



Finance Advisory Commission Meeting Agenda

Thursday, April 2, 2026 – 8:00 AM

To Be Held At:

**City Administrative Offices,
Womack Conference Room
922 Machin Avenue, Novato, CA 94945**

**Chair
Cris MacKenzie**

**Vice Chair
Michele Manos**

**Members
Rafelina Maglio, Tina McMillan, Dean Smith, Larisa, Thomas, Andy Zmyslowski**

**Staff Liaison
Carla Carvalho-Degraff**

The Finance Advisory Commission welcomes you to attend its meetings which are regularly scheduled for the first Thursday every month. Your interest is encouraged and appreciated.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk at (415) 899-8900. Notification at least 48 hours prior to the meeting will enable the City to make reasonable accommodation to help ensure accessibility to this meeting.

The Finance Advisory Commission may discuss and/or take action on any or all of the items listed on the agenda irrespective of how the agenda items are described.

-
- A. CALL TO ORDER AND ROLL CALL**
 - B. APPROVAL OF FINAL AGENDA**
 - C. PUBLIC COMMENT**

All members of the public wishing to address the Finance Advisory Commission are requested to submit a speaker card in advance to the Staff Liaison. (Please remember that all comment cards are PUBLIC RECORDS). The Chair will call the names of speakers from the cards. In addition to receiving comment from the public during the Public Comment period, the Chair will recognize persons from the audience who wish to address the Commission on a particular agenda item at the time that item is considered.

There is a three-minute time limit to speak although the Chair may shorten the time based on the number of speakers or other factors. A speaker may not yield his or her time to another speaker.

For issues raised during Public Comment that are not on the published agenda, except as otherwise provided under the Ralph M. Brown Act, no action can legally be taken. The Commission may direct that the item be referred to the Staff Liaison for action or may schedule the item on a subsequent agenda.

D. CONSENT ITEM

All matters listed on the Consent Calendar are considered to be routine and will be enacted by a single vote of the Commission. There will be no separate discussion unless specific items are removed from the Consent Calendar for separate discussion and action. Any Commission Member may remove an item from the Consent Calendar and place it under General Business for discussion.

D.1. Approve Meeting Minutes of March 5, 2026

E. UNFINISHED AND OTHER BUSINESS

F. GENERAL BUSINESS

These items include significant and administrative actions of special interest and will usually include a presentation and discussion by the Finance Advisory Commission. They will be enacted upon by a separate vote.

F.1. Preview of Fiscal Year 2026/27 Operating Budget Study Session

F.2. Preview of Fiscal Year 2026/27 Capital Improvement Program Study Session

F.3. Finance Department Updates

G. COMMISSION AND LIAISON REPORTS

This section is used for Commission Members and the Staff Liaison to orally report on topics that can be considered for discussion at a future meeting.

G.1. Staff Updates

G.2. Commission Member Reports/Updates

The next meeting is scheduled for May 7, 2026, at 8:00 AM, and will be held in-person in the Womack Conference Room at 922 Machin Ave, Novato

H. ADJOURNMENT

Materials that are submitted to members of the Commission after the distribution of the meeting's agenda packet will be available upon request.

AFFIDAVIT OF POSTING

I, Stacey Hoggan, certify that on the Thursday before the Finance Advisory Commission meeting of April 2, 2026, that the agenda was posted on the City Community Service Board at 922 Machin and on the City's website at novato.org in Novato, California.

/ Stacey Hoggan /
Stacey Hoggan, Management Analyst I



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CITY OF NOVATO
CALIFORNIA

Finance Advisory Commission

DRAFT Minutes

Thursday, March 5, 2026 – 8:00 AM

A. CALL TO ORDER AND ROLL CALL

The meeting was called to order by Chair MacKenzie at 8:00 A.M.

Commissioners Present: Cris MacKenzie, Rafelina Maglio, Michele Manos, Tina McMillan, Dean Smith, Larisa Thomas, Andy Zmyslowski

Staff Present: Finance Director Carla Carvalho-DeGraff, Principal Management Analyst Jennifer Maldonado, Management Analyst I Stacey Hoggan

B. APPROVAL OF FINAL AGENDA

Commission Action: Upon a motion by Commissioner Thomas, seconded by Vice Chair Manos, the Commission voted unanimously (7-0-0-0) to move Item D.2 (Fiscal Year 2024/25 Measure F Report) from the Consent Calendar to Item F.4 under General Business, and to approve the agenda.

Ayes: MacKenzie, Manos, Maglio, McMillan, Smith, Thomas, Zmyslowski

Noes: None

Abstain: None

Absent: None

Motion carried.

C. PUBLIC COMMENT

D. CONSENT ITEMS

D.1. Approve Meeting Minutes of February 5, 2026

~~D.2. Fiscal Year 2024/25 Measure F Report~~ (item moved to F.4)

Commission Action: Upon motion by Commissioner McMillan, and seconded by Commissioner Zmyslowski, the Commission voted 7-0-0-0 to approve the consent calendar.

Ayes: MacKenzie, Manos, Maglio, McMillan, Smith, Thomas, Zmyslowski

Noes: None

Abstain: None

Absent: None

Motion carried.

E. UNFINISHED AND OTHER BUSINESS

None

F. GENERAL BUSINESS

F.1. Fiscal Year 2025/26 Quarter 2 Budget Report

Staff presented the FY 2025/26 Quarter 2 Budget Report, including an overview of revenues and expenditures. The report noted budget amendments related to labor negotiations and that sales tax revenues are currently tracking below projections due to market conditions. Staff indicated that proposed adjustments to sales tax revenues will be included as part of the midyear budget process.

Commissioners expressed interest in receiving additional information regarding sales tax performance data provided by HdL, such as periodic summary updates. Commissioners suggested inviting HdL to present at a future meeting and staff noted they will be incorporating relevant data into future budget assumption discussions.

There was also discussion regarding the upcoming Economic Development Strategic Plan, including how it may inform the type and scope of economic and sales tax information presented to the Commission. Staff noted that consultants preparing the plan are anticipated to engage with Commissions as part of the process.

F.2. Fiscal Year 2025/26 Mid-Year Budget review

Staff presented the proposed mid-year budget adjustments to the Commission. The report detailed the status of the operating budget as of December 31, 2025, compared to the adopted budget, and included recommended updates. Commissioners asked questions and provided feedback.

F.3. Finance Department Updates

Staff provided department updates to Commissioners. Commissioners asked questions and provided comments.

F.4. Fiscal Year 2024/25 Measure F Report

Commissioners provided feedback on the FY 2024/25 Measure F Report, including suggested revisions to language and the addition of graphics to improve clarity.

G. COMMITTEE AND LIAISON REPORTS

G.1. Staff Updates

None

G.2. Commission Member Reports

Chair MacKenzie suggested that the Commission conduct a self-assessment to evaluate its work and alignment with its stated mission for internal purposes. She also noted that she would draft a self-evaluation tool for staff review.

Commissioners also expressed interest in having a mechanism, such as a standing document or similar tool, to facilitate discussion of potential future agenda items.

H. ADJOURNMENT

The meeting was adjourned at 10:00 AM

I HEREBY CERTIFY that the foregoing minutes were duly adopted at the Finance Advisory Commission Meeting of _____, 2026.

/ Stacey Hoggan /
Stacey Hoggan, Management Analyst I

STAFF REPORT**MEETING**

DATE: April 2, 2026

TO: Finance Advisory Commission

FROM: Jennifer Maldonado, Principal Analyst
Carla Carvalho-DeGraff, Finance DirectorSUBJECT: **FISCAL YEAR 2025/2026 OPERATING BUDGET STUDY SESSION****REQUEST**

Receive information and provide feedback on the Fiscal Year 2026/27 operating budget.

DISCUSSION**Summary**

The FY 2026/27 operating budget maintains current service levels as compared to FY2025/26 and aligns resources with the community's top priorities: Public Safety, Streets and Medians Maintenance, and Business Retention supported by the stabilizing revenue from Measure M. With reserves now at sufficient levels, the budget shifts focus toward long-term needs such as deferred maintenance, pension liabilities, and operational efficiencies while continuing targeted investments informed by community feedback.

Despite modest revenue growth, rising costs in utilities, employee compensation and benefits, contractual services, and the unfunded pension liability create ongoing financial pressure. One-time facility and safety projects, baseline departmental budgeting, and pending decisions regarding capital funding and the SAFE program also influence the development of this year's budget. Overall, the proposed plan balances community expectations with prudent financial management to support long-term sustainability.

Community Input

Understanding the community's priorities and needs is a critical element of the budget development process. Community feedback indicates that local residents and business operators prefer to be informed about and engage in the budget development process through virtual methods. Based on this feedback, staff widely use email and social media to share budget information with the community and to promote the Community Budget Workshop. Similar to the past few years, this year's process included online surveys; and an enhanced in-person/virtual meeting for the Community Budget Workshop.

Overall, outreach efforts during this budget development process are progressing favorably. So far, two budget surveys have been completed, with outreach data as shown below:

- News release: emailed to 9,380 subscribers (those signed up for budget-related topics & general city news)
- Facebook: 6,941 followers
- Instagram: 3,963 followers
- X, formerly known as Twitter: 2,486 followers

- Nextdoor: 44,059 members
- Open Novato (survey platform): 2,544 subscribers
- Novato in the Know (Online Community Forum): 13,714 members
- March Newsletter: 21,860 subscribers

Survey#1

The first community survey (See Attachment 2) was launched February 6th and closed February 15th. The survey was used as a tool to gauge the community's preference in format and day/time for the Community Budget Workshop and received a total of 59 responses. The outcome of the survey revealed that the majority of individuals who participated in the survey (67.8%) preferred a virtual Community Budget Workshop. In addition, the survey revealed that the weekday evenings were the preferable time to host a community workshop (54.2%).

Staff took the results of this survey to frame the community budget workshop to serve the community's interests and ultimately conducted a hybrid format which was held on the evening of Thursday, March 25th. Additionally, the first survey allowed for an open forum for additional opportunities to be heard prior to the second survey being launched. The overarching message was community interest in participating in the budget process but emphasized the need for simpler formats for community consumption of the information. In response, staff is actively working to simplify and present budget data in a more clear and digestible manner to support meaningful community engagement.

Survey #2

The second survey (See attachment 3 for full details) was focused on gathering community input in priority areas to shape the City's budget. The second survey had a total of 336 participants with 269 responses. The top 3 priorities for the community ranked as follows:

1. Public Safety; Emergency Response Services
2. Streets & Medians Maintenance
3. Business Retention & Attraction

Over the past five years, Public Safety and Emergency Response, along with Streets and Medians Maintenance, have consistently ranked among the top two priority areas, while Business Retention and Addressing Homelessness have remained in the top five.

Operating Budget

Staff is in the process of developing the FY 2026/27 operating budget in preparation for budget adoption prior to the start of the fiscal year on July 1, 2026. As the development process moves forward, it is helpful to periodically obtain direction from the City Council (Council) on funding priorities and budget development approach. This report is intended to provide an overview of financial factors Staff currently anticipate will influence the upcoming budget development process.

The General Fund is the primary source of revenue for the operating budget. Unlike other funding sources, such as Gas Tax (which can only be used on paving and street maintenance), there are no restrictions on how the General Fund can be used. This is the funding source that pays for day-to-day services and operations like police services, streets and parks maintenance, and recreation programming.

The table below presents a four-year history of the General Fund's budgeted surplus/(deficit) position. As the City approached a critical financial turning point, voters approved Measure M, which went into effect on April 1, 2024. This additional revenue source enabled the City to achieve a balanced budget for the first time in recent years with the adoption of the FY2025/26 budget.

General Fund Historical Budget				
	Amended Budget FY22/23	Amended Budget FY23/24	Amended Budget FY24/25	Adopted Budget FY25/26
Surplus/ (Deficit)	(\$1.6M)	(\$4.4M)	(\$3.5M)	\$0.0M

Fiscal Sustainability

With the passage of Measure M, the City continues to be well positioned to balance its budget and meet community demand for services. Measure M is critical to improving long-term fiscal sustainability and addressing the systemic deficit of approximately \$3.8 million annually. As discussed in prior City Council reports, Measure M will be focused on several key areas:

- **Operating Budget**

The General Fund operating budget supports the City’s day-to-day service delivery across all departments, including Police, Public Works, Parks and Recreation, and administrative functions. These essential services are primarily delivered by City staff and maintain baseline service levels for the community.

The proposed FY 2026/27 budget maintains current service levels compared to FY2025/26 which included restored resources previously eliminated by earlier fiscal challenges. Measure M backfills the City’s structural deficit and supports ongoing operational needs.

Budget development has been informed by community input received through surveys, public comments at City Council meetings, and participation in budget outreach efforts, including community pop-up events. Consistent with this feedback, the proposed budget includes targeted investments in priority service areas including an increase of \$100,000 to support Public Works in the areas of parks and street maintenance activities, and continuation of the Business Tenant Improvement Grant Program to support local business retention and attraction.

- **Replenishing Reserves**

In the two prior fiscal years replenishing reserves was also a key focus. However, the Council directed the replenishment of reserves be the first action to be taken with Measure M. The FY2024/25 midyear adjustment allocated Measure M funding to the Emergency and Disaster Recovery fund (Fund 116) and the Self-Insurance Reserve (Fund 115). These reserves are currently at sufficient levels, and both exceed the amounts required in the reserve policy.

- **Deferred Maintenance**

Addressing deferred maintenance and capital needs is essential to keeping City infrastructure safe, functional, and cost-effective. Proactive investment helps extend asset life, reduce risks, and support reliable service delivery for the community. Conversely, delays can lead to more expensive repairs and service disruptions.

- **Mitigating Financial Liabilities**

Financial liabilities including the unfunded pension liability require prudent financial

planning and management. To begin addressing these liabilities City Council directed that a portion of Measure M be allocated to the pension reserve (Fund 114). These funds may be used to pay down the liability directly or be invested in the 115 Trust for future application toward reducing the liability.

- **Innovation and Investment**

Investing in innovation is key to improving operation efficiency, enhancing service delivery, and identifying new revenue opportunities. Modernizing systems, leveraging technology, and streamlining processes enable the City to reduce costs, improve responsiveness, and better serve the community.

Budget Development Assumptions

Departments have been actively developing their budget proposals over the past few weeks. Departments were initially directed to budget at baseline for FY 2026/27. This means holding the service and supply expenses at the FY2025/26 levels. There is an initial staff recommendation for the allocation of Measure M funds based on the Five-Year General Fund Forecast. This allocation will be refined as budget development continues.

Fiscal Challenges

In any given fiscal year there will be fiscal challenges. As the budget development process continues, Staff anticipate challenges in the following areas:

- Economy – Broader economic uncertainty persists, driven by rising costs, consumer pessimism, and continued inflation the full impacts of which remain to be seen. While continued higher interest rates may be good for investment returns, ongoing inflation and tariffs could increase operating costs.
- Rising costs beyond the City’s control, including utilities, risk management, pension, etc.
- Continued growing deferred maintenance needs,
- Service demands continue particularly for street maintenance, weed abatement and business retention.

Revenues

Following is an outline of anticipated projections in key revenue areas:

- Property Tax – Current projections are an approximate 2.5% increase for next fiscal year. Staff received a preliminary estimate from the County and will monitor and adjust as the County provides updates.
- Sales Tax – Staff will receive an update from the City’s sales tax consultants for sales tax revenue projections, including the new Measure M on April 7th. The current assumption for sales tax is an increase of 1.8% from the FY 2025/26 Amended budget.
- Transient Occupancy Tax (TOT or Hotel Tax) – Staff is anticipating a 2% increase in Hotel Tax for FY 2026/27. This increase is based on past performance, assuming that all hotels remain current in their TOT payments.
- Charges for Service – Charges for Services are expected to grow throughout the City. Public Works anticipates increased activity, particularly in encroachment permits while Community Development anticipates increased activity in building permits and planning fees. Parks and Recreation also anticipate increased participation in recreation programs and activities.

Expenses

As much as we continue to focus on generating new revenue to support ongoing services, efforts to contain costs when possible are also continuing. As in past years, Staff is carefully reviewing

the budget to find cost savings, efficiencies, and areas where one-time investments can lead to improved service delivery.

Following is some of the expense changes anticipated for FY2026/27:

One-Time Increases:

Public Works

- \$64,000 - Fire Alarm Panel Replacement.
- \$150,000 - City-Wide Facilities Assessment. (estimate will be refined as cost details are developed)

City Clerk

- \$75,066 – Election-related costs.

Rising Costs

Police

- Axon Body Camera Contract – \$228,000

Sustainability

- Increased costs associated with EV Charging - \$15,800

City Council

- Marin County Council of Mayors and Councilmembers costs \$12,150

Public Works

- Janitorial contracts – Estimated a 5% increase though it could be more as the contract is up for renewal.
- Utilities – Projected rate increases are shown in the table below. Staff will continue to review these estimates and adjust as more information is known:

Utility Assumptions FY2026/27	
Water	+6%
Garbage	+6.5%
Sewer	+4.5%
PG&E	+3-4%

The following changes will be included for FY2026/27:

- Employee Compensation – In-line with current employment agreements the assumption for employee compensation will be a cost-of-living adjustment for FY2026/27 of 3.5%.
- Employee Benefits – The budget will include a projected 8% increase for employee health insurance.
- Unfunded Pension Liability – Updated CalPERS Unfunded Accrued Liability (UAL) expense will be incorporated into the draft budget. The table below provides expense trend information over a five-year period.

CalPERS Unfunded Accrued Liability 5-Year Trend					
	FY2022/23	FY2023/24	FY2024/25	FY2025/26	FY2026/27
Unfunded Accrued Liability	\$4,882,164	\$4,558,920	\$5,475,682	\$6,216,302	\$6,903,681
Annual Change	\$585,570	\$(323,244)	\$916,762	\$740,620	\$687,379
% Change	+13.6%	-6.6%	+20.1%	+13.53%	+11.1%
*For FY2026/27 CalPERS prepayment is available. This option provides approximate savings of \$223 thousand or 3.2%.					

Today, over 70% of the City’s employees fall under the 2013 Public Employee’s Pension Reform Act (PEPRA). PEPRA changed the way retirement benefits are funded, requiring employees new to the CalPERS system to pay 50% of the cost of their retirement. For the 30% of employees who are considered CalPERS “Classic” employees (employees in the system prior to 2013), the City has negotiated pension cost sharing as part of all labor agreements. Cost sharing requires these employees to pay for a portion of the employer’s share of pension costs (2.5% - 3% depending on the bargaining unit).

- Pending Recommendations – Recommendations for the following areas will be brought to the City Council for consideration at the April 14th meeting.
 - Inclusion of SAFE in the upcoming budget year, an approximate additional cost of \$461,000 per year, previously funded by American Rescue Plan Funds.
 - The FY 2025/26 budget included \$100,000 to support local business improvements through a matching grant program. Based on program demand and community interest, City Council will be asked to consider maintaining funding at current levels, increasing the allocation, or providing alternative directions for the program.

Expenses for several other areas, such as Animal Control, Marin GSA (including Street Lights), MERA, etc. are expected to be provided within the next few weeks and will be incorporated into the May 12th budget proposal.

Personnel

As community demand for services continues to grow and change. The City Manager is reviewing current and anticipated staffing needs based on the areas identified in the staffing study that was conducted to meet the strategic plan goal A City that Works as well as upcoming department strategic plans. Currently there are no anticipated changes and as the budget development process continues, staff will bring forward any recommendations that may arise.

The following table identifies the five-year history of the total personnel allocation.

Personnel Allocation 5 Year History					
	Amended FY 2021/22	Amended FY 2022/23	Amended FY 2023/24	Amended FY 2024/25	Amended FY 2025/26
General Fund	185.71	188.71	190.21	191.21	196.71
Other Funds	6.79	6.79	6.79	6.79	6.79
TOTAL	192.50	195.50	197.00	198.00	203.50

Next Steps

The City Manager’s budget review meetings with each department concluded the week of March 23rd. The reviews included discussion about opportunities for improvements, development of the budget in alignment with the organizational structure, operating challenges caused by rising costs, and other opportunities.

The Finance Advisory Commission will meet on the first Thursday of every month, and the other key milestones and upcoming Council meetings are in the table below.

FY2026/27 Budget Development Calendar		
✓	February 9-15	Mini-Survey Open (to schedule Community Budget Workshop)
✓	February 11	Draft Budget Calendar for Consideration
✓	March 9 – 23	Community Budget Priority Survey Open
✓	March 25	Community Budget Workshop
	April 2	Budget Pop-Up
	April 8	Budget Pop-up
	April 14	City Council - Budget Development Study Session Operating Budget
	April 28	City Council - Budget Development Study Session Capital Improvement Program
	May 12	City Council - Budget Workshop
	June 9	City Council - Budget Hearing
	June 23	City Council - Budget Adoption

RECOMMENDATION

Receive Report and provide feedback.

ATTACHMENTS

1. FY 2026/27 Budget Planning Community Survey
2. FY 2026/27 Community Budget Priorities Survey Results



City Budget Planning Community Survey

February 17, 2026, 9:25 AM

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City Budget Planning Community Survey

We want your input on the City's Fiscal Year 2026/2027 budget process

Introduction

The City of Novato Fiscal Year 2026/2027 budget season is underway, and we want your input on this year's budget development process.

Please take our brief survey to let us know how we can better engage you and what you would like to see as part of this year's process. Survey closes at 11:59pm on Sunday, February 15, 2026.

In addition to this survey, the City will be launching its annual City Budget Community Priorities Survey in March.

Learn more about the City's budget process, and sign up to receive updates on upcoming workshops and meetings, at novato.gov/budget.

Set Your Survey Language: You can easily take this survey in your preferred language. Simply select "Set Language" in the bottom left corner of the survey and choose from the list of available languages.

Establezca el idioma de la encuesta: Puede completar esta encuesta fácilmente en el idioma que prefiera. Simplemente seleccione "Set Language" en la esquina inferior izquierda de la encuesta y elija de la lista de idiomas disponibles.

City Budget Planning Community Survey




We want your input on the City's Fiscal Year 2026/2027 budget process

Summary Of Responses

As of February 17, 2026, 9:25 AM, this forum had:	Topic Start	Topic End
Attendees: 102	February 6, 2026, 8:48 AM	February 15, 2026, 11:59 PM
Responses: 59		
Hours of Public Comment: 3.0		





QUESTION 1

Which statement best describes you? Please select all that apply.

		%	Count
I live in Novato		89.8%	53
I work in Novato		37.3%	22
I play (recreate, shop, dine, etc.) in Novato		54.2%	32

QUESTION 2

In addition to presentations at upcoming City Council meetings, what would you like to see as part of this year's City budget process? Please select all that apply.

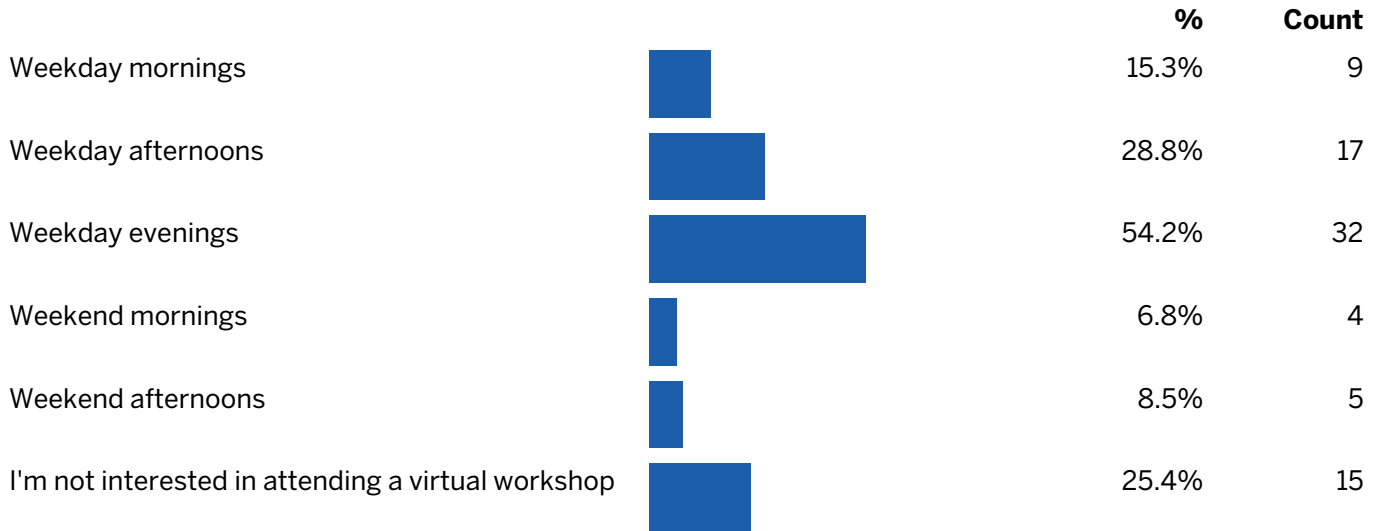
		%	Count
VIRTUAL Community Budget Workshop (Budget Overview Presentation with Q&A)		67.8%	40
IN PERSON Community Budget Workshop (Budget Overview Presentation with Q&A)		27.1%	16
Community Budget Priorities Survey		76.3%	45
Social media outreach promoting the budget process and opportunities for community feedback		37.3%	22
Pop-up Budget Workshops with City Staff at locations throughout the community		30.5%	18

City Budget Planning Community Survey

We want your input on the City's Fiscal Year 2026/2027 budget process

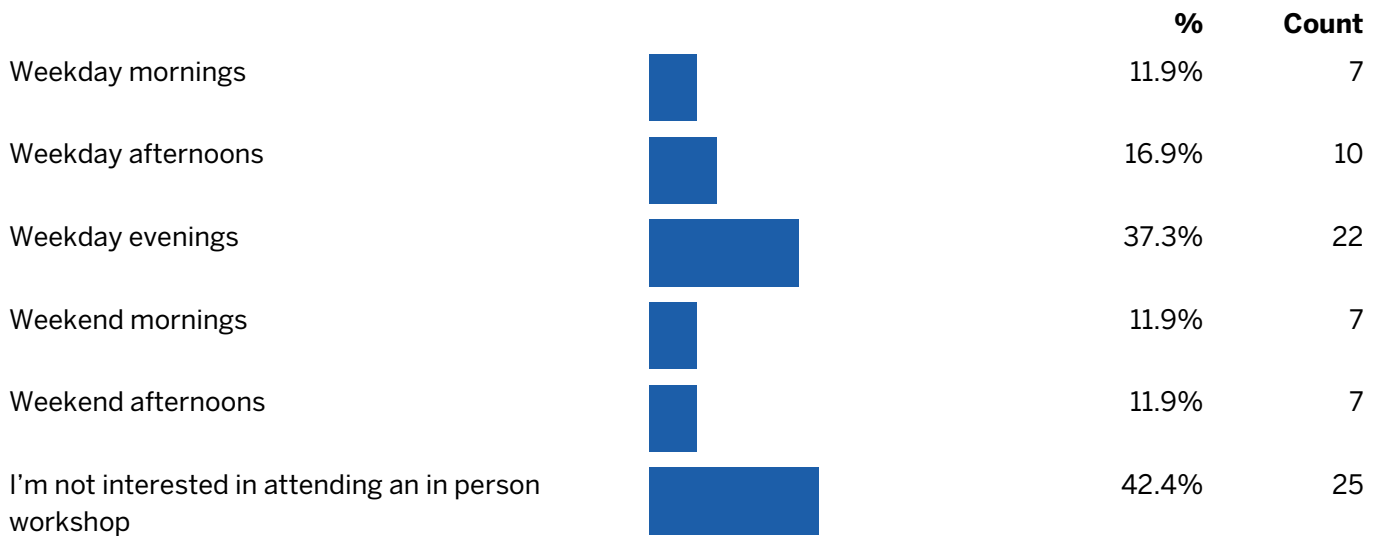
QUESTION 3

What days and times work best for you to attend a VIRTUAL budget workshop? Please select all that apply.



QUESTION 4

What days and times work best for you to attend an IN PERSON budget workshop? Please select all that apply.

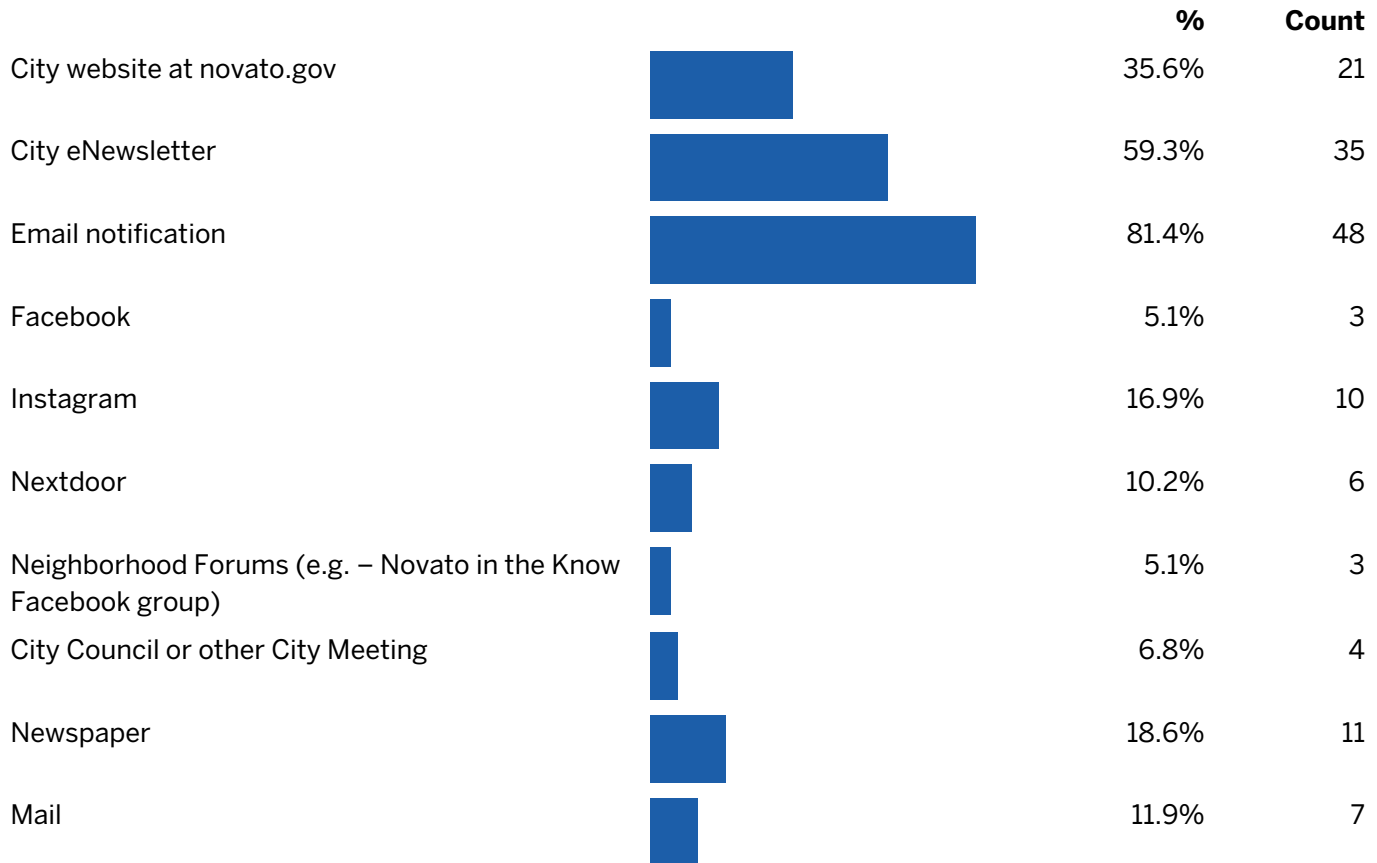


City Budget Planning Community Survey

We want your input on the City's Fiscal Year 2026/2027 budget process

QUESTION 5

How do you prefer to receive information and updates from the City? Please select all that apply.



QUESTION 6

Please share any additional comments about the City budget process.

Answered	13
Skipped	46

Full responses on page 6

City Budget Planning Community Survey

We want your input on the City's Fiscal Year 2026/2027 budget process

QUESTION 6

Please share any additional comments about the City budget process.

The budget could be increase by getting permits through and making city parks better. Including fixing water fountains

I think you should give more weight to people who live here.

City budgeting should consider its fiduciary duty to city residents. This may require shedding dormant properties and consummating the best transactions on behalf of city residents, including for example the sale of the city's mobile home park.

I would love to participate in the City budget process, but realistically I would engage best on my own time - via a survey or feedback form that comes in my email, or by mail.

Please start budgeting for fair, competitive compensation to bring City of Novato employees up to 100% pay equity. Union contract negotiations will start again in 2028 and, given last year's strikes, it makes sense to start planning ahead to appropriately pay the staff who make this city run.

Provide data on how Novato spends in comparison to cities of similar size, demographics etc. Benchmark data that can provide guidance on where Novato may overspend or underspend, and why.

Prior distribution of adequate data is critical to be received for review and analysis before meetings.

Have not seen any information about the budget process, so how can I comment?

Access to easily understood budget data is critical for the community to understand the budget, it can't be giant spreadsheets. Simple pie charts and historical data is essential

Please consider more ADA trail and hiking options.

As a 50-year resident, my priority at this time is to beautify our city: Please clean and upgrade the median strips all over town that look like abandoned weed lots. Secondly, hire artists to paint electric boxes that are graffitied and add murals in downtown Novato. Hey, San Rafael is doing it. Petaluma is doing it. Why not Novato?

Please share information about how the disposition of the mobile home park and its city guaranteed loan could impact the budget.

Appreciate the city's continued efforts to expand opportunities to participate in the budget process!

Novato City Budget Fiscal Year 2026/27: Community Priorities Survey

March 25, 2026, 10:59 AM

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Novato City Budget Fiscal Year 2026/27: Community Priorities Survey

What City services are most important to you?

Introduction

Help shape Novato's City Budget for fiscal year 2026/27 by sharing your feedback on the City services that matter most to you.

Last year, Novato reached a major milestone with the adoption of the City's first balanced budget in more than five years. Thanks to the community's support of Measure M, the City has been able to deliver on its commitment to restore essential services, strengthen public safety and invest in critical infrastructure.

Measure M funding has enabled the City to:

- Restore staffing across City departments, including a fully staffed police department
- Balance the City's budget and strengthen reserves to protect against economic uncertainty
- Address long-deferred maintenance and invest in roadways, parks and community facilities
- Restore and improve the core services our community relies on

Help guide the City Council in setting priorities for the upcoming budget to ensure it continues to reflect the needs and values of our community.

Take our online survey and share your budget priorities. **Survey closes at 11:59pm on Monday, March 23.**

Join the conversation! Attend our upcoming Community Budget Workshop to learn about the City's budget, ask questions and share your feedback.

Wednesday, March 25 at 6pm | Novato City Hall, 901 Sherman Avenue

Attend a City Council Budget Meeting or Workshop

Meetings are held at 6pm at Novato City Hall, 901 Sherman Avenue. Meeting agendas are available 72 hours prior to the meeting date at novato.gov/agendas.

Tuesday, March 24 | FY 2025/26 Mid-Year Budget Report
Tuesday, April 14 | FY 2026/27 Operating Budget Study Session
Tuesday, April 28 | FY 2026/27 CIP Budget Study Session
Tuesday, May 12 | FY 2026/27 Budget Workshop
Tuesday, June 9 | FY 2026/27 Budget Hearing
Tuesday, June 23 | FY 2026/27 Budget Adoption

The City will also host budget pop-up events on April 2 and 4 — stay tuned for more details.

More information on the City's budget, upcoming meetings, and prior budgets is available at novato.gov/budget.

Establezca el idioma de la encuesta: Puede completar esta encuesta fácilmente en el idioma que prefiera. Simplemente seleccione "Set Language" en la esquina inferior izquierda de la encuesta y elija de la lista de idiomas disponibles.

Set Your Survey Language: You can easily take this survey in your preferred language. Simply select "Set Language" in the bottom left corner of the survey and choose from the list of available languages.

Novato City Budget Fiscal Year 2026/27: Community Priorities Survey

What City services are most important to you?

Summary Of Responses

As of March 25, 2026, 10:59 AM, this forum had:

Attendees: 336
Responses: 269
Hours of Public Comment: 13.5

Topic Start



March 9, 2026, 10:44 AM

Topic End

March 23, 2026, 11:59 PM







QUESTION 1

Which statement best describes you? Please select all that apply.

		%	Count
I live in Novato		96.3%	259
I work in Novato		29.0%	78
I play (recreate, shop, dine, etc.) in Novato		48.7%	131

QUESTION 2

How many years have you lived in Novato?

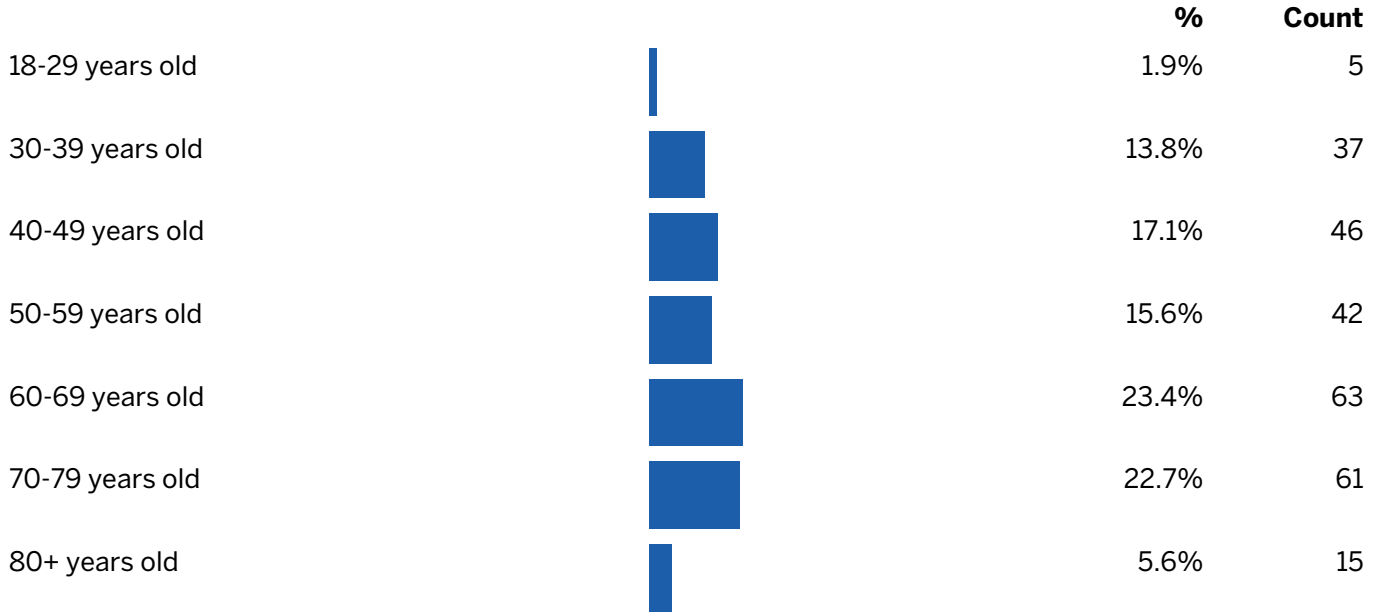
		%	Count
Less than 10 years		27.9%	75
10-19 years		22.7%	61
20-29 years		13.4%	36
30-39 years		14.5%	39
40+ years		19.3%	52
I don't live in Novato		2.2%	6

Novato City Budget Fiscal Year 2026/27: Community Priorities Survey

What City services are most important to you?

QUESTION 3

What is your age group?



QUESTION 4

Rank ALL City services in order of importance to you. Click on items to rank them – you’ll be able to modify the order as you go.

1. Public Safety; Emergency Response Services
2. Streets & Medians Maintenance
3. Business Retention & Attraction
4. Downtown Revitalization
5. Addressing Homelessness & Mental Health
6. Youth, Adult & Other Recreation Programs
7. Beautification of Parks
8. City Facilities & Property Maintenance
9. Sustainability; Environmental Efforts
10. Residential & Commercial Permitting

Novato City Budget Fiscal Year 2026/27: Community Priorities Survey

What City services are most important to you?

QUESTION 5

If you could INCREASE funds to ONLY THREE (3) of the following service areas, which THREE services would you select? (Choose 3)

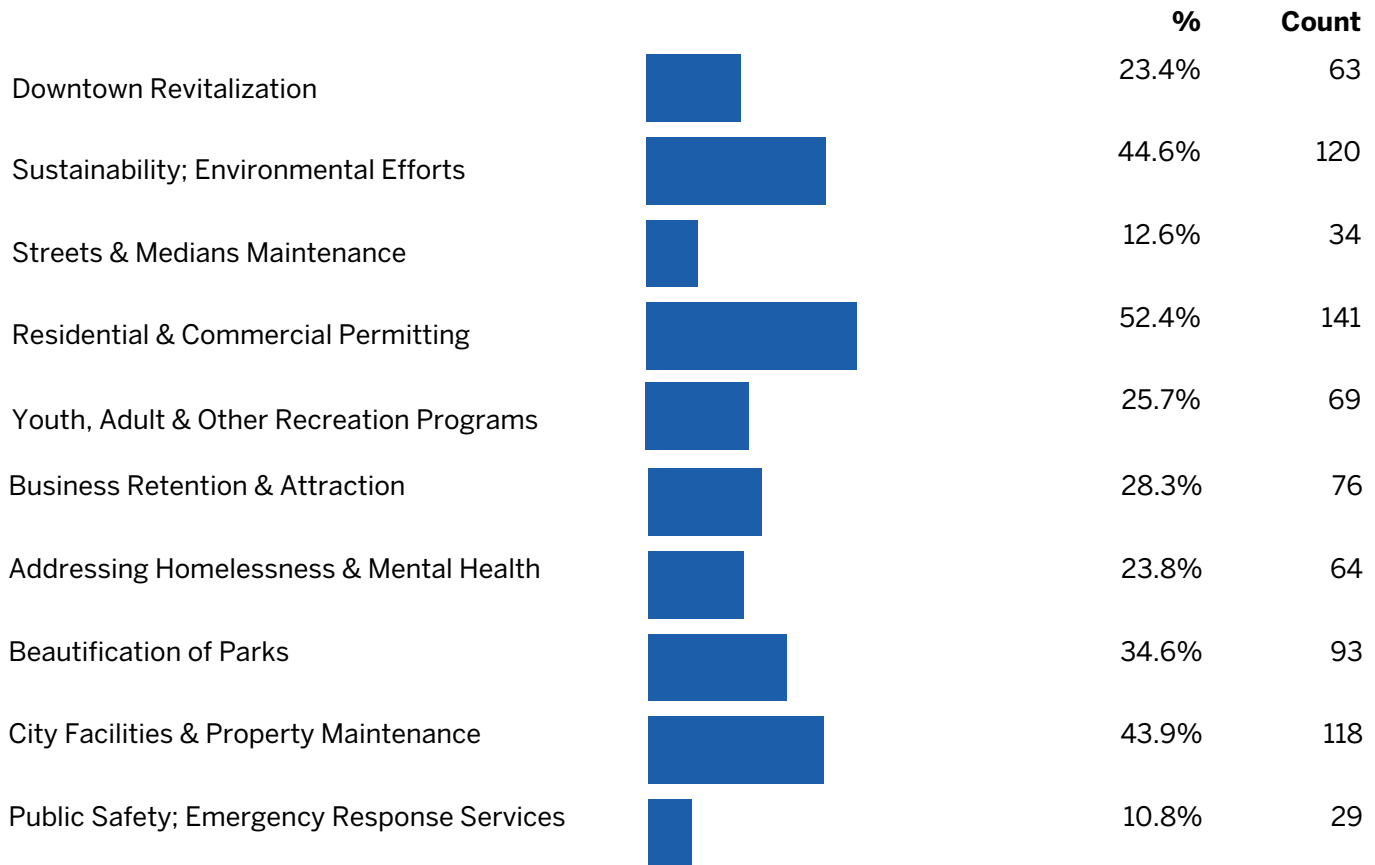
		%	Count
Downtown Revitalization		36.1%	97
Sustainability; Environmental Efforts		18.6%	50
Streets & Medians Maintenance		54.3%	146
Residential & Commercial Permitting		7.8%	21
Youth, Adult & Other Recreation Programs		29.0%	78
Business Retention & Attraction		38.3%	103
Addressing Homelessness & Mental Health		36.4%	98
Beautification of Parks		18.2%	49
City Facilities & Property Maintenance		10.4%	28
Public Safety; Emergency Response Services		50.9%	137

Novato City Budget Fiscal Year 2026/27: Community Priorities Survey

What City services are most important to you?

QUESTION 6

In order to fund the areas you selected above, select THREE (3) service areas for which you would DECREASE funding. (Choose 3)












Novato City Budget Fiscal Year 2026/27: Community Priorities Survey

What City services are most important to you?

QUESTION 7

How did you hear about this budget survey?

		%	Count
City website (novato.gov)		12.6%	34
City eNewsletter		33.8%	91
Email notification		44.2%	119
Facebook		4.5%	12
Instagram		1.1%	3
Nextdoor		0.7%	2
Neighborhood Forums (e.g. - Novato in the Know group)		0.7%	2
City Council or other City meeting		0.4%	1
Other		4.8%	13

QUESTION 8

How would you like the City to communicate with you throughout the budget process?

Answered	195
Skipped	74

Responses on pages 8 - 16

QUESTION 9

Please share any additional comments about the City budget process.

Answered	88
Skipped	181

Responses on pages 17 - 24

Novato City Budget Fiscal Year 2026/27: Community Priorities Survey

What City services are most important to you?

Question 8: How would you like the City to communicate with you throughout the budget process?

Email

email

Newsletter

Enewsletter

Novato

Email

Articles in the MarinIJ, posts on Facebook/Instagram, emails, and posted at novato.gov

email

email, Marin IJ

email

Email

Newsletters fine

Email, snail mail

email

Email.

yes

Email

email

email

Email

email

email

email

Email

Email

Email

Email

email

emails and expanded details of what the City spends the \$\$.

Not sure

Email

Email

Email

Social media email

Email

email

Email

Email

email

Openly on their website or meetings

eNewsletter

Email

Email

email

E-mail

Email

Email

email

Email

Emails

email

Email is good

Email

Emails

email

Email and social media

Email, social media, website

Email

email

Email

Email or text

Social media

No

Email

city eNewsletter

Email

Email

Emails

Email

E MAIL

E-mail, Web site

Post information in emails

Email

What you are doing works for me. I get email newsletters and read about what interests me. I also read the Marin IJ.

e:mail

Email

email

Facebook/social Media

Honestly

city enewsletter

email

web site

Email

Email newsletter

Email

Email and website

E mail

Email

CALL ME

Email

City E Newsletter

email

Email

unsure

Email and/or updates with social media

email

Email

email

Nextdoor or other social media

Email

News or sign up for important emails. Scheduling communication means that when there is nothing to communicate will be filled with fluff and waste of time/credibility.

Online

Open forums accessible by zoom or similar means

email and public notice

eNewsletter

email

e newsletter

By email

By email

Regular Newsletter updates as is done already

objective summaries

email

Email

Email

email

email

By Email

Emails, town hall opportunities

Email communication

Email

email

email

Standard methods

Email

email

Email

email

Publish articles in Marin IJ

via email

Email

Social media

With honesty, full transparency and respect for the locals.

Email

email

email

Email

Email

Email

email

email

Electronic news

e-mail

email, newsletters

email

email

email

Email

email

email

city website

Text message and in-person events

Newsletter

Email

through the newsletter is fine

Just on email

email

San Rafael

email

Email

email or newsletter

Email

Text

email

email

eNewsletter

Email

email

city newsletter

Email

Email newsletters

Public events outdoors in the evenings and on weekends, email newsletter, streaming council meetings on the website, instagram/facebook

Your website works great! It's a super communication as well as information tool.

e-newsletter, local press, virtual and presential meetings, community events

Email

email

Email

Email, town halls, social media

Emails

email

Email

Email

email

email

Email

eNewsletter

e-mail

through email updates

Email

newsletter

newsletter

Novato City Budget Fiscal Year 2026/27: Community Priorities Survey

What City services are most important to you?

Question 9: Please share any additional comments about the City budget process.

The streets in Novato are embarrassing

Please figure out a way to get this huge homeless encampment out of Hamilton - huge safety concern!

Novato

Although I see some things as very important (public safety, park beautification), I also feel they are already well funded. Whilst permitting is not important to me, it is a thorn in people's side, so I feel it needs more funding.

Focus on Investments and bring money to the city and keep the city safe and accessible for residents.

hard choices

None

It is an embarrassment that the city of Novato does not have working water foundations in parks

N/A

I would strongly encourage the city to reduce the red tape for permitting making it a lot easier and faster. Those resources can go elsewhere

With the passage of Measure A and subsequent balanced budget, please set aside funding for priorities determined in the Parks Master Plan, and in particular, seek to build new public tennis courts at Josef Hoag Park (or other suitable location) to supplement the only four available courts at Pioneer Park.

Need to focus on those processes that directly effect those of us who actual pay taxes and support the city.

The police budget really, really, really has to go down. It's way above average for a city the size of Novato. Novato is safe, Marin is incredibly safe, and not because there are tons of cops all getting excessive pay. Safety comes from providing communities with what they need, from the bottom up, not from the baton down. I know police are a powerful force in this community, but the town needs to be able to start to push back now before it becomes even harder later. The funds from reducing the police budget could do *so much* for Novato and for making it an incredible place to live.

I didn't select sustainability as a place to direct funds because all decisions should be made with sustainability in mind.

I would like to see \$\$ listed with areas on list to decrease.

The maintenance workers make the city look so beautiful and they need to be compensated.

Sell city property no longer needed rather than let the buildings look run down

I think we should focus on the needs of the town and not wage increases for upper management

Good luck!

Don't start anything new till budget in check

Our streets are a hot mess. Especially Novato blvd

Thank you. Congratulations on balancing the budget.

Attracting & retaining businesses are critical but so is supporting the current small businesses. Novato is wonderful but businesses do not want to come here. I support whatever budget efforts are needed to change not only the perception but the ease in which a business can open here. I recently heard a high level staff member say it is "not the job to market our town". It was so disturbing and said a lot about the City priorities and understanding of economic development. It is 100000000% the City's job to market themselves and the budget needs to reflect that.

These surveys over simplify complicated issues. I value public safety, but also know they already are a huge portion of the budget and the fire district is well funded. Improving businesses, improves jobs and quality of life which also improves public safety and environmental issues etc. the roads are terrible and nothing else can fix them but investment. Permitting can take forever and impacts people and businesses directly.

Less over spending on consulting.

Not sure what addresses all of the unused, vacant and deteriorating properties - but there should be a focus on getting properties USABLE, like the Square shopping center, old Pini site - the site behind Lucky's - all sitting there rotting. Also - the historic buildings adjacent to City Hall - so much vacant - very useful properties in prime locations. Also - figure out the Novato theater site - it's such an eye sore - being empty for so long. Please put a program that would attract chefs to want to open restaurants - from casual / affordable good - to nicer restaurants - Novato is dead because there are not many restaurants. Focus on restaurants - the city is starving for them. And one more thing - Amazon is basically running a warehouse out of Whole Foods - I hope the city is getting a lot of tax money from the RETURN GOODS operation and all the online grocery shopping that is happening out of that space. It feels like they are really taking advantage of that space - I hope the city of Novato is getting it's fair share. Last - the city was all excited about what was going at to happen at The Depot - at the smart train - then nothing. Why can't anything really happen....all talk - no action.

Prioritize the younger community! Novato needs a vision of what kind of city it wants to be. We need a youth center, more bike lanes, a sports complex, less corporate BS.

Safety before all else

I want Novato to be broughtt up to the level of other marin towns - beautify, clean up, get some good food and sleek businesses

Would like a l downtown pavillion to anchor and host city events amd emertainment!

It would be great to see a focus on incentivizing and supporting LOCALLY OWNED businesses in Novato, especially downtown Novato. Locally owned, small businesses are vital to community building and they keep local funds local, rather than large impersonal chains that consolidate money for shareholders. The topic choices for budget priorities above are not well defined, which makes it difficult to answer the questions accurately. I would personally love to see more public and community garden and farm spaces in Novato. The city of Cotati has some wonderful examples of public farm/garden spaces that honor the region's agricultural heritage, feed people, and provide beautiful community gathering spaces.

Novato

We need clear, well defined metrics that measure where we are now and how programs are doing to hold people accountable for getting things done. Glad you didn't sell the mobile home park & protecting low income residents but think everyone in the park should only be for low income residents. things done right the first time. G

We really need some upscale Restaurant's in Novato and a few more modern everyday eateries with healthy food

I'm glad that the city has finally instituted proper auditing and accounting procedures to ensure proper use of funds going forward.

Please ensure addressing homelessness and mental health doesn't mean "getting rid of eyesores" but actually developing real solutions that work for the individuals experiencing homelessness.

make the dollar spent count! tired of seeing hundreds of thousands spent on consultants!

Why is school funding not on the survey? Acknowledging funding comes from the state, if Novato doesn't solve for poorly funded schools, young families won't want to live here and all other efforts will be for naught.

More funds for Police

Please upgrade Slade park, it and the community desperately needs it

Need to address tax revenue from fireman's fund development

Rock on! These are tough decisions to make (for both the city and for us) and thank you for getting our feedback.

lower taxes and permit fees

None

look forward to how to prepare for upcoming expenses as they are will continue.

Amy Cunningham is doing a great job!

The homelessness is a major concern and is already heavily funded. I feel like it's a black hole for money without proper leadership. I feel like the State needs to come up with a plan that would have to be pretty elaborate at this point since it has gotten so out of hand.

Budgets need to properly have short, medium and long term goals. Maintenance and emergency funds are important! Take care of what we have! And, think about ROI.

Poor funding to police causes good cops to leave. Pay them better to prevent burnout and allow them to live in Novato

Need affordable childcare services for families. City should find grants and do everything possible to provide childcare that regular, low income families can take advantage of

Absolutely stupid for an individual city to fund a Sustainability Coordinator!!! Virtue signaling at its finest.

Thank you for serving the public. Thank you for reaching out with this survey. I feel strongly about supporting local businesses because they contribute tax income for the city. I feel strongly about outreach to the homeless, because this alleviates suffering and shows compassion from the citizens of Novato.

Remove requirement that homes are inspected at sale, waste of money, use mary todd center for youth activities so kids dont have to sit in cars in the parking lot smoking weed

You want to focus on methods that increase city revenue right? Focusing on city maintenance, programs, etc is solely an expense. Focusing on new businesses, new homes, etc will grow tax revenue for the city, then with the extra tax revenue the city can tackle maintenance and programs. You gotta make money before you spend it.

I support more housing and policies that work to stabilize residence in their housing. Also, end criminalizing homelessness so that they can access housing.

1. Street cleaners regularly come through our residential neighborhood in Pleasant Valley and I have no idea why we're spending money on this. The residential streets are clean; do not need street cleaning. 2. We have 3 children under the age of 9 and are teaching them to ride their bicycles places rather than drive. We have to choose these routes very carefully because, IF there are bicycle lanes, they are right next to fast-moving cars, or cars backing out of parking, and dangerous. Would love more safe routes. Thank you for your time and help!

Would love to see Novato invest in new businesses, restaurants coming to Novato. Public safety is essential - so that is never a compromise. I love Novato PD - and want to make sure we continue to invest in public safety. Would love Novato to become more of a destination to shop, dine, enjoy. Also - would love to see a lot of the dead spaces being utilized - there are a lot of vacancies - and so much potential have new businesses - residential. Get the square shopping center to clean it up - it's such a dead zone. SO much potential there. And we just need more good stuff downtown.

None

The police should always be accessible, no exceptions. And it's silly I need to even write that statement. The downtown has too many empty buildings, questionable salons, high rotation spaces, and a giant UGLY hole for a "theater". Our bog mall has taken all life from our downtown and it doesn't even have a park - if it did, it would officially steal the title for downtown. Our parks are mostly old and dangerous. Please, go sit at Slade park, Marin Highlands park and Hamilton Playground and think "this is my responsibility". A place that infants visit daily should have a sole requirement of basic safety. The Halloween event in downtown is chaotically unsafe until those big expensive gates are closed to protect the children/parents/seniors who walk into the street to get around giant groups of dancers. I invite you to attend this event and try your best to prove me wrong.

We have the worst girls softball fields in the Bay Area! My daughter tripped on a gopher hole, got injured and lost her whole summer of playing!!

Get homeless off the street asap

I wish the city would truly take into account the survey results as it never feels that way. It seems the city has their own ideas and just wants to make the population, legal and not, feel heard.

Clean up City, make it pretty, lure more business = more money for other projects. Remove any spectre of blight. Novato may be low income, but we don't have to look like it.

It would be great to have a balanced budget with a rainy day fund. Also, a strategic budget plan.

Our streets need help. please prioritize repaving streets and fixing sidewalks and medians.

Please be mindful of how money is being spent and eliminate all fraud, waste and abuse in the city budget

do not add taxes or fees. people are sick of these added burdens

Glad it is balanced, but when will the City work towards bringing in new business?
Supposedly the City is not friendly and very difficult to work with and/or get permits.

San Rafael

Please deal with the homelessness issues and crime. These items are deteriorating our
quality of life. Thank you

Impossible decisions with impossible expectations. I applaud you for all you do. It would
be great to see Novato support new/old business to thrive, expand and open new locations
without being help up in permits.

My hope is that the focus this year on a new economic plan will include funding for art as a
way to achieve downtown revitalization and business retention as it will have huge positive
impact

NA

good survey, excellent newsletter

Fill all those empty buildings downtown with small businesses, rebuild the theater, open up
the train station building, build 5-over-ones downtown, get rid of all these empty parking
lots everywhere (they don't make money for the city), and fund more frequent SMART
service.

Transparency and building trust with your residents on how and why monies are spent is
paramount.

The transparency during budget formation is greatly appreciated.

It is extremely disappointing that no action has been taken with the homeless
encampments in Hamilton. As a homeowner in Novato, I would like to see action taken on
this large issue instead of feeling like our city's government doesn't care about doing better
for all of its citizens, including the homeless.

ALL of the above are important

Novato needs to fix the old part of downtown, and add more parks and olaygrounds

Activities for youth and housing for middle to lower income must take precedence.

I lived n Novato for 15 years, and believe it to be a family oriented town. Maintenance of parks and city public spaces is a must to keep the town vibrant. I believe the homelessness issue is a state and federal issue and that the burden should not be on the cities and towns to find a solution and fund homeless care.

concentrate on repairing the most heavily trafficked streets. Repairs should be higher quality so they last longer.

Thank you so much for being so thoughtful to collect this info from the community. We appreciate all of your hard work and you make us proud to live in Novato!

Budgeting is not easy. There are so many nuances. This survey is too broad and the wording of the choices can be interpreted differently by survey takers and readers both.

More details about how the money will be used or plans on how to use the money.

Let's not put off maintenance and repairs that will cost more in the long run.

STAFF REPORT**MEETING**

DATE: April 2, 2026

TO: Finance Advisory Commission

FROM: Chris Benigni, Public Works Director

SUBJECT: FISCAL YEAR 2026/27 CAPITAL IMPROVEMENT PROGRAM STUDY SESSION

REQUEST

Receive information and provide recommendations on the Fiscal Year (FY) 2026/27 Capital Improvement Program (CIP).

BACKGROUND

The City's Capital Improvement Program (CIP) is a five-year planning document that identifies, prioritizes, and funds major infrastructure investments such as transportation infrastructure, parks, stormwater systems, and municipal facilities. The CIP is updated annually in coordination with the Operating Budget and reflects City Council priorities, community input, and available funding.

CIP projects differ from operating expenditures in that they are typically one-time investments intended to maintain, repair, or enhance public infrastructure and facilities over the long term.

DISCUSSION**CIP Development Process**

The annual CIP update process begins early each calendar year and includes a comprehensive review of project schedules, expenditures for ongoing (carryover) projects, available and projected capital revenues, and citywide infrastructure needs and priorities.

City departments submit proposed projects, which are evaluated by an internal CIP review team consisting of team members from the City Administration, Public Works, and Finance Departments. Projects are evaluated based on the following criteria:

- Availability and eligibility of funding sources
- Staff capacity and project delivery constraints
- Alignment with City Council goals and Strategic Plan
- Consistency with adopted plans (e.g., General Plan, Parks Master Plan, Bike/Pedestrian Master Plan)
- Regulatory compliance and health and safety needs
- Infrastructure condition, criticality, and consequence of failure (e.g., pavement condition)
- Community input and stakeholder priorities
- Potential to improve operational efficiency or reduce long-term costs
- Grant opportunities and matching fund requirements

Once the initial proposed CIP is developed, the CIP review team turns to the Novato community for information and input. The CIP is further refined through input from advisory bodies, including

the Finance Advisory Commission, Planning Commission (General Plan conformance), Complete Streets and Pathways Oversight Committee, and other relevant committees, before final consideration by the City Council.

FY 2026/27 CIP Goals and Objectives

The proposed CIP reflects the following guiding principles:

- Prudent fiscal management with a focus on deliverable projects
- Prioritization of high-impact investments, including pavement rehabilitation, park improvements, and critical building systems
- Alignment of project workload with available staff capacity
- Consolidation of related projects to improve efficiency and reduce administrative complexity
- Closeout of completed projects and reprogramming of unused funds
- Removal or deferral of inactive projects to ensure efficient use of limited resources
- Reduction in the number of funding sources per project to simplify financial management

These objectives are intended to create a more focused, realistic, and implementable CIP.

Capital Funding Overview

Capital projects are funded through a combination of over 20 different revenue sources, most of which are restricted to specific uses. Unlike General Fund revenues, restricted revenue funds cannot be reallocated across categories.

Primary ongoing funding sources include:

- Gas taxes (HUTA and RMRA)
- Transportation Authority of Marin (TAM) Measure AA sales tax
- TAM Measure B Vehicle Registration Fees
- Quimby Subdivision Fees
- Marin County Parks Measure sales tax
- Long-Term Maintenance Funds (supported by the General Fund)
- City of Novato Measure M sales tax

Other funding sources include:

- Federal, State, and regional grants
- Developer Impact Fees (DIF)
- Utility credits (e.g., Rule 20A undergrounding)

Many of these sources are variable and cyclical, particularly grant funding, which is competitive and not guaranteed year-to-year. As a result, projects often require layering multiple funding sources. Timing of projects may depend on external funding availability.

CIP Revenue Outlook

The five-year capital revenue forecast reflects variability across fiscal years due to the timing of tax measure disbursement, development activity, and regional funding allocations.

Please refer to Capital Revenue Estimates FY26/27 – 30/31 Table

While core funding sources remain relatively stable, overall CIP funding remains constrained relative to identified infrastructure needs. As a result, project prioritization is critical.

Grant Funding Strategy

The City continues to pursue external funding opportunities to maximize local resources. Recent and ongoing efforts include:

- Transportation Authority of Marin (TAM) funding programs
- School-area safety improvements (Safe Routes to School)

- Future Active Transportation Program (ATP) grant pursuits

Grant funding enables the City to deliver projects that would otherwise not be financially feasible but introduces variability into the CIP.

Major Ongoing Projects

CIP includes several significant ongoing and planned projects, including:

- Novato Boulevard Improvements: A major corridor project currently in final design, with construction anticipated following completion of PG&E undergrounding work.
- Olive Avenue Phase III (Redwood to Railroad): A major railroad crossing improvement with increased pedestrian safety, currently in final design with construction beginning in June, 2026.
- Annual Pavement Rehabilitation Program: A recurring investment to maintain roadway conditions and prevent more costly future repairs, focusing on increasing the City's pavement condition index (PCI).
- Facility System Upgrades (Police Station HVAC replacement, Scott House Renovations): Replacement of aging building systems to ensure reliability of essential services.
- Park and Recreation Improvements: Including playground upgrades and ADA accessibility improvements (Hamilton Amphitheater Park Playground Improvements).

These projects reflect a balance between visible community enhancements and critical infrastructure maintenance.

Completed Projects and Closeouts

As part of the annual CIP update, completed projects are identified for closeout and remaining balances are returned to their originating funds, or reprogrammed to other eligible projects. This process improves financial transparency and ensures that funds are actively supporting current priorities.

Proposed Projects

The proposed CIP continues to emphasize investment across three primary categories:

Proposed Transportation, Drainage, and Undergrounding Projects

- 2027 Annual Pavement Rehabilitation Project - \$2.6M
- Novato Blvd Widening - \$13.1M
- Olive Ave Widening - \$2.1M
- San Marin Corridor Improvements - \$350,000
- Replace Wooden Streetlight Poles - \$250,000
- Storm Drainpipe Replacement - \$50,000
- Traffic, Bike, & Ped Improvements - \$200,000
- Pedestrian Safety Project - \$250,000

Proposed Parks, Recreation, and Community Service Projects

- Hamilton Community Pool – Play Structure Replacement - \$175,000
- Downtown Rec Center Turf - \$50,000
- Marin Highlands Park - \$300,000
- Marion Park \$200,000
- Miwok Park Fencing Phase 2 - \$150,000

Municipal Buildings

- Scott House Renovations - \$3.2M
- DRC & Gymnastics Center HVAC Replacement - \$500,000
- Rooftop Solar Module Replacement - \$50,000

Closing Financial Considerations and Constraints

As a reminder, key financial considerations for the CIP include:

- Limited discretionary funding relative to infrastructure needs
- Restricted nature of most capital funds
- Rising construction costs and inflationary pressures
- Staff capacity constraints affecting project delivery

These factors necessitate a disciplined and strategic approach to project selection and timing. The proposed FY 2026/27 - 2030/31 CIP reflects a prioritized, financially constrained, and strategically focused approach to maintaining and improving the City's infrastructure. The CIP balances:

- Immediate infrastructure needs
- Long-term asset management
- Available funding and staffing resources

Ongoing community engagement and Commission input remain critical to ensuring that the CIP aligns with community priorities and delivers maximum public benefit.

Attachments:

1. Revenue Table
2. 5 Year Capital Improvement Plan

FY 26/27 Special Revenue Projections					
Primary CIP Fund Sources	FY 2026/27 Forecast	FY 2027/28 Forecast	FY 2028/29 Forecast	FY 2029/30 Forecast	FY 2030/31 Forecast
118 - LTM-Facilities	320,000	320,000	320,000	320,000	320,000
119 - LTM-Infrastructure	320,000	320,000	320,000	320,000	320,000
102- Measure M (allocable to CIP)	1,250,000	750,000	750,000	750,000	750,000
211 - Clean Stormwater	-	-	-	-	-
212 - Underground Utility					
214 - Quimby In-Lieu Fees					
215 - Public Art					
220 - Hamilton Arts					
229 - Gas Tax RMRA (less operating transfers out) SB1	1,491,760	1,417,172	1,346,313	1,278,998	1,215,048
233 - Grant CalRecycle					
235.160 - TAM Measure B (VRF)	511,000	-	671,000	-	-
236.600 - TAM Measure AA	2,308,000	1,187,690	1,187,690	1,187,690	1,187,690
237 - Parks Measure A	523,875	523,875	523,875	523,875	523,875
238-Clean Water CIP	-	-	-	-	-
270 - Gas Tax HUTA	99,285	94,321	89,605	85,124	80,868
	\$ 6,823,920	\$ 4,613,058	\$ 5,208,483	\$ 4,465,687	\$ 4,397,481

Status	CIP Project ID	Project Name	Fund Source(s)	Estimated YTD Balance 6/30/26	Pending Amendments for Project closure	Consolidation of San Marin	FY 26/27 Forecast	FY 27/28 Forecast	FY 28/29 Forecast	FY 29/30 Forecast	FY 30/31 Forecast
Carryover	00-015	Railroad Ave. Drainage Ditch Improvements	119 - LTM-Infrastructure	-			-	-	-	-	-
Carryover	00-015	Railroad Ave. Drainage Ditch Improvements	236.600 - TAM Measure AA						1,139,815		
Carryover	00-015	Railroad Ave. Drainage Ditch Improvements	270 - Gas Tax HUTA	95,017			-	250,000		-	-
Carryover	00-015	Railroad Ave. Drainage Ditch Improvements	258 - DIF - Drainage	55,392			-	-	360,185	-	-
Carryover	00-015	Railroad Ave. Drainage Ditch Improvements	Novato Bond B (pre-2012)	-			-	-	-	-	-
Carryover	01-004	Novato Blvd Improvements Diablo - Grant & Rule 20A UUD	236.600 - TAM Measure AA	-			-	-	-	-	-
Carryover	01-004	Novato Blvd Improvements Diablo - Grant & Rule 20A UUD	236.400 - TAM A (Major Streets)	(180,000)			8,360,100	-	-	-	-
Carryover	01-004	Novato Blvd Improvements Diablo - Grant & Rule 20A UUD	240 - Restricted Revenue	-			-	-	-	-	-
Carryover	01-004	Novato Blvd Improvements Diablo - Grant & Rule 20A UUD	256 - DIF - Streets and Intersections	650,000			3,864,900	4,375,000	-	-	-
Carryover	01-004	Novato Blvd Improvements Diablo - Grant & Rule 20A UUD	212 - Underground Utility				900,000				
Carryover	01-004	Novato Blvd Improvements Diablo - Grant & Rule 20A UUD	229.105 - Gas Tax RMRA				(0)				
Carryover	01-004	Novato Blvd Improvements Diablo - Grant & Rule 20A UUD	PG&E Rule 20A Credits	-			-	-	-	-	-
Closeout	09-003	Grant Ave. Bridge Rehab	119 - LTM-Infrastructure	-			-	-	-	-	-
Closeout	09-003	Grant Ave. Bridge Rehab	270 - Gas Tax HUTA	-			-	-	-	-	-
Closeout	09-003	Grant Ave. Bridge Rehab	229.105 - Gas Tax RMRA	(0)			-	-	-	-	-
Closeout	09-003	Grant Ave. Bridge Rehab	234.130 - Grant-HBP	-	-		-	-	-	-	-
Closeout	09-003	Grant Ave. Bridge Rehab	236.600 - TAM Measure AA	70,000	(70,000)		-	-	-	-	-
Closeout	09-003	Grant Ave. Bridge Rehab	253 - DIF Transit Facilities	-			-	-	-	-	-
Carryover	11-006	Civic Center Master Planning	117 - Civic Center	12,433	(12,433)		-	-	-	-	-
Carryover	11-006	Civic Center Master Planning	252 - DIF - Civic Facilities	10,980	(10,980)		-	-	-	-	-
Carryover	11-019	Public Art Projects	215 - Public Art	19,000			-	-	-	-	-
Carryover	11-020	San Marin/Simmons Signalization or Roundabout	229.105 - Gas Tax RMRA	-			-	-	25,337	-	-
Carryover	11-020	San Marin/Simmons Signalization or Roundabout	256 - DIF - Streets and Intersections	162,922		(162,922)	-	-	-	-	-
Closeout	12-006	Rule 20A UUD #17 (Railroad Ave. - Olive to south terminus)	212 - Underground Utility	13,394	(13,394)		-	-	-	-	-
Closeout	12-006	Rule 20A UUD #17 (Railroad Ave. - Olive to south terminus)	PG&E Rule 20A Credits	-			-	-	-	-	-
Closeout	12-007	Rule 20A UUD #18 (Olive Ave. - Rosalia to east terminus)	212 - Underground Utility	25,435	(25,435)		-	-	-	-	-
Closeout	12-007	Rule 20A UUD #18 (Olive Ave. - Rosalia to east terminus)	PG&E Rule 20A Credits	-			-	-	-	-	-
Carryover	14-002	Downtown SMART Station Phase III	118 - LTM-Facilities	9,062			-	-	-	-	-
Carryover	14-002	Downtown SMART Station Phase III	213 - Public Parking	-			-	-	-	-	-
Carryover	14-002	Downtown SMART Station Phase III	229.105 - Gas Tax RMRA	-			-	-	-	-	-
Carryover	14-002	Downtown SMART Station Phase III	234.150 - Grant-PCA	-			-	-	-	-	-
Carryover	14-002	Downtown SMART Station Phase III	252 - DIF - Civic Facilities	-			-	-	-	-	-
Carryover	14-003	Corportation Yard Water Quality Improvements	211 - Clean Stormwater	(0)			-	-	-	-	-
Carryover	14-003	Corportation Yard Water Quality Improvements	239 - Street & Storm Drain Maint.	73,800			-	-	-	-	-
Carryover	15-014	Storm Drain Improvements (Mt. Burdell Inlets)	119 - LTM-Infrastructure	269,858	(269,858)		-	-	-	-	-
Carryover	15-014	Storm Drain Improvements (Mt. Burdell Inlets)	236.600 - TAM Measure AA	-			-	-	-	-	-

Status	CIP Project ID	Project Name	Fund Source(s)	Estimated YTD Balance 6/30/26	Pending Amendments for Project closure	Consolidation of San Marin	FY 26/27 Forecast	FY 27/28 Forecast	FY 28/29 Forecast	FY 29/30 Forecast	FY 30/31 Forecast
Carryover	15-014	Storm Drain Improvements (Mt. Burdell Inlets)	258 - DIF - Drainage	65,859	(65,859)		-	-	-	-	-
Closeout	16-007	Reservoir Hill Vista Trail Rehabilitation	118 - LTM-Facilities	-			-	-	-	-	-
Carryover	16-011	North Redwood Blvd Corridor Study	236.600 - TAM Measure AA	300,000			-	-	-	-	-
Carryover	16-011	North Redwood Blvd Corridor Study	256 - DIF - Streets and Intersections	263,166			-	-	-	-	-
Carryover	17-002	Accessibility Enhancements - Municipal Buildings 2016-2023	118 - LTM-Facilities	2			-	-	-	-	-
Carryover	17-003	Accessibility Enhancements - Parks 2016-2023 (LGP)	118 - LTM-Facilities	141,449							
Carryover	17-003	Accessibility Enhancements - Parks 2016-2023	251- DIF-Recreation	10,070			10,000	10,000	10,000	10,000	10,000
Closeout	17-004	Hoog Park Playground & Accessibility Enhancements	118 - LTM-Facilities	12,583	(12,583)		-	-	-	-	-
Closeout	17-004	Hoog Park Playground & Accessibility Enhancements	237 - Parks Measure A	-			-	-	-	-	-
Closeout	17-004	Hoog Park Playground & Accessibility Enhancements	251- DIF-Recreation	-			-	-	-	-	-
Closeout	17-004	Hoog Park Playground & Accessibility Enhancements	245 - One Time ARPA	-			-	-	-	-	-
Carryover	17-005	ADA ROW Transistion Plan	270 - Gas Tax HUTA	162,461			-	-	-	-	-
Closeout	17-006	Novato Blvd. Multiuse Path (Sutro Ave. to Stafford Lake)	270 - Gas Tax HUTA	-			-	-	-	-	-
Carryover	17-007	Novato Bridge Assessment/Improvement (Group 1)	270 - Gas Tax HUTA	67,352			-	-	-	-	-
Carryover	17-007	Novato Bridge Assessment/Improvement (Group 1)	229.105 - Gas Tax RMRA	-			-	-	-	-	-
New	17-007	Novato Bridge Assessment/Improvement (Group 1)	234.130 Grant -HBP	27,599			-	-	-	-	-
Closeout	18-001	Measure A (Group 10) "Nave/Bel Marin Keys"	119 - LTM-Infrastructure	13,812	(13,812)		-	-	-	-	-
Carryover	18-003	MTC Pavement Management Phase IV	270 - Gas Tax HUTA	6,810			15,000	15,000	30,000	30,000	-
Carryover	18-003	MTC Pavement Management Phase IV	229.105 - Gas Tax RMRA	43,977			15,000	15,000	-	-	-
Carryover	18-003	MTC Pavement Management Phase IV	234.157 - Grant-PTAP	17,410			-	-	-	-	-
Carryover	18-008	Municipal Buildings Deferred Maintenance 2017-2023	118 - LTM-Facilities	-			-	-	-	-	-
Closeout	18-009	Police Department Equal Access & Waterproofing	118 - LTM-Facilities	1,184	(1,184)		-	-	-	-	-
Closeout	18-010	Police Department HVAC Replacement	118 - LTM-Facilities	64	(64)		-	-	-	-	-
Carryover	19-005	Hamilton Arts Center Deferred Maintenance	220 - Hamilton Arts	682,923			-	-	-	-	-
Closeout	19-006	MTSC Exterior Siding & Roof	118 - LTM-Facilities	22,977	(22,977)		-	-	-	-	-
Closeout	19-006	MTSC Exterior Siding & Roof	237 - Parks Measure A	-			-	-	-	-	-
Carryover	19-009	Novato Blvd at San Marin-Sutro Improvements	229.105 - Gas Tax RMRA	488		(488)	-	-	-	-	-
Carryover	19-009	Novato Blvd at San Marin-Sutro Improvements	235.160 - TAM Measure B (VRF)	508,078		(508,078)	-	-	-	-	-
Carryover	19-009	Novato Blvd at San Marin-Sutro Improvements	245 - One Time ARPA	-			-	-	-	-	-
closeout	19-010	Evaluate Future Use of Lieb Property	118 - LTM-Facilities	2,268	(2,268)		-	-	-	-	-
closeout	19-010	Evaluate Future Use of Lieb Property	214 - Quimby In-Lieu Fees	-			-	-	-	-	-
closeout	19-010	Evaluate Future Use of Lieb Property	237 - Parks Measure A	(0)			-	-	-	-	-
Carryover	20-002	Energy Efficiency Utility Upgrades	118 - LTM-Facilities	27,680			-	-	-	-	-
Carryover	20-003	EV Charging Stations	119 - LTM-Infrastructure	32,407			-	-	-	-	-
Carryover	20-003	EV Charging Stations	229.105 - Gas Tax RMRA	(46,646)			-	-	-	-	-
Carryover	20-003	EV Charging Stations	234 - Grant TAM & MCE	(0)			-	-	-	-	-
Carryover	20-003	EV Charging Stations	245 - One Time ARPA	-			-	-	-	-	-

Status	CIP Project ID	Project Name	Fund Source(s)	Estimated YTD Balance 6/30/26	Pending Amendments for Project closure	Consolidation of San Marin	FY 26/27 Forecast	FY 27/28 Forecast	FY 28/29 Forecast	FY 29/30 Forecast	FY 30/31 Forecast
Closeout	21-001	2021 Annual Pavement Rehabilitation	270 - Gas Tax HUTA	-			-	-	-	-	-
Closeout	21-001	2021 Annual Pavement Rehabilitation	229.105 - Gas Tax RMRA	-			-	-	-	-	-
Closeout	21-001	2021 Annual Pavement Rehabilitation	235.160 - TAM Measure B (VRF)	-			-	-	-	-	-
Closeout	21-001	2021 Annual Pavement Rehabilitation	236.600 - TAM Measure AA	0			-	-	-	-	-
Carryover	21-002	Sidewalk Repair Program - Matching Funds	236.600 - TAM Measure AA	667,004			25,000	25,000	25,000	25,000	25,000
Closeout	21-003	Update/Replace Grant Avenue Amenities	233 - Grant-CalRecycle	68	(68)		-	-	-	-	-
Closeout	21-003	Update/Replace Grant Avenue Amenities	240 - Restricted Revenue	9,149	(9,149)		-	-	-	-	-
Closeout	21-005	Rowland Blvd Improvements from SB101 Ramps to Southern T	229.105 - Gas Tax RMRA	-			-	-	-	-	-
Closeout	21-005	Rowland Blvd Improvements from SB101 Ramps to Southern T	270 - Gas Tax HUTA	-			-	-	-	-	-
Closeout	21-005	Rowland Blvd Improvements from SB101 Ramps to Southern T	101 - General Fund	-			-	-	-	-	-
Closeout	22-001	2022 Annual Pavement Rehabilitation	270 - Gas Tax HUTA	-			-	-	-	-	-
Closeout	22-001	2022 Annual Pavement Rehabilitation	229.105 - Gas Tax RMRA	-			-	-	-	-	-
Closeout	22-001	2022 Annual Pavement Rehabilitation	236.600 - TAM Measure AA	-			-	-	-	-	-
Closeout	22-002	Underground Fuel Tank Replacements	118 - LTM-Facilities	-			-	-	-	-	-
Closeout	22-002	Underground Fuel Tank Replacements	119 - LTM-Infrastructure	6,238	(6,238)		-	-	-	-	-
closeout	22-003	DeLong-Diablo Corridor Enhancements	119 - LTM-Infrastructure	40,754			-	-	-	-	-
Closeout	22-003	DeLong-Diablo Corridor Enhancements	234.121 - Grant-HSIP	-			-	-	-	-	-
Closeout	22-004	Pioneer Park Play Area Upgrades	118 - LTM-Facilities	-	48,212		-	-	-	-	-
Closeout	22-004	Pioneer Park Play Area Upgrades	214 - Quimby In-Lieu Fees	0			-	-	-	-	-
Closeout	22-004	Pioneer Park Play Area Upgrades	234 - Grant Prop 68 Per Capita	-			-	-	-	-	-
Closeout	22-004	Pioneer Park Play Area Upgrades	240 - Restricted Revenue	-			-	-	-	-	-
Closeout	22-004	Pioneer Park Play Area Upgrades	251- DIF-Recreation	-			-	-	-	-	-
Closeout	22-004	Pioneer Park Play Area Upgrades	245 - One Time ARPA	-			-	-	-	-	-
Closeout	22-004	Pioneer Park Play Area Upgrades	115 - Insurance Reserve	-			-	-	-	-	-
Closeout	22-005	Citywide Crosswalk Enhancements & Traffic Management	236.600 - TAM Measure AA	2,901			-	-	-	-	-
Closeout	22-005	Citywide Crosswalk Enhancements & Traffic Management	240 - Restricted Revenue	8,470			-	-	-	-	-
Closeout	22-006	Citywide Play Structure Upgrades	245 - One Time ARPA	-			-	-	-	-	-
Closeout	22-006	Citywide Play Structure Upgrades	118 - LTM-Facilities	(0)			-	-	-	-	-
Closeout	22-006	Citywide Play Structure Upgrades	251- DIF-Recreation	-			-	-	-	-	-
Carryover	22-007	CDD, PRCS & CPRA Software Procurement	255 - DIF-Gov't Systems	-			-	-	-	-	-
Carryover	22-007	CDD, PRCS & CPRA Software Procurement	245 - One Time ARPA	-			-	-	-	-	-
Carryover	22-007	CDD, PRCS & CPRA Software Procurement	101 - General Fund	-			-	-	-	-	-
Carryover	22-007	CDD, PRCS & CPRA Software Procurement	102 - Measure M	-			-	-	-	-	-
Carryover	22-007	CDD, PRCS & CPRA Software Procurement	116 - Emergency & Disaster Recovery Fund	-			-	-	-	-	-
Closeout	23-001	2023 Annual Pavement Rehabilitation	229.105 - Gas Tax RMRA	77,473			-	-	-	-	-
Closeout	23-001	2023 Annual Pavement Rehabilitation	235.160 - TAM Measure B (VRF)	-			-	-	-	-	-
Closeout	23-001	2023 Annual Pavement Rehabilitation	240 - Restricted Revenue	25,444			-	-	-	-	-

Status	CIP Project ID	Project Name	Fund Source(s)	Estimated YTD Balance 6/30/26	Pending Amendments for Project closure	Consolidation of San Marin	FY 26/27 Forecast	FY 27/28 Forecast	FY 28/29 Forecast	FY 29/30 Forecast	FY 30/31 Forecast
Closeout	23-002	Replace Hamilton Pump Station SCADA System	218 - Hamilton CFD	42,458			-	-	-	-	-
Carryover	23-003	Replace Wooden Streetlight Poles	119 - LTM-Infrastructure	87,841			-	-	-	-	-
Carryover	23-003	Replace Wooden Streetlight Poles	236.600 - TAM Measure AA	393,000			250,000	250,000	250,000	250,000	250,000
Carryover	23-004	Lynwood Slough Storm Drain Project	119 - LTM-Infrastructure	-			-	-	-	300,000	1,169,000
Carryover	23-004	Lynwood Slough Storm Drain Project	258 - DIF - Drainage	-			-	-	231,000	-	-
Carryover	23-006	Accessibility Upgrades – San Marin Dr. at San Andreas Dr.	229.105 - Gas Tax RMRA	550,000		(550,000)	-	-	-	-	-
Closeout	24-001	2024 Annual Pavement Rehabilitation	270 - Gas Tax HUTA	14,860			-	-	-	-	-
Closeout	24-001	2024 Annual Pavement Rehabilitation	229.105 - Gas Tax RMRA	-			-	-	-	-	-
Closeout	24-001	2024 Annual Pavement Rehabilitation	235.160 - TAM Measure B (VRF)	-			-	-	-	-	-
Closeout	24-001	2024 Annual Pavement Rehabilitation	240 - Restricted Revenue	-			-	-	-	-	-
Closeout	24-001	2024 Annual Pavement Rehabilitation	245 - One Time ARPA	-			-	-	-	-	-
Carryover	24-002	2023-2028 Traffic, Bicycle, & Ped Improvements	236.300 - TAM Measure A Reserves	-			-	-	-	-	-
Carryover	24-002	2023-2028 Traffic, Bicycle, & Ped Improvements	236.600 - TAM Measure AA	362,122			200,000	200,000	200,000	200,000	200,000
Carryover	24-003	MS4 Permit Trash Capture Devices	211 - Clean Stormwater	(190)			-	-	-	-	-
Carryover	24-003	MS4 Permit Trash Capture Devices	238 - Clean Stormwater CIP	494,661			-	-	-	-	-
Carryover	24-003	MS4 Permit Trash Capture Devices	258 - DIF - Drainage	256,497			-	-	-	-	-
Carryover	24-003	MS4 Permit Trash Capture Devices	234 - Grant funded	10,000			-	-	-	-	-
Closeout	24-004	Replace Gymnastics Center Roof	118 - LTM-Facilities	100,000			-	-	-	-	-
Closeout	24-004	Replace Gymnastics Center Roof	251- DIF-Recreation	-			-	-	-	-	-
Closeout	24-004	Replace Gymnastics Center Roof	237 - Parks Measure A	-			-	-	-	-	-
Closeout	24-005	Ammo Hill Building Demolition	119 - LTM-Infrastructure	1			-	-	-	-	-
Carryover	24-006	HVAC Replacement - DRC & Gymnastics Center	118 - LTM-Facilities	-			393,850	-	-	-	-
Carryover	24-007	HVAC Replacement - DRC & Gymnastics Center	251- DIF-Recreation	-			106,150	-	-	-	-
Closeout	25-001	2025 Annual Pavement Rehabilitation	270 - Gas Tax HUTA	-			-	-	-	-	-
Closeout	25-001	2025 Annual Pavement Rehabilitation	229.105 - Gas Tax RMRA	195,578			-	-	-	-	-
Closeout	25-001	2025 Annual Pavement Rehabilitation	236.600 - TAM Measure AA	-			-	-	-	-	-
Closeout	25-001	2025 Annual Pavement Rehabilitation	240 - Restricted Revenue	-			-	-	-	-	-
Carryover	25-002	Annual Traffic Striping & Marking	236.600 - TAM Measure AA	75,000			-	-	-	-	-
Carryover	25-003	Parks Master Plan Accessibility Project - Phase 1	237 - Parks Measure A	-			-	-	-	-	-
Carryover	26-001	2026 Annual Pavement Rehabilitation	270 - Gas Tax HUTA	-			-	-	-	-	-
Carryover	26-001	2026 Annual Pavement Rehabilitation	229.105 - Gas Tax RMRA	850,000			-	-	-	-	-
Carryover	26-001	2026 Annual Pavement Rehabilitation	256 - DIF - Streets and Intersections	200,000			-	-	-	-	-
Carryover	26-001	2026 Annual Pavement Rehabilitation	102 - Measure M	1,880,000			-	-	-	-	-
Carryover	26-002	Annual Traffic Striping and Marking	236.600 - TAM Measure AA	75,000			-	-	-	-	-
Carryover	26-003	Parks Master Plan Accessibility Project - Ph2	237 - Parks Measure A	100,000			-	-	-	-	-
Carryover	26-003	Parks Master Plan Accessibility Project - Ph2	251- DIF-Recreation	20,000			-	-	-	-	-
Carryover	26-004	Hamilton Amphitheater Park Playground Improvements	237 - Parks Measure A	300,000			-	-	-	-	-

Status	CIP Project ID	Project Name	Fund Source(s)	Estimated YTD Balance 6/30/26	Pending Amendments for Project closure	Consolidation of San Marin	FY 26/27 Forecast	FY 27/28 Forecast	FY 28/29 Forecast	FY 29/30 Forecast	FY 30/31 Forecast
Carryover	26-004	Hamilton Amphitheater Park Playground Improvements	251- DIF-Recreation	110,000			-	-	-	-	-
Carryover	26-004	Hamilton Amphitheater Park Playground Improvements	119 - LTM-Infrastructure	150,000			-	-	-	-	-
Carryover	26-005	MTSC Exterior Siding	118 - LTM-Facilities	-			-			-	-
Carryover	26-005	MTSC Exterior Siding	251- DIF-Recreation					87,675	87,675	-	-
Carryover	26-005	MTSC Exterior Siding	237 - Parks Measure A	50,000			-	-	-	-	-
Carryover	26-006	HVAC Replacement - Police Station	118 - LTM-Facilities	435,000			-	-	-	-	-
Carryover	26-006	HVAC Replacement - Police Station	119 - LTM-Infrastructure					1,323,650			
Carryover	26-006	HVAC Replacement - Police Station	252 - DIF - Civic Facilities	-			-	676,350	-	-	-
Carryover	26-007	ERP Financial System- Study	119 - LTM-Infrastructure	75,000				-	-	-	-
Carryover	26-007	ERP Financial System- Study	102 - Measure M						150,000		
Carryover	26-007	ERP Financial System- Study	603 - Technology Replacement Fund	-			-	-	600,000	-	-
Carryover	26-007	ERP Financial System- Study	255 - DIF-Gov't Systems					178,500			
Closeout	26-008	Security Hardware Refresh	119 - LTM-Infrastructure	-			-	-	-	-	-
Carryover	26-009	Miwok Park Fencing Phase 2	237 - Parks Measure A	-			150,000	-	-	-	-
Carryover	26-009	Miwok Park Fencing Phase 2	251- DIF-Recreation	-			-	-	-	-	-
Carryover	26-009	Miwok Park Fencing Phase 2	119 - LTM-Infrastructure	-			-	-	-	-	-
Carryover	26-010	Hamilton comm Gym	237 - Parks Measure A	50,000			50,000	50,000	50,000	-	-
Carryover	26-010	Hamilton comm Gym	251- DIF-Recreation	-			-	-	-	-	-
Carryover	26-010	Hamilton comm Gym	119 - LTM-Infrastructure	-			-	-	-	-	-
Carryover	26-011	922 Machin Workspace Reconfiguration	119 - LTM-Infrastructure	-			-	-	-	-	-
closeout	26-012	HVAC - Hill Community Room	237 - Parks Measure A	70,000	(70,000)		-	-	-	-	-
closeout	26-012	HVAC - Hill Community Room	118 - LTM-Facilities	-			-	-	-	-	-
closeout	26-012	HVAC - Hill Community Room	119 - LTM-Infrastructure	-			-	-	-	-	-
Carryover	26-013	HVAC - MTSC	237 - Parks Measure A	240,000			-	-	-	-	-
Carryover	26-013	HVAC - MTSC	118 - LTM-Facilities	-			-	-	-	-	-
Carryover	26-013	HVAC - MTSC	119 - LTM-Infrastructure	-			-	-	-	-	-
Carryover	26-014	SP2S - Sutro Ave Sidewalk Gap Closure	236.600 - TAM Measure AA	140,000			-	-	-	-	-
Carryover	26-014	SP2S - Sutro Ave Sidewalk Gap Closure	234 - Grant funded	450,000			-	-	-	-	-
Carryover	26-015	SP2S – Quick Build Improvements at Various Intersections	236.600 - TAM Measure AA	53,000			-	-	-	-	-
Carryover	26-015	SP2S – Quick Build Improvements at Various Intersections	234 - Grant funded	182,000			-	-	-	-	-
Carryover	26-016	PD Water infiltration	119 - LTM-Infrastructure	-			-	-	-	50,000	-
Carryover	26-017	Scott House	118 - LTM-Facilities	-			166,614				
Carryover	26-017	Scott House	240 - Restricted Revenue	-							
Carryover	26-017	Scott House	233 - Grants	-			2,880,702				
Carryover	26-017	Scott House	252 - DIF - Civic Facilities	-			55,686				
Carryover	26-018	Hamilton History Museum	118 - LTM-Facilities	-							
New	27-xxx	San Marin Corridor Improvements	235.160 - TAM Measure B (VRF)				325,560		185,440		

Status	CIP Project ID	Project Name	Fund Source(s)	Estimated YTD Balance 6/30/26	Pending Amendments for Project closure	Consolidation of San Marin	FY 26/27 Forecast	FY 27/28 Forecast	FY 28/29 Forecast	FY 29/30 Forecast	FY 30/31 Forecast
New	27-xxx	San Marin Corridor Improvements	229.105 - Gas Tax RMRA						814,560		664,500
New	27-xxx	San Marin Corridor Improvements	240 - Restricted Revenue				24,440				
New	27-xxx	San Marin Corridor Improvements	256 - DIF - Streets and Intersections								535,500
New	27-xxx	2027 Annual Pavement Rehabilitation	270 - Gas Tax HUTA	-			-	-	-	-	-
New	27-xxx	2027 Annual Pavement Rehabilitation	229.105 - Gas Tax RMRA	-			1,491,760	-	-	-	-
New	27-xxx	2027 Annual Pavement Rehabilitation	256 - DIF - Streets and Intersections	-			200,000	-	-	-	-
New	27-xxx	2027 Annual Pavement Rehabilitation	102 - Measure M	-			800,000	-	-	-	-
New	27-xxx	2027 Annual Pavement Rehabilitation	236.600 - TAM Measure AA	-			150,000	-	-	-	-
New	27-xxx	Storm Drainpipe Replacement	119 - LTM-Infrastructure	-			39,500	39,500	39,500	39,500	39,500
New	27-xxx	Storm Drainpipe Replacement	258 - DIF - Drainage	-			10,500	10,500	10,500	10,500	10,500
New	27-xxx	Pool Play Structure Replacement	119 - LTM-Infrastructure	-			175,000	-	-	-	-
New	27-xxx	Pool Play Structure Replacement	102 - Measure M	-			-	-	-	-	-
New	27-xxx	Pool Play Structure Replacement	214 - Quimby In-Lieu Fees	-			-	-	-	-	-
New	27-xxx	Pool Play Structure Replacement	251- DIF-Recreation	-			-	-	-	-	-
New	27-xxx	Pool Play Structure Replacement	237 - Parks Measure A	-			-	-	-	-	-
New	27-xxx	Pioneer Park Renovations	118 - LTM-Facilities	-			-	-	75,000	-	-
New	27-xxx	Pioneer Park Renovations	251- DIF-Recreation	-			-	-	-	-	-
New	27-xxx	Teen Turf Center	237 - Parks Measure A	-			50,000	-	-	-	-
New	27-xxx	Rooftop Solar Module Replacement	118 - LTM-Facilities	-			50,000	-	-	-	-
New	27-xxx	Rooftop Solar Module Replacement	252 - DIF - Civic Facilities	-			-	-	-	-	-
New	27-xxx	PMP - ph 3.	237 - Parks Measure A	-			28,000	-	-	-	-
New	27-xxx	PMP - ph 3.	251- DIF-Recreation	-			7,000	-	-	-	-
New	27-xxx	Marin Highlands Park	237 - Parks Measure A	-			190,000	250,000	-	-	-
New	27-xxx	Marin Highlands Park	251- DIF-Recreation	-			110,000	-	-	-	-
New	27-xxx	Marion Park	237 - Parks Measure A	-			180,000	-	-	-	-
New	27-xxx	Marion Park	251- DIF-Recreation	-			20,000	-	-	-	-
New	27-xxx	Pedestrian Safety Project	102 - Measure M	-			250,000	-	-	-	-
New	28-xxx	Police Department BUR Covering	118 - LTM-Facilities	-			-	126,000	-	-	-
New	28-xxx	Window Unit Replacements	118 - LTM-Facilities	-			-	-	-	44,970	44,970
New	28-xxx	Window Unit Replacements	252 - DIF - Civic Facilities	-			-	15,030	15,030	-	-
New	28-xxx	Window Unit Replacements	119 - LTM-Infrastructure	-			-	250,000	-	-	-
New	28-xxx	Novato Gym Air Handler	118 - LTM-Facilities	-			-	262,005	-	-	-
New	28-xxx	Novato Gym Air Handler	251- DIF-Recreation	-			-	137,995	-	-	-
New	28-xxx	IT - PD laptops	102 - Measure M	-			-	510,000	-	-	-
Future	28-xxx	2028 Annual Pavement Rehabilitation	270 - Gas Tax HUTA	-			-	90,000	-	-	-
Future	28-xxx	2028 Annual Pavement Rehabilitation	236.600 - TAM Measure AA	-			-	200,000	-	-	-
Future	28-xxx	2028 Annual Pavement Rehabilitation	229.105 - Gas Tax RMRA	-			-	1,500,000	-	-	-

Status	CIP Project ID	Project Name	Fund Source(s)	Estimated YTD Balance 6/30/26	Pending Amendments for Project closure	Consolidation of San Marin	FY 26/27 Forecast	FY 27/28 Forecast	FY 28/29 Forecast	FY 29/30 Forecast	FY 30/31 Forecast
Future	28-xxx	2028 Annual Pavement Rehabilitation	256 - DIF - Streets and Intersections	-			-	358,000	-	-	-
Future	28-xxx	Hillside Park Playground Improvements	237 - Parks Measure A	-			-	200,000	-	-	-
Future	28-xxx	Hillside Park Playground Improvements	102 - Measure M	-			-	240,000	-	-	-
Future	28-xxx	Hillside Park Playground Improvements	251- DIF-Recreation	-			-	110,000	-	-	-
New	29-xxx	Hill Gym Roof & Skylights	119 - LTM-Infrastructure						250,000		
New	29-xxx	Hill Gym Roof & Skylights	118 - LTM-Facilities	-			-	-	162,755	-	-
New	29-xxx	Hill Gym Roof & Skylights	251- DIF-Recreation						111,245		
Future	29-xxx	2029 Annual Pavement Rehabilitation	270 - Gas Tax HUTA	-			-	-	60,000	-	-
Future	29-xxx	2029 Annual Pavement Rehabilitation	102 - Measure M						600,000		
Future	29-xxx	2029 Annual Pavement Rehabilitation	236.600 - TAM Measure AA	-			-	-	700,000	-	-
Future	29-xxx	2029 Annual Pavement Rehabilitation	229.105 - Gas Tax RMRA	-			-	-	930,000	-	-
Future	29-xxx	2029 Annual Pavement Rehabilitation	235.160 - TAM Measure B (VRF)	-			-	-	670,000	-	-
Future	29-xxx	2029 Annual Pavement Rehabilitation	256 - DIF - Streets and Intersections	-			-	-	-	-	-
Future	29-xxx	Pioneer Park Picnic Shade Structure	237 - Parks Measure A	-			-	-	60,000	-	-
Future	29-xxx	Pioneer Park Picnic Shade Structure	251- DIF-Recreation	-			-	-	15,000	-	-
Future	30-xxx	2030 - Annual Pavement Rehabilitation	102 - Measure M							750,000	
Future	31-xxx	2031 - Annual Pavement Rehabilitation	102 - Measure M								750,000
Carryover	97-001	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	119 - LTM-Infrastructure	-			-	-	-	-	-
Carryover	97-001	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	211 - Clean Stormwater	-			-	-	-	-	-
Carryover	97-001	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	212 - Underground Utility	235,684			-	-	-	-	-
Carryover	97-001	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	270 - Gas Tax HUTA	-			-	-	-	-	-
Carryover	97-001	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	229.105 - Gas Tax RMRA	(4,035)			-	-	-	-	-
Carryover	97-001	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	236.600 - TAM Measure AA	283,287			1,080,000	-	-	-	-
Carryover	97-001	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	240 - Restricted Revenue	268,909			-	-	-	-	-
New Funding	97-001	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	102 - Measure M	-			200,000	-	-		
Carryover	97-001	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	256 - DIF - Streets and Intersections	328,125			800,000	-	-	-	-
Carryover	97-001	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	258 - DIF - Drainage	(7,393)			-	-	-	-	-
Carryover	97-001	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	Novato Bond B (pre-2012)	-			-	-	-	-	-
Carryover	97-001	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	PG&E Rule 20A Credits	-			-	-	-	-	-
Carryover	99-007	Redwood & San Marin Improvements (AGP-5 & NP-1)	229.105 - Gas Tax RMRA	-			100,000	100,000	100,000	100,000	100,000
Carryover	99-007	Redwood & San Marin Improvements (AGP-5 & NP-1)	240 - Restricted Revenue	24,440		(24,440)	-	-	-	-	-
Carryover	99-007	Redwood & San Marin Improvements (AGP-5 & NP-1)	256 - DIF - Streets and Intersections	22,856		(22,856)	-	-	-	-	-
Totals				\$ 13,652,466	\$ (558,090)	\$ (1,268,784)	\$ 23,724,762	\$ 11,855,205	\$ 7,958,042	\$ 1,809,970.00	\$ 3,798,970.00

STAFF REPORT

MEETING

DATE: April 2, 2026

TO: Finance Advisory Commission

FROM: Carla Carvalho-Degraff, Finance Director

SUBJECT: Update on Finance Department Activities

REQUEST

Receive report and provide feedback.

DISCUSSION

At the request of the Finance Advisory Commission, staff have prepared a standardized Matrix of Activities to provide consistent updates on key Finance Department functions. This new format is intended to improve clarity, ensure continuity of reporting, and support the Commission's oversight role.

The Matrix summarizes current projects, ongoing operational work, and notable departmental initiatives. Staff will continue to update and refine the matrix as needed to reflect Commission feedback and evolving departmental priorities.

Staff recommend that the Commission receive the report.

Attachments

1. Finance Update Matrix

Finance Update as of 4/2/2026		
Item	Description	Status
Staffing	Update on vacancies - currently there are 3 vacancies	1) Deputy Finance Director - with recruiter all materials provided to recruiter. 2) Accounting Assistant I/ II (Accounts Payable) - in background. 3) Accountant II - changed to Accountant/Analyst - updated position then will post for the hire.
Audit Comments	Work on audit comments from prior audit. Four management comments: deposits, MVMCC, capital assets, project expense. 1 Significant Deficiency - Bank Recons.	Capital Assets should be complete. Staff needs to do a final recon to ensure the subledger ties to the general ledger. MVMCC approval over management report put in place. Project Expense, new grants will be reconciled between grant analysis and CIP recon. Deposits - Staff is still working through back log of cost recovery deposits. Staff is working to catch up reconciliations but started late.
Regulatory Reporting	Reporting outside of annual comprehensive financial report.	1) Annual Compensation Report to State Controller's Office due 4/30/26 2) American Rescue Plan Act Reporting due 4/30/26
Accounting Activities	Month-End	Closed through February, March will be in closing status by the Finance Commission meeting date.
	Reconciliations	Reconciliation normalization is lagging as we just finished the last audit in January. Bank Recons are done through February.
Annual Audit	Annual Audit in Planning Phase	Interim is scheduled for June 23-24th
Budget Development	FY2026/27 Budget Development	Department budgets submitted, City Manger review completed, working on additional forecasting and preparation for the City Council Budget Workshop. Finalized draft Capital Improvement Program in partnership with Public Works.