

**Measure F Oversight Committee
FY 2016/17 Annual Report**

Executive Summary

Since the Novato voters approved Measure F in 2010, Novato's ½ cent sales tax provided critical funding for Novato City services. During the five years that Measure F was in effect, revenue was consistently more than \$4 million annually, and generated approximately \$22.6 million. Measure F expired on March 31, 2016 and was replaced by Measure C, a ¼ cent sales tax that was approved by Novato voters in November 2015. Measure C is providing \$2.5 million annually for a minimum of 20 years for Novato services.

The Measure F Oversight / Citizens Finance Committee is the designated oversight committee for the Measure F funds. The Committee typically meets 10 – 12 times per year and regularly reviews Measure F expenditures, City financial forecasts, and financial policies, and provides the City Council with input and guidance on a wide range of fiscal matters. The Committee also has a responsibility to annually provide a report to the Council and Novato community on the revenues and expenditures of Measure F funds. This year's report represents the fifth such effort by the Committee.

As a general purpose tax, there is no dedicated purpose on which the money must be spent. However, the ballot measure language itself mentioned several key focus areas, and the City Council has focused the budget allocations of Measure F resources thus far toward the following categories:

- General Fund Deficit Backfill - \$754,129
- Police / Crime Prevention / 9-1-1 Response Times - \$2,461,187
- Youth and Senior Programs and Projects - \$3,121,301
- Parks and Street Maintenance / Programs - \$2,827,028
- City Facility Investments - \$1,315,019
- Technology / Customer Service / Efficiencies - \$3,050,683
- Economic Development - \$2,404,101
- Future Risk Mitigation Reserve - \$3,000,000
- Future CIP Project Funding - \$1,500,000
- Future Funding for Multi-Year Positions / Programs - \$1,000,000

The detailed programs funded in each of the categories are explored in more detail in the full report, and are also outlined by category in the historical data table at the back of the report.

Looking ahead, there remains an approximate \$1.3 million unspent balance in Measure F which the City Council could program in future years for to-be-determined projects and services. These decisions will be explored in future budget cycles and will likely dovetail with future conversations about the City's ongoing long-term fiscal sustainability. Now, with a more stable revenue base moving forward (i.e. Measure C in place), the City Council can refresh the Fiscal Sustainability Plan and make important policy decisions that balance service levels with available ongoing revenues.

Measure F Background

On July 27, 2010, the Novato City Council adopted Ordinance No. 1551 which approved the placement of a 5-year, ½ cent sales and use tax increase before the voters. Measure F was placed on the November 2010 ballot to ask Novato residents to maintain vital city services during difficult economic times. The ballot language outlined that the funds were to (1) offset and prevent additional budget cuts and (2) maintain and restore vital general city services.

*“To **offset/prevent** additional budget cuts and **maintain/restore** vital general city services including, and not limited to: neighborhood police patrols, crime prevention programs, 9-1-1 response times; city street/pothole repair; park maintenance; preventing closure or elimination of youth and senior centers/services, shall the City of Novato enact a half-cent sales tax for 5 years, with review by a citizen committee, annual independent audits, and all funds spent locally for the benefit of Novato citizens.”*

Measure F was approved by the Novato voters in the November 2010 election with 58% voter approval. The increase took effect on April 1, 2011 and sunsetted on March 31, 2016. While the measure was initially projected to yield \$3.2 million annually, the expanding economy and other factors coming out of the Great Recession pushed annual revenues over \$4 million each year. Over its 5-year term Measure F provided \$22.6 million in local revenue for local services. The City maintains a special revenue fund to track the revenue and expenditures associated with the measure.

Measure F was a general sales tax and the revenue can be spent on any public purpose. However, the Measure F ballot measure identified vital services and key community priorities for the funds, including:

- Maintain and Restore Neighborhood Services and Public Safety
- Support Seniors, Youth and Families
- Reinvest in Park and Street Maintenance

The Measure F ordinance also mandated the creation of an independent Citizens’ Oversight Committee to review and report on the revenue and expenditure of Measure F. All Measure F expenditures are reviewed by this committee and followed up with an annual report. The Committee’s responsibilities are as follows: (1) provide input on Measure F-related budget proposals; (2) review and report on the revenue, expenditures, and use of Measure F; (3) present an annual report to the City Council and make it available to the public; (4) comment on any concerns regarding Measure F related expenditure allocations; and (5) comment on the status of efforts to achieve fiscal sustainability.

The Committee meets 10-12 times per year and has vigorous debate and discussion about the issues above. Through reviewing information provided by staff; hearing from subject matter experts or departmental experts; and asking questions to gain a deeper understanding of the City’s financial issues, the Committee regularly provides advice and counsel to the City Council on Measure F-related topics and other City financial matters.

Why did Novato need Measure F?

Over the decades since its incorporation in 1960, Novato has frequently struggled to balance its budget, often using grant revenues or other one-time revenues, or reducing costs through temporary measures such as holding positions vacant, to stay in the black. Even during boom years, when much of the rest of

the State of California was experiencing revenue growth, Novato has lagged behind other municipalities in terms of economic growth, despite a long-term City Council tendency to be conservative with ongoing expenditures and compensation.

Novato's fiscal situation was dire in 2009 and 2010. The Great Recession had eroded City revenues by \$4 million annually, and the City found itself facing massive budget deficits. For example, in a forecast published in August 2009, and prior to implementing a sweeping package of budget reductions, the City was projecting that it would be facing a \$6.7 million deficit in 2014/15. In response, the City swiftly took a series of strategic actions to address the shortfall: program and service cuts; elimination of 30% of the workforce in all departments except Police; implementing cost-savings through public-private partnerships; realizing efficiencies, including utilization of technology; and leveraging grant opportunities to supplement City services. Examples of what was lost during the recession:

- 31% of parks maintenance staff eliminated – park and island maintenance levels reduced
- 37% of road maintenance staff eliminated – road maintenance reduced
- Police Department Community Service Officers eliminated
- Police Department School Resource Officers eliminated
- 36% of Parks and Recreation staffing eliminated - elimination of all free / subsidized recreation programs

Another challenge for Novato during the recession occurred as the State of California eliminated redevelopment agencies statewide in 2011. This caused an \$800,000 annual gap in the City's budget and eliminated all funding for economic development and redevelopment activities in Novato.

In addition to the cuts and eliminations outlined above, the City's employees also contributed multi-million dollar wage and benefit concessions during this time period. Employees participated in mandatory furloughs and agreed to lower-tier retirement benefits and significantly increased contributions to their pensions. The City's contributions to health insurance were virtually flat over a five-year period while health insurance costs were increasing by double digits. Employees also received no cost-of-living adjustments for five years.

Despite significant reductions in services, changes to City operations and reductions to employee compensation, the City was still projecting a multi-million dollar ongoing, growing deficit for the foreseeable future. In response to this fiscal situation, and the resulting service and staffing reductions, that the voters of Novato adopted Measure F in 2010. Measure F stopped the bleeding and temporarily filled budget deficits, revived some of the programs that were cut, and provided the City an opportunity to chart its course for the future.

Since Measure F's passage, the City has continued to streamline operations, implement technology, apply for and receive new grants, and experience the benefits of an improving economy.

What Measure F has done for Novato

Over the past five years, Measure F has delivered a direct, beneficial impact on our community:

- Saved critical City services and temporarily stopped further cuts (and filled the annual deficit);
- Funded, improved, or reinstated key public safety, recreation and economic development programs and services; and

- Invested in one-time projects to reduce on-going costs / increase revenues and invested in City infrastructure and technology to improve efficiencies.

All of the Measure F revenues and expenditures, as well as amounts reserved for the future, can be seen on the “Measure F Funding History Detail” table on the last page of this report.

Saved critical City services and temporarily stopped further cuts

The first words of the Measure F ballot language make it clear that Measure F funds were to be used “to offset / prevent future budget cuts”. Measure F acts as a supplement to the General Fund to ensure that important general City services, such as street maintenance, police patrol, park maintenance, and youth and senior programs did not suffer further cuts. But for the availability of Measure F revenues, additional cuts and service reductions would have been required to balance the General Fund budget over the past five years.

Funded, Improved, and Reinstated Key City Services

Police, Crime Prevention, and 911 Response Times – Measure F funded a number of programs in our Police department to further the City’s goals and improve safety services Citywide. Most notable is the formation of the Police Department’s “Novato Response Team”, or NRT. This concept, initially funded by a 3-year Department of Justice grant, consists of three full-time sworn police officers and a Management Analyst. The team flexibly responds to a variety of neighborhood and quality of life issues, and address crime trends in Novato as they happen. The NRT team has quickly and capably addressed issues such as gangs, graffiti, prostitution, vandalism, and auto theft. The team also works closely with the owners of apartment complexes throughout Novato on the county’s first “Crime Free Multi-Family Housing Program”. The large Novato multi-family properties that have become certified under this program have seen significant reductions in calls for service compared to previous years.

The Police Department funded several other programs with Measure F resources, including an ongoing Emergency Services contract with the Novato Fire Protection District and an additional officer assigned to the Northern California Computer Crimes Task Force (“NC3TF”). During the recession, the City eliminated its Emergency Services Manager position, leaving no dedicated resources for emergency planning and preparedness. Since the City maintains a joint emergency operations center with the Fire District, the two agencies have opted to share the cost of a contract individual to continue organizing and leading Novato emergency response preparedness efforts. Additionally, the City now provides a Police Officer to the NC3TF, which funds 78% of the officer’s salary and benefits and related supplies and equipment. The NC3TF provides specialized investigative services for high tech crimes, and Novato benefits by having an officer receive this highly technical training. Measure F funds the 22% that is not funded by the task force.

During the recession, while patrol officers were spared most reductions, non-sworn support staff and records staff were cut in the Police Department. This caused the department to eliminate customer service counter hours for records requests and other in-person transactions. Measure F has allowed the Police Department to add a 1.0 FTE Dispatcher, a 0.50 FTE Records Specialist and a 0.50 FTE Office Assistant to restore some of these services that were previously eliminated and restore better customer service hours for the public.

Youth, Senior and Recreation Programs – Services for both Novato’s youth and senior populations were another focus of the ballot language of Measure F. Measure F funds brought on-campus afterschool programs to select Novato schools in a partnership with Novato Unified School District. Novato also received a grant from the Kaiser Foundation to further this effort. In 2012/13, the program was tested at one school site; in 2013/14 it was expanded to a second school site.

Beginning in 2015/16, the City increased funding for low-income and at-risk youth access to recreation programs. These funds enhance scholarship opportunities for underprivileged families and increase programs for these important target populations.

The Fiscal Sustainability Plan process identified two park improvements that will increase recreational amenities for residents, reduce ongoing operating costs and generate additional ongoing revenue for Novato. These facilities, funded by Measure F in conjunction with several other sources, include major improvements to the Hill Recreation area adjacent to the Margaret Todd Senior Center. Among the improvements are adding bocce ball and pickle ball courts, a synthetic turf sports field, upgrading parking, and ADA accessibility improvements. The synthetic turf sports field will replace one existing athletic field and will reduce watering and maintenance and increase the year-round availability of the field. The improvements at Hill are anticipated to make the facility more usable for the community year-round and generate additional revenue and maintenance cost-savings.

Finally, as part of the City’s broader strategy for Hamilton Base Reuse, the City leveraged several different funding sources, including Measure F, to purchase over 90 acres of hilltop open space for a bargain price of \$500,000; 90% less than the appraised value. This property surrounds the Marin Valley Mobile Country Club, an affordable senior community, and overlooks the Hamilton area and the wetlands west of Novato. As an example of another win/win, this beautiful open space has been utilized to trade development restrictions on some of the City’s historic dilapidated buildings in Hamilton (such as the old Officers Club and Theater buildings) in order to complete the renovation and improvements to the Hamilton neighborhood. During 2015/16, the City successfully completed this transition process and in fall/winter 2017 will begin work with the Hamilton community on the vision for these historic properties.

Parks and Street Maintenance – Since its inception, Measure F has funded maintenance workers that have helped offset the 30%+ reductions that occurred in this area during the recession. In 2011/12, two maintenance workers were funded on a temporary basis, and the 2012/13 and 2013/14, that number was reduced to one funded maintenance worker. Beginning in 2014/2015, the original two maintenance workers have been included in the core staffing going forward with the assistance of the new countywide Measure A parks sales tax. In 2016/17, two additional maintenance workers were again funded from Measure F to bring staffing levels back closer to where they were before the recession. Additionally, in 2016/17, one-time funds were added to enhance the City’s streets crack-filling program for the purpose of raising the Pavement Conditions Index (PCI) and to complete various special and seasonal parks and island improvements. These additions have supplemented and augmented the quality of the landscape, park, median, and street maintenance throughout Novato that otherwise would have declined even further had Measure F dollars not been available.

Three new capital improvement projects were initiated in 2014/15, funded by Measure F, to address pedestrian safety, traffic safety, and energy efficiency. The City began a pedestrian crossing safety pilot program to research the safety of crosswalks throughout Novato, recommend the most critical crossings to upgrade, and provide information about what types of crossing upgrades are most suitable to each

location. The project also included funding to install two test sites. Measure F also funded the design of a traffic signal improvement project to install a battery backup and appropriate ADA improvements for all 31 City-owned traffic signals. All of these measures improve streets safety and maintenance for Novato. These projects were completed in 2016/17.

Continuing with the theme of pedestrian safety, in 2015/16, several grant-funded projects moved forward with the assistance of Measure F matching funds to improve pathways to schools. These projects, funded by a combination of regional transportation grants and Measure F funds, are installing new crosswalks and controls at two locations on Ignacio Blvd and fill sidewalk gaps near schools on Plum Street and Arthur Street.

The City also moved ahead with the third phase of its Streetlight Conversion Program, changing out all remaining streetlights to more energy-efficient LED bulbs. This project, identified in the Fiscal Sustainability Plan, will translate to significant ongoing energy savings for the City of at least \$130,000 per year and growing over time. With budgetary savings, this project was expanded in 2016/17 to add conversion of the lighting at City facilities to energy-efficient LED fixtures.

Technology and City Operations – A significant new investment for the City for 2014/15 and the future is the first phase of projects identified in the Information Technology Master Plan. While Novato’s network infrastructure is current, a number of Novato’s software systems are either non-existent or over ten years old. A full process was undertaken in 2012 and 2013 to identify all City technology needs over a four-year period, prioritize those needs, establish budgets, and stage them for implementation. FY 2016/17 represented the third year of such investment, allotting approximately \$850,000 to the research, planning, and implementation of several major new technologies.

Accomplishments in 2016/17 in City technology projects include:

- **Enhanced customer service:**
 - Implementation of a new Parks and Recreation software system, including online registrations for classes and programs;
- **Internal efficiencies:**
 - Contracted with Tyler Technologies, a vendor specializing in public sector software solutions, to replace the City’s 20-year-old Finance / Payroll software and began implementation of the Financial Management module;
 - Implemented fuel management system; and
 - Implemented computerized maintenance management to replace paper-based manual process.

Economic Development – Restoring an Economic Development program for Novato has been a strategic use of Measure F to replace a program that was eliminated in 2011 with the State’s seizure of local Redevelopment funds, resulting in a nearly \$1 million annual loss to Novato’s economic development funding. The Measure F-supported economic development program has worked to identify companies looking to relocate or expand, worked with and supported new and existing local businesses to find quality commercial space in Novato, and participated in regional outreach opportunities to targeted industries.

The Economic Development program has also championed the “Shop Local Novato” campaign, featuring a variety of marketing materials, bus shelter ads, banners, and a website encouraging residents to shop

at their local Novato businesses. The Shop Local website continued to be updated during 2016/17, featuring local businesses and adding fresh content regularly.

More recently, the City has led the formation of the North Bay Life Science Alliance, a collaboration between the City of Novato, the Buck Institute, four North Bay counties, UC-Davis, Sonoma State University, and a variety of other stakeholders. The Alliance was formed to accelerate growth in the life science industries in the North Bay and establish the North Bay as a strong, attractive and growing hub for bio-tech and life sciences businesses. The 2016/17 budget continued investment in this strategic partnership.

Another critical program in the City's overall Economic Development strategy is the Hamilton Base Reuse program. With a limited-term Hamilton Base Reuse Director staff position, the program seeks to find the best uses for a variety of City-owned properties in Hamilton, including properties with historic structures. A significant achievement for this program during 2016/17 was completing the transfer of the federal "lands to parks" restrictions from several important Hamilton properties. Through complex negotiations with multiple Federal Government agencies, the City successfully unencumbered these Hamilton properties and placed the restrictions on the recently purchased hilltop open space property surrounding the Marin Valley Mobile Country Club. The completion of this transaction allows the City to initiate a community process to determine the future uses for these historic properties and structures.

Investing in Novato's Fiscal Health and Stability

Future Risk and Economic Reserve Funds – As part of the 2014/15 budget, the City Council set aside \$3 million in Measure F funds as a Risk Mitigation Reserve to guard against some future unknown costs or events. The economy is improving, but the City is proceeding with caution. Separate from the City's "Emergency & Disaster Response Reserve" reserve, this reserve is set aside for mitigating economic impacts, State takeaways, unexpected pension investment losses, or future unforeseen mandatory expenses, among other contingencies. As part of the 2016/17 budget process, City Council made the decision to move the reserve out of Measure F to a dedicated fund.

Future Technology/Customer Service Projects – As discussed earlier in this report, much of the City's technology is either out-of-date or non-existent. With fewer staff and high customer expectations, the investment in new hardware and software is critical. The breadth of the projects spans virtually all departments and will upgrade outdated systems and put into place new, much-needed systems that will improve efficiency of operations and enhance customer service to City residents. The City Council has, via the budget over the past three years, appropriated a total of \$2.8 million in Measure F funds to complete an array of important technology projects throughout the City that will improve Novato's quality of life, customer service and resident satisfaction. Several of the larger technology projects are multi-year, multi-phase projects and the aforementioned technology project funds are carried over from year to year via Novato's capital improvement program budget.

Future Community Projects – As part of the 2017/18 budget, the City Council approved using \$3 million of unallocated Measure F funds toward the Hill Recreation Area project and \$1 million to acquire a fully-integrated Computer-Aided Dispatch / Records Management System (CAD / RMS) for the Police Department. This system will replace the contract with Marin County to provide similar services offsite. Consistent with the City's conservative fiscal management of Measure F revenues, an estimated \$1.3 million fund balance remains that the City Council can appropriate for other projects to benefit the community or plan for future contingencies.

2017/18 Measure F Budget

In June 2017, the City Council adopted the 2017/18 budget which included some significant new expenditures of Measure F funds. The Council extended several positions that were previously approved and have been paid for by Measure F; namely, the Hamilton Base Reuse Director, and the Police Dispatcher, Records Clerk and Administrative Clerk, the Webmaster, and two Maintenance Workers. In addition to the above, some one-time Measure F funding unspent in 2016/17 was carried over to further the City's maintenance efforts. \$175,000 was included to continue the pavement crack-sealing program and to fund special maintenance projects in a variety of City parks and median islands in 2017/18.

Measure C and Long-Term Sustainability for Novato

Since Measure F was adopted in 2010, the City Council has made it a priority to plan for and ultimately achieve long-term fiscal sustainability. Substantial research during 2012 and 2013 for the Fiscal Sustainability Plan highlighted a number of important financial realities for Novato. The Plan highlights what is different about Novato's situation compared to pre-recession times, and what the key fiscal issues will be for Novato as it looks to a sustainable future with high quality of life services.

- Infrastructure is aging and needs appropriate maintenance and repair at levels desired by residents, requiring an investment of over \$1 million annually to fund pothole repair, street and park maintenance, and maintenance of key City infrastructure.
- Seizure of local redevelopment monies by the State of California eliminated over \$800,000 in annual funding for economic development and redevelopment programs.
- Increases in staff compensation to be more competitive in the labor market will enhance the City's ability to attract and retain a talented workforce; reduce training costs and loss of institutional knowledge; and enhance service delivery and quality over time.
- Regional competition for quality retail and economic development projects is strong, and, as a community, Novato has limited commercially-zoned space remaining.
- As a mostly built-out community, Novato will not have the large infusion of planning fees, permit fees, and development charges that occur with large projects that have historically helped to fund capital projects and amenities.

As a response to this set of facts and a recognition of Novato's financial realities for the future, the City completed a multi-year planning process to chart the City's future course for both a fiscally and operationally sustainable Novato in the long term. The "Fiscal Sustainability Plan" was adopted by the City Council in February 2014 and the 2014/15 budget began implementation of many of the programs outlined in the Plan. The Plan also anticipated and assumed that a new ongoing revenue source would be implemented in Novato to help fund these initiatives and programs in the long run.

In 2015, the City Council unanimously placed Measure C, a ¼ cent sales tax (lasting for at least 20 years), on the ballot. Measure C was subsequently approved in November 2015 by 73% of Novato voters. While lower than the ½ cent generated by Measure F, Measure C is providing a significant, long-term source of \$2.5 million in annual revenue to fund general City services and maintain service levels. The Committee anticipates that the City Council will have further discussions surrounding fiscal sustainability in the near future.

Conclusion

Adoption of the Measure F sales tax was crucial in addressing the financial crisis and bringing much-needed interim financial stability to Novato. It prevented significant budget and service cuts that would have otherwise occurred, reinstated staff positions that were previously cut, and funded important services and programs for public safety, maintenance and infrastructure, economic development and our youth and seniors. Measure F has also helped the City leverage grant opportunities and invest in the City's economic growth and development. An essential component of the City's effort to ensure long-term fiscal and organization sustainability, Measure F protected vital City services and allowed the City to continue to provide high-quality services.

Now, with Measure C in place, the Committee anticipates that the City Council will have further discussions surrounding fiscal sustainability in the future. Balancing the demands of infrastructure replacement and investment; service delivery and program staffing levels; and maintaining competitive pay and benefits to retain a talented workforce will be an ongoing challenge for Novato. With the ¼ cent Measure C revenues being lower than the ½ cent sales tax programmed in the Fiscal Sustainability Plan, the City Council and City staff will need to continue monitoring the five-year forecast and making prudent budget decisions that balance General Fund revenues and expenditures.

After conducting a review of the Measure F revenues and expenditures for fiscal year 2016/17, this Annual Report is respectfully submitted to the Novato City Council and the Novato community by the Measure F Oversight / Citizens Finance Committee.

Caitrin Devine, Chair
Regina Bianucci Rus
Cris MacKenzie
Bob Scott

David Bentley
Don Bibeault
Tim O'Connor

Measure F Funding History Detail	Final Actual 2010/11	Final Actual 2011/12	Final Actual 2012/13	Final Actual 2013/14	Final Actual 2014/15	Final Actual 2015/16	Estimated Actual 2016/17	Adopted Budget 2017/18	Category Totals
Revenues									
Measure F Sales Tax Revenue	689,126	4,089,401	4,473,532	4,422,885	4,750,569	3,739,015	40,000	-	
<u>Investment Earnings / Miscellaneous</u>	<u>347</u>	<u>9,491</u>	<u>20,872</u>	<u>50,394</u>	<u>94,083</u>	<u>113,782</u>	<u>140,000</u>	<u>103,750</u>	
TOTAL REVENUES	689,473	4,098,892	4,494,404	4,473,279	4,844,652	3,851,459	180,000	103,750	22,735,909
Expenditures and Allocated Funds									
General Fund Deficit Backfill / Prevent Budget Cuts		16,784	411,375	-	325,970	-			754,129
Police / Crime Prevention / 911 Response Times									
1.0 FTE Dispatcher							77,131	108,005	
Novato Response Team - Staff and Program Support		52,302	105,126	73,582	277,577				
0.50 FTE Records Clerk					12,152	40,200	17,565	40,692	
0.50 FTE Admin Clerk					5,187	40,199	17,127	34,441	
Crime Analysis Contract Services							27,500	27,500	
Emergency Services Contract				15,053	64,712	30,663	37,500	37,500	
Major Crimes Task Force							39,000	39,000	
Northern CA Computer Crimes Task Force				12,022	31,742	31,302	32,617	42,687	
Replacement Fund for Police Technology					25,102	22,000	22,000	22,000	
CIP - CAD/RMS Replacement								1,000,000	
TOTAL									2,461,187
Youth and Senior Programs and Projects									
Youth After School Initiative / Needs Summit			14,236	17,337	-				
CIP - Hill Recreation Master Plan				272		81,989	111,000	2,806,739	
Youth Athletics Scholarship Program					10,000	20,000	20,000	40,000	
TOTAL									3,121,301
Parks and Streets Maintenance / Programs									
Maintenance Worker Staffing		169,864	86,092	85,542			199,058	208,070	
Parks, Medians, Streets Maintenance						13,084	250,000	175,000	
CIP - Pedestrian Safety Improvements					34,340	58,853	68,372		
CIP - Traffic Signal Improvements Design					2,945	447		21,582	
Open Space Purchase - 90+ acres Trust for Public Lands				253,779					
CIP - LED Streetlight Replacement Project					179,347	603,732	216,921	200,000	
TOTAL									2,827,028

Measure F Funding History Detail	Final Actual 2010/11	Final Actual 2011/12	Final Actual 2012/13	Final Actual 2013/14	Final Actual 2014/15	Final Actual 2015/16	Estimated Actual 2016/17	Adopted Budget 2017/18	Category Totals
City Facility Investments									
Payoff of Corp Yard Lease					1,141,581				
CIP - Hamilton Pool Solar					13,277	83,555	76,606		
TOTAL									1,315,019
Technology / Customer Service / Efficiency									
1.0 FTE Webmaster / Outreach							86,370	92,046	
1.0 FTE Receptionist / Admin Clerk				63,123					
Geographic Info Systems Support			9,144						
CIP - Technology Projects Citywide					272,000	630,640	497,360	1,400,000	
TOTAL									3,050,683
Economic Development									
Economic Development - Staff and Program Support			170,982	215,006	-				
Hamilton Base Reuse - Staff and Program Support			107,076	284,663	309,957	227,132	213,351	324,170	
Shop Local Campaign			19,232	85,522					
Bio-Life Sciences Campaign	-	-	-	157,301	134,709	99,999	55,000		
TOTAL									2,404,101
Reserves and Future Commitments									
Risk Mitigation Reserve					3,000,000				
Future Funding for CIP Projects								1,500,000	
Future Funding for Multi-Year Positions / Programs								1,000,000	
TOTAL									5,500,000
TOTAL EXPENDITURES / ALLOCATIONS	-	238,950	923,263	1,262,930	5,840,599	1,983,796	2,064,477	9,119,432	21,433,447
MEASURE F ENDING FUND BALANCE									
	689,473	4,549,415	8,120,556	11,330,905	10,334,958	12,202,621	10,318,144	1,302,462	1,302,462
<p>* Capital Improvement Program ("CIP") project budgets represent appropriated funds. Depending on project timing, actual expenditures may not occur until future fiscal years. 2017/18 Adopted budgets for CIP projects include updated carryover budgets based on actual expenditures during 2016/17.</p> <p>"Final Actual" figures represent past year revenues and expenditures that are finalized and audited.</p> <p>"Estimated Actual" figures represent the most recent completed fiscal year and are preliminary revenues and expenditures that not yet been audited.</p> <p>"Adopted Budget" figures represent budget amounts for the upcoming fiscal year.</p>									