



Fiscal
Sustainability
Workbook

March 7, 2005

**AGENDA FOR A MEETING OF THE CITY COUNCIL OF THE CITY OF
WINTERS SCHEDULED FOR TUESDAY,
MARCH 7, 2005 AT 5:30 P.M.**

CALL MEETING TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

RECOGNIZE AUDIENCE/CORRESPONDENCE:

At this time members of the public may address the Council on items not listed on the agenda and within the jurisdiction of the Council. No formal action may be taken on items not listed on the agenda. Presentations may be limited or continued, depending on the time available.

MODIFICATION OF AGENDA:

PRESENTATION:

1. Presentation of Fiscal Sustainability Workbook
2. General Overview of the City of Winters Fiscal Forecasting Model
3. Regional Impacts Forecast

DISCUSSION ITEMS:

1. Fiscal Recommendations
 - a. Fiscal Forecasting Model
 - b. Development Phasing
 - c. Projected Expenditures
 - d. Projected Revenues
2. Downtown Revitalization
3. Industrial Area and North Area Specific Plan
4. Community Development and Redevelopment Strategy
5. Facilities and Level of Service Plans

*******COMMUNITY DEVELOPMENT AGENCY*******

CITY MANAGER REPORT

COUNCIL/STAFF COMMENTS

INFORMATION ONLY

Consideration of items not listed on the agenda:

Items in the following categories; pursuant to Government Code

1. *Majority determination that an emergency (as defined by the Brown Act) exists; or*
2. *A 4/5th determination that the need to take action arose subsequent to the posting of the agenda*

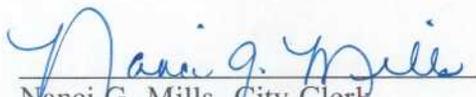
**AGENDA FOR A MEETING OF THE CITY COUNCIL OF THE CITY OF
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2. *A 4/5th determination that the need to take action arose subsequent to the posting of the agenda*

ADJOURNMENT:

I declare under the penalty of perjury that the foregoing agenda for the 3/7/05 meeting of the City Council of the City of Winters was posted 3/2/05 in the office of the City Clerk, 318 First Street, Winters, CA and was available to the public during normal business hours.

ATTEST:


Nanci G. Mills, City Clerk



**CITY COUNCIL
STAFF REPORT**

TO: Honorable Mayor and Councilmembers
DATE: March 1, 2005
FROM: John W. Donlevy, Jr., City Manager 
SUBJECT: Fiscal Sustainability Recommendations

Following for your review and consideration are recommendations meant to serve as an outline for the planned workshop on the long term fiscal sustainability of the City. They include the following areas:

- Fiscal
- Downtown Revitalization and Commercial Development
- Industrial Area and a North Area Specific Plan
- Community Development and Redevelopment
- Facilities and Level of Services Plans

These recommendations will also serve as an outline for the upcoming workshop on Fiscal Sustainability.

Recommendation 1: Fiscal

Staff Recommendations:

- Place a 1/4¢ Local Sales Tax before the voters of Winters in the March, 2006 Election to be used generally for Public Safety Services; and
- Establish a Service Reserve Fund as an annuity for the ongoing funding of local services in future years; and
- Utilizing the Fiscal Forecasting Model, develop a ten year strategy for development which results in an overall positive fiscal forecast for the operation of the City.

Discussion:

The City of Winters has adopted a very comprehensive set of fiscal policies which govern the overall operation of the City budget. The most essential aspect of those policies are that the City maintain a solvent fiscal structure to fund both current and future costs.

In a discussion of the long term fiscal sustainability of the City, Staff has identified two (2) funding sources which are being recommended to assist in supplementing the services provided by the City. These include the implementation of a local quarter cent sales and the establishment of a service reserve fund.

Staff is also requesting that the City Council review the fiscal forecasting model to determine the policy strategy on both residential unit generation and taxes which provide a positive fiscal outlook for the City of Winters.

Local Sales Tax:

In reality, the City's Sales Tax revenue is generated mostly by businesses which are visitor serving. Visitors also play a very significant role in the generation of service requests for public safety operations. Staff is recommending that the City place a quarter cent sales tax before the voters as a general use revenue to assist in funding public safety services.

Estimated Sales Tax Generation		
<i>Fiscal Year</i>	<i>Estimated Population</i>	<i>1/4% Sales Tax Rev</i>
2004-05	6,868	
2005-06	7,055	
2006-07	7,428	93,219
2007-08	8,175	111,176
2008-09	8,511	119,256
2009-10	8,848	127,337
2010-11	9,184	135,418
2011-12	9,520	143,498
2012-13	9,856	151,579
2013-14	10,192	159,660

This would occur on the March, 2006 Election.

Service Reserve Fund: This fund is proposed as a mechanism for capturing a percentage of revenue during peak development periods and investing it as a source of ongoing revenue for future services.

Under this proposal, the City would City will establish a Service Reserve Fund and transfer an amount of General Fund revenues equal to a percentage portion of Development Fees to an investment fund based on the following schedule

Year 1	10%
Year 2	20%
Year 3	30%
Year 4	40%
Year 5 and thereafter	50%

Fiscal Forecasting

The City Staff has generated an overall fiscal forecasting model for the use of the City Council in determining revenues and expenditures in the coming years. Generally, the model allows for the testing of basic assumptions for tax base generation and revenues, which are then offset by expenditures to determine the budget outlook for the City.

The overall model is based on taking a variety of assumptions for population, taxes and development along with projections on expenditures and providing a budget scenario which is either positive or negative.

It is important to note that key factors in the model include how revenues are provided to the City. In the case of a high rate of development, revenues increase based on a multitude of increases in baseline tax revenues (property, sales, utility tax) under the assumption that population and property values will hold for a duration.

The alternative to increases in baseline revenues would include enacting special taxes to generate revenues for service demands, reductions in services and/or economic development.

In order to assist the City Council in working through this model, Staff has run a series of six (6) possible development scenarios. Each provides a different snapshot of development/population trends and the positive and/or (negative) per unit tax generation.

During the workshop, Staff will work with the City Council to analyze various scenarios for revenue and expenditure adjustments based on information presented.

Provided as attachments to these recommendations are the following:

- **Variable Expenditures:** This includes a listing of variable expenditures which can be reduced or increased. As an example, a police officer costs approximately \$100,000. The City Council can choose to move this amount, delete or add as necessary.
- **Estimated Staffing Levels:** This includes an overview of the staffing levels for all departments on a fiscal year basis.
- **Public Safety Organization Charts:** Because public safety staffing needs is viewed as critical, a staffing chart for the next 8 fiscal years is provided.

Recommendation 2: Downtown Revitalization/Commercial Development

Staff Recommendations:

- Implementation of the scheduled downtown capital projects during the FY 2005-06 Year.
- Development of a Downtown Master Plan to include the investigation of mixed use (commercial, business, residential).
- Work with the local business community and the Chamber of Commerce toward an overall marketing and event program to attract tourism dollars and capture the leakage of current dollars within the community.

Discussion:

The CDA Staff has recommended and the City will be pursuing the development of an overall downtown master planning effort. The goal is to work toward the overall economic renaissance and build a collaborative means of increasing the overall tax base within our main commercial core. This will also include the coordination of new development, street and streetscape design, infrastructure improvements and building renovations in Downtown Winters.

Provide a detailed vision that promotes and guide public and private sector investment. It will clarify goals for new development projects and capital improvements with specific policy recommendations, schematic design-level plans, illustrations, and cost estimates.

Implement recommendations of the *Downtown Market Evaluation* prepared by Keyser Marston Associates.

The Master Plan will specifically address the following issues:

1 - Allocation of Development – Specialty Retail, Office Space, Business Services, Infill Residential. Tabulation of existing space and utilization, and identify strategies to allocate specialty and other uses to create a strong and vibrant commercial district.

2 - Development Opportunity Sites - Prepare to-scale concept development plans for the major vacant and underutilized properties within and adjacent to downtown. Plans would indicate potential types and quantities of development – e.g., office, townhome or multi-unit residential – as well as building orientations and street improvements needed to provide strong connections to the downtown core.

3 - Hierarchy of Streets and Public Spaces - *Master Plan* design to integrate hierarchy of streets and ways into a network of attractive public spaces that supports new downtown investment and promotes the pedestrian activity needed for a successful storefront commercial district.

4 - Downtown Plaza/Green – Develop concept of special public space that has a strong symbolic and functional role in downtown, including Rotary Park, Community Center, and creekside amphitheater. Improvements to strengthen the link between Downtown and the Putah Creek pedestrian bridge as well, with the Railroad Avenue frontage renovated for a more downtown-like appearance.

5 - Downtown Design Character – Augmentation of the *Design Guidelines* with annotated photographs and/or sketches to indicate design recommendations for new and renovated buildings, incorporating plans for development opportunity sites as appropriate. These updated guidelines would clarify the desired design character desired for downtown and streamline the development application and review process.

6 - Priorities/Phasing Strategy - Establish priorities and a phasing strategy, focusing on the sequence of efforts most likely to catalyze private sector investment, support grant applications, etc.

This process will also develop programs and encourage business development from the downtown business district outward. Specifically, this will include:

- Implement Capital Improvements which enhance the ambiance of the historic district.
- Work with developers and property owners to encourage development of properties in the core which will include a combination of commercial, business and residential uses.
- Implement aspects of the Winters Design Guidelines.
- Expand downtown parking.
- Seismic retrofit program.

The area of the Downtown Master Plan Area map is attached.

Recommendation 3: Industrial Area Development/North Area Specific Plan

Staff Recommendations:

In order to facilitate the industrial development of the City, Staff is recommending the following:

- Engage all property owners within the Flood Zone and prepare a North Area Specific Plan. This would include all properties, including residential, commercial and industrial.
- Require the property owners within the area to finance the effort, lead by the City.
- Develop infrastructure master plan for eastern area of City.
- Develop a plan for making development along the 505 more feasible, by:
 - Explore possible annexation and sphere of influence expansion both to the North and to the East.
 - Explore the potential for specific planning of the area which would include land use, infrastructure financing options and phasing.

Discussion:

The 505 and Grant Ave/128 corridors represent the industrial and business zones of the City which will produce the jobs and desired non-residential economic expansion which many in the City desire. Per the City's General Plan, the expectation is that the City will strive to balance residential growth with job production.

With the considerable economic expansion occurring along the 80 and 505 corridors, the expectation that Winters can attract certain types of industrial (non-warehousing) business is very real. In the view of Staff, the expansion of residential opportunities and the current workforce will make Winters a very attractive location for companies similar to those in the Vacaville/Solano areas to want to develop within our City.

The limitations to moving forward with an aggressive industrial area campaign are the following:

- The Road 90 corridor, including all of the City's industrial zoned properties, including the McClish land are located in the designated flood zone. In November, 2004, the City completed an overall flood zone study and has identified a generic project to solve the 100 year flood issue. This, however, costs approximately \$24 million and would require an overall plan for other properties located in the zone.

- The properties are mostly undeveloped and there are presently no water or sewer utilities to the area. For development to occur, a comprehensive master plan would need to be prepared to help facilitate the overall potential for the area.

Realistically, development (especially job producing business) will be significantly deterred from development in the area with solutions to the many problems which surround this property.

Recommendation 4: Community Development Agency/Redevelopment

Staff Recommendations:

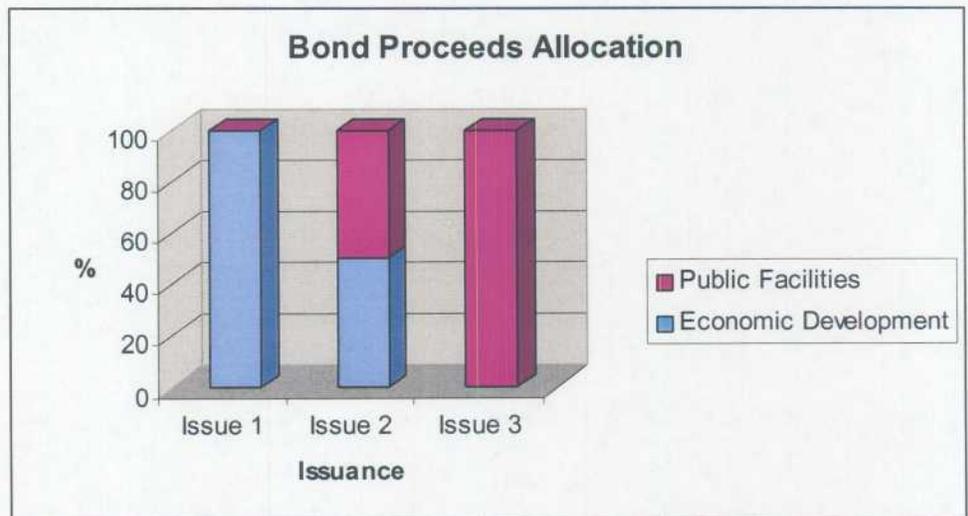
- Issuance of Tax Allocation Bonds in Fall 2006.
- Continuation of allocation strategy for bond proceeds to allow a combination of investment on both economic development projects and public infrastructure investments.

Discussion:

In 2003, the Community Development Agency received a report which outlined a strategy of three (3) issuance of tax allocation bonds to accomplish the projects outlined in the overall redevelopment plan.

This strategy included the following:

- **Issuance 1:** This would include an expenditure of 100% of the non-housing bond proceeds on economic development projects which would spur additional private investment in the redevelopment project area.



To date, this has included funding for the rehabilitation of the Railroad Trestle Bridge (a destination amenity), construction of a downtown parking lot, Façade Improvement Grants and a variety of public improvements within the project area.

- **Issuance 2:** 50% of the non-housing proceeds will go toward economic development projects and 50% of the proceeds will be used for public projects.

Staff estimates that the CDA may be in a position to issue up to \$10 million in tax allocation bonds in Fall 2006. This would allow \$4 million in public projects which could include \$1 million allocations each toward the construction of a new City pool, library, youth sports park and fire/police/public works facility.

- **Issuance 3:** 100% on non-housing bond proceeds will be allotted to public projects. At this time, no estimate of funds can be calculated for Issuance 3.

Utilize redevelopment financing and the Agency's Implementation Plan to spur economic development along the Grant and Railroad Ave. corridors. This may include:

- Development and Implementation of a capital improvement plan to strategically locate public improvements which make it easier for job producing industry to locate.
- Consider development agreements with property owners and developers interested in producing industrial and commercial sites.
- Actively work to market and attract developments to Winters.

Staff is recommending that the CDA consider proceeding with the issuance of its next tax allocation bonds in the Fall 2006. This is projected to be a key period of growth in our tax increment and a horizon for the implementation of some key community projects. The estimated amount of the bonds is between \$8-10 million dollars, with the proceeds possibly being distributed as follows:

\$1 million each to the following projects:

- New City/County/School Library
- Youth Sports Park Facility
- New City Pool
- Fire/Police/PW Facility

The balance of the funds would be allotted to economic development projects and affordable housing programs.

Recommendation 5: Facilities and Level of Services Plans

Staff Recommendations:

- Development of 20 Year Plans for the following:
 - **Level of Service Plans** for all areas of services including maintenance, recreation, public works and public safety.

- *Fire Service Transition Plan* for the eventual City assumption of the fire department and district fire service.
- *Capital Equipment Plan* for all areas of service including public safety, general services employees and utilities.
- *Facilities Master Plan*
- *Parks and Open Space Master Plans* to include a prioritization of needs, definition of services and financing plans to accomplish the goals outlined for parks and open space in the City's General Plan.

Discussion:

In the fiscal modeling which has been developed, Staff has projected the implementation of the most minimal aspects of service increases for the City of Winters for the next 10 year period. In most cases, most notably public safety, we are forecasting minimum staffing to catch up on basic deficiencies which currently exist. There are no recommendations for increases in any other services, except parks which would expand significantly.

The City's General Plan calls for the development of a number of documents which have yet to be written. These include:

- *Level of Service Plan*- This plan will work to define service goals and levels for how services are provided within the community. It would establish such standards as public safety response times, fire truck staffing and the types of law enforcement services to be provided. They will determine recreation and after school programs and the possible implementation of child care programs. These will provide definition for how the City operates from a business level.
- *Capital Equipment Plan* for all areas of service including public safety, general services employees and utilities.
- *Facilities Master Plan* to identify and prioritize the future facilities to service the Winters Community. This will include such amenities as child care, senior center, community buildings and others.
- *Parks and Open Space Master Plans* to include a prioritization of needs, definition of services and financing plans to accomplish the goals outlined for parks and open space in the City's General Plan.

Additionally, the City is in need to begin the development of a Fire Services Transition Plan. Presently, the City is providing approximately 70% of the total funding for the Winters Fire Department which is under the jurisdiction of the

Winters Fire District. With the increases in fire costs expected to escalate in coming years, the expectation that the City will assume control of the fire service is evident.

At this time, it is critical that the City Council and the representatives of the Winters Fire District establish a subcommittee to begin working on a transition plan for City assumption of the overall fire services for both entities.

Summary and Conclusion:

The overall components of the Fiscal and Economic Sustainability presented by Staff are meant to accomplish the following:

- Determine a fiscal course for the City which enhances the current levels of service to the minimum required per our General Plan;
- Builds the current tax base of the City for sustained economic growth with recurring revenue sources which provide a sound foundation for the future of the community;
- Identifies strategies for the accomplishment of a number of community goals for new and replacement facilities through sound financial mechanisms;
- Outlines strategies for overcoming hindrances within our land area which limit the potential for job creation and addresses known natural impediments previously foreseen in the City's General Plan.

City of Winters Fiscal Sustainability Workbook Narrative

Assumptions:

The overall fiscal strategy will be based on compliance with the City's General Plan and the achievement of a variety of community service and infrastructure goals. While acknowledging a current deficiency in meeting certain objectives outlined in the General Plan, the program provides for an incremental achievement over a 5 year period. A couple of assumptions include:

- City will not achieve General Plan ratios for parks or police but they will significantly improve and service goals will advance.
- Population would reach 8,488 by 2010.
- No assumptions are made for increased tax revenues from industrial and commercial sectors.

These will include the following:

Public Safety Services:

The General Plan provides a **police** staffing ratio of 1.7 officers per 1,000 population. Currently that ratio is 1.15 at a ratio of 8 officers per 6.9 (000) population. At 2010, the Department would be as follows:

- 12 Police officers (ratio=1.5 with CSO)
- 1 Community Service Officer
- 2 Records Personnel

The general Plan currently does not contain a staffing ratio for **fire** services. Using the industry standard of 1 per 1,000 population, the current ratio is .4. The City also pays approximately 85% of the current operating budget for Winters Fire and it is anticipated that by 2008, the City would consider a reversal of the current contracting relationship with the Winters Fire District once that funding surpasses 90%. At 2010, the Department would be as follows:

- City operated Fire Department by 2008
 1. 7 FTE (ratio=1.05 with seasonal)
 2. 2 seasonal

Additionally, the City would anticipate the construction of a new fire/police facility and a consolidation of administrative clerical operations for both police and fire by 2008. Staffing at the fire station would increase from a five (5) day per week (8-5) to a seven (7) day three shift (10 hours per day) operation.

Parks:

The General Plan goal for parks is 7 acres of land per 1,000 population. The City presently operates with 7 total acres of parks generating a present ratio of 1.01 acre per 1,000. This fiscal assumption includes a projection that by 2010 a sports park will be developed at the former landfill facility and a ten (10) acre neighborhood park will be developed. At 2010, the parks would include as follows:

- 32 Acres of new parks to a new total of 39. A ratio of 4.58 acres per 1,000, a 350% increase.
- Maintenance services will increase proportionally to parkland growth.

Infrastructure Improvements:

Based on the overall City-wide pavement management system (PMS), staff estimates a current overall deficiency of approximately \$4.5 million of maintenance need. This includes a combination of need for reconstruction and overlays of current streets and a preventative maintenance program which should be budgeted at approximately \$100,000 annually. Typically, using a 50/50 ratio of expenditures of infrastructure maintenance, you would spend an equal amount of funding toward preventative.

Staff has provided for \$200,000 toward deferred maintenance but not preventative maintenance.

Fiscal Assumptions:

In development of the fiscal model, the following revenue and expenditure assumptions are being made:

1. Revenues

- Property tax increase by 2% per year allowed by law
- Each new market rate home projected assessed valued at \$400,000
- Each new affordable home projected assessed valued at \$200,000
- Each new home increases population by 3.248 persons
- UUT (based on regression analysis) increases by \$367.00 per unit added
- Taxable Sales (based on regression analysis) increases by \$9,121.25 per person
- VLF (based on regression analysis) increases by \$109.77 per resident
- Include .25% sales tax increase for Public Safety
- Includes investment earnings of 4.2% for a Guaranteed Investment Contract investment for Development Impact fee set aside
- Includes investment earnings of 4.2% for a Guaranteed Investment Contract investment for Development Agreement General Fund One time fee.

- Building Permit Fees do not increase by inflationary factor
- Property Tax in Lieu of VLF increase by increase in Assessed Value for the City, not by population increase.
- All other revenues increase at 2.33% per year

2. Expenditures

- Wages increase 2.5% per year
- Cafeteria Plan increases 5% per year
- PERS Contributions based on actuarial for 05-06 and 06-07 and increase 5% per year thereafter
- Increase building maintenance for new Police and Fire Building to \$36,000 per year.
- Parks Cost estimated at \$14,000 per acre
- Include \$20,000 annually for Park Equipment Replacement
- \$200,000 annually (plus inflationary adjustments) toward deferred street maintenance costs.
- City Wide Assessment short fall for parks fully funded by General Fund
- All other expenditures increase at 2.33% per year
- City will establish a Service Reserve Fund and transfer an amount of General Fund revenues equal to a percentage portion of Development Fees to an investment fund based on the following schedule
 1. 05-06 10%
 2. 06-07 20%
 3. 07-08 30%
 4. 08-09 40%
 5. 09-10 and thereafter 50%

3. Other Assumptions

- No Increase in Utility User Tax Rate
- No Increase in Municipal Services Tax Rate
- No Increase in City Wide Assessment Tax Rate
- Services implemented ahead of or in conjunction with development
- General Plan Compliance in 08-09 with Development

4. Fiscal Policy Assumptions

- Implementation of General Plan Service/Facility Standards
- Services in Place in Conjunction with New Development
- Make Non-Recurring Revenues become Recurring Revenues
- New Parks in 08-09 and 11-12
- Service Reserve Fund Established
- Fire District Revenue does not increase
- Property Tax Calculations based on CDA vs outside CDA

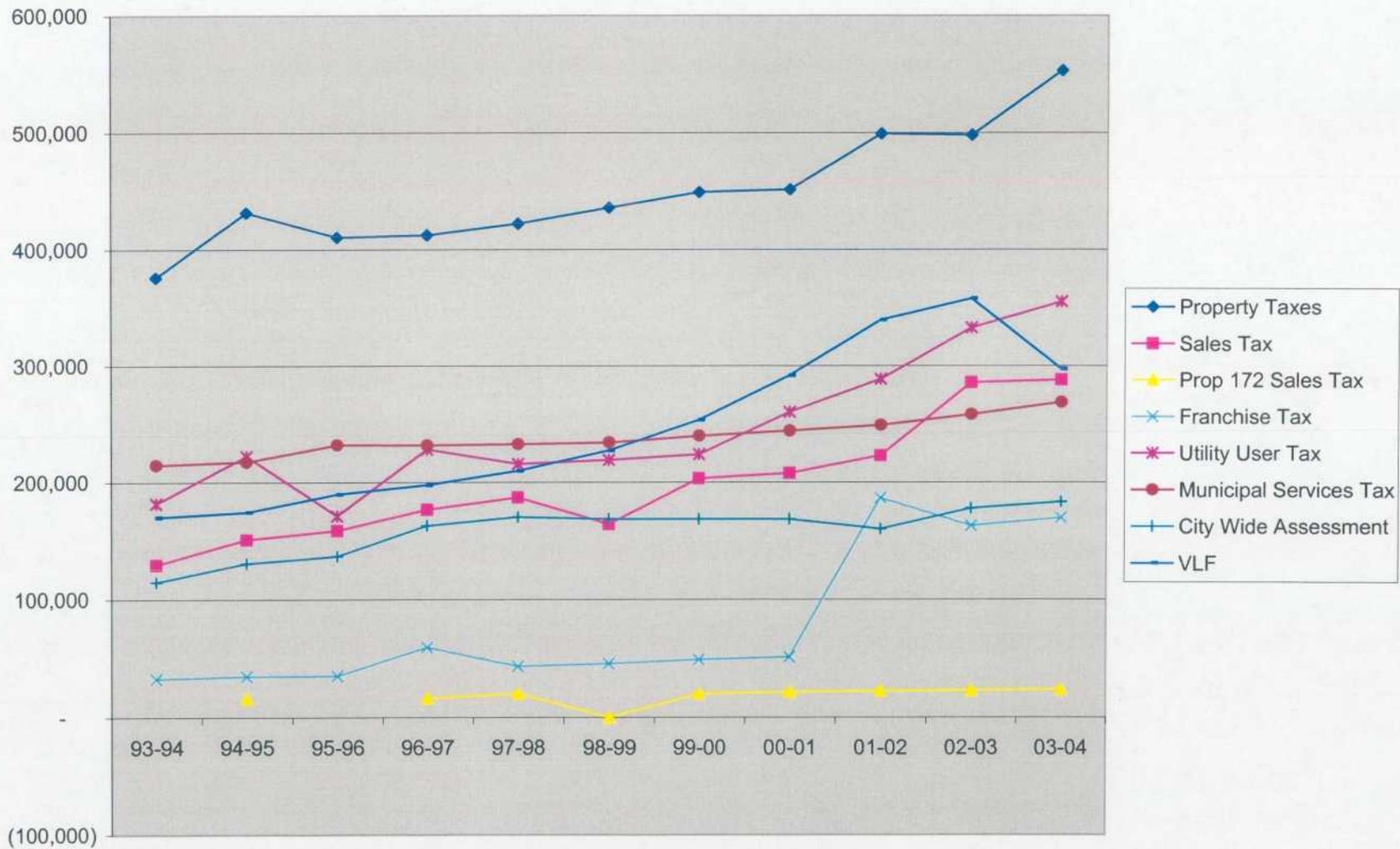
Fiscal Sustainability Workbook

Assumptions Narrative

Page 4

- Fire and Police Facility opens 07-08
- GIC Revenue based on interest rates on GIC for CDA bond reserve

City of Winters Major Revenues



City of Winters Historical Data Tables

year	counter	property tax	sales tax	172 sales tax	Franchise Tax	UUT	Muni Services	City Wide Assmt	VLF	assessed value	taxes collected as a percent of assessed value	population	units	taxable sales
93-94	1	375,788	129,482		32,678	181,807	214,757	114,857	169,955	152,266,775	0.00247	5,100	1703	12,948,200
94-95	2	431,539	150,835	16,170	34,886	222,264	217,319	130,574	174,419	175,082,756	0.00246	5,275	1778	15,083,500
95-96	3	410,472	158,769		35,264	170,980	231,971	136,759	189,603	193,304,330	0.00212	5,500	1860	15,876,917
96-97	4	412,335	176,611	16,199	59,394	227,996	231,792	162,837	197,687	171,237,505	0.00241	5,625	1881	17,661,111
97-98	5	422,152	186,991	20,202	43,188	215,704	232,700	170,127	209,795	204,203,012	0.00207	5,700	1899	18,699,128
98-99	6	435,946	164,159	(40)	45,705	219,102	234,123	168,413	227,259	211,005,630	0.00207	5,850	1904	16,415,878
99-00	7	449,066	203,336	20,315	48,859	223,984	239,857	168,413	253,565	216,791,066	0.00207	6,050	1954	20,333,600
00-01	8	451,629	207,815	21,628	51,295	260,138	244,080	168,573	291,732	235,011,728	0.00192	6,139	2000	20,781,500
01-02	9	499,038	222,759	22,368	186,609	288,538	248,945	159,972	339,406	252,992,011	0.00197	6,290	2045	22,275,879
02-03	10	498,128	285,619	22,722	162,839	332,540	258,161	177,604	357,892	280,287,089	0.00178	6,606	2101	28,561,910
03-04	11	553,104	287,769	23,908	169,634	354,994	268,773	183,118	297,138	311,886,568	0.00177	6,868	2210	28,776,890

SUMMARY OUTPUT **Property Tax estimates**

<i>Regression Statistics</i>	
Multiple R	0.916402949
R Square	0.839794365
Adjusted R Square	0.821993738
Standard Error	21157.24795
Observations	11

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	2.1118E+10	21118157674	47.17779909	7.31918E-05
Residual	9	4028662268	447629140.9		
Total	10	2.5147E+10			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	365883.0775	13681.7531	26.74241193	6.91583E-10	334932.7781	396833.3768	334932.7781	396833.3768
counter	13855.80209	2017.26444	6.868609691	0.0000732	9292.429408	18419.17477	9292.429408	18419.17477

RESIDUAL OUTPUT

<i>Observation</i>	<i>Predicted property tax</i>	<i>Residuals</i>	<i>Actual Receipts</i>			
1	379,738.88	(3,950.88)	375,788	0.010513586	532,152.70	549918.6205
2	393,594.68	37,944.32	431,539	0.087927901	546,008.50	564236.9986
3	407,450.48	3,021.14	410,472	0.007360159	559,864.31	578555.3766
4	421,306.29	(8,971.57)	412,335	0.021757968	573,720.11	592873.7547
5	435,162.09	(13,009.92)	422,152	0.030818077	587,575.91	607192.1327
6	449,017.89	(13,071.97)	435,946	0.029985302	601,431.71	621510.5107
7	462,873.69	(13,807.69)	449,066	0.030747579	615,287.52	635828.8888
8	476,729.49	(25,100.12)	451,629	0.05557682	629,143.32	650147.2668
9	490,585.30	8,452.92	499,038	0.01693843	642,999.12	664465.6449
10	504,441.10	(6,313.55)	498,128	0.012674562	656,854.92	678784.0229
11	518,296.90	34,807.32	553,104	0.062930852	670,710.72	693102.401

3.3385%

counter	1	2	3	4	5	6	7	8	9	10	
year	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
calculated per regression	532,152.70	546,008.50	559,864.31	573,720.11	587,575.91	601,431.71	615,287.52	629,143.32	642,999.12	656,854.92	670,710.72
adjusted by error factor	549,918.62	564,237.00	578,555.38	592,873.75	607,192.13	621,510.51	635,828.89	650,147.27	664,465.64	678,784.02	693,102.40
new construction added to rolls(built 04-05)			38,055.00	38,816.10	39,592.42	40,384.27	41,191.96	42,015.79	42,856.11	43,713.23	44,587.50
new construction added to rolls(built 05-06)				76,110.00	77,632.20	79,184.84	80,768.54	82,383.91	84,031.59	85,712.22	87,426.47
new construction added to rolls(built 06-07)					152,220.00	155,264.40	158,369.69	161,537.08	164,767.82	168,063.18	171,424.44
new construction added to rolls(built 07-08)						68,499.00	69,868.98	71,266.36	72,691.69	74,145.52	75,628.43
new construction added to rolls(built 08-09)							68,499.00	69,868.98	71,266.36	72,691.69	74,145.52
new construction added to rolls(built 09-10)								68,499.00	69,868.98	71,266.36	72,691.69
new construction added to rolls(built 10-11)									68,499.00	69,868.98	71,266.36
new construction added to rolls(built 11-12)										68,499.00	69,868.98
new construction added to rolls(built 12-13)											68,499.00
Total with growth	549,918.62	564,237.00	616,610.38	707,799.85	876,636.75	964,843.03	1,054,527.05	1,145,718.39	1,238,447.20	1,332,744.20	1,428,640.79
estimated increase in property tax/assessed growth for property tax in lieu of vif		1.03	1.09	1.15	1.24	1.10	1.09	1.09	1.08	1.08	1.07

SUMMARY OUTPUT

SALES TAX

Regression Statistics	
Multiple R	0.963634651
R Square	0.928591741
Adjusted R Square	0.92065749
Standard Error	1454239.901
Observations	11

ANOVA					
	df	SS	MS	F	Significance F
Regression	1	2.47509E+14	2.47509E+14	117.0358412	1.85243E-06
Residual	9	1.90333E+13	2.11481E+12		
Total	10	2.66542E+14			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	(34,135,839.10)	5001623.573	-6.824951659	7.68648E-05	-45450306.32	-22821371.89	-45450306.32	-22821371.89
Population	9,121.25	843.1309144	10.81831046	0.0000019	7213.9559	11028.54808	7213.9559	11028.54808

RESIDUAL OUTPUT

Observation	Predicted taxable sales	Residuals				WITH DEVEL	
1	12,382,546	565653.9521	12,948,200	0.04368591	31,900,318.87	6868 04-05	319,003.19
2	13,978,765	1104734.854	15,083,500	0.07324128	33,696,025.46	7055 05-06	336,960.25
3	16,031,047	-154129.8442	15,876,917	0.00970779	37,287,438.64	7428 06-07	372,874.39
4	17,171,203	489907.657	17,661,111	0.02773935	44,470,265.00	8175 07-08	444,702.65
5	17,855,297	843830.7577	18,699,128	0.04512674	47,702,536.86	8511 08-09	477,025.37
6	19,223,485	-2807607.041	18,699,128	0.04512674	50,934,808.73	8848 09-10	509,348.09
7	21,047,735	-714135.4391	20,333,600	0.17102997	57,399,352.45	9184 10-11	541,670.81
8	21,859,527	-1078026.866	20,333,600	0.03512095	57,399,352.45	9520 11-12	573,993.52
9	23,236,836	-960956.9168	20,781,500	0.05187435	60,631,624.31	9856 12-13	606,316.24
10	26,119,152	2442758.454	22,275,879	0.04313890	63,863,896.18	10192 13-14	638,638.96
11	28,508,920	267970.4325	28,561,910	0.08552504			

5.4137%

28,508,906 no change 225,392 75,131

SUMMARY OUTPUT

Utility User Tax

<i>Regression Statistics</i>	
Multiple R	0.908243559
R Square	0.824906363
Adjusted R Square	0.805451515
Standard Error	25769.81924
Observations	11

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	28157853459	28157853459	42.40106841	0.000109957
Residual	9	5976752252	664083583.6		
Total	10	34134605710			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	-466787.6706	109628.7565	-4.257894419	0.002117703	-714785.3365	-218790.0048	-714785.3365	-218790.0048
units	367.1296005	56.38076986	6.511610278	0.000109957	239.5873409	494.6718601	239.5873409	494.6718601

RESIDUAL OUTPUT

<i>Observation</i>	<i>Predicted UUT</i>	<i>Residuals</i>			<i>NO DEVELOP</i>	<i>WITH DEVELOP</i>	
1	158,434.04	23,372.96	181,807.00	0.128559192	352,597	416,727.54	2210 05-06
2	185,968.76	36,295.24	222,264.00	0.163297884	360,813	439,714.93	2268 06-07
3	216,073.39	(45,093.33)	170,980.06	0.263734416	369,220	485,689.70	2383 07-08
4	223,783.11	4,212.45	227,995.56	0.018476027	377,822	577,639.25	2613 08-09
5	230,391.44	(14,687.20)	215,704.24	0.068089532	386,626	619,016.54	2716 09-10
6	232,227.09	(13,125.12)	219,101.97	0.059904157	395,634	660,393.84	2820 10-11
7	250,583.57	(26,599.57)	223,984.00	0.118756557	404,852	701,771.14	2923 11-12
8	267,471.53	(7,333.53)	260,138.00	0.028190923	414,285	743,148.43	3027 12-13
9	283,992.36	4,545.39	288,537.75	0.015753182	423,938	784,525.73	3130 13-14
10	304,551.62	27,987.89	332,539.51	0.084164104	433,816		
11	344,568.75	10,424.81	354,993.56	0.029366205			

8.8936%

SUMMARY OUTPUT

VLF

<i>Regression Statistics</i>	
Multiple R	0.901679662
R Square	0.813026214
Adjusted R Square	0.792251348
Standard Error	30265.2914
Observations	11

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	35847267309	35847267309	39.13508981	0.000148601
Residual	9	8243890772	915987863.6		
Total	10	44091158081			

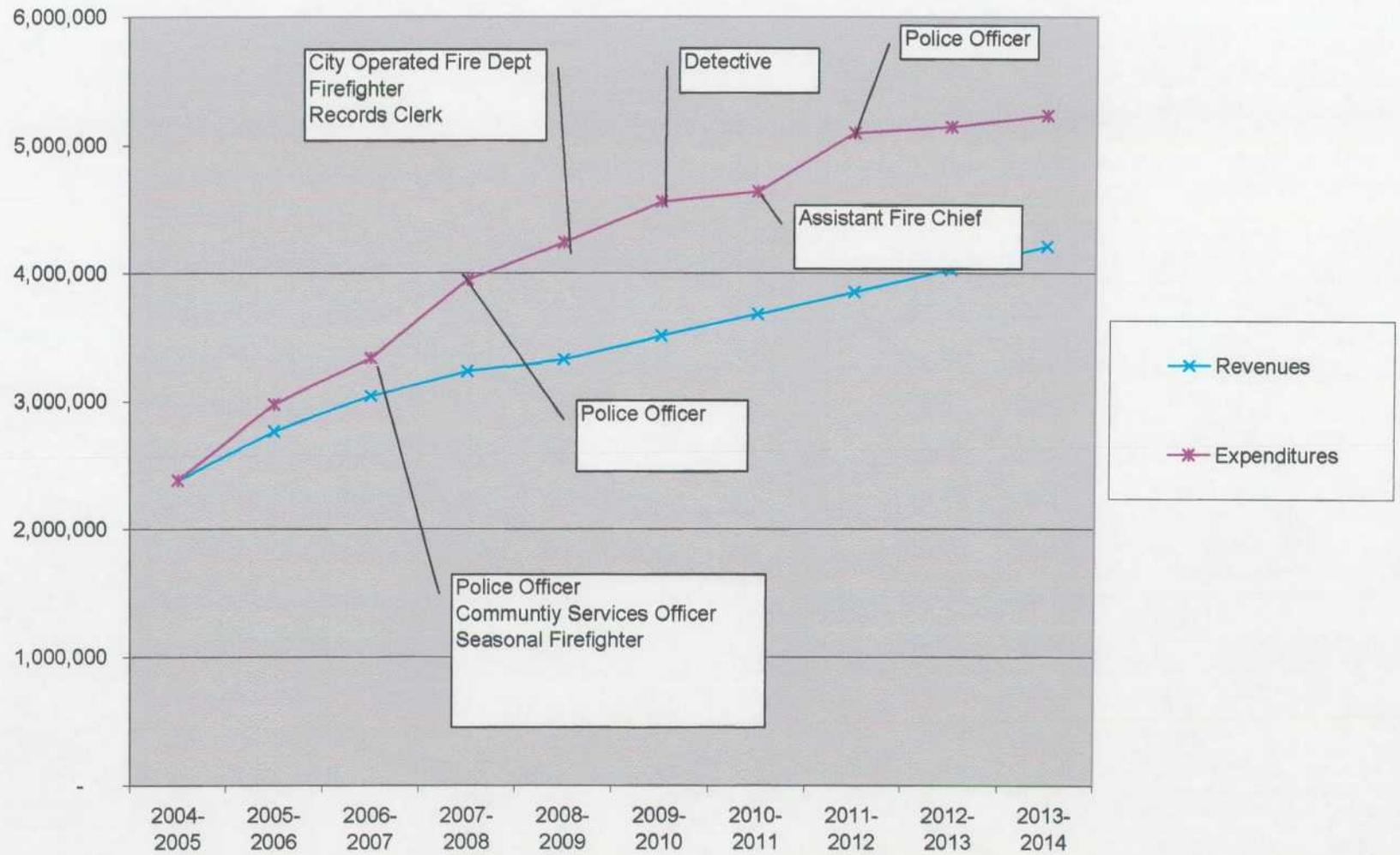
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	-402453.0022	104092.588	-3.866298359	0.003810239	-637926.9752	-166979.0292	-637926.9752	-166979.0292
population	109.7708391	17.547038	6.25580449	0.000148601	70.07665115	149.4650271	70.07665115	149.4650271

RESIDUAL OUTPUT

<i>Observation</i>	<i>Predicted VLF</i>	<i>Residuals</i>			WITHOUT DEVELOPMENT				WITH DEVELOPMENT			
1	157,378.28	12,576.72	169,955.00	0.074000311	359,642	309,292.10	50,349.88	05-06	7055	371,954	319,880	52,074
2	176,588.17	(2,169.17)	174,419.00	0.01243657	368,022	316,498.61	51,523.03	06-07	7428	412,956	355,142	57,814
3	201,286.61	(11,684.05)	189,602.56	0.061623919	376,597	323,873.03	52,723.52	07-08	8175	494,959	425,665	69,294
4	215,007.97	(17,320.93)	197,687.04	0.087617923	385,371	331,419.27	53,951.97	08-09	8511	531,860	457,400	74,460
5	223,240.78	(13,445.44)	209,795.34	0.064088367	394,350	339,141.34	55,209.05	09-10	8848	568,762	489,135	79,627
6	239,706.41	(12,447.47)	227,258.94	0.054772176	403,539	347,043.33	56,495.43	10-11	9184	605,663	520,870	84,793
7	261,660.57	(8,095.57)	253,565.00	0.031927018	412,941	355,129.44	57,811.77	11-12	9520	642,565	552,605	89,959
8	271,430.18	20,301.82	291,732.00	0.069590655	422,563	363,403.95	59,158.78	12-13	9856	679,466	584,341	95,125
9	288,005.58	51,400.47	339,406.05	0.151442422	432,408	371,871.27	60,537.18	13-14	10192	716,367	616,076	100,291
10	322,693.16	35,198.55	357,891.71	0.098349719								
11	351,453.12	(54,314.93)	297,138.19	0.182793503								

8.079%

City of Winters Fiscal Sustainability Scenario 1 Slowest Growth



City of Winters Fiscal Projections 2004-20014

Scenario #1-Slowest Development Model - Buildout in 2035										
	Proposed 2004-2005	projected 2005-2006	projected 2006-2007	projected 2007-2008	projected 2008-2009	projected 2009-2010	projected 2010-2011	projected 2011-2012	projected 2012-2013	projected 2013-2014
Revenues with Development	2,367,487	2,745,196	2,929,788	3,035,409	3,043,085	3,143,712	3,224,438	3,308,356	3,396,166	3,487,623
Expenditures with General Plan Compliance	2,367,487	2,974,330	3,339,014	3,947,053	4,240,073	4,559,093	4,639,385	5,095,580	5,143,895	5,232,753
Revenue in Excess(Less than) expenditures	-	(229,134)	(409,225)	(911,644)	(1,196,988)	(1,415,382)	(1,414,948)	(1,787,224)	(1,747,730)	(1,745,131)
Market Rate Units		50								
Affordable Units		8								
Total new units per year		58	58	58	58	58	58	58	58	58
Total units in City	2100	2158	2216	2274	2332	2390	2448	2506	2564	2622
Per unit surplus/(deficit)		(106)	(185)	(401)	(513)	(592)	(578)	(713)	(682)	(666)

City of Winters General Fund Revenue Projections

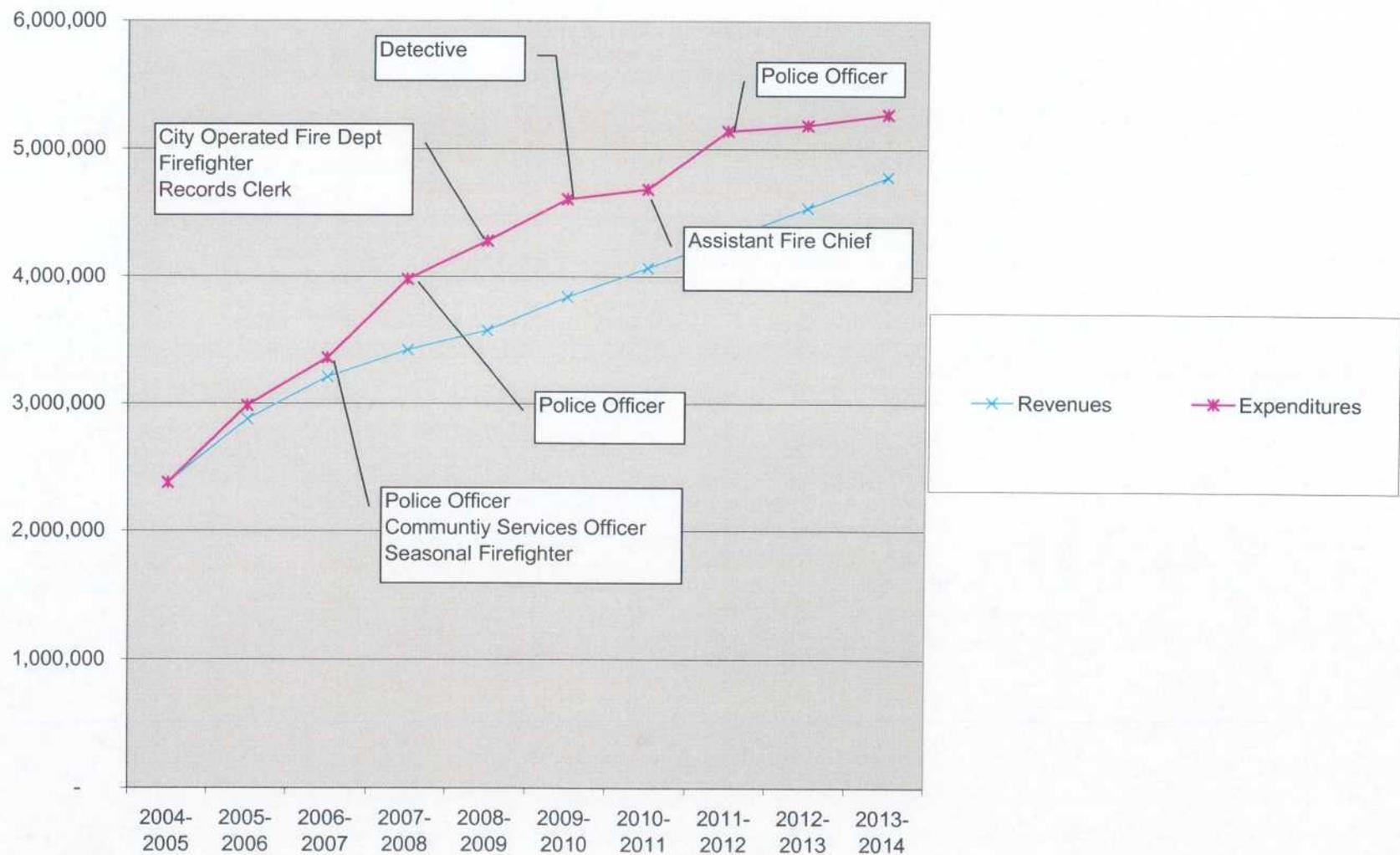
Scenario 1

Fund	Account	Description	Proposed 2004-2005	projected 2005-2006	projected 2006-2007	projected 2007-2008	projected 2008-2009	projected 2009-2010	projected 2010-2011	projected 2011-2012	projected 2012-2013	projected 2013-2014
101	41101	Property Tax	553,253	564,237	578,555	592,874	607,192	621,511	635,829	650,147	664,466	678,784
101	41102	Property Tax in Lieu of Sales Tax	71,613	79,751	79,751	79,751	79,751	79,751	79,751	79,751	79,751	79,751
101	41103	Property Tax in Lieu of VLF	306,043	314,012	321,980	329,949	337,917	345,886	353,854	361,823	369,791	377,760
101	41301	SB813 Suppl		369	500	-	500	-	-	-	-	-
101	41401	Sales & Use Tax	214,840	239,252	239,252	239,252	239,252	239,252	239,252	239,252	239,252	239,252
		Public safety sales tax	-	-	79,751	79,751	79,751	79,751	79,751	79,751	79,751	79,751
101	41402	Prop 172 Sales Tax	19,283	23,776	29,316	36,146	44,568	54,952	67,756	83,544	103,009	127,010
101	41403	Franchise Tax	163,000	166,798	170,684	174,661	178,731	182,895	187,157	191,517	195,980	200,546
101	41404	Prop. Trsf Tax	29,150	16,830	16,830	16,830	16,830	16,830	16,830	16,830	16,830	16,830
101	41405	Utility Tax	357,037	416,728	416,728	416,728	416,728	416,728	416,728	416,728	416,728	416,728
101	41406	Muni. Ser. Tax	271,680	284,640	297,600	310,560	323,520	336,480	349,440	362,400	375,360	388,320
101	41407	Bus. Lic. Tax	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500
101	41408	Tot Tax	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820
101	41507	Motor Veh. in Lieu	52,055	49,203	49,203	49,203	49,203	49,203	49,203	49,203	49,203	49,203
101	41508	Motor Vehicle License Fee-E	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825
101	41509	Homeowner Prop Tax Relief	17,950	18,368	18,796	19,234	19,682	20,141	20,610	21,090	21,582	22,085
101	41511	Off Highway Motor Vehicle	200	200	200	200	200	200	200	200	200	200
		Total Taxes	2,081,249	2,199,309	2,324,291	2,370,284	2,418,970	2,468,725	2,521,506	2,577,381	2,637,048	2,701,365
101	42102	Copy Fees	200	200	200	200	200	200	200	200	200	200
101	42103	Plan Check Fees	19,974	42,907	42,907	42,907	42,907	42,907	42,907	42,907	42,907	42,907
101	42104	Planning Application Fees	7,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
101	42105	Sales of Maps/Publications	750	750	750	750	750	750	750	750	750	750
101	42108	Police Reports	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
101	42109	Fingerprint Fees	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
101	42111	Towing/DUI Reimbursement	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
101	42112	Ticket Sign Off Fees	200	200	200	200	200	200	200	200	200	200
101	42201	Recreation Fees	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
101	42203	Youth Drama Revenue	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
101	42205	Basketball Revenues	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
101	42211	Pool Ticket Sales	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
101	42215	Swim Passes	200	200	200	200	200	200	200	200	200	200
101	42216	Swim Lessons	750	750	750	750	750	750	750	750	750	750
101	42217	Water Aerobics Fee	550	550	550	550	550	550	550	550	550	550
101	42218	Swim Team Reimbursement	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
		Lifeguard class	200	200	200	200	200	200	200	200	200	200
101	42301	Park Rental	500	500	500	500	500	500	500	500	500	500
101	42302	Library Hall Rental	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
101	42303	Community Center Rental	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
		Ambulance Charges				19,288	19,737	20,197	20,668	21,149	21,642	22,146
		Total Service Charges	62,024	82,457	82,457	101,744	102,194	102,654	103,124	103,606	104,099	104,603
101	44101	Rents/Leases	17,000	17,396	17,801	18,216	18,641	19,075	19,519	19,974	20,440	20,916
		Gic Income		18,060	37,158	57,295	78,469	138,059	161,311	184,562	207,813	229,957
101	44102	Interest Revenues	15,000	15,350	15,707	16,073	16,448	16,831	17,223	17,624	18,035	18,455
		Total Rents, Interest, Concession	32,000	50,806	70,667	91,584	113,558	173,965	198,053	222,160	246,288	269,328
101	46101	Building Permit Surcharge	51,224	110,038	110,038	110,038	110,038	110,038	110,038	110,038	110,038	110,038
101	46102	Building Permits	28,585	61,405	61,405	61,405	61,405	61,405	61,405	61,405	61,405	61,405
101	46103	Encroachment Permits	1,000	1,119	1,145	1,172	1,199	1,227	1,256	1,285	1,315	1,345
101	46104	Other License & Permits	15,293	32,852	32,852	32,852	32,852	32,852	32,852	32,852	32,852	32,852
		Total Licenses and Permits	96,102	307,025	346,773	205,466	205,494	205,522	205,550	205,579	205,609	205,640
101	48106	P.O.S.T Reimbursement	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
101	48107	State Hwy Rte 128	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
		Total Grants	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
101	49104	Miscellaneous Revenues	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
101	49106	Cash Over/Short										
101	49108	Commissions on Coke Machine from Fire district	100	100	100	100	100	100	100	100	100	100
101	49109	Developer Planning Reimburs				160,730	163,956	167,247	170,604	174,029	177,523	181,087
		Total Other Revenues	20,100	20,100	20,100	180,830	184,056	187,347	190,704	194,129	197,623	201,187
101	49999	Interfund transfer	80,000	80,000	80,000	80,000	13,313					
101	49901	Pers Transfer										
		Total Transfer	80,000	80,000	80,000	80,000	13,313					
		Total General Fund Revenues	2,376,975	2,745,196	2,929,788	3,035,409	3,043,085	3,143,712	3,224,438	3,308,356	3,396,166	3,487,623

**City of Winters
Expenditure Projections
General Plan Compliance Service Levels
Scenario 1**

		Proposed 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 2008-2009	Projected 2009-2010	Projected 2010-2011	Projected 2011-2012	Projected 2012-2013	Projected 2013-2014
Dept 110	City Council	3,816	1,286	1,308	1,330	1,353	1,376	1,400	1,425	1,450	1,475
Dept 120	City Clerk	12,118	12,376	12,639	12,909	13,185	13,467	13,756	14,052	14,355	14,664
Dept 130	City Treasurer	332	332	332	332	332	332	332	332	332	332
Dept 150	City Attorney	15,930	16,285	16,648	17,020	17,399	17,787	18,184	18,589	19,004	19,428
Dept 160	City Manager	11,137	11,668	11,999	13,195	13,572	13,579	14,007	14,432	14,877	15,339
Dept 170	Administrative Services	157,835	161,553	173,892	176,621	181,848	189,494	195,116	201,053	207,238	213,650
Dept 180	Finance	17,212	42,978	68,967	94,326	119,660	145,102	145,767	146,467	147,197	147,956
Dept 210	Police Department	1,261,933	1,458,465	1,733,289	1,833,052	1,985,292	2,061,997	2,227,012	2,307,962	2,274,559	2,344,619
Dept 310	Fire Department	225,000	230,000	235,000	684,889	712,669	868,943	775,656	897,135	928,589	912,267
Dept 410	Community Development Dept	296,698	313,816	322,438	331,826	341,014	352,840	335,742	345,465	355,541	366,726
Dept 420	Building Inspections	83,970	95,344	98,190	101,420	96,426	115,928	117,121	118,015	124,780	113,404
Dept 610	Public Works	76,218	100,792	109,796	114,226	115,292	123,327	125,124	129,676	133,544	138,349
Dept 620	Building Maintenance	26,100	26,708	27,330	27,967	28,619	29,286	29,968	30,666	31,381	32,112
Dept 650	Parks-Subsidize CWA	-	60,507	68,950	72,007	131,999	134,586	137,345	355,172	363,294	371,716
	Street Deferred Maintenance	-	200,000	204,660	209,429	214,308	219,302	224,411	229,640	234,991	240,466
Dept 710	Recreation	112,587	116,079	124,577	124,579	132,183	133,758	137,313	141,152	145,126	149,241
Dept 720	Community Center	36,802	31,927	32,671	33,432	34,211	35,008	35,824	36,659	37,513	38,387
Dept 730	Swim Pool & Swim Team	39,287	94,212	96,327	98,493	100,711	102,982	105,307	107,688	110,126	112,622
	Total	2,376,975	2,974,330	3,339,014	3,947,053	4,240,073	4,559,093	4,639,385	5,095,580	5,143,895	5,232,753

City of Winters Fiscal Sustainability Scenario 2 Slower Growth



City of Winters Fiscal Projections 2004-20014

City of Winters Fiscal Projections 2004-20014

Scenario #2-Slower Development Model - Buildout in 2025

	Proposed 2004-2005	projected 2005-2006	projected 2006-2007	projected 2007-2008	projected 2008-2009	projected 2009-2010	projected 2010-2011	projected 2011-2012	projected 2012-2013	projected 2013-2014
Revenues with Development	2,376,975	2,875,720	3,238,652	3,480,711	3,664,148	3,960,813	4,221,801	4,490,587	4,762,512	5,039,413
Expenditures with General Plan Compliance	2,376,975	2,983,954	3,358,261	3,975,924	4,278,569	4,607,213	4,685,195	5,139,079	5,185,085	5,271,632
Revenue in Excess(Less than) expenditures	-	(108,234)	(119,609)	(495,213)	(614,420)	(646,399)	(463,393)	(648,492)	(422,572)	(232,219)
Market Rate Units		75								
Affordable Units		11								
Total new units per year		86	86	86	86	86	86	86	86	86
Total units in City	2100	2186	2272	2358	2444	2530	2616	2702	2788	2874
Per unit surplus/(deficit)		(50)	(53)	(210)	(251)	(255)	(177)	(240)	(152)	(81)

City of Winters Revenue Projections

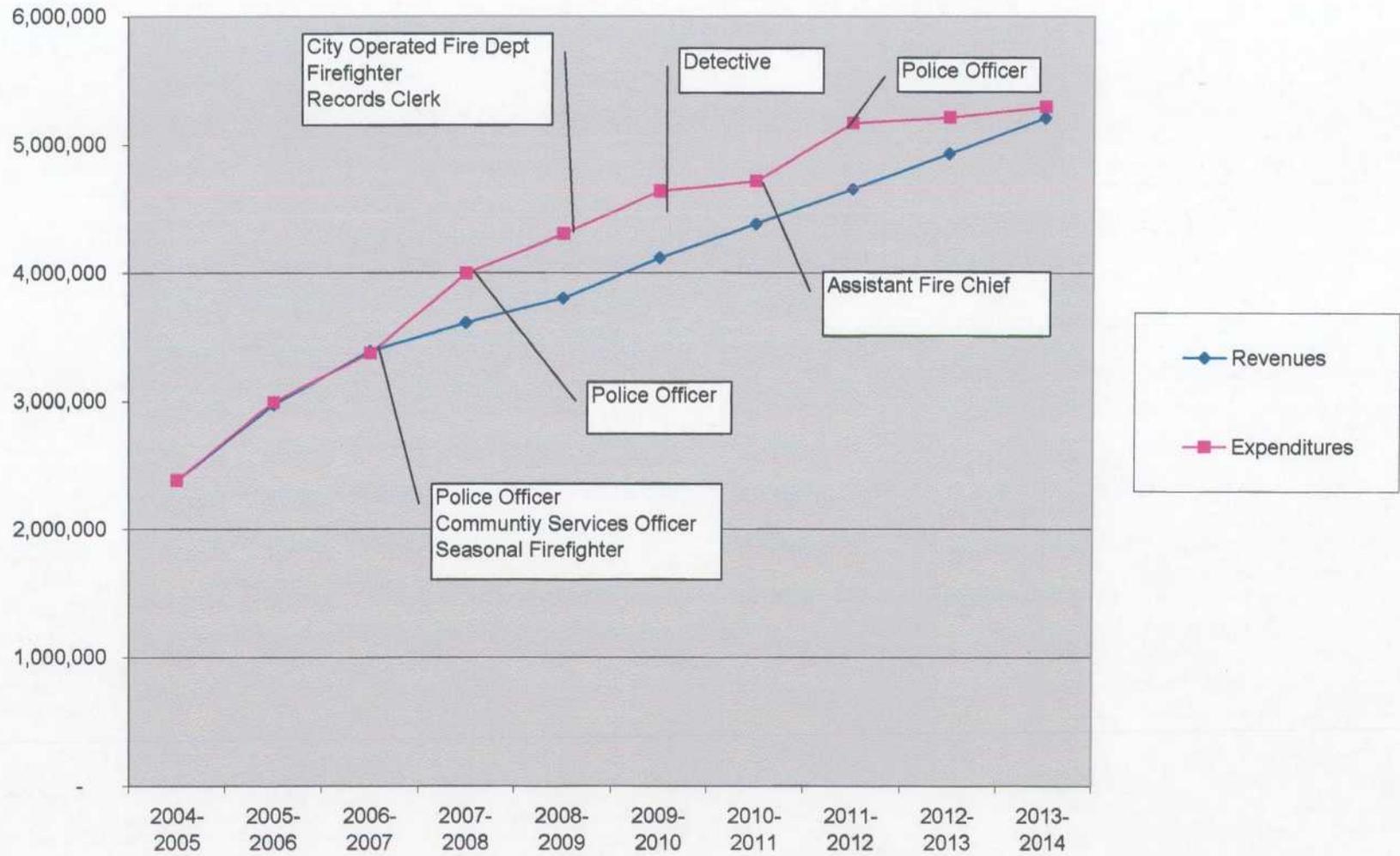
Scenario 2

Description	Proposed 2004-2005	projected 2005-2006	projected 2006-2007	projected 2007-2008	projected 2008-2009	projected 2009-2010	projected 2010-2011	projected 2011-2012	projected 2012-2013	projected 2013-2014
Fund 101 General Fund Revenues										
Property Tax	553,253	564,237	632,045	700,922	770,891	841,973	914,190	987,565	1,062,121	1,137,882
Property Tax in Lieu of Sales Tax	71,613	79,751	86,465	93,180	99,894	106,608	113,323	120,037	126,751	133,466
Property Tax in Lieu of VLF	306,043	314,012	351,748	390,080	429,020	468,578	508,769	552,406	594,110	636,488
SB813 Suppl.		369	500	-	500	-	-			
Sales & Use Tax	214,840	216,989	259,396	279,539	299,682	319,825	339,968	360,111	380,254	400,398
Public safety sales tax	-	-	86,465	93,180	99,894	106,608	113,323	120,037	126,751	133,466
Prop 172 Sales Tax	19,283	23,776	29,316	36,146	44,568	54,952	67,756	83,544	103,009	127,010
Franchise Tax	163,000	166,798	170,684	174,661	178,731	182,895	187,157	191,517	195,980	200,546
Prop. Trsf Tax	29,150	16,830	16,830	16,830	16,830	16,830	16,830	16,830	16,830	16,830
Utility Tax	357,037	416,728	416,728	451,109	485,490	519,871	554,252	588,633	623,014	657,395
Muni. Ser. Tax	271,680	291,000	310,320	329,640	348,960	368,280	387,600	406,920	426,240	445,560
Bus. Lic. Tax	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500
Tot Tax	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820
Motor Veh. in Lieu	52,055	49,203	53,496	57,789	62,082	66,374	70,667	74,960	79,252	83,545
Motor Vehicle License Fee-E	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825
Homeowner Prop Tax Relief	17,950	18,368	18,796	19,234	19,682	20,141	20,610	21,090	21,582	22,085
Off Highway Motor Vehicle	200	200	200	200	200	200	200	200	200	200
Total Taxes	2,081,249	2,183,405	2,458,134	2,667,654	2,881,568	3,098,281	3,319,789	3,548,996	3,781,241	4,020,016
Copy Fees	200	200	200	200	200	200	200	200	200	200
Plan Check Fees	19,974	63,620	63,620	63,620	63,620	63,620	63,620	63,620	63,620	63,620
Planning Application Fees	7,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Sales of Maps/Publications	750	750	750	750	750	750	750	750	750	750
Police Reports	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Fingerprint Fees	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Towing/DUI Reimbursement	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Ticket Sign Off Fees	200	200	200	200	200	200	200	200	200	200
Recreation Fees	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Youth Drama Revenue	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Basketball Revenues	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Pool Ticket Sales	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Swim Passes	200	200	200	200	200	200	200	200	200	200
Swim Lessons	750	750	750	750	750	750	750	750	750	750
Water Aerobics Fee	550	550	550	550	550	550	550	550	550	550
Swim Team Reimbursement	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
Lifeguard class	200	200	200	200	200	200	200	200	200	200
Park Rental	500	500	500	500	500	500	500	500	500	500
Library Hall Rental	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Community Center Rental	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Ambulance Charges				19,288	19,737	20,197	20,668	21,149	21,642	22,146
Total Service Charges	62,024	103,170	103,170	122,458	122,907	123,367	123,838	124,319	124,812	125,316
Rents/Leases	17,000	17,396	17,801	18,216	18,641	19,075	19,519	19,974	20,440	20,916
Gic Income		27,090	55,719	85,888	117,597	206,265	241,053	275,840	310,627	343,758
Interest Revenues	15,000	15,350	15,707	16,073	16,448	16,831	17,223	17,624	18,035	18,455
Total Rents, Interest, Concession	32,000	59,836	89,228	120,178	152,685	242,171	277,795	313,439	349,102	383,129
Building Permit Surcharge	51,224	163,159	163,159	163,159	163,159	163,159	163,159	163,159	163,159	163,159
Building Permits	28,585	91,049	91,049	91,049	91,049	91,049	91,049	91,049	91,049	91,049
Encroachment Permits	1,000	1,119	1,145	1,172	1,199	1,227	1,256	1,285	1,315	1,345
Other License & Permits	15,293	48,711	48,711	48,711	48,711	48,711	48,711	48,711	48,711	48,711
Total Licenses and Permits	96,102	423,710	482,521	304,091	304,119	304,147	304,175	304,204	304,234	304,265
P.O.S.T Reimbursement	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
State Hwy Rte 128	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Total Grants	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Miscellaneous Revenues	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Cash Over/Short										
Commissions on Coke Machine	100	100	100	100	100	100	100	100	100	100
from Fire district				160,730	163,956	167,247	170,604	174,029	177,523	181,087
Developer Planning Reimburs										
Total Other Revenues	20,100	20,100	20,100	180,830	184,056	187,347	190,704	194,129	197,623	201,187
Interfund transfer	80,000	80,000	80,000	80,000	13,313					
Pers Transfer										
Total Transfer	80,000	80,000	80,000	80,000	13,313	-	-	-	-	-
Total General Fund Revenues	2,376,975	2,875,720	3,238,852	3,480,711	3,664,148	3,960,813	4,221,801	4,490,587	4,762,512	5,039,413

**City of Winters
Expenditure Projections
General Plan Compliance Service Levels
Scenario 2**

		Proposed 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 2008-2009	Projected 2009-2010	Projected 2010-2011	Projected 2011-2012	Projected 2012-2013	Projected 2013-2014
Dept 110	City Council	3,816	1,286	1,308	1,330	1,353	1,376	1,400	1,425	1,450	1,475
Dept 120	City Clerk	12,118	12,376	12,639	12,909	13,185	13,467	13,756	14,052	14,355	14,664
Dept 130	City Treasurer	332	332	332	332	332	332	332	332	332	332
Dept 150	City Attorney	15,930	16,285	16,648	17,020	17,399	17,787	18,184	18,589	19,004	19,428
Dept 160	City Manager	11,137	11,668	11,999	13,195	13,572	13,579	14,007	14,432	14,877	15,339
Dept 170	Administrative Services	157,835	161,553	173,892	176,621	181,848	189,494	195,116	201,053	207,238	213,650
Dept 180	Finance	17,212	54,912	92,834	130,128	167,395	204,771	205,436	206,136	206,866	207,625
Dept 210	Police Department	1,261,933	1,458,465	1,733,289	1,833,052	1,985,292	2,061,997	2,227,012	2,307,962	2,274,559	2,344,619
Dept 310	Fire Department	225,000	230,000	235,000	684,889	712,669	868,943	775,656	897,135	928,589	912,267
Dept 410	Community Development Dept	296,698	313,816	322,438	331,826	341,014	352,840	335,742	345,465	355,541	366,726
Dept 420	Building Inspections	83,970	95,344	98,190	101,420	96,426	115,928	117,121	118,015	124,780	113,404
Dept 610	Public Works	76,218	100,792	109,796	114,226	115,292	123,327	125,124	129,676	133,544	138,349
Dept 620	Building Maintenance	26,100	26,708	27,330	27,967	28,619	29,286	29,968	30,666	31,381	32,112
Dept 650	Parks-Subsidize CWA	-	58,197	64,330	65,077	122,759	123,036	123,485	339,002	344,814	350,926
	Street Deferred Maintenance	-	200,000	204,660	209,429	214,308	219,302	224,411	229,640	234,991	240,466
Dept 710	Recreation	112,587	116,079	124,577	124,579	132,183	133,758	137,313	141,152	145,126	149,241
Dept 720	Community Center	36,802	31,927	32,671	33,432	34,211	35,008	35,824	36,659	37,513	38,387
Dept 730	Swim Pool & Swim Team	39,287	94,212	96,327	98,493	100,711	102,982	105,307	107,688	110,126	112,622
	Total	2,376,975	2,983,954	3,358,261	3,975,924	4,278,569	4,607,213	4,685,195	5,139,079	5,185,085	5,271,632

City of Winters Fiscal Sustainability Scenario 3 Slow Growth



City of Winters Fiscal Projections 2004-20014

City of Winters Fiscal Projections 2004-20014

Scenario #3-Slow Development Model - Buildout in 2022

	Proposed 2004-2005	projected 2005-2006	projected 2006-2007	projected 2007-2008	projected 2008-2009	projected 2009-2010	projected 2010-2011	projected 2011-2012	projected 2012-2013	projected 2013-2014
Revenues with Development	2,376,975	2,972,652	3,381,385	3,643,301	3,869,574	4,221,344	4,530,465	4,845,004	5,165,707	5,491,489
Expenditures with General Plan Compliance	2,376,975	2,990,141	3,370,635	3,994,485	4,303,316	4,638,146	4,714,643	5,167,043	5,211,563	5,296,626
Revenue in Excess(Less than) expenditures	-	(17,489)	10,751	(351,184)	(433,742)	(416,802)	(184,179)	(322,039)	(45,857)	194,862
Market Rate Units		90								
Affordable Units		14								
Total new units per year		104	104	104	104	104	104	104	104	104
Total units in City	2100	2204	2308	2412	2516	2620	2724	2828	2932	3036
Per unit surplus/(deficit)		(8)	5	(146)	(172)	(159)	(68)	(114)	(16)	64

City of Winters Revenue Projections

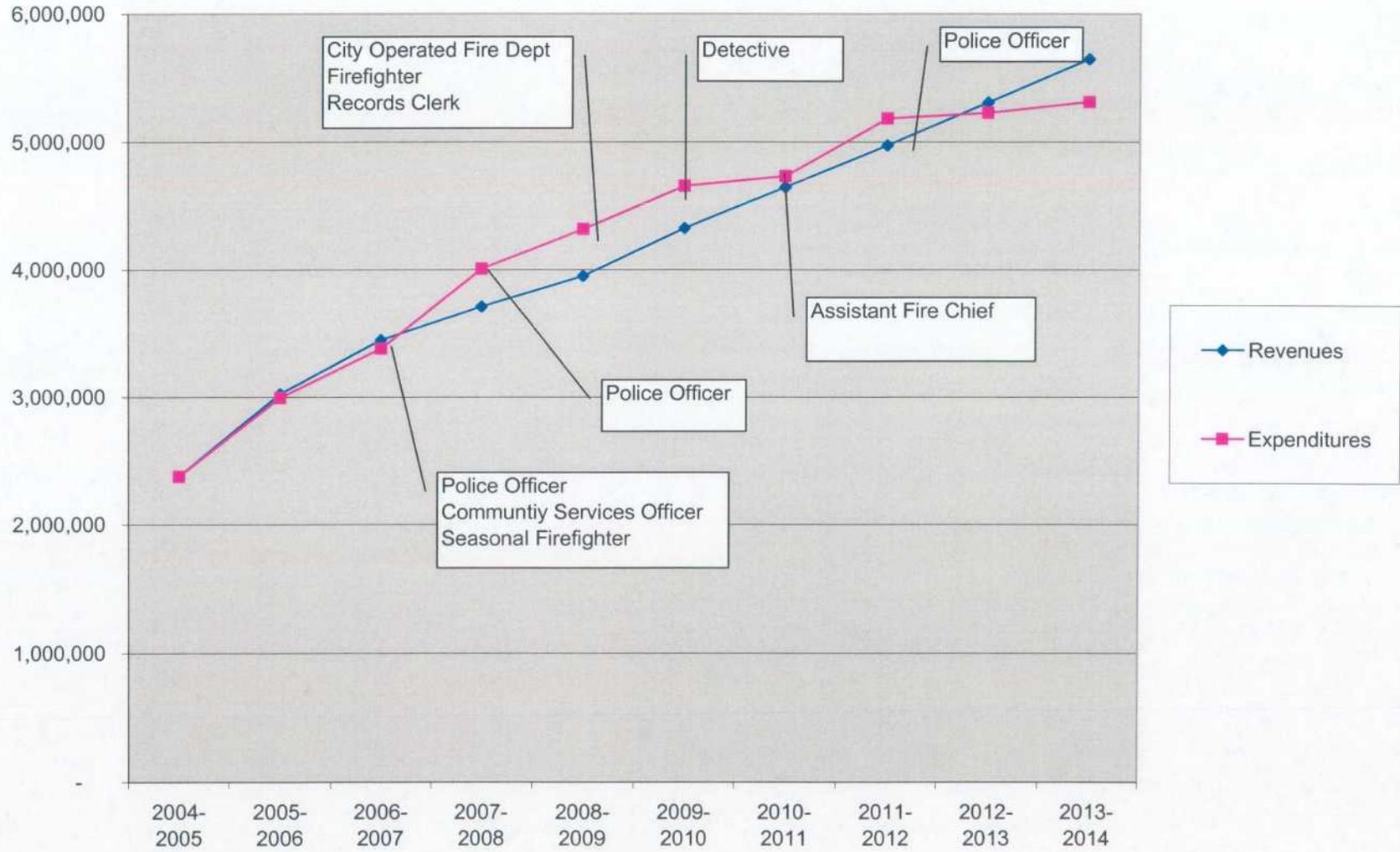
Scenario 3

Description	Proposed 2004-2005	projected 2005-2006	projected 2006-2007	projected 2007-2008	projected 2008-2009	projected 2009-2010	projected 2010-2011	projected 2011-2012	projected 2012-2013	projected 2013-2014
Fund 101 General Fund Revenues										
Property Tax	553,253	564,237	642,771	722,589	803,718	886,182	970,009	1,055,227	1,141,863	1,229,945
Property Tax in Lieu of Sales Tax	71,613	79,751	87,871	95,990	104,110	112,230	120,349	128,469	136,589	144,709
Property Tax in Lieu of VLF	306,043	314,012	357,718	402,138	447,288	493,182	543,784	595,223	647,514	700,676
SB813 Suppl.		369	500	-	500	-	-			
Sales & Use Tax	214,840	216,989	263,612	287,971	312,330	336,689	361,048	385,407	409,766	434,126
Public safety sales tax	-	-	87,871	95,990	104,110	112,230	120,349	128,469	136,589	144,709
Prop 172 Sales Tax	19,283	23,776	29,316	36,146	44,568	54,952	67,756	83,544	103,009	127,010
Franchise Tax	163,000	166,798	170,684	174,661	178,731	182,895	187,157	191,517	195,980	200,546
Prop. Trsf Tax	29,150	16,830	16,830	16,830	16,830	16,830	16,830	16,830	16,830	16,830
Utility Tax	357,037	416,728	416,728	458,305	499,882	541,459	583,036	624,613	666,191	707,768
Muni. Ser. Tax	271,680	294,960	318,240	341,520	364,800	388,080	411,360	434,640	457,920	481,200
Bus. Lic. Tax	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500
Tot Tax	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820
Motor Veh. in Lieu	52,055	49,203	54,395	59,586	64,777	69,968	75,159	80,350	85,542	90,733
Motor Vehicle License Fee-E	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825
Homeowner Prop Tax Relief	17,950	18,368	18,796	19,234	19,682	20,141	20,610	21,090	21,582	22,085
Off Highway Motor Vehicle	200	200	200	200	200	200	200	200	200	200
Total Taxes	2,081,249	2,187,365	2,490,674	2,736,306	2,986,671	3,240,183	3,502,794	3,770,726	4,044,719	4,325,680
Copy Fees	200	200	200	200	200	200	200	200	200	200
Plan Check Fees	19,974	76,936	76,936	76,936	76,936	76,936	76,936	76,936	76,936	76,936
Planning Application Fees	7,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Sales of Maps/Publications	750	750	750	750	750	750	750	750	750	750
Police Reports	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Fingerprint Fees	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Towing/DUI Reimbursement	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Ticket Sign Off Fees	200	200	200	200	200	200	200	200	200	200
Recreation Fees	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Youth Drama Revenue	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Basketball Revenues	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Pool Ticket Sales	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Swim Passes	200	200	200	200	200	200	200	200	200	200
Swim Lessons	750	750	750	750	750	750	750	750	750	750
Water Aerobics Fee	550	550	550	550	550	550	550	550	550	550
Swim Team Reimbursement	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
Lifeguard class	200	200	200	200	200	200	200	200	200	200
Park Rental	500	500	500	500	500	500	500	500	500	500
Library Hall Rental	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Community Center Rental	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Ambulance Charges				19,288	19,737	20,197	20,668	21,149	21,642	22,146
Total Service Charges	62,024	116,486	116,486	135,774	136,223	136,683	137,154	137,635	138,128	138,632
Rents/Leases	17,000	17,396	17,801	18,216	18,641	19,075	19,519	19,974	20,440	20,916
Gic Income		32,508	66,878	103,109	141,202	248,177	289,994	331,810	373,627	413,452
Interest Revenues	15,000	15,350	15,707	16,073	16,448	16,831	17,223	17,624	18,035	18,455
Total Rents, Interest, Concession	32,000	65,254	100,386	137,398	176,290	284,083	326,736	369,409	412,101	452,823
Building Permit Surcharge	51,224	197,309	197,309	197,309	197,309	197,309	197,309	197,309	197,309	197,309
Building Permits	28,585	110,106	110,106	110,106	110,106	110,106	110,106	110,106	110,106	110,106
Encroachment Permits	1,000	1,119	1,145	1,172	1,199	1,227	1,256	1,285	1,315	1,345
Other License & Permits	15,293	58,907	58,907	58,907	58,907	58,907	58,907	58,907	58,907	58,907
Total Licenses and Permits	96,102	497,947	568,239	567,493	567,520	567,548	567,577	567,606	567,636	567,667
P.O.S.T Reimbursement	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
State Hwy Rte 128	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Total Grants	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Miscellaneous Revenues	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Cash Over/Short										
Commissions on Coke Machine	100	100	100	100	100	100	100	100	100	100
from Fire district				160,730	163,956	167,247	170,604	174,029	177,523	181,087
Developer Planning Reimburs										
Total Other Regvenues	20,100	20,100	20,100	180,830	184,056	187,347	190,704	194,129	197,623	201,187
Interfund transfer	80,000	80,000	80,000	80,000	13,313					
Pers Transfer										
Total Transfer	80,000	80,000	80,000	80,000	13,313	-	-	-	-	-
Total General Fund Revenues	2,376,975	2,972,652	3,381,385	3,643,301	3,869,574	4,221,344	4,530,465	4,845,004	5,165,707	5,491,489

**City of Winters
Expenditure Projections
General Plan Compliance Service Levels
Scenario 3**

		Proposed 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 2008-2009	Projected 2009-2010	Projected 2010-2011	Projected 2011-2012	Projected 2012-2013	Projected 2013-2014
Dept 110	City Council	3,816	1,286	1,308	1,330	1,353	1,376	1,400	1,425	1,450	1,475
Dept 120	City Clerk	12,118	12,376	12,639	12,909	13,185	13,467	13,756	14,052	14,355	14,664
Dept 130	City Treasurer	332	332	332	332	332	332	332	332	332	332
Dept 150	City Attorney	15,930	16,285	16,648	17,020	17,399	17,787	18,184	18,589	19,004	19,428
Dept 160	City Manager	11,137	11,668	11,999	13,195	13,572	13,579	14,007	14,432	14,877	15,339
Dept 170	Administrative Services	157,835	161,553	173,892	176,621	181,848	189,494	195,116	201,053	207,238	213,650
Dept 180	Finance	17,212	62,584	108,178	153,143	198,082	243,130	243,795	244,495	245,225	245,984
Dept 210	Police Department	1,261,933	1,458,465	1,733,289	1,833,052	1,985,292	2,061,997	2,227,012	2,307,962	2,274,559	2,344,619
Dept 310	Fire Department	225,000	230,000	235,000	684,889	712,669	868,943	775,656	897,135	928,589	912,267
Dept 410	Community Development Dept	296,698	313,816	322,438	331,826	341,014	352,840	335,742	345,465	355,541	366,726
Dept 420	Building Inspections	83,970	95,344	98,190	101,420	96,426	115,928	117,121	118,015	124,780	113,404
Dept 610	Public Works	76,218	100,792	109,796	114,226	115,292	123,327	125,124	129,676	133,544	138,349
Dept 620	Building Maintenance	26,100	26,708	27,330	27,967	28,619	29,286	29,968	30,666	31,381	32,112
Dept 650	Parks-Subsidize CWA	-	56,712	61,360	60,622	116,819	115,611	114,575	328,607	332,934	337,561
	Street Deferred Maintenance	-	200,000	204,660	209,429	214,308	219,302	224,411	229,640	234,991	240,466
Dept 710	Recreation	112,587	116,079	124,577	124,579	132,183	133,758	137,313	141,152	145,126	149,241
Dept 720	Community Center	36,802	31,927	32,671	33,432	34,211	35,008	35,824	36,659	37,513	38,387
Dept 730	Swim Pool & Swim Team	39,287	94,212	96,327	98,493	100,711	102,982	105,307	107,688	110,126	112,622
	Total	2,376,975	2,990,141	3,370,635	3,994,485	4,303,316	4,638,146	4,714,643	5,167,043	5,211,563	5,296,626

City of Winters Fiscal Sustainability Scenario 4



City of Winters Fiscal Projections 2004-20014

City of Winters Fiscal Projections 2004-20014

Scenario #4- Buildout in 2020

	Proposed 2004-2005	projected 2005-2006	projected 2006-2007	projected 2007-2008	projected 2008-2009	projected 2009-2010	projected 2010-2011	projected 2011-2012	projected 2012-2013	projected 2013-2014
Revenues with Development	2,376,975	3,020,891	3,447,490	3,709,627	3,951,386	4,326,158	4,647,674	4,974,786	5,308,241	5,646,742
Expenditures with General Plan Compliance	2,376,975	2,993,921	3,378,196	4,005,827	4,318,439	4,657,050	4,732,640	5,184,132	5,227,745	5,311,900
Revenue in Excess(Less than) expenditures	-	26,970	69,293	(296,200)	(367,053)	(330,892)	(84,966)	(209,346)	80,496	334,841
Market Rate Units		100								
Affordable Units		15								
Total new units per year		115								
Total units in City	2100	2215	2330	2445	2560	2675	2790	2905	3020	3135
Per unit surplus/(deficit)		12	30	(121)	(143)	(124)	(30)	(72)	27	107

City of Winters Revenue Projections

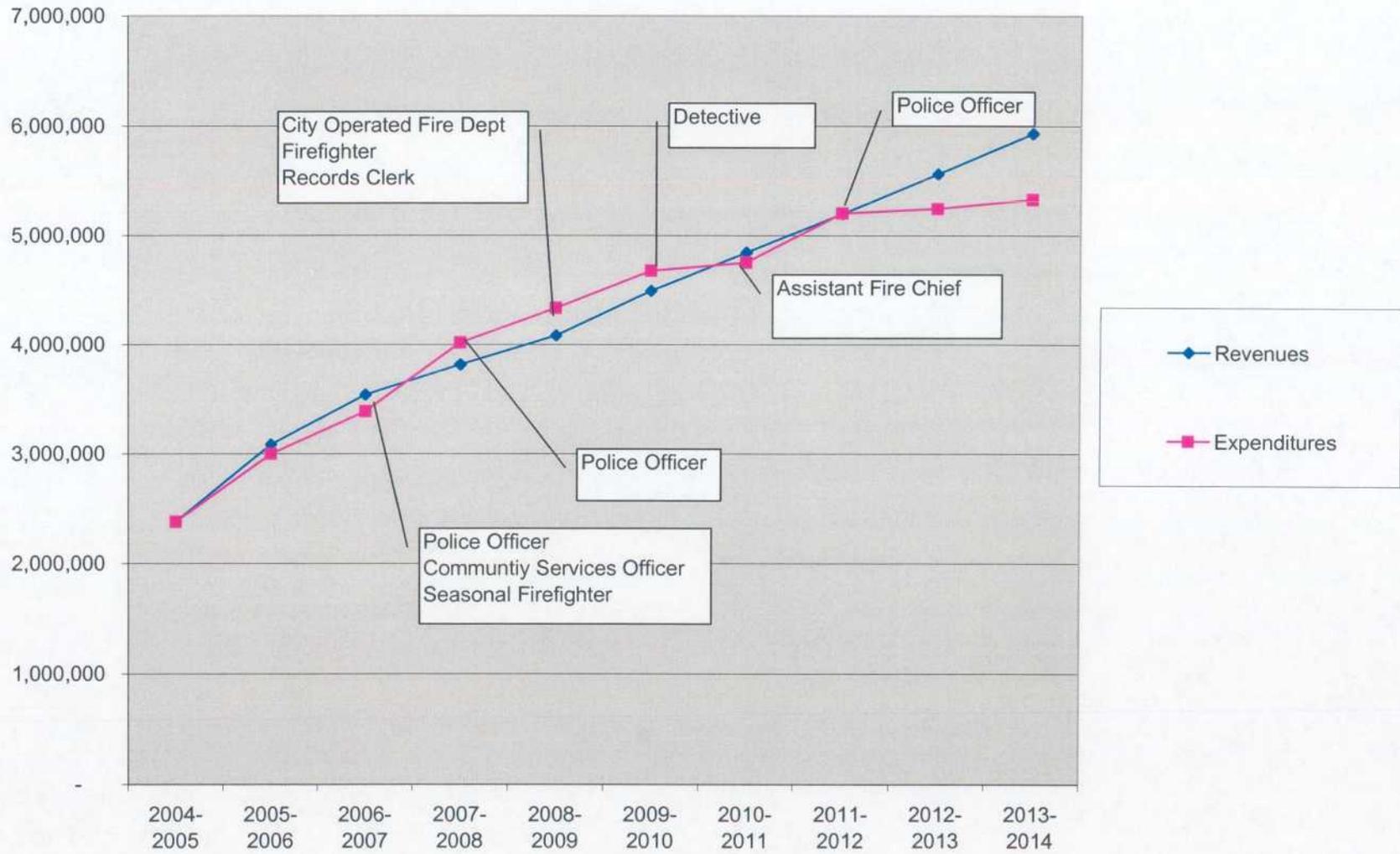
Scenario 4

Description	Proposed 2004-2005	projected 2005-2006	projected 2006-2007	projected 2007-2008	projected 2008-2009	projected 2009-2010	projected 2010-2011	projected 2011-2012	projected 2012-2013	projected 2013-2014
Fund 101 General Fund Revenues										
Property Tax	553,253	564,237	649,886	736,962	825,494	915,509	1,007,038	1,100,112	1,194,761	1,291,016
Property Tax in Lieu of Sales Tax	71,613	79,751	88,729	97,708	106,686	115,665	124,643	133,622	142,601	151,579
Property Tax in Lieu of VLF	306,043	314,012	361,677	410,137	459,407	509,503	560,441	612,239	664,913	718,481
SB813 Suppl.		369	500	-	500	-	-			
Sales & Use Tax	214,840	216,989	266,188	293,124	320,059	346,995	373,930	400,866	427,802	454,737
Public safety sales tax	-	-	88,729	97,708	106,686	115,665	124,643	133,622	142,601	151,579
Prop 172 Sales Tax	19,283	23,776	29,316	36,146	44,568	54,952	67,756	83,544	103,009	127,010
Franchise Tax	163,000	166,798	170,684	174,661	178,731	182,895	187,157	191,517	195,980	200,546
Prop. Trsf Tax	29,150	16,830	16,830	16,830	16,830	16,830	16,830	16,830	16,830	16,830
Utility Tax	357,037	416,728	416,728	462,702	508,677	554,652	600,627	646,601	692,576	738,551
Muni. Ser. Tax	271,680	285,480	299,280	313,080	326,880	340,680	354,480	368,280	382,080	395,880
Bus. Lic. Tax	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500
Tot Tax	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820
Motor Veh. in Lieu	52,055	49,203	54,944	60,684	66,424	72,164	77,905	83,645	89,385	95,125
Motor Vehicle License Fee-E	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825
Homeowner Prop Tax Relief	17,950	18,368	18,796	19,234	19,682	20,141	20,610	21,090	21,582	22,085
Off Highway Motor Vehicle	200	200	200	200	200	200	200	200	200	200
Total Taxes	2,081,249	2,177,885	2,487,633	2,744,322	3,005,970	3,270,996	3,541,406	3,817,313	4,099,463	4,388,765
Copy Fees	200	200	200	200	200	200	200	200	200	200
Plan Check Fees	19,974	85,074	85,074	85,074	85,074	85,074	85,074	85,074	85,074	85,074
Planning Application Fees	7,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Sales of Maps/Publications	750	750	750	750	750	750	750	750	750	750
Police Reports	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Fingerprint Fees	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Towing/DUI Reimbursement	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Ticket Sign Off Fees	200	200	200	200	200	200	200	200	200	200
Recreation Fees	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Youth Drama Revenue	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Basketball Revenues	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Pool Ticket Sales	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Swim Passes	200	200	200	200	200	200	200	200	200	200
Swim Lessons	750	750	750	750	750	750	750	750	750	750
Water Aerobics Fee	550	550	550	550	550	550	550	550	550	550
Swim Team Reimbursement	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
Lifeguard class	200	200	200	200	200	200	200	200	200	200
Park Rental	500	500	500	500	500	500	500	500	500	500
Library Hall Rental	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Community Center Rental	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Ambulance Charges				19,288	19,737	20,197	20,668	21,149	21,642	22,146
Total Service Charges	62,024	124,624	124,624	143,911	144,361	144,821	145,291	145,773	146,265	146,770
Rents/Leases	17,000	17,396	17,801	18,216	18,641	19,075	19,519	19,974	20,440	20,916
Gic Income		36,120	74,299	114,536	156,832	275,295	321,708	368,121	414,534	458,737
Interest Revenues	15,000	15,350	15,707	16,073	16,448	16,831	17,223	17,624	18,035	18,455
Total Rents, Interest, Concession	32,000	68,866	107,807	148,825	191,920	311,201	358,450	405,720	453,009	498,108
Building Permit Surcharge	51,224	218,178	218,178	218,178	218,178	218,178	218,178	218,178	218,178	218,178
Building Permits	28,585	121,752	121,752	121,752	121,752	121,752	121,752	121,752	121,752	121,752
Encroachment Permits	1,000	1,119	1,145	1,172	1,199	1,227	1,256	1,285	1,315	1,345
Other License & Permits	15,293	65,137	65,137	65,137	65,137	65,137	65,137	65,137	65,137	65,137
Total Licenses and Permits	96,102	543,917	621,826	406,239	406,266	406,294	406,322	406,352	406,382	406,412
P.O.S.T Reimbursement	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
State Hwy Rte 128	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Total Grants	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Miscellaneous Revenues	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Cash Over/Short										
Commissions on Coke Machine	100	100	100	100	100	100	100	100	100	100
from Fire district				160,730	163,956	167,247	170,604	174,029	177,523	181,087
Developer Planning Reimburs										
Total Other Regvenues	20,100	20,100	20,100	180,830	184,056	187,347	190,704	194,129	197,623	201,187
Interfund transfer	80,000	80,000	80,000	80,000	13,313					
Pers Transfer										
Total Transfer	80,000	80,000	80,000	80,000	13,313	-	-	-	-	-
Total General Fund Revenues	2,376,975	3,020,891	3,447,490	3,709,627	3,951,386	4,326,158	4,647,674	4,974,786	5,308,241	5,646,742

**City of Winters
Expenditure Projections
General Plan Compliance Service Levels
Scenario 4**

		Proposed 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 2008-2009	Projected 2009-2010	Projected 2010-2011	Projected 2011-2012	Projected 2012-2013	Projected 2013-2014
Dept 110	City Council	3,816	1,286	1,308	1,330	1,353	1,376	1,400	1,425	1,450	1,475
Dept 120	City Clerk	12,118	12,376	12,639	12,909	13,185	13,467	13,756	14,052	14,355	14,664
Dept 130	City Treasurer	332	332	332	332	332	332	332	332	332	332
Dept 150	City Attorney	15,930	16,285	16,648	17,020	17,399	17,787	18,184	18,589	19,004	19,428
Dept 160	City Manager	11,137	11,668	11,999	13,195	13,572	13,579	14,007	14,432	14,877	15,339
Dept 170	Administrative Services	157,835	161,553	173,892	176,621	181,848	189,494	195,116	201,053	207,238	213,650
Dept 180	Finance	17,212	67,272	117,554	167,208	216,836	266,571	267,237	267,937	268,666	269,425
Dept 210	Police Department	1,261,933	1,458,465	1,733,289	1,833,052	1,985,292	2,061,997	2,227,012	2,307,962	2,274,559	2,344,619
Dept 310	Fire Department	225,000	230,000	235,000	684,889	712,669	868,943	775,656	897,135	928,589	912,267
Dept 410	Community Development Dept	296,698	313,816	322,438	331,826	341,014	352,840	335,742	345,465	355,541	366,726
Dept 420	Building Inspections	83,970	95,344	98,190	101,420	96,426	115,928	117,121	118,015	124,780	113,404
Dept 610	Public Works	76,218	100,792	109,796	114,226	115,292	123,327	125,124	129,676	133,544	138,349
Dept 620	Building Maintenance	26,100	26,708	27,330	27,967	28,619	29,286	29,968	30,666	31,381	32,112
Dept 650	Parks-Subsidize CWA	-	55,805	59,545	57,900	113,189	111,073	109,130	322,255	325,674	329,394
	Street Deferred Maintenance	-	200,000	204,660	209,429	214,308	219,302	224,411	229,640	234,991	240,466
Dept 710	Recreation	112,587	116,079	124,577	124,579	132,183	133,758	137,313	141,152	145,126	149,241
Dept 720	Community Center	36,802	31,927	32,671	33,432	34,211	35,008	35,824	36,659	37,513	38,387
Dept 730	Swim Pool & Swim Team	39,287	94,212	96,327	98,493	100,711	102,982	105,307	107,688	110,126	112,622
	Total	2,376,975	2,993,921	3,378,196	4,005,827	4,318,439	4,657,050	4,732,640	5,184,132	5,227,745	5,311,900

City of Winters Fiscal Sustainability Scenario 5



City of Winters Fiscal Projections 2004-20014

City of Winters Fiscal Projections 2004-20014

Scenario #5- Buildout in 2019

	Proposed 2004-2005	projected 2005-2006	projected 2006-2007	projected 2007-2008	projected 2008-2009	projected 2009-2010	projected 2010-2011	projected 2011-2012	projected 2012-2013	projected 2013-2014
Revenues with Development	2,376,975	3,084,312	3,540,245	3,814,420	4,083,536	4,493,846	4,843,616	5,199,224	5,561,421	5,928,690
Expenditures with General Plan Compliance	2,376,975	2,998,046	3,386,445	4,018,201	4,334,937	4,677,673	4,752,272	5,202,774	5,245,398	5,328,563
Revenue in Excess(Less than) expenditures	-	86,266	153,800	(203,781)	(251,401)	(183,827)	91,344	(3,551)	316,023	600,127
Market Rate Units		110								
Affordable Units		17								
Total new units per year		127								
Total units in City	2100	2227	2354	2481	2608	2735	2862	2989	3116	3243
Per unit surplus/(deficit)		39	65	(82)	(96)	(67)	32	(1)	101	185

City of Winters Revenue Projections

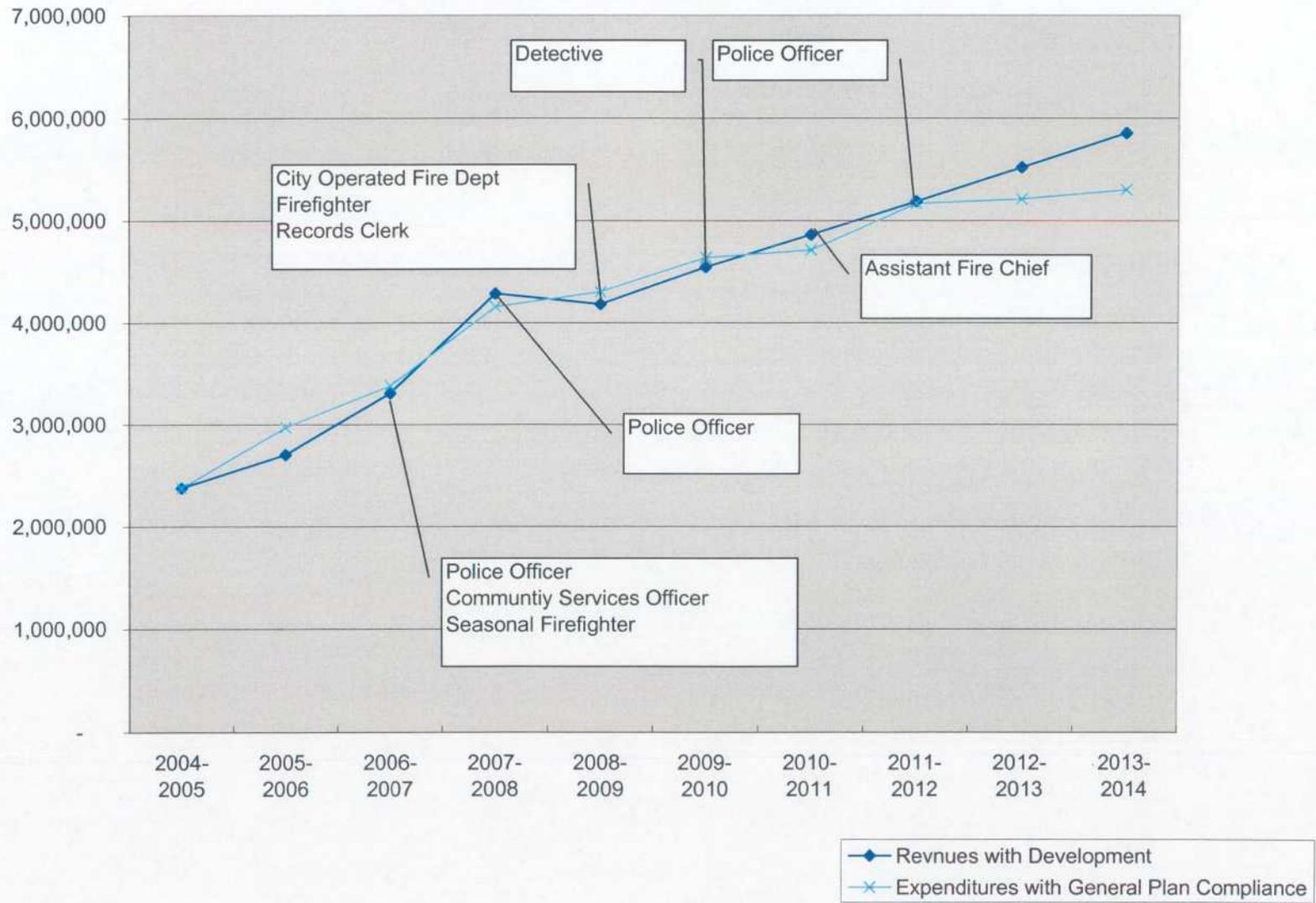
Scenario 5

Description	Proposed 2004-2005	projected 2005-2006	projected 2006-2007	projected 2007-2008	projected 2008-2009	projected 2009-2010	projected 2010-2011	projected 2011-2012	projected 2012-2013	projected 2013-2014
Fund 101 General Fund Revenues										
Property Tax	553,253	564,237	657,037	751,407	847,378	944,982	1,044,251	1,145,220	1,247,922	1,352,391
Property Tax in Lieu of Sales Tax	71,613	79,751	89,666	99,582	109,497	119,412	129,328	139,243	149,159	159,074
Property Tax in Lieu of VLF	306,043	314,012	365,657	418,176	471,586	525,905	581,151	637,343	694,499	752,638
SB813 Suppl.		369	500	-	500	-	-	-	-	-
Sales & Use Tax	214,840	216,989	268,999	298,745	328,491	358,237	387,984	417,730	447,476	477,223
Public safety sales tax	-	-	89,666	99,582	109,497	119,412	129,328	139,243	149,159	159,074
Prop 172 Sales Tax	19,283	23,776	29,316	36,146	44,568	54,952	67,756	83,544	103,009	127,010
Franchise Tax	163,000	166,798	170,684	174,661	178,731	182,895	187,157	191,517	195,980	200,546
Prop. Trsf Tax	29,150	16,830	16,830	16,830	16,830	16,830	16,830	16,830	16,830	16,830
Utility Tax	357,037	416,728	416,728	467,500	518,272	569,044	619,816	670,588	721,360	772,133
Muni. Ser. Tax	271,680	286,920	302,160	317,400	332,640	347,880	363,120	378,360	393,600	408,840
Bus. Lic. Tax	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500
Tot Tax	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820
Motor Veh. in Lieu	52,055	49,203	55,543	61,882	68,221	74,560	80,899	87,239	93,578	99,917
Motor Vehicle License Fee-E	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825
Homeowner Prop Tax Relief	17,950	18,368	18,796	19,234	19,682	20,141	20,610	21,090	21,582	22,085
Off Highway Motor Vehicle	200	200	200	200	200	200	200	200	200	200
Total Taxes	2,081,249	2,179,325	2,506,927	2,786,489	3,071,238	3,359,597	3,653,576	3,953,293	4,259,498	4,573,106
Copy Fees	200	200	200	200	200	200	200	200	200	200
Plan Check Fees	19,974	93,951	93,951	93,951	93,951	93,951	93,951	93,951	93,951	93,951
Planning Application Fees	7,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Sales of Maps/Publications	750	750	750	750	750	750	750	750	750	750
Police Reports	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Fingerprint Fees	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Towing/DUI Reimbursement	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Ticket Sign Off Fees	200	200	200	200	200	200	200	200	200	200
Recreation Fees	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Youth Drama Revenue	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Basketball Revenues	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Pool Ticket Sales	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Swim Passes	200	200	200	200	200	200	200	200	200	200
Swim Lessons	750	750	750	750	750	750	750	750	750	750
Water Aerobics Fee	550	550	550	550	550	550	550	550	550	550
Swim Team Reimbursement	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
Lifeguard class	200	200	200	200	200	200	200	200	200	200
Park Rental	500	500	500	500	500	500	500	500	500	500
Library Hall Rental	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Community Center Rental	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Ambulance Charges				19,288	19,737	20,197	20,668	21,149	21,642	22,146
Total Service Charges	62,024	133,501	133,501	152,789	153,238	153,698	154,168	154,650	155,143	155,647
Rents/Leases	17,000	17,396	17,801	18,216	18,641	19,075	19,519	19,974	20,440	20,916
Gic Income		39,732	81,737	126,016	172,568	303,236	354,335	405,434	456,533	505,199
Interest Revenues	15,000	15,350	15,707	16,073	16,448	16,831	17,223	17,624	18,035	18,455
Total Rents, Interest, Concession	32,000	72,478	115,246	160,306	207,657	339,142	391,078	443,033	495,008	544,570
Building Permit Surcharge	51,224	240,944	240,944	240,944	240,944	240,944	240,944	240,944	240,944	240,944
Building Permits	28,585	134,456	134,456	134,456	134,456	134,456	134,456	134,456	134,456	134,456
Encroachment Permits	1,000	1,119	1,145	1,172	1,199	1,227	1,256	1,285	1,315	1,345
Other License & Permits	15,293	71,934	71,934	71,934	71,934	71,934	71,934	71,934	71,934	71,934
Total Licenses and Permits	96,102	593,409	678,972	448,506	448,534	448,562	448,590	448,619	448,649	448,680
P.O.S.T Reimbursement	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
State Hwy Rte 128	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Total Grants	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Miscellaneous Revenues	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Cash Over/Short										
Commissions on Coke Machine from Fire district	100	100	100	100	100	100	100	100	100	100
Developer Planning Reimburs				160,730	163,956	167,247	170,604	174,029	177,523	181,087
Total Other Revenues	20,100	20,100	20,100	180,830	184,056	187,347	190,704	194,129	197,623	201,187
Interfund transfer	80,000	80,000	80,000	80,000	13,313					
Pers Transfer										
Total Transfer	80,000	80,000	80,000	80,000	13,313	-	-	-	-	-
Total General Fund Revenues	2,376,975	3,084,312	3,540,245	3,814,420	4,083,536	4,493,846	4,843,616	5,199,224	5,561,421	5,928,690

**City of Winters
Expenditure Projections
General Plan Compliance Service Levels
Scenario 5**

		Proposed 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 2008-2009	Projected 2009-2010	Projected 2010-2011	Projected 2011-2012	Projected 2012-2013	Projected 2013-2014
Dept 110	City Council	3,816	1,286	1,308	1,330	1,353	1,376	1,400	1,425	1,450	1,475
Dept 120	City Clerk	12,118	12,376	12,639	12,909	13,185	13,467	13,756	14,052	14,355	14,664
Dept 130	City Treasurer	332	332	332	332	332	332	332	332	332	332
Dept 150	City Attorney	15,930	16,285	16,648	17,020	17,399	17,787	18,184	18,589	19,004	19,428
Dept 160	City Manager	11,137	11,668	11,999	13,195	13,572	13,579	14,007	14,432	14,877	15,339
Dept 170	Administrative Services	157,835	161,553	173,892	176,621	181,848	189,494	195,116	201,053	207,238	213,650
Dept 180	Finance	17,212	72,387	127,783	182,552	237,294	292,144	292,809	293,509	294,239	294,998
Dept 210	Police Department	1,261,933	1,458,465	1,733,289	1,833,052	1,985,292	2,061,997	2,227,012	2,307,962	2,274,559	2,344,619
Dept 310	Fire Department	225,000	230,000	235,000	684,889	712,669	868,943	775,656	897,135	928,589	912,267
Dept 410	Community Development Dept	296,698	313,816	322,438	331,826	341,014	352,840	335,742	345,465	355,541	366,726
Dept 420	Building Inspections	83,970	95,344	98,190	101,420	96,426	115,928	117,121	118,015	124,780	113,404
Dept 610	Public Works	76,218	100,792	109,796	114,226	115,292	123,327	125,124	129,676	133,544	138,349
Dept 620	Building Maintenance	26,100	26,708	27,330	27,967	28,619	29,286	29,968	30,666	31,381	32,112
Dept 650	Parks-Subsidize CWA	-	54,815	57,565	54,930	109,229	106,123	103,190	315,325	317,754	320,484
	Street Deferred Maintenance	-	200,000	204,660	209,429	214,308	219,302	224,411	229,640	234,991	240,466
Dept 710	Recreation	112,587	116,079	124,577	124,579	132,183	133,758	137,313	141,152	145,126	149,241
Dept 720	Community Center	36,802	31,927	32,671	33,432	34,211	35,008	35,824	36,659	37,513	38,387
Dept 730	Swim Pool & Swim Team	39,287	94,212	96,327	98,493	100,711	102,982	105,307	107,688	110,126	112,622
	Total	2,376,975	2,998,046	3,386,445	4,018,201	4,334,937	4,677,673	4,752,272	5,202,774	5,245,398	5,328,563

City of Winters Fiscal Sustainability Scenario 6



City of Winters Fiscal Projections 2004-20014

City of Winters Fiscal Projections 2004-20014

Scenario #6- Buildout in 2021

	Proposed 2004-2005	projected 2005-2006	projected 2006-2007	projected 2007-2008	projected 2008-2009	projected 2009-2010	projected 2010-2011	projected 2011-2012	projected 2012-2013	projected 2013-2014
Revenues with Development	2,376,975	2,704,647	3,304,418	4,285,599	4,179,850	4,544,596	4,863,233	5,187,410	5,517,871	5,853,306
Expenditures with General Plan Compliance	2,376,975	2,970,239	3,379,846	4,155,344	4,302,133	4,636,668	4,713,083	5,165,400	5,209,838	5,209,838
Revenue in Excess(Less than) expenditures	(0)	(265,593)	(75,429)	130,255	(122,283)	(92,073)	150,151	22,010	308,033	643,468
Market Rate Units	0	50	100	200	90	90	90	90	90	90
Affordable Units	0	8	15	30	14	14	14	14	14	14
Total new units per year	0	58	115	230	104	104	104	104	104	104
Total units in City	2100	2158	2273	2503	2606	2710	2813	2917	3020	3124
Per unit surplus/(deficit)	-	(123)	(33)	52	(47)	(34)	53	8	102	206

City of Winters Revenue Projections

Scenario 6

Fund Account	Description	Proposed 2004-2005	projected 2005-2006	projected 2006-2007	projected 2007-2008	projected 2008-2009	projected 2009-2010	projected 2010-2011	projected 2011-2012	projected 2012-2013	projected 2013-2014
Fund 101 General Fund Revenues											
101 41101	Property Tax	553,253	564,237	616,610	707,800	876,637	964,843	1,054,527	1,145,718	1,238,447	1,332,744
101 41102	Property Tax in Lieu of Sales Tax	71,613	84,240	93,219	111,176	119,256	127,337	135,418	143,498	151,579	159,660
101 41103	Property Tax in Lieu of VLF	306,043	314,012	343,159	393,908	487,870	536,958	586,870	637,620	689,226	741,704
101 41301	SB813 Suppl.		369	500	-	500	-	-	-	-	-
101 41401	Sales & Use Tax	214,840	252,720	279,656	333,527	357,769	382,011	406,253	430,495	454,737	478,979
	Public safety sales tax	-	-	93,219	111,176	119,256	127,337	135,418	143,498	151,579	159,660
101 41402	Prop 172 Sales Tax	19,283	23,776	29,316	36,146	44,568	54,952	67,756	83,544	103,009	127,010
101 41403	Franchise Tax	163,000	166,798	170,684	174,661	178,731	182,895	187,157	191,517	195,980	200,546
101 41404	Prop. Trsf Tax	29,150	11,825	23,650	47,300	21,285	21,285	21,285	21,285	21,285	21,285
101 41405	Utility Tax	357,037	416,728	439,715	485,690	577,639	619,017	660,394	701,771	743,148	784,526
101 41406	Muni. Ser. Tax	271,680	284,580	310,380	361,980	374,400	397,620	420,840	444,060	467,280	490,500
101 41407	Bus. Lic. Tax	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500
101 41408	Tot Tax	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820
101 41507	Motor Veh. in Lieu	52,055	52,074	57,814	69,294	74,460	79,627	84,793	89,959	95,125	100,291
101 41508	Motor Vehicle License Fee-E	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825	4,825
101 41509	Homeowner Prop Tax Relief	17,950	18,368	18,796	19,234	19,682	20,141	20,610	21,090	21,582	22,085
101 41511	Off Highway Motor Vehicle	200	200	200	200	200	200	200	200	200	200
	Total Taxes	2,081,249	2,215,071	2,502,062	2,877,236	3,277,399	3,539,368	3,806,665	4,079,402	4,358,323	4,644,336
101 42102	Copy Fees	200	200	200	200	200	200	200	200	200	200
101 42103	Plan Check Fees	19,974	42,537	85,074	170,147	76,566	76,566	76,566	76,566	76,566	76,566
101 42104	Planning Application Fees	7,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
101 42105	Sales of Maps/Publications	750	750	750	750	750	750	750	750	750	750
101 42108	Police Reports	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
101 42109	Fingerprint Fees	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
101 42111	Towing/DUI Reimbursement	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
101 42112	Ticket Sign Off Fees	200	200	200	200	200	200	200	200	200	200
101 42201	Recreation Fees	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
101 42203	Youth Drama Revenue	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
101 42205	Basketball Revenues	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
101 42211	Pool Ticket Sales	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
101 42215	Swim Passes	200	200	200	200	200	200	200	200	200	200
101 42216	Swim Lessons	750	750	750	750	750	750	750	750	750	750
101 42217	Water Aerobics Fee	550	550	550	550	550	550	550	550	550	550
101 42218	Swim Team Reimbursement	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
	Lifeguard class	200	200	200	200	200	200	200	200	200	200
101 42301	Park Rental	500	500	500	500	500	500	500	500	500	500
101 42302	Library Hall Rental	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
101 42303	Community Center Rental	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
	Ambulance Charges				19,288	19,737	20,197	20,668	21,149	21,642	22,146
	Total Service Charges	62,024	82,087	124,624	228,985	135,853	136,313	136,784	137,265	137,758	138,262
101 44101	Rents/Leases	17,000	17,396	17,801	18,216	18,641	19,075	19,519	19,974	20,440	20,916
	Gic Income		-	21,798	67,453	162,881	274,374	321,022	367,670	414,318	458,745
101 44102	Interest Revenues	15,000	15,350	15,707	16,073	16,448	16,831	17,223	17,624	18,035	18,455
	Total Rents, Interest, Concession	32,000	32,746	55,307	101,743	197,969	310,280	357,765	405,269	452,793	498,116
101 46101	Building Permit Surcharge	51,224	109,089	218,178	436,356	196,360	196,360	196,360	196,360	196,360	196,360
101 46102	Building Permits	28,585	60,876	121,752	243,503	109,576	109,576	109,576	109,576	109,576	109,576
101 46103	Encroachment Permits	1,000	1,119	1,145	1,172	1,199	1,227	1,256	1,285	1,315	1,345
101 46104	Other License & Permits	15,293	32,569	65,137	130,274	58,623	58,623	58,623	58,623	58,623	58,623
	Total Licenses and Permits	96,102	269,144	516,826	811,305	365,759	365,787	365,816	365,845	365,875	365,906
101 48106	P.O.S.T Reimbursement	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
101 48107	State Hwy Rte 128	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
	Total Grants	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
101 49104	Miscellaneous Revenues	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
101 49106	Cash Over/Short										
101 49108	Commissions on Coke Machine	100	100	100	100	100	100	100	100	100	100
	from Fire district				160,730	163,956	167,247	170,604	174,029	177,523	181,087
101 49109	Developer Planning Reimburs										
	Total Other Revenues	20,100	20,100	20,100	180,830	184,056	187,347	190,704	194,129	197,623	201,187
101 49999	Interfund transfer	80,000	80,000	80,000	80,000	13,313					
101 49901	Pers Transfer										
	Total Transfer	80,000	80,000	80,000	80,000	13,313	-	-	-	-	-
	Total General Fund Revenues	2,376,975	2,704,647	3,304,418	4,285,599	4,179,850	4,544,596	4,863,233	5,187,410	5,517,871	5,853,306

**City of Winters
Expenditure Projections
General Plan Compliance Service Levels
Scenario 6**

		Proposed 2004-2005	Projected 2005-2006	Projected 2006-2007	Projected 2007-2008	Projected 2008-2009	Projected 2009-2010	Projected 2010-2011	Projected 2011-2012	Projected 2012-2013	Projected 2013-2014
Dept 110	City Council	3,816	1,286	1,308	1,330	1,353	1,376	1,400	1,425	1,450	1,475
Dept 120	City Clerk	12,118	12,376	12,639	12,909	13,185	13,467	13,756	14,052	14,355	14,664
Dept 130	City Treasurer	332	332	332	332	332	332	332	332	332	332
Dept 150	City Attorney	15,930	16,285	16,648	17,020	17,399	17,787	18,184	18,589	19,004	19,428
Dept 160	City Manager	11,137	11,668	11,999	13,195	13,572	13,579	14,007	14,432	14,877	15,339
Dept 170	Administrative Services	157,835	161,553	173,892	176,621	181,848	189,494	195,116	201,053	207,238	213,650
Dept 180	Finance	17,212	42,765	117,554	314,250	197,230	242,064	242,730	243,430	244,159	244,918
Dept 210	Police Department	1,261,933	1,458,465	1,733,289	1,833,052	1,985,292	2,061,997	2,227,012	2,307,962	2,274,559	2,344,619
Dept 310	Fire Department	225,000	230,000	235,000	684,889	712,669	868,943	775,656	897,135	928,589	912,267
Dept 410	Community Development Dept	296,698	313,816	322,438	331,826	341,014	352,840	335,742	345,465	355,541	366,726
Dept 420	Building Inspections	83,970	95,344	98,190	101,420	96,426	115,928	117,121	118,015	124,780	113,404
Dept 610	Public Works	76,218	100,792	109,796	114,226	115,292	123,327	125,124	129,676	133,544	138,349
Dept 620	Building Maintenance	26,100	26,708	27,330	27,967	28,619	29,286	29,968	30,666	31,381	32,112
Dept 650	Parks-Subsidize CWA	-	56,630	61,195	60,375	116,489	115,198	114,080	328,030	332,274	344,244
	Street Maintenance		200,000	204,660	209,429	214,308	219,302	224,411	229,640	234,991	240,466
Dept 710	Recreation	112,587	116,079	124,577	124,579	132,183	133,758	137,313	141,152	145,126	149,241
Dept 720	Community Center	36,802	31,927	32,671	33,432	34,211	35,008	35,824	36,659	37,513	38,387
Dept 730	Swim Pool & Swim Team	39,287	94,212	96,327	98,493	100,711	102,982	105,307	107,688	110,126	112,622
	Total	2,376,975	2,970,239	3,379,846	4,155,344	4,302,133	4,636,668	4,713,083	5,165,400	5,209,838	5,302,243

<u>Department/Position</u>	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
City Manager								
City Manager	1	1	1	1	1	1	1	1
Admin Asst			1	1	1	1	1	1
Secretary		0.5	1	1	1	1	1	1
Total	1	1.5	3	3	3	3	3	3
Admin Services								
Director	1	1	1	1	1	1	1	1
Recreation Supervisor	1	1	1	1	1	1	1	1
Clerk	1	1	1	1	1	1	1	1
Total	3							
Financial Mgmt								
Director	1	1	1	1	1	1	1	1
Technician	1	1	1	1	1	1	1	1
Account Clerk	0.5	0.5	1	1	1	1	1	1
Total	2.5	2.5	3	3	3	3	3	3
Community Development								
Director	1	1	1	1	1	1	1	1
Assistant Planner	0	0	1	1	1	1	1	1
Bldg Inspector	1	0	1.5	1.5	1.5	1	1	1
Contract Planner		1	1	1	1			
Admin Secretary	1	1	1	1	1	1	1	1
Bldg Tech	0	0	1	1	1	1	1	1
Total	3	3	6.5	6.5	6.5	5	5	5
Public Works								
Director	1							
Project Manager	0.5	1	1	1	1	1	1	1
Admin Assistant	1	1	1	1	1	1	1	1
Admin Secretary	0.5	0.5	1	1	1	1	1	1
Maintenance Worker	6	6	7	8	9	9	9	9
Engineer	0		1	1	1	1	1	1
Total	9	8.5	11	12	13	13	13	13
Police Department								
Chief	1	1	1	1	1	1	1	1
Seargent	2	2	2	2	2	2	2	2
Records Supervisor	1	1	1	1	1	1	1	1
Corporal	3	3	3	3	3	3	3	3
Detective	0	0	0	0	1	1	1	1
Police Officers	3	4	4	5	5	6	6	6
Community Services Officer		1	1	1	1	1	1	1
School Resource Officer	1	1	1	1	1	1	1	1
Records Clerk			1	1	1	1	1	1
Office Clerk				0.5	0.5	0.5	0.5	0.5
Total	11	13	14	15.5	16.5	17.5	17.5	17.5

Fire Department

Chief	1	1	1	1	1	1	1	1
Asst Chief				1	1	1	1	1
Captain	1	1	1	2	2	2	2	2
Firefighter	2	2	3	3	3	3	3	3
Seasonal	2	2	2	2	2	2	2	2
Office Clerk	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Total	5.5	5.5	6.5	7.5	7.5	7.5	7.5	7.5

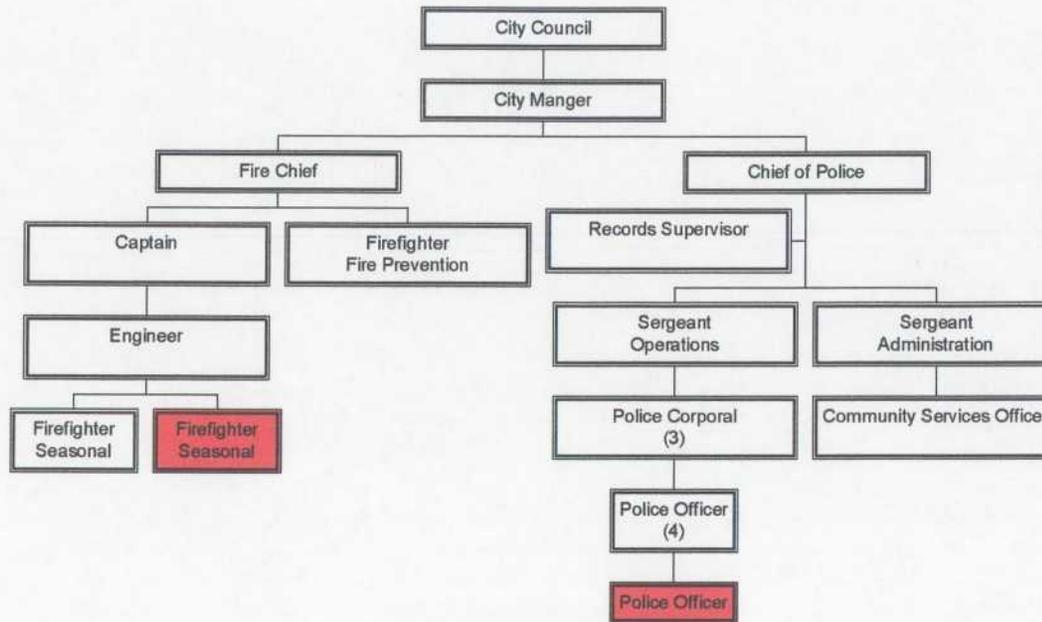
Redevelopment

Manager	1	1	1	1	1	1	1	1
Secretary		0.5	0.5	0.5	0.5	0.5	0.5	0.5
Total	1	1.5						

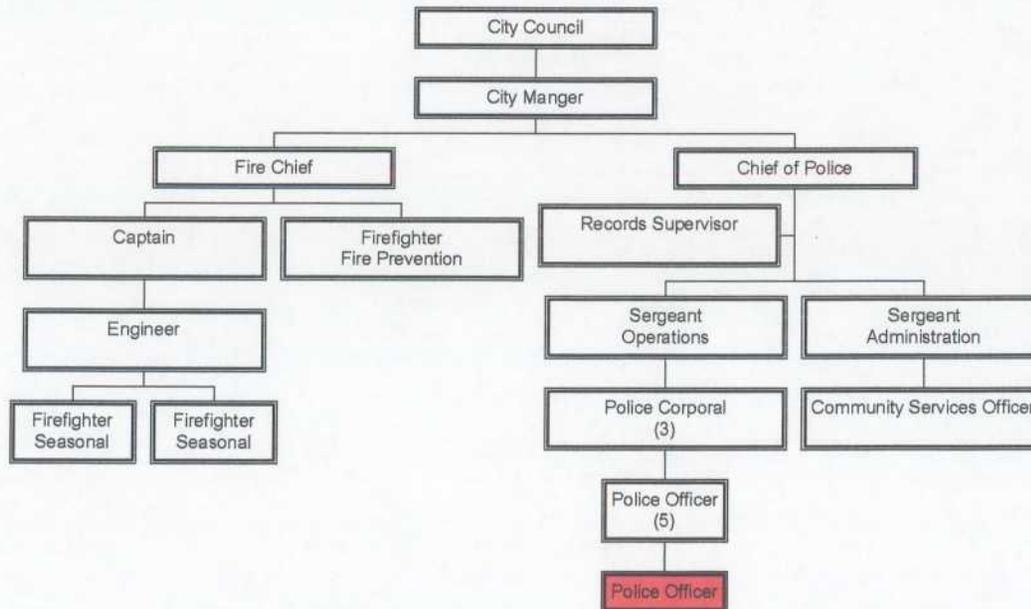
Staffing By Dept

City Manager	1	1.5	3	3	3	3	3	3
Admin Svs	3	3	3	3	3	3	3	3
Financial Management	2.5	2.5	3	3	3	3	3	3
Community Development	3	3	6.5	6.5	6.5	5	5	5
Public Works	9	8.5	11	12	13	13	13	13
Police	11	13	14	15.5	16.5	17.5	17.5	17.5
Fire	5.5	5.5	6.5	7.5	7.5	7.5	7.5	7.5
Redevelopment	1	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Total Staffing	36	38.5	48.5	52	54	53.5	53.5	53.5

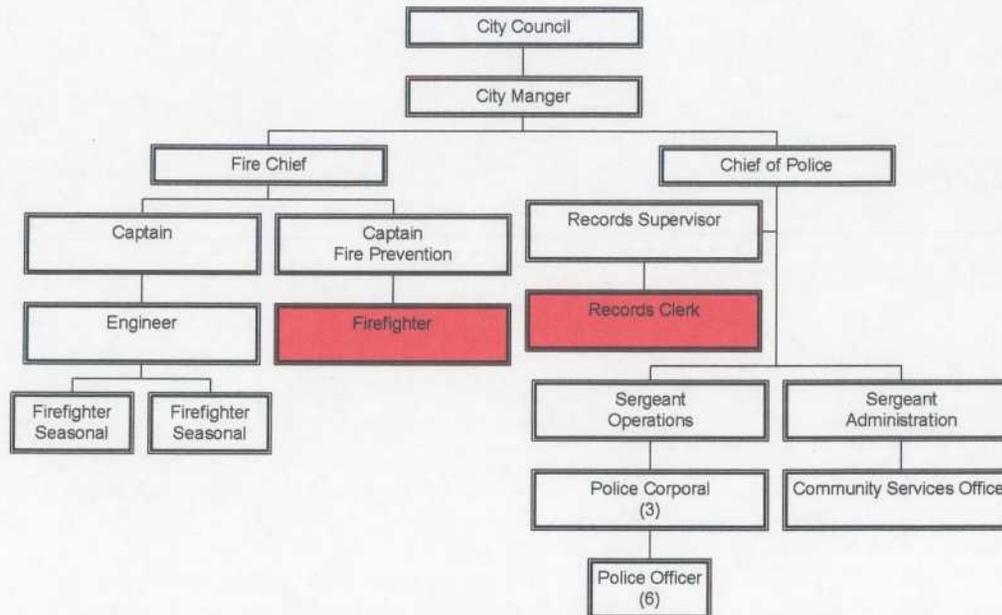
Public Safety Staffing 2005-2006



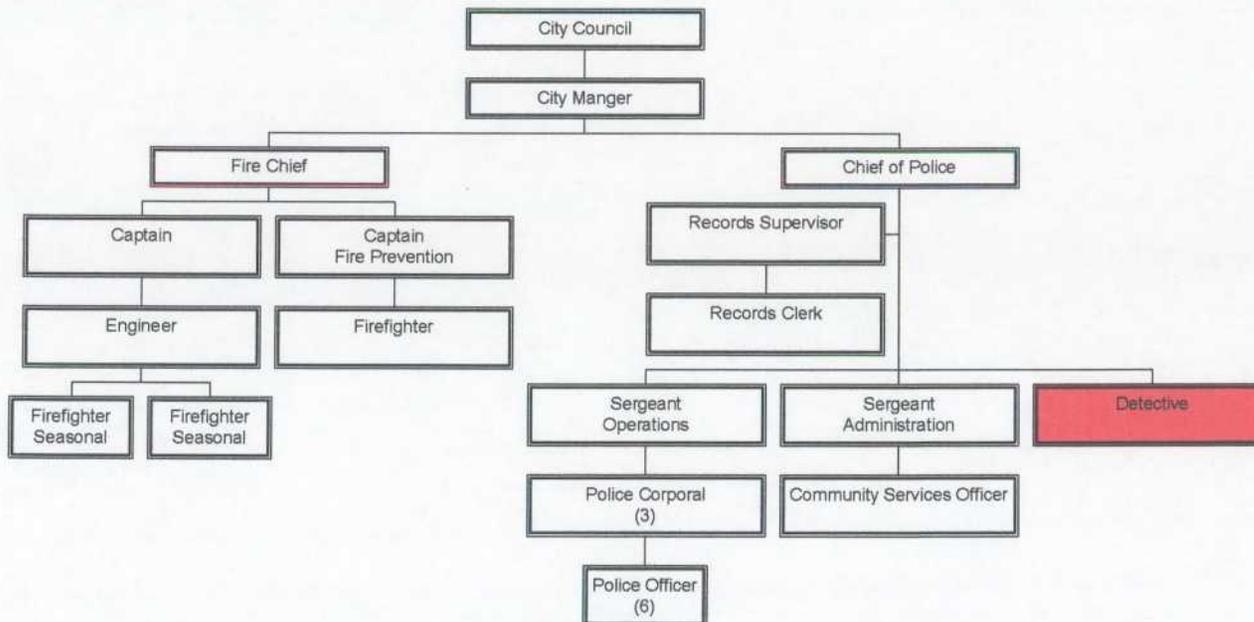
Public Safety Staffing 2006-2007



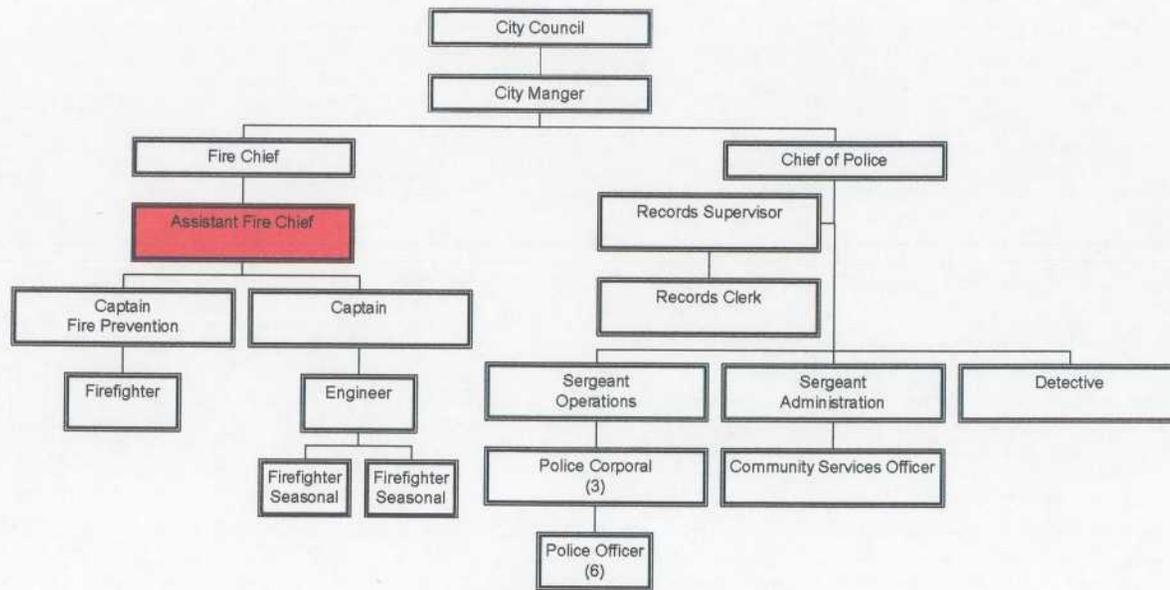
Public Safety Staffing 2007-2008



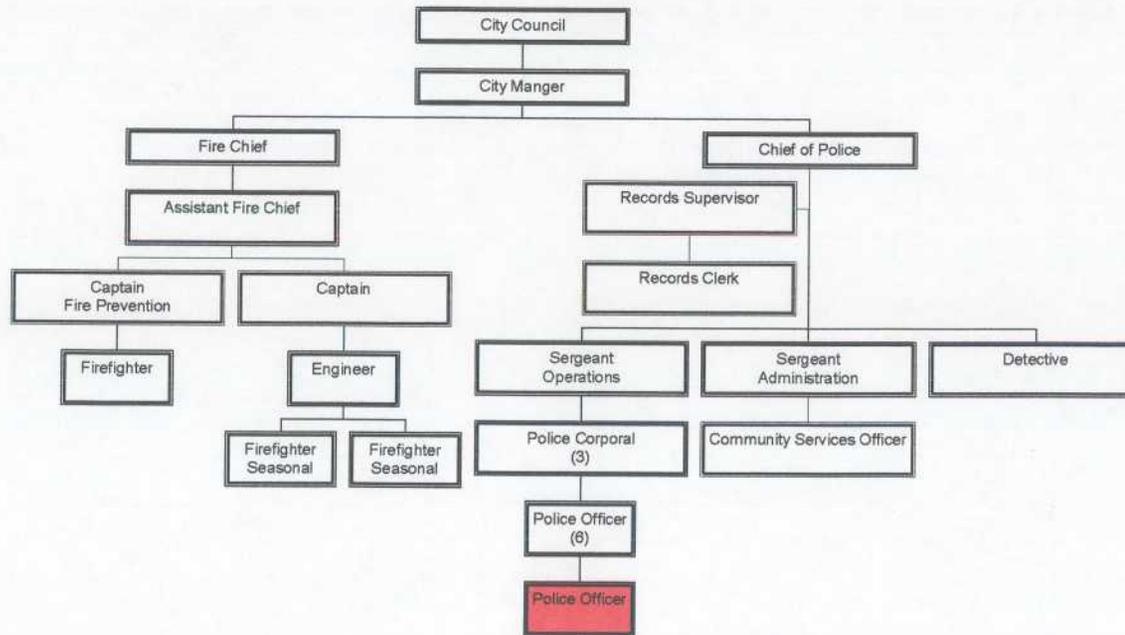
Public Safety Staffing 2008-2009



Public Safety Staffing 2009-2010



Public Safety Staffing 2010-2011



<u>Facility</u>	<u>Description</u>	<u>Year</u>	<u>Estimated Cost</u>	<u>Development Fees</u>	<u>Financing Redevelopment</u>	<u>Other</u>	<u>Annual O&M</u>	<u>Comments</u>
Fire/Police/PW Facility	12,500 SF facility built at corner of Main and Grant Ave. Land provided through development agreement. Facility will include the construction of the combined administrative and garage facilities. A corporation yard will be located in the rear of the facility which will include a 60,000 sf metal building.	2008'	4,000,000.00	2,500,000.00	1,000,000.00	500,000.00	36,000.00	Issuance of Tax Allocation Bonds required in Fall 2006
Linear Neighborhood Park	10 acre passive park facility to include playgrounds, walking areas and open grass.	2008'	2,500,000.00	2,500,000.00			140,000.00	Construction to be performed by subdivider per development agreement. Location to be designed by City.
Youth Sports Park	20 acre active sports park to be located at the former landfill facility on Moody Slough Road. Park will include the construction of no less than 3 little league size ballfields, 1 major field, and an area dedicated to soccer and youth football. Site will also include the construction of a snack bar and restroom building, sports lighting and walking paths.	2008'	3,500,000.00	3,000,000.00	1,000,000.00	500,000.00	280,000.00	Construction will occur based on payments from Callhan, Ogando/Hudson and Creekside Subdivisions. Issuance of Tax Allocation Bonds required in Fall 2006
City Pool	Combined 25 meter swimming pool with a combination of other municipal options, including a cabana and picnic facilities. Possible located on a school site.	2009"	2,000,000.00		1,000,000.00	1,000,000.00	15,000.00	Issuance of Tax Allocation Bonds required in Fall 2006
Library	Co-operated library to be located on the high school campus. This will pursue the previously proposed library project with a combination of County, City/CDA. The project will require school funding and an increase in the CDA allocation from the current \$400,000 to \$1.4 million.	2010"	4,000,000.00		1,000,000.00	3,000,000.00	12,000.00	Issuance of Tax Allocation Bonds required in Fall 2006
Downtown Square Park	1.5 acre park amenity to be located at Main and Railroad Ave as an extension to current Rotary Park and Gazebo. This will include possible amenities such as a fountain. Benches and picnic area.	2005	75,000.00			75,000.00	14,000.00	
Community Center Rehab	Begin a process of revitalization and rehabilitation for the almost 30 year old Community Center.	2010	300,000.00		200000	100000		

STREET MAP
CITY OF WINTERS

COUNCIL CHAMBERS
315 CHINA HOUSE
WINTERS, CA 95791
PHONE (209) 848-5843
FAX (209) 848-5883



North Area Specific Plan



CITY OF WINTERS

DOWNTOWN WINTERS MASTER PLAN WORK PROGRAM

Mission

Coordinate new development, street and streetscape design, infrastructure improvements and building renovations in Downtown Winters.

Provide a detailed vision that promotes and guide public and private sector investment. It will clarify goals for new development projects and capital improvements with specific policy recommendations, schematic design-level plans, illustrations, and cost estimates.

Implement recommendations of the *Downtown Market Evaluation* prepared by Keyser Marston Associates.

Master Plan will specifically address the following issues:

1 - Allocation of Development - Specialty Retail, Office Space, Business Services, Infill Residential. Tabulation of existing space and utilization, and identify strategies to allocate specialty and other uses to create a strong and vibrant commercial district.

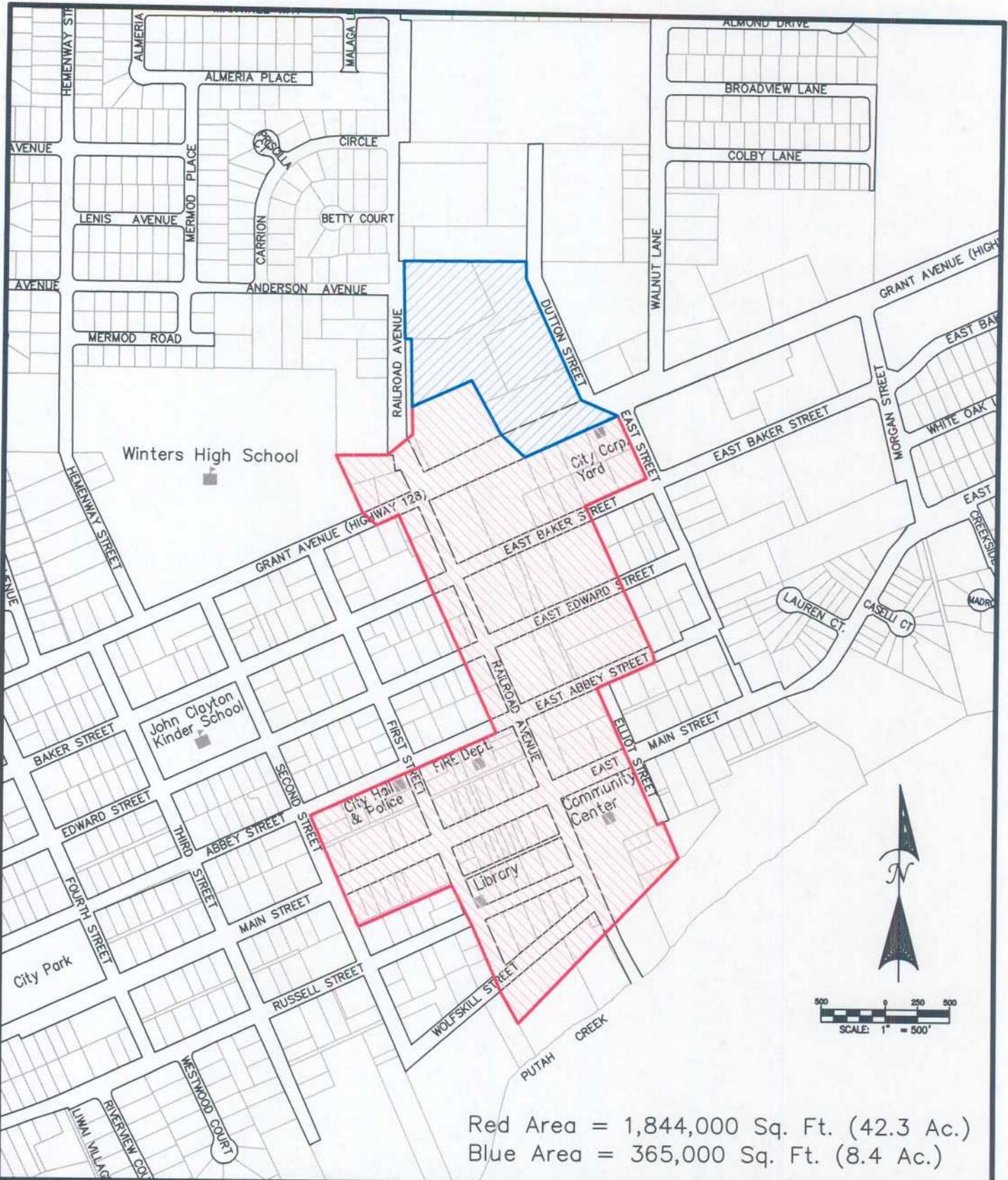
2 - Development Opportunity Sites - Prepare to-scale concept development plans for the major vacant and underutilized properties within and adjacent to downtown. Plans would indicate potential types and quantities of development - e.g., office, townhome or multi-unit residential - as well as building orientations and street improvements needed to provide strong connections to the downtown core.

3 - Hierarchy of Streets and Public Spaces - *Master Plan* design to integrate hierarchy of streets and ways into a network of attractive public spaces that supports new downtown investment and promotes the pedestrian activity needed for a successful storefront commercial district.

4 - Downtown Plaza/Green - Develop concept of special public space that has a strong symbolic and functional role in downtown, including Rotary Park, Community Center, and creekside amphitheater. Improvements to strengthen the link between Downtown and the Putah Creek pedestrian bridge as well, with the Railroad Avenue frontage renovated for a more downtown-like appearance.

5 - Downtown Design Character - Augmentation of the *Design Guidelines* with annotated photographs and/or sketches to indicate design recommendations for new and renovated buildings, incorporating plans for development opportunity sites as appropriate. These updated guidelines would clarify the desired design character desired for downtown and streamline the development application and review process.

6 - Priorities/Phasing Strategy - Establish priorities and a phasing strategy, focusing on the sequence of efforts most likely to catalyze private sector investment, support grant applications, etc.



Red Area = 1,844,000 Sq. Ft. (42.3 Ac.)
 Blue Area = 365,000 Sq. Ft. (8.4 Ac.)



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Proposed Master Plan Area

City of Winters

Scale: 1" = 1,000'
 Date: Nov. 2004
 By: M. Karoly
 Sheet: 1 of 1

City Critical Issues Summary

Subject	Issue	Est. Fiscal Need	Year of Need	Comment
<i>Police Services</i>				
Staffing	<p>City presently has 16 shifts per week with only 1 officer on duty. Need to add up to 5 additional officers to gain 2 person staffing per shift staffing ratio.</p> <p>PD has indicated a high need for a full time community services officer and a dedicated school resources position.</p>	Incremental implementation of increased staffing over a 5-year period.	\$500,000 by 2012.	Both citizen and officer safety are at stake. Adequate staffing is important.
Investigations	Currently no detective or investigative capability in the department.	\$100,000 annual cost.		
Facility	Current police station does not provide adequate facilities. Need a new facility	\$1 million non-impact fee contribution.	2007	
School Resource Officer	Need to provide a full time school resource officer for Winters Schools.		Immediate	
Service Demands	Officers receiving two simultaneous calls are unable to respond. Citizens expect Police to respond to emergency calls. Officers often will respond up to 24 hours late to calls.			Police should respond to calls. Citizens expect response.
Increased Call Value	Increased demand for many services including traffic, narcotics, parking and general patrol.		Immediate	
Gangs	Area and City are experiencing an emergence of street gang activity which will ultimately result in needs for expanded service and patrol.		Immediate	
<i>Fire Services</i>				
Staffing	Need to expand staffing to seven (7) days per week and increase staff.		By 2007	
City Department	In next fiscal year, City contribution will exceed 85% of the operating budget. City should reverse relationship with WFD.			City will move toward assuming lead fire agency within next 3 years.
Small District Exemption	With the addition on one (1) additional person to the WFD, the agency will lose the exemption under the FLSA and require overtime pay for		2006	This will create a significant expense to the City when overtime requirements begin.

*City of Winters
Key Issues Summary
Page 2*

Subject	Issue	Est. Fiscal Need	Year of Need	Comment
	fire personnel. This will dramatically increase overall departmental operational costs.			
Facility	Facility needs sleeping quarters for eventual 24/7 staffing levels. Current facility does not allow for such. New facility needed.			
Call volume	Increased populations will increase overall call volume within the department. This will place additional demands on staffing and volunteer network.			
Volunteers	Decreasing number of local volunteers and availability. This results in fewer persons to assist on fire and medical aid.		Immediate	Critical Issue
Housing	Firefighters are required to live within the City. Lack of affordable housing is currently and will eventually lead to staffing shortage.		Immediate	
<i>Streets</i>				
Deferred Maintenance	City presently has approximately \$.5 million in deferred street maintenance. City currently spends no funds on street repairs.	300,000 annually		City should repair streets.
Preventative Street Maintenance	City currently spends no funds on street maintenance.	100,000 annually		Preventative maintenance saves significant future costs.
ADA Ramps	Federal law requires cities to have a plan for the incremental replacement of curb cuts and ramps citywide. Winters does not have such a plan, nor the funding to replace ramps.	10,000 annually		By action or lawsuit, the ADA ramps need to be replaced.
Sidewalks	Need for a more active sidewalk replacement program	15,000 annually		Liability item.
<i>Parks</i>				
Wooden Park	In need of major renovation	\$100,000	Immediate	
Park Capital Replacement	City currently budgets \$0 for park equipment replacement.			
<i>Public Facilities</i>				
City Pool	Replacement needed. Approximately 75% of the	\$2,000,000	2007	Pool is failing and in need of

*City of Winters
Key Issues Summary
Page 3*

Subject	Issue	Est. Fiscal Need	Year of Need	Comment
	fiberglass liner separation is occurring. 1-2 year life span.			replacement. 1-2 year life span on facility.
City Hall	Renovation and expansion will be required as staffing is increased to meet new demands.	\$500,000	2010	
<i>Schools</i>				
	The overall quality of Winters Schools will dictate the future of the community. WJUSD is undergoing a restructuring, which could lead to school closures, reduced classes and downturn.		Immediate	
<i>Storm Drain System</i>	City currently budgets \$0 for storm drain replacement and repair.	CIP line item needed		

Regional Economic Development Map



Vacaville's Bulging project pipeline

City's staffers work to keep up

By Tom Hall/Staff Writer, The Reporter

TheReporter.Com

Walking by Vacaville City Hall, you might hear screams.

Expect it. Planners, engineers and the staff within have a monster workload.

The \$2 billion investment explosion in Vacaville will boost the city's tax base, create thousands of new jobs, provide 5,000 new homes for the housing-starved region and move traffic more efficiently.

But it's keeping city employees working at a stress-filled, frenetic pace.

There's the controversial Lagoon Valley development, which includes more than 1,000 homes, a golf course and a business village. There's the new Police Department headquarters, which is nearing its July completion.

Don't forget the downtown renaissance - Town Square and its new businesses and several others nearby. And there's continuing commercial development along Nut Tree Parkway, punctuated by two new chain restaurants.

Then there's the 1,430-unit South Town development, with adjacent retail shops. And the 178-unit Portofino housing project. And the 265-home Alamo Place.

Look north and there's a hellacious itinerary: the \$600 million expansion of Genentech, a \$100 million upgrade of the Alza biotech facility, a \$200 million new hospital next to the existing Kaiser Medical Center and a spanking new 105,000-square-foot Oates Office Building just off Vaca Valley Parkway.

Move just a bit east and you will see the first phase of the 2,200-unit North Village development, where construction costs are expected to total more than \$500 million.

Development of the Rice-McMurty area - nearly 300 houses - is also moving quickly ahead. Close behind it will be the 325-unit Spanos Apartments complex - a \$35 million project.

Revival of the Nut Tree has commenced. Expansion of Solano Community College's Vacaville campus is not far behind. Nearby, the table is being set for the expansive 175-acre Spanos Business Park, a triangular tract wedged between Interstate 505 and I-80.

If that's not enough, then consider the \$25 million overhaul of the Leisure Town Road interchange that has snarled north city traffic for months.

With all these projects at different stages, Mike Palombo, the city's economic development manager, said the "busy bug" is hitting departments at varying times.

"There's a lot of people from various departments involved in different ways," Palombo said.

Chief among those involved in many of these projects (and others) right now is Chris Gustin, the assistant director of the Community Development Department.

"We're swamped," Gustin said. "There's just so much to get done."

Gustin said he and the city's team of planners and engineers are feeling the pressure from a mass of developers who want to see their projects move through quickly.

As a result, the City Council recently approved the hiring of another associate engineer, who Gustin said should be on board within three to four months. The new position will be paid for by an increase in plan check fees.

Gustin said one of the people most impacted by the rash of development is City Engineer Kevin Van Katwyck.

"He's been working way too many hours," Gustin said. "We need some help for him."

Dan Sharp, the chair of the Vacaville Planning Commission, said he wishes meetings weren't so stacked with critical hearings, but that it all pays off when projects are completed.

"Ideally, we would have these hearings more spread out throughout the year," Sharp said. "But the longer the construction year is, the better it is for everyone."

Tom Hall can be reached at vacaville@thereporter.com.

Lagoon Valley items subject of vote

By Tom Hall/Staff Writer, The Reporter
TheReporter.Com

The contentious battle over Lagoon Valley will rage again Tuesday as the Vacaville Planning Commission is set to vote on several items that would move development forward in the area.

The commission will vote on a planned development agreement, a vesting tentative map and an addendum to the project's environmental impact report.

Should the commission approve those items, the City Council would vote on the same issues next week.

The commission last looked at the development Feb. 1, when a study session on the project was held. That session included a public input portion, during which a handful of project opponents raised a litany of questions about the development.

One sticking point is the density bonus that would allow developer Triad Communities to build 1,025 homes - 40 percent more than would have been allowed under previous guidelines.

Project opponent Bud Turner sent a letter to planning commissioners Wednesday pointing out discrepancies between the Lagoon Valley plans and the city's land use and development code.

"Clearly, the density bonus is intended to encourage the development of affordable housing in Vacaville, not as an avenue to bypass dwelling unit limitations in the existing policy plan," Turner wrote.

City code currently says that density bonuses are granted when 20 percent of a project is devoted to lower-income households, 10 percent of a project is set aside for those in the very-low-income bracket or 50 percent of the total housing in a development is earmarked for senior citizens.

There are no units in the current Lagoon Valley plans restricted to low- or very-low-income households - the 75 planned affordable housing units are reserved for moderate-income households - and only 13 percent of the base development of 730 homes is restricted to seniors.

But city planner Scott Sexton said state law has changed with regards to density bonuses, making this plan consistent with the recent changes and rendering city code outdated.

Sexton said the provisions of state code take precedent, and the combination of senior housing, affordable housing and a 71-acre donation of land by Triad supports the 40 percent density bonus requested.

"State law allows you to move up the density bonus based on the types of housing provided," Sexton said. He added that an amendment to city code reflecting the changes is in progress.

The state changes, which went into effect Jan. 1, allow for density bonuses when land is donated or senior citizen housing developments are built, as well as for affordable housing projects.

The commission will meet at 7 p.m. Tuesday in the Council Chamber at 650 Merchant St.

Tom Hall can be reached at vacaville@thereporter.com.

This e-mail was initiated by machine

Residential Development Profile 15-Mile Radius of Winters

