYES: Councilmember: Cox, Withy, Cleveland-Knowles, Mayor Burns

NOES: Councilmember: Hoffman  
ABSENT: Councilmember: None  
ABSTAIN: Councilmember: None

  
\_\_\_\_\_  
JOE BURNS  
MAYOR

ATTEST:

  
\_\_\_\_\_  
SERGE AVIKA  
CITY CLERK

## GLOSSARY OF BUDGET TERMS

### GLOSSARY OF BUDGET TERMS

**Appropriation** - Amounts of money authorized by the City Council to be spent during the fiscal year.

**Appropriation Limit** – A restriction on the amount of revenue that can be appropriated in any fiscal year imposed by Propositions 4 and 111. The Limit is based on actual appropriations during the 1978-79 fiscal year, and is increased each year using the growth of population and inflation.

**Assessed Value** - The value of property used as a basis for levying property taxes.

**Assessments** - Levied on property owners to pay for improvements directly benefiting their property.

**Bonds** - Proceeds from the sale of debt, the principal that must be repaid with interest.

**Budget** - A financial plan for a specified period of time that matches planned revenues and expenditures to municipal services, goals and objectives.

**CEQA**- California Environmental Quality Act

**CUP**- Conditional Use Permit

**Debt Service** - Payments of principal and interest on indebtedness incurred to finance the construction of a capital project.

**Department Revenue** - Selected fees, charges, rent or other income derived by a department from its own activities.

**Designated Unreserved Fund Balance** - Net financial resources of a governmental fund that are spendable or available for appropriation, but which have been earmarked by the City Council for some specific purpose.

**Encumbrance** - Reservation of funds for expenditure at a future date, usually under a purchase order.

**Expense** - As the authorization to spend is exercised, an appropriation becomes an “expense” or “expenditure”, i.e., the amount expended.

**Fiscal Year** - The 12-month accounting period used by the City, from July 1 through June 30th of the following calendar year.

**Fund** - A separate fiscal and accounting entity used by governments to segregate resources related to specific activities. The City’s finances are distributed among 37 separate funds required by the City, State or Federal government, or by proper accounting practice. Fund types include:

**Fund Types:**

The **General Fund** is the principal operating fund of a government and is typically used to account for most of a government's departments. As a rule, the general fund should be used to account for all of a government's activities unless there is a compelling legal or managerial reason to use some other fund type. Governments may report only a single general fund.

**Special Revenue Funds** are revenues earmarked for specific purposes. One example is our "Gas Tax Fund" that records gas tax revenues, which may only be used for street repairs. Another example is the "Construction Impact Fees Fund."

**Debt Service Funds** are funds to account for the payment and accumulation of resources related to general long-term debt principal and interest.

**Capital Project Funds** are used to account for construction of major public facilities or acquisition by the general government. The "Library Building Fund" and "General Capital Improvement Fund" are examples of capital project funds.

**Enterprise Funds** are used to account for operations including debt service that are financed and operated in a manner similar to private businesses - where the intent of the governing body is that cost (expenses including depreciation) of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user charges; or where the governing body has determined that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control accountability, or other purposes. The "Martin Luther King Fund" is an example of an enterprise fund. Another example is the "Sewer Fund" that records sewer fee collections, which may only be used for maintenance of the sewer main system throughout the city.

**Internal Service Funds** are enterprises that sell service internally to other City entities, rather than to the general public. The "Vehicle Replacement Fund" is an example of Internal Service Funds.

**Agency Funds** are used to account for accumulations of resources that will be used to pay debt of the Local Improvement Districts for which the City acts as administrator and pay agent. "The Downtown Sidewalk Assessment District Fund" and the "Sunshine Underground Assessment District Fund" are examples of agency funds.

**Fund Balances** - The excess of the total assets of a fund over its total liabilities and reserves.

**GAAP**- Generally Accepted Accounting Principles

**GASB**- Government Accounting Standards Board

**Governmental Funds** - this includes the general, special revenue, debt service and capital projects fund. They are accounted for on a financial flow basis, measuring available spendable resources and changes in net current assets.

**Interest** - Income earned on the investment of available cash balances.



**Inter-fund Transfers** - The reallocation of money from one fund to another. The receiving fund must spend the transferred money in a way that complies with any restrictions placed on the money when it was originally received by the donor fund.

**Intergovernmental** - Revenues shared with the City by the State (such as the Homeowners' Exemption, Motor Vehicle License Fees, Gas Tax), or Federal government.

**Liabilities** - Amount of obligations a fund has to make on future payments, such as accounts payable, deferred revenues or amounts due other funds.

**MLK**- Martin Luther King, Jr. Complex

**Operations** - Departmental costs for employees, contract services, repairs and maintenance, internal services, supplies, equipment and other expenses. These expenses are generally predictable and consistent with the on-going service demands of the City and the impact of inflation.

**NEPA**- National Environmental Policy Act

**Non-Departmental** - Expenses incurred at the fund level, which are not charged to an individual department, such as retiree health benefits, worker's compensation, liability insurance, and inter-fund transfers.

**Projects** - Long-term investments in public facilities and infrastructure; also known as capital improvements. Amounts spent may vary widely from year to year.

**Reserved Fund balance** - The portion of fund balance that is not available for appropriation because it is legally restricted (e.g., encumbrances).

**Revenue** - Money received from taxes, licenses, permits, interest, fees for service, bonds or from other governments by the City during the fiscal year.

**Subventions** – Revenues collected by the State or other level of government and allocated to the City on a formula basis. The major subventions include motor vehicle in-lieu and gasoline taxes.

**User Fees** - Charges of a voluntary nature paid by persons receiving a service in exchange for the fee (such as recreation activities).

