

10 YEAR PLAN

The 10 Year Plan is the City's tool for evaluating our success in ensuring service sustainability. It is organized by revenue type and function; and includes an indication of the general character of the revenues and expenditures shown as either recurring or one-time in nature.

For purposes of the 10 Year Plan, if a revenue class is likely to be recurring for a period of 5 years or more, we treat it as recurring. This includes certain development related fees that can be, as current times prove, less predictable. For instance, building permit revenue will always exist, but it is more sensitive to economic changes than property taxes. In accordance with the City's Financial Policies, the Plan is based on what we believe are reasonable, conservative assumptions.

As always, since the Plan includes both general purpose and special purpose (assigned) revenues, it's important to reiterate that while the City may fund eligible programs with both restricted and unrestricted funds, its policy is to apply restricted funds to such programs first, followed by general purpose revenues if necessary. Reviewing this is important in order to establish in general the reason the rollover balances (excluding reserves) for assigned revenues are smaller in the Plan.

Overall, the Plan is intended to help us see where we are succeeding in achieving service sustainability and where we must improve, and it should be reviewed with this goal in mind. In particular, loans, transfers, and subsidies are shown separately and should be examined to determine and consider why they are necessary or desirable, if they should continue over the long-term, or whether these funds are better allocated to higher priorities.

Staff's Conclusions and Recommendations

The Plan included on the following pages confirms that from a service sustainability perspective, the Preliminary Budget is structurally balanced, and it provides a look forward at how, with discipline, it can remain that way.

Certainly, the City's near-term position is improved when compared to recent years, and although there is still a backlog of restoration to accomplish, the near term Plan for Fiscal Year 2021-2022 helps in moving that restoration forward.

The transition to a mostly in-house Police Department was completed in Fiscal Year 2015-16, and as a result, during the 10 Year Period, a more aggressive approach to keeping police staffing on pace with new development is possible, as well as continuing the gradual restoration of other services.

The General Fund reserve balance remains healthy, and in compliance with the City's policy of at least 20% of expenditures. The Plan shows its balance remaining fairly stable over the 10 year period. However, the Plan includes certain assumptions that are likely to change over time, and further adjustments may be needed to remain in compliance with the City's policy.

Lastly it is useful to remind ourselves, especially in improving times: developing a "Plan" that remains in balance can be more easily resolved in the math, while the work to ensure the organization remains positioned to actually stay in balance requires both vigilance and discipline.

(10 Year Plan attached.)

General		(Dollars in Thousands)															
Description	Character	Actual	Actual	Actual	Adopted	Projected	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Total
		17-18	18/19	19/20	20/21	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	21/22-30/31
General Purpose Revenues																	
Property Taxes	Recurring	3,145	3,443	3,727	3,620	3,720	3,830	4,002	4,182	4,371	4,567	4,773	4,988	5,212	5,447	5,692	47,064
PT in Lieu of VLF	Recurring	2,943	3,214	3,479	3,513	3,707	3,810	3,981	4,161	4,348	4,543	4,748	4,962	5,185	5,418	5,662	46,818
State Prop 1A Loan/Repayment w/2% int.	On Occasion																0
Sales & Use Tax	Recurring	1,826	2,041	2,183	1,720	2,000	2,000	2,090	2,184	2,282	2,385	2,492	2,605	2,722	2,844	2,972	24,576
Motor Vehicle In-Lieu Fees	Recurring	22	20	33	15	31	32	33	35	37	38	40	42	44	46	48	393
Trans. Occupancy Tax (TOT)	Recurring	275	270	233	160	160	230	240	251	262	274	287	300	313	327	342	2,826
Real Property Transfer Tax	Recurring	260	258	254	225	225	250	261	273	285	298	312	326	340	356	372	3,072
Franchise Fees	Recurring	1,719	1,774	1,893	1,672	1,752	1,752	1,831	1,913	1,999	2,089	2,183	2,282	2,384	2,492	2,604	21,529
Business License Tax	Recurring	159	159	148	100	154	155	162	169	177	185	193	202	211	220	230	1,905
Traffic Fines	Recurring	116	111	91	76	31	91	95	99	104	109	113	119	124	129	135	1,118
Interest Income	Recurring	148	373	358	100	250	150	157	164	171	179	187	195	204	213	223	1,843
Subtotal General Purpose		10,613	11,663	12,399	11,201	12,030	12,300	12,854	13,432	14,036	14,668	15,328	16,018	16,739	17,492	18,279	151,145
								102%	105%	105%	105%	105%					
Fee/Reimbursement Revenues																	
Building Permits/Plan Check/Rental Inspections	Recurring	1,684	1,166	1,555	984	3,001	2,372	1,647	1,721	1,439	1,504	1,571	1,642	1,716	1,793	1,874	17,280
Engineering Fees	Recurring	30	33	25	12	15	15	16	16	17	18	19	20	20	21	22	184
Planning Fees	Recurring	33	10	25	6	13	10	10	11	11	12	12	13	14	14	15	123
Law Enforcement Fees/Reimbursement Revenues	Recurring	252	225	309	149	171	158	165	173	180	188	197	206	215	225	235	1,942
Recreation Fees	Recurring	83	88	75	59	19	47	48	50	51	53	54	56	58	60	61	539
City Admin Fees	Recurring	710	620	895	580	1,315	1,190	903	932	820	846	873	901	930	961	993	9,348
Interfund Cost Recoveries (operations)	Recurring	7,331	7,884	8,530	7,612	8,176	8,612	9,220	9,858	10,463	11,096	11,758	12,451	13,175	13,925	14,699	115,258
Interfund Cost Recoveries (charging grant funds)	one-time		14	22	0	597	132										132
Other Miscellaneous Fees & Charges	Rec & one-time	188	243	394	166	66	75	78	82	86	89	93	98	102	107	111	922
Subtotal Fee/Reimbursement Revenues		10,311	10,283	11,830	9,568	13,373	12,611	12,088	12,843	13,068	13,806	14,578	15,386	16,231	17,105	18,011	145,728
Total General Operating Revenues		20,924	21,946	24,229	20,769	25,403	24,911	24,942	26,275	27,104	28,474	29,906	31,404	32,969	34,597	36,290	296,873
Release of Assigned Reserves	one-time	559	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from the Sale of Property	one-time	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Sources of Funds		21,483	21,946	24,229	20,769	25,403	24,911	24,942	26,275	27,104	28,474	29,906	31,404	32,969	34,597	36,290	296,873

(Dollars in Thousands)																	
Description	General Character	Actual	Actual	Actual	Adopted	Projected	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Total 21/22-30/31
		17-18	18/19	19/20	20/21	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	
Department Expenses																	
Animal Control	Recurring	238	252	267	280	280	283	294	306	318	331	344	358	372	387	403	3,398
City Council	Recurring	63	66	63	170	170	172	179	186	193	201	209	218	226	235	245	2,065
City Clerk	Recurring	306	332	346	348	352	380	395	411	427	445	462	481	500	520	541	4,562
Elections	Recurring	0	20	0	40	40	0	43	0	47	0	50	0	54	0	59	253
City Attorney	Recurring	286	272	231	353	354	487	506	527	548	570	593	616	641	666	693	5,847
City Manager	Recurring	490	538	586	451	420	469	488	507	528	549	571	593	617	642	668	5,631
Community Outreach	Recurring	97	123	124	164	165	165	172	178	186	193	201	209	217	226	235	1,981
Finance	Recurring	681	723	832	850	868	902	938	976	1,015	1,055	1,097	1,141	1,187	1,234	1,284	10,830
Human Resources	Rec & one-time	287	230	276	353	356	517	538	559	582	605	629	654	680	708	736	6,207
Maintenance Custodial	Recurring	46	78	106	106	107	121	126	131	136	142	147	153	159	166	172	1,453
Information Technology	Recurring	301	301	293	321	318	325	338	352	366	380	395	411	428	445	463	3,902
Economic Development	Recurring	252	269	259	269	272	196	204	212	220	229	238	248	258	268	279	2,353
Building Inspection	Recurring	621	696	847	930	930	1,140	1,067	1,110	1,039	1,080	1,123	1,168	1,215	1,264	1,314	11,521
Code Enforcement/Rental Inspections	Recurring	279	330	234	269	272	289	301	313	325	338	352	366	380	396	411	3,470
Public Safety	Recurring	9,270	9,783	10,003	10,238	10,075	11,439	12,011	12,841	13,484	14,388	15,107	16,092	16,897	17,972	18,871	149,102
Community Development/Planning	Rec & one-time	438	479	662	822	822	981	1,020	1,061	1,103	1,148	1,194	1,241	1,291	1,343	1,396	11,778
Public Works/Engineering	Recurring	1,657	1,863	1,444	1,828	1,840	1,910	1,986	2,066	2,148	2,234	2,324	2,417	2,513	2,614	2,719	22,932
Public Works Maintenance	Recurring	304	400	395	360	443	510	530	552	574	597	620	645	671	698	726	6,123
Recreation	Rec & one-time	548	693	659	872	767	853	887	923	960	998	1,038	1,079	1,122	1,167	1,214	10,241
Parks	Recurring	548	574	681	700	797	971	1,010	1,050	1,092	1,136	1,181	1,229	1,278	1,329	1,382	11,658
Department Expenditures:		16,712	18,022	18,308	19,724	19,648	22,110	23,033	24,260	25,290	26,618	27,877	29,321	30,709	32,280	33,809	275,306
Non-Departmental Expenses																	
City Hall Building	Recurring		0		0	0											0
Other Non-Departmental Expenses	Recurring	1,226	1,423	1,612	1,677	1,677	1,797	1,869	1,944	2,021	2,102	2,186	2,274	2,365	2,459	2,558	21,575
Equipment Replacement (exp & reserve)	Recurring	183	150	160	175	175	0	10	20	30	40	50	60	70	80	90	450
Capital Facilities Mtc & Replacement (exp & reserve)	Recurring	100	300	150	50	50	0	150	150	150	150	150	150	150	150	150	1,350
Interim Needs/Contingency	Recurring	80	424	876	424	423	605	491	515	536	562	588	616	644	676	706	5,939
Amount charged to Departments	Recurring	(1,968)	(2,154)	(2,312)	(2,222)	(2,222)	(2,272)	(2,520)	(2,629)	(2,737)	(2,855)	(2,974)	(3,100)	(3,229)	(3,365)	(3,504)	(29,184)
Total Non-Department Expend.		(379)	143	486	104	103	130	0	0	0	0	0	0	0	0	0	130
Total Expenditures		16,333	18,165	18,794	19,828	19,751	22,240	23,033	24,260	25,290	26,618	27,877	29,321	30,709	32,280	33,809	275,436
Net General Operating Revenue (Expense)		5,150	3,781	5,435	941	5,652	2,671	1,909	2,015	1,814	1,856	2,029	2,083	2,260	2,317	2,480	
Transfers and Loans																	
Transfers to Active Roadway Maintenance Programs	recurring		(275)	(350)	0	0	(1,600)	(1,200)	(1,200)	(1,000)	(1,000)	(1,000)	(1,000)	(1,200)	(1,200)	(1,600)	(12,000)
Transfer to Reserve for Roadway Maintenance	recurring	(200)	(275)	(350)	(350)	(350)	(350)	0	0	0	0	0	0	0	0	0	(350)
Equipment Replacement (exp & reserve)	recurring						(160)	(160)	(160)	(160)	(160)	(160)	(160)	(160)	(160)	(160)	(1,600)
Transfers to Main Street Fund	recurring	(350)	(275)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(3,500)
Transfers to General Capital Projects Fund	recurring/one-time		0	(250)	(500)	(500)	0	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(1,800)
Transfers/Loans to Public Facilities, Park Impact Fund/Repayments	recurring	(559)	(100)	(100)	(75)	(75)	(204)	0	0	0	0	0	0	0	0	0	(204)
Total Transfers		(1,109)	(925)	(1,400)	(1,275)	(1,275)	(2,664)	(1,910)	(1,910)	(1,710)	(1,710)	(1,710)	(1,710)	(1,910)	(1,910)	(2,310)	(19,454)
Use of Fund Balance																	
For General Fund One Time uses	one-time																0
Transfers to Active Roadway Maintenance Programs	one-time						(2,700)										(2,700)
Transfer to General Capital Projects Fund	one-time	(1,714)	(1,400)	(1,750)	0	0	(350)										(350)
Dutch Slough Investment	one-time																0
Loan to Community Parks	one-time																0
Housing Assistance Loan	one-time																0
Economic Development Loans	one-time																0
Loan to Successor Agency	one-time																0
Set Aside fund balance for PARS Trust							(300)										0
Land acquisition		(175)	(875)				(175)										0
Loan to Parks Impact Fee Fund	one-time		(700)														0
Total Net Sources (Uses) of Funds		2,152	(119)	2,285	(334)	3,902	(3,043)	(1)	105	104	146	319	373	350	407	170	(1,068)

Description	General Character	(Dollars in Thousands)															
		Actual 17-18	Actual 18/19	Actual 19/20	Adopted 20/21	Amended 20/21	Proposed 21/22	Forecast 22/23	Forecast 23/24	Forecast 24/25	Forecast 25/26	Forecast 26/27	Forecast 27/28	Forecast 28/29	Forecast 29/30	Forecast 30/31	
Summary of Recurring and One-Time Amounts																	
Recurring Activities Summary																	
Revenues		20,924	21,932	24,207	20,769	24,806	24,779	24,942	26,275	27,104	28,474	29,906	31,404	32,969	34,597	36,290	
Expenditures/ Including Transfers and Loans		16,883	19,076	20,365	21,028	20,354	24,772	24,783	26,010	26,840	28,168	29,427	30,871	32,459	34,030	35,959	
Revenues over (under) Expenditures		4,041	2,856	3,842	(259)	4,452	7	159	265	264	306	479	533	510	567	330	
One-Time Activities Summary																	
Revenues/Loan Repayments		559	14	22	0	597	132	0	0	0	0	0	0	0	0	0	
Expenditures/ Including Transfers and Loans		2,448	2,989	1,850	75	672	3,182	0	0	0	0	0	0	0	0	0	
Revenues over (under) Expenditures		(1,889)	(2,975)	(1,828)	(75)	(75)	(3,050)	0	0	0	0	0	0	0	0	0	
Total Recurring and One-Time		2,152	(119)	2,014	(334)	4,377	(3,043)	159	265	264	306	479	533	510	567	330	
																Total 21/22-30/31	
Assigned Revenues/Police																	
151 State COPS Grant (SLESF)(F151)	one-time	140	150	158	100	156	125	125	125	125	125	125	125	125	125	125	1,250
150 P-6 Police Services Assessments	Recurring	4,211	4,709	5,238	5,339	5,339	5,400	5,864	6,351	6,798	7,265	7,755	8,268	8,804	9,357	9,926	75,788
100 School Resource Officer Grant	one-time	55	55	49	30	49	55	55	55	55	55	55	55	55	55	55	550
152 Police Equip./Traffic Grants	one-time	0	0	0	54	54	0	0	0	0	0	0	0	0	0	0	0
Subtotal Assigned Police Revenues		4,406	4,914	5,445	5,523	5,598	5,580	6,044	6,531	6,978	7,445	7,935	8,448	8,984	9,537	10,106	77,588
			200	200	200	600	360	250	250	200	200	200	200	200	200	200	
Restricted Police Expenditures																	
151 State COPS Grant (SLESF)	one-time	140	150	158	100	156	125	125	125	125	125	125	125	125	125	125	1,250
150 P-6 Supported Police Services	Recurring	4,211	4,709	5,238	5,339	5,339	5,400	5,864	6,351	6,798	7,265	7,755	8,268	8,804	9,357	9,926	75,788
100 School Resource Officer Grant	one-time	55	55	49	30	49	55	55	55	55	55	55	55	55	55	55	550
152 Police Equip./Traffic Grants	one-time	0	0	0	54	54	0	0	0	0	0	0	0	0	0	0	0
Subtotal Restricted Police Expenditures		4,406	4,914	5,445	5,523	5,598	5,580	6,044	6,531	6,978	7,445	7,935	8,448	8,984	9,537	10,106	77,588
Rollover Balances*		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

General																	(Dollars in Thousands)
Description	Character	Actual 17-18	Actual 18/19	Actual 19/20	Adopted 20/21	Amended 20/21	Proposed 21/22	Forecast 22/23	Forecast 23/24	Forecast 24/25	Forecast 25/26	Forecast 26/27	Forecast 27/28	Forecast 28/29	Forecast 29/30	Forecast 30/31	Total 21/22-30/31
Parks, Landscaping & Lighting Revenues																	
132 Community Parks (F132)	Recurring	1,303	1,349	1,447	1,697	1,697	1,738	1,828	1,920	2,003	2,087	2,173	2,261	2,350	2,442	2,535	21,337
<i>Loan from General Fund, if necessary</i>	<i>one-time</i>																0
133 Street Lighting (F133)	Recurring	242	246	262	267	267	283	296	309	319	329	340	350	360	371	381	3,337
<i>Transfer in from Gas Tax Fund</i>	<i>one-time</i>	189	141	153	190	190	190	239	252	270	289	310	332	356	381	409	3,029
05-40 Community Facility District 2015-1 Emerson Ranch (F401)	Recurring	403	574	624	349	349	378	441	506	562	620	680	741	805	870	937	6,540
08-42 Community Facility District 2015-2(408-426, 134)	Recurring	48	79	307	507	507	517	584	653	714	776	841	907	976	1,046	1,119	8,133
70-19 Neighborhood Parks (F170-195)	Recurring	2,453	2,853	2,920	2,901	2,901	3,029	3,171	3,318	3,459	3,604	3,753	3,907	4,065	4,228	4,396	36,931
Total Parks, Landscaping & Lighting Revenues		4,638	5,242	5,713	5,911	5,911	6,135	6,559	6,958	7,326	7,706	8,096	8,499	8,912	9,338	9,777	79,307
Parks, Landscaping & Lighting Expenditures																	
Community Parks	Recurring	976	1,429	1,087	1,605	1,605	1,855	1,948	2,045	2,147	2,255	2,368	2,486	2,610	2,741	2,878	23,332
<i>Repay General Fund Loans</i>	<i>one-time</i>																0
Street Lighting	Recurring	431	387	363	507	507	509	534	561	589	619	650	682	716	752	790	6,402
Community Facility District 2015-1 Emerson Ranch	Recurring	27	97	173	372	372	316	332	348	366	384	403	423	445	467	490	3,975
Community Facility District 2015-2	Recurring	10	13	44	482	482	504	529	556	583	613	643	675	709	745	782	6,339
Neighborhood Parks	Recurring	2,119	2,224	2,299	3,822	3,822	3,974	4,173	4,381	4,600	4,830	5,072	5,326	5,592	5,871	6,165	49,985
Total Parks, Landscaping & Lighting Expenditures		3,563	4,150	3,966	6,788	6,788	7,158	7,516	7,892	8,286	8,701	9,136	9,592	10,072	10,576	11,104	90,033
Rollover Balances																	
Community Parks (Including Loans & Reserves)		2,303	2,223	2,583	2,675	2,767	2,650	2,530	2,405	2,261	2,093	1,899	1,674	1,414	1,115	772	
Street Lighting (Including Reserves)		84	84	136	86	36	0	0	0	0	0	0	0	0	0	0	
Community Facility District 2015-1 (including Reserves)		376	853	1,304	1,281	1,258	1,320	1,429	1,586	1,782	2,018	2,295	2,613	2,973	3,376	3,823	
Community Facility District 2015-2 (including Reserves)		38	104	367	392	417	430	485	582	713	876	1,074	1,306	1,573	1,874	2,211	
Neighborhood Parks (Including Reserves)		5,464	6,093	6,714	5,793	4,872	3,927	2,926	1,862	721	(506)	(1,825)	(3,244)	(4,770)	(6,413)	(8,182)	
Roadway Maintenance Revenues																	
Gas Tax Revenues (F140)	Recurring	888	887	977	935	935	1,073	1,127	1,183	1,242	1,304	1,369	1,438	1,510	1,585	1,665	13,496
Road Maintenance and Rehab (F141)	Recurring	241	701	730	663	663	817	858	901	946	993	1,043	1,095	1,150	1,207	1,267	10,276
Measure J Revenues (F148)	Recurring	595	726	676	645	645	605	635	667	700	735	772	811	851	894	939	7,610
Transfers in from the General Fund		300	0	0	0	0	0	1,550	1,550	1,350	1,350	1,350	1,350	1,550	1,550	1,950	13,550
General Fund Transfers to the Street Maintenance Reserve Fund		200	275	350	350	350	4,000	350	350	350	350	350	350	350	350	350	265
Streets Related Grants																	0
Total Roadway Maintenance Revenues		2,224	2,589	2,733	2,593	2,593	6,495	4,520	4,651	4,588	4,733	4,884	5,044	5,411	5,586	6,171	44,932
Roadway Maintenance Expenditures																	
Gas Tax Expenditures for roadway repairs & maintenance	Recurring	590	589	711	745	745	513	888	931	972	1,015	1,059	1,106	1,154	1,204	1,256	10,097
<i>Transfer to Street Lighting Fund</i>	<i>one-time</i>	189	141	153	190	190	190	239	252	270	289	310	332	356	381	409	3,029
<i>Used for Capital Projects (for new or expanded roadways)</i>	<i>one-time</i>	0	237	103	0	0	370	0	0	0	0	0	0	0	0	0	370
RMRA Expenditures for roadway repairs & maintenance	Recurring	38	836	136	663	663	840	858	901	946	993	1,043	1,095	1,150	1,207	1,267	10,299
Measure C/J Expenditures for roadway repairs & maintenance	Recurring	96	107	115	363	363	214	635	667	700	735	772	811	851	894	939	7,219
<i>Used for Capital Projects (for new or expanded roadways)</i>	<i>one-time</i>	168	183	1,021	774	774	750	0	0	0	0	0	0	0	0	0	750
Use of General Fund Transfers	<i>one-time</i>		0	0	0	0	0	1,550	1,550	1,350	1,350	1,350	1,350	1,550	1,550	1,950	13,550
Use of Street Maintenance Reserves					265	265	4,000	350	350	350	350	350	350	350	350	350	7,150
Total Roadway Maintenance Expenditures & Transfers		1,081	2,093	2,239	3,000	3,000	6,877	4,520	4,651	4,588	4,733	4,884	5,044	5,411	5,586	6,171	26,717
Rollover Balances		8,046	8,542	9,036	8,629	8,222	7,840	7,840	7,840	7,840	7,840	7,840	7,840	7,840	7,840	7,840	7,840

General																	(Dollars in Thousands)
Description	Character	Actual 17-18	Actual 18/19	Actual 19/20	Adopted 20/21	Amended 20/21	Proposed 21/22	Forecast 22/23	Forecast 23/24	Forecast 24/25	Forecast 25/26	Forecast 26/27	Forecast 27/28	Forecast 28/29	Forecast 29/30	Forecast 30/31	Total 21/22-30/31
Drainage and Stormwater Revenues																	
Community Facilities District Assessments (F110 & F403)	Recurring	377	419	447	356	356	383	394	406	419	431	444	457	471	485	500	4,391
Stormwater Assessments (F145)	Recurring	582	529	511	501	501	501	516	532	547	564	581	598	616	635	654	5,743
Total Drainage and Stormwater Revenues		959	948	958	857	857	884	911	938	966	995	1,025	1,056	1,087	1,120	1,153	10,134
Drainage and Stormwater Expenditures																	
Community Facilities District Drainage Maintenance	Recurring	112	107	104	305	309	1,395	394	406	419	431	444	457	471	485	500	5,403
Stormwater Program Expenditures	Recurring	540	619	540	538	538	786	516	532	547	564	581	598	616	635	654	6,028
Total Drainage and Stormwater Expenditures		652	726	644	843	847	2,181	911	938	966	995	1,025	1,056	1,087	1,120	1,153	11,431
Rollover Balances		2,538	2,760	2,852	2,774	2,784	1,487	1,487	1,487	1,487	1,487	1,487	1,487	1,487	1,487	1,487	
Other Grant Revenues																	
Recycling Grant	one-time	29	15	21	22	22	22	0	0	0	0	0	0	0	0	0	22
Oakley Welcoming (You+Me=We)	one-time	51	53	28	81	81	130	0	0	0	0	0	0	0	0	0	130
Recreation Grants (Misc)	one-time		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vesper Grant	one-time	23	7	24	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Grant Revenues		103	75	73	103	103	152	0	0	0	0	0	0	0	0	0	152
Other Grant Expenditures																	
Recycling Grant	one-time	29	15	21	22	22	22	0	0	0	0	0	0	0	0	0	22
Oakley Welcoming (You+Me=We)	one-time	51	53	28	81	81	130	0	0	0	0	0	0	0	0	0	130
Recreation Grants (Misc)	one-time			0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vesper Grant	one-time	23	7	24	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Grant Expenditures		103	75	73	103	103	152	0	0	0	0	0	0	0	0	0	152
Rollover Balances																	
Recycling Grant		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Oakley Welcoming (You+Me=We)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recreation Grants		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vesper Grant		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualifying Capital Projects	recurring	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Long-Term Analysis of General Fund Fund Balances

Restricted Fund Balances:

For Encumbrances and Prepaids	42	256	243	243	243	243	243	243	243	243	243	243	243	243	243	243
For Dutch Slough	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
For Loans/Interfund Advances Receivable	575	609	652	652	652	841	826	826	811	811	796	796	781	781	766	
For Workers Compensation and Plans/Consulting	631	550	550	550	550	550	550	550	550	550	550	550	550	550	550	
For Termination Payouts/Pension/Unfunded Liability	334	562	1,494	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794	
Land Held for Resale (4)	4,054	4,054	3,324	3,324	3,499	3,499	3,499	3,499	3,499	3,499	3,499	3,499	3,499	3,499	3,499	
For Capital Projects	3,150	3,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	

Unrestricted Fund Balances

as a % of the Next Year's General Fund Expenditures	7,306	7,615	6,597	5,912	8,350	5,322	5,336	5,441	5,560	5,706	6,040	6,413	6,778	7,185	7,370
	36%	37%	32%	29%	34%	22%	21%	20%	20%	20%	20%	20%	20%	20%	21%

(1) Fund balances are affected by both operations as shown in the 10 Year Plan Projections above and from the repayment of interfund and other loans.

(2) For the purposes of this analysis, the repayment of interfund loans is planned to occur as soon as practicable.

(3) For the purposes of this analysis, the land held for resale is acknowledged but the proceeds of sale is not relied upon. A portion of the property is currently in contract to be sold.

Definition of Changes and Assumptions for 18/19 and thereafter

General Purpose Revenues

Property tax and Property Tax in Lieu reflect growth of 4.5% per year through FY 30/31

Sales Tax also reflects annual growth of 4.5%.

TOT and Business License Tax reflect annual growth of 4.5%.

Franchise Fees reflect increases anticipated from the new Solid Waste Franchise Agreement and annual growth of 4.5%.

Traffic Fines reflect annual growth of 4.5%.

Interest Income is estimated conservatively for FY 21/22 due to low interest rates and projected to rise by 4.5% each year thereafter.

P-6 revenue growth is based on projected subdivision activity

Fee/Reimbursement Revenues based on projected activity; Interfund Cost Recoveries are projected to grow by 4.5% per year.

Departmental Expenditures

Administrative Departmental expenses include growth of 4% each year .

Police expenses allow for growth of 5% each year with plans to add one officer approximately every two years to maintain current staffing ratios beginning with two positions being added in FY 21/22

Recreation expenses include growth of 4% per year .

Public Works/Engineering and Planning are projected to grow 4% per year.

Building/Plan Check is projected to grow by 4% per year with a 10% dip in expenditures anticipated in FY 22/23 when housing units are projected to drop from 360 to 250 and another 10% dip in FY 24/25 when housing unit projections drop from 250 to 200.

Non-Departmental Expenditures

Other Non-Departmental Expenses are estimated to grow 4% each year .

Equipment Replacement (exp & reserve) costs are based on expected depreciation of equipment so that equipment can be replaced at the end of their useful lives.

The Facilities Maintenance and Replacement (exp & reserve) costs are included to provide for unfunded expenses anticipated in the upcoming 5 years, as needed.

The General Fund Contingency is approximately 2% of General Fund proposed operating expenses.

The General Fund Contingency is intended to be used for special projects/demands and remains separate from Fund Balances that act as reserves for economic uncertainties.

The amount charged to Departments accounts for the fact that non-departmental costs are allocated and thus already included in the departmental expenditures.

Transfers and Loans

Where included, transfers to Roadway Maintenance Programs reflect the ongoing need to augment street maintenance with General Fund transfers.

Where included, transfers to fund the Reserve for Roadway Maintenance are set aside during good times so that maintenance activities can be sustained during recessionary periods.

Where included, transfers to the Main Street Fund reflect the ongoing need to fund the maintenance and enhancement of its major gateways and arterials.

Loans to Community Parks for current operations are included as necessary to cover community park shortfalls until assessments are sufficient to balance the budget.

Assigned Revenues

P-6 revenues are projected to grow with development and per officer costs: New Development is now projected for 360 units in FY 21/22, 250 units in FY 22/23 and FY 23/24, and 200 units per year thereafter.

The growth in officer costs is being projected at 5% per year, plus \$230,000 every two years for the addition of two positions .

Parks revenues are estimated to grow with development and include adjustments of 3% each year for inflation on those portions subject to inflation factors.

Use of park asset replacement reserves are appropriations of fund balance for use, as needed, and are excluded from the projections.

Roadway Maintenance revenues are estimated to grow with development, and when possible will include additional transfers from the General Fund.

Transfers of Gas Tax funds to Street Lighting are shown to continue, even with development. This largely is a reflection of the expectation that utility costs will grow faster than the assessment.

Transfers of Gas Tax and Measure C/J revenues to capital projects are shown only to the extent reflected in the current Capital Improvement Plan, and afterwards are discontinued. This reflects

the expectation that 5 years from now, more funds will need to be available for street maintenance and less for capital improvements.

Drainage and Stormwater assessment revenues are projected to grow 3% per year.

Assigned Expenditures

Community Parks expenditures are limited to growth of 5% per year in order to continue repaying the General Fund loan and adequately funding its reserve for Resurfacing and Equipment Replacement.

Street Lighting expenditures are estimated to grow at 5% annually to reflect increased costs from CPI and development.

Neighborhood Parks and Landscape Maintenance revenues are projected to be spent in the year received, after funding replacement reserves, as appropriate.

Other than maintaining a small fund balance for cash flow purposes, Gas Tax and Measure C funds are projected to be spent in full in the year received.

Other than maintaining a small fund balance for cash flow purposes, Drainage and Stormwater funds are projected to be spent in full in the year received.

Grants

Grants are not included in the budget until actually approved by the Grantor, and accordingly are not projected beyond the current year.

GENERAL FUND SOURCES & USES

