



## ***Biennial 2014-2015 and 2015-2016***

### ***Adopted Operating Budget***

#### **CITY COUNCIL**

Cecilia Aquiar-Curry, Mayor  
Woody Fridae, Mayor Pro Tem  
Wade Cowan, Council-member  
Bruce Gueldon, Council-member  
Harold Anderson, Council-member

#### **CITY STAFF**

John W. Donlevy, Jr., City Manager  
Sergio Gutierrez, Police Chief  
Nanci Mills, Director of Administrative Services  
Shelly Gunby, Director of Financial Management  
Aaron McAlister, Fire Chief  
Dan Maguire, Housing Manager

#### **BUDGET TEAM**

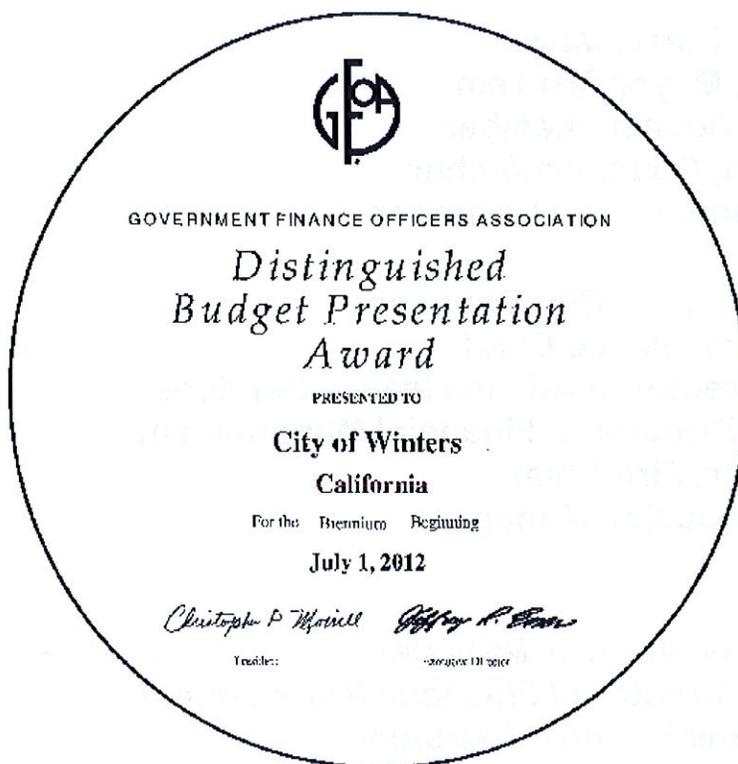
John W. Donlevy, Jr., City Manager  
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Mary Lou Mendoza, Records Clerk

#### **CITY WEBSITE ADDRESS**

[www.cityofwinters.org](http://www.cityofwinters.org)

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Winters, California for its annual budget for the fiscal year beginning July 1, 2012 through June 30, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



# *California Society of Municipal Finance Officers*

*Certificate of Award*

## ***Operating Budget Excellence Award Fiscal Year 2012-2013***

*Presented to the*

***City of Winters***

For meeting the criteria established to achieve the Operating Budget Excellence Award.

*February 6, 2013*

*Laura M. Nomura*

*Laura Nomura  
CSMFO President*

*Scott Catlett*

*Scott Catlett, Chair  
Professional Standards and  
Recognition Committee*



*Dedicated Excellence in Municipal Financial Reporting*

The California Society of Municipal Finance Officers (CSMFO) presented an award for Excellence in Operational Budgeting to the City of Winters for its annual budget for the Fiscal Years 2012-2013 and 2013-2014.

This award is presented to governmental units that prepare a highly professional budget document with professional underlying budgeting processes through which the budget is implemented.

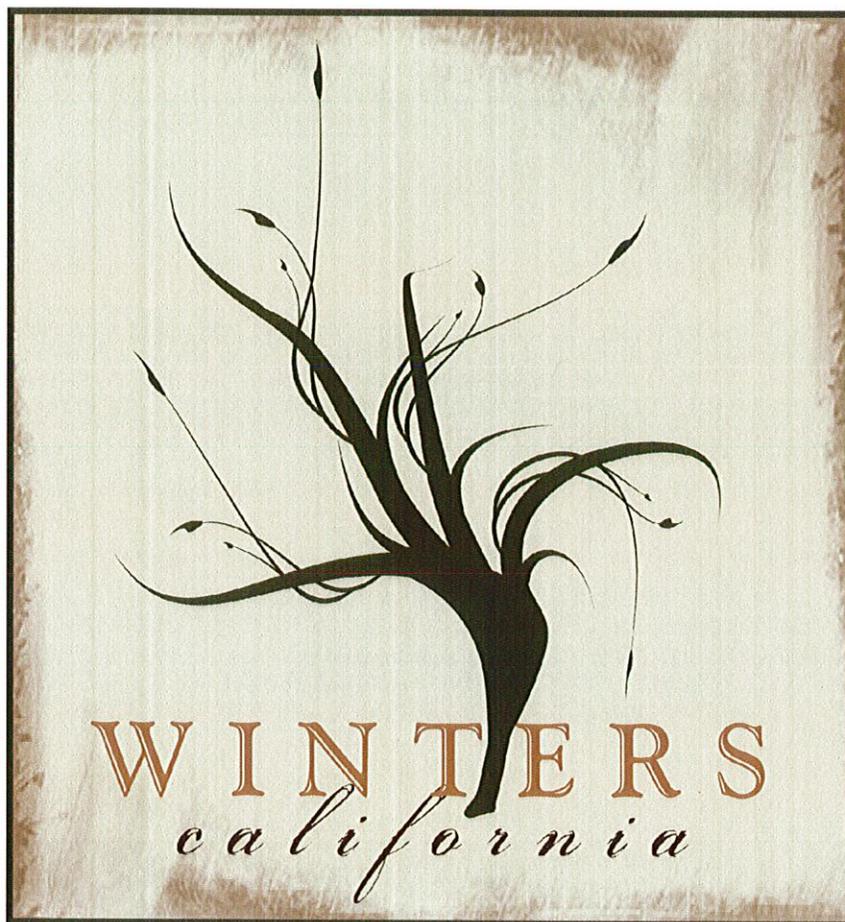
The City Manager and Director of Financial Management would like to thank all members of the City of Winters Staff for their individual assistance in preparing the budget document.

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# Table of Contents

1. Guide to the Document	
▪ Document Organization	1
2. Budget Overview	
▪ Budget Overview	5
3. Strategic Planning	
▪ Strategic Plan	19
4. Budget Practices and Policies	
▪ Budget Practices and Policies	21
▪ Budget Process and Calendar	24
5. City Profile	
▪ City Wide Organizational Chart	31
▪ City Profile	33
6. Summary Financial Information	
▪ Budget Summary	43
▪ Governmental Funds Schedule	52
▪ Enterprise Funds Schedule	58
▪ City Wide Position Changes	60
▪ City Debt	60
▪ City Wide Revenue Summary	65
▪ City Wide Expenditure Summary	73
7. General Fund	
▪ Analysis of General Fund Revenues	81
▪ General Fund Schedule	90
▪ General Fund Reserve Status	92
8. Other Funds	
▪ Other Funds	95
▪ Special Revenue Funds	96
• City Wide Assessment	98
• Gas Tax	100
• Transportation Development Act	103
• Winters Swim Team	106
• Special Revenue Funds Estimated Balance	107
▪ Capital Project Funds	109
• Impact Fee Funds	109
• Other Capital	111
• Capital Funds Estimated Balance	112
• Enterprise Funds	113
• Water Enterprise Fund	113

• Sewer Enterprise Fund	115
• Internal Service Fund	117
• Debt Service Fund	118
9. Departmental Information	
▪ City Council	119
▪ City Treasurer	123
▪ City Clerk	125
▪ City Manager	127
▪ Housing and Economic Development	133
▪ Administrative Services	139
▪ Finance	143
▪ Police	147
▪ Fire	155
▪ Community Development	159
▪ Public Works	163
▪ Recreation	171
10. Staffing	
▪ Staffing Information	179
11. Policies	
▪ City of Winters Fiscal Policies	183
12. Capital Improvement Plan	
▪ Capital Improvement Plan	215
▪ Project Budget Sheets	216
13. 10 Year Financial Forecast	
▪ Ten Year Forecast	221
14. Cost Allocation/Comparison to Other Cities	
▪ Cost Allocation	239
▪ Comparison to Yolo County Cities	241
15. Glossary of Budget Terms	
▪ Glossary of Budget Terms	245
16. Gann Limit	
▪ Gann Limit	259
17. Budget Resolution	
▪ Budget Resolutions	263



**Why the tree? Because...**

The tree logo represents the changing seasons in Winters, where life is enjoyable year-round

**Guide to the Document**



# Guide to the Document

A budget serves many purposes. It is the City's annual financing and spending plan, providing a means for allocating resources to meet the needs and desires of the residents of the City. The budget balances City revenues with community priorities and requirements. The budget serves as a communications device, a policy document, resource allocation tool, an accountability tool and a management tool. The budget document grants spending authority to City staff, as well as providing the spending plan for the City of Winters.

## Document Organization

### Budget Overview

The City Manager's Budget Overview summarizes the budget by outlining major programs in progress, critical issues and challenges for the fiscal years 2014-2015 and 2015-2016, as well as accomplishments of the prior year. The budget overview also summarizes the financial components of the City, including revenue trends and significant new expenditures.

### Strategic Plan

The Senior Staff held a Strategic Planning Session in February 2014. This section presents the plan and reviews the accomplishments of the prior year, and projects to be undertaken in the current and subsequent years.

### Summary Information

This section of the budget contains summary information about the structure of the City Government. It includes a citywide organization chart, summary financial tables and staffing levels for the budget year.

# Guide to the Document General Fund

The accounts of the City are organized on the basis of funds and account groups. These funds and account groups are organized in order to segregate and account for restricted resources. Each fund and account group is a separate accounting entity. The General Fund is the primary revenue source for most services cities typically offer; these include public safety (police and fire), street maintenance, parks and recreation, and neighborhood and community services.

## Other Funds

The other funds section contains non-General Fund sources of revenues. These funds are grouped into Special Revenue Funds, Capital Funds, and Enterprise Funds. Each fund type is described in this section and a financial summary is provided for each.

## Departmental Detail

Each Department is presented and provides the following information:

- Description of Department, Responsibilities and Services
- Budget Year projects
- Source of Revenue
- Expenditure Summary
- Major Budget changes
- Staffing

## Staffing

This section contains a list of all authorized positions for the City by department and provides historical staffing information.

## Policies

This section contains budget policies and procedures adopted by the City Council.

## Capital Improvement Plan

The capital improvement projects scheduled for funding in the budget year are summarized in this section. The

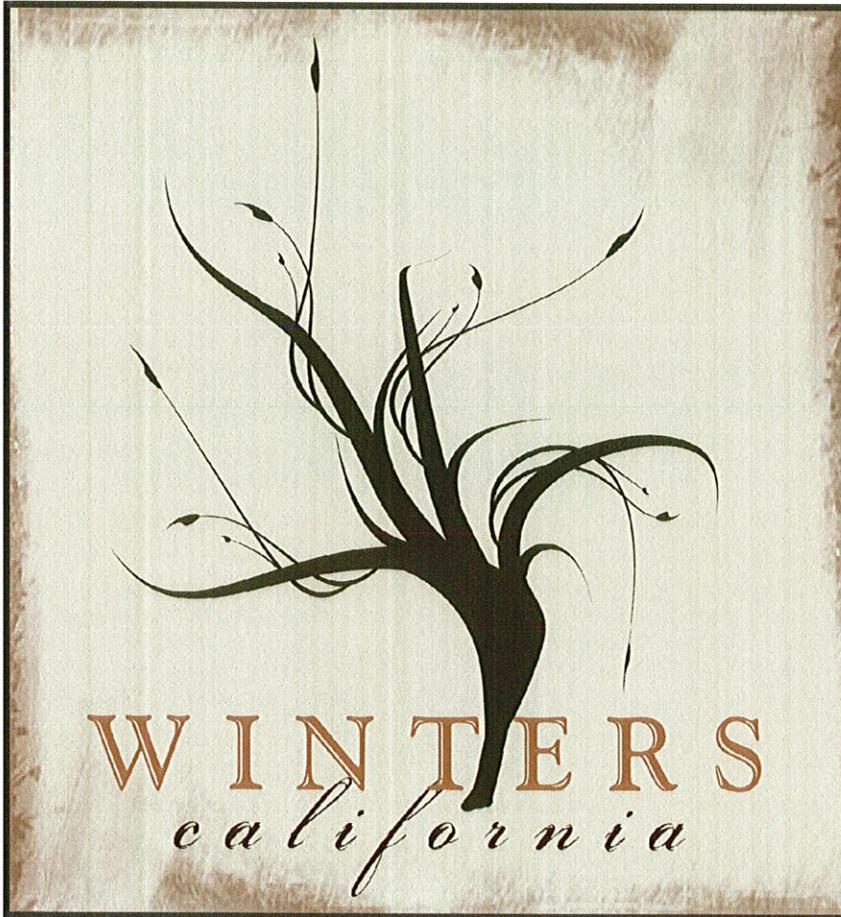
## **Guide to the Document**

capital improvements budgets for the budget year are included in the Department and Capital Fund sections to present a comprehensive view of all funds of the City.

### **Long Term Financial Forecasting**

Long term financial forecasting is an important tool for the City to use in developing programs and project schedules. This section will include the status of the City's five-year forecast.

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**Why the tree? Because...**

Winters exemplifies creativity. The many branches of the tree are the most obvious representation of the orchards that surround us. More importantly, the branches represent the people of Winters; we begin together, united from a common source, but we expand and grow in unique shapes and directions. When you leave Winters it is funny how many people you meet know and remember people who are either from here or who live here. We are creative, proud of our hometown and somehow leave our mark on the people we meet.

**Budget Overview**



# Budget Overview

Honorable Mayor and Council members:

The City of Winters is a community of long time traditions and values. It is a great place for people to live, raise children and enjoy a quality of life second to none in California. Over the past 15 years, Winters has become a City in great demand from development interests and people wishing to locate here. The past few fiscal years have focused on capital projects and basic sustainability during the serious economic downturn. Our focus has been in strengthening our infrastructure and service enhancements in the areas of public safety and water/wastewater utilities.

Since 2011, when the Governor and the California Legislature enacted legislation which summarily eliminated redevelopment, the key tool used by the City of Winters to help finance projects and encourage investment in the local economy, the City has spent a significant amount of effort on the dissolution of the Winters Community Development Agency. The impacts of the decision to eliminate this tool has had a tremendous impact on the fiscal health of the City both organizationally and on a community wide basis.

The City has also continued with historic lows in the number of building permits being issued and the overall prospect for private projects. The City is currently averaging fewer than 10 building permits per week and has not seen the construction of a single family home in almost 7 years. The result of low development has continued to be a significant burden on the City's General Fund.

During the 2014/15 and 15/16 fiscal years, the City is anticipating both subdivision and commercial/industrial development which will serve as key economic and revenue drivers for the City. The Hudson-Ogando Subdivision (70 homes), a Downtown Hotel Project, Affordable Senior Housing (60 units) and the possible development of a PG&E Training Facility will all generate considerable activity in the City. Subsequent projects may include freeway lodging, further build-out of the Grant Ave Commercial Project and the construction of the Dollar General.

The Fiscal Year's 2014/15 and 15/16 will be a period where the City continues with the construction of key capital projects which have been planned for years. In many ways, it will represent the continued implementation of projects which have been positioned and planned over the past five (5) years. It will be an important year for projects within the downtown with the completion of the Putah Creek Car Bridge, water and wastewater improvements, roadway improvements and the final phase of Putah Creek improvements which have been a marquee project for the City.

# Budget Overview

The City is exiting its need for reliance on reserves to balance the budget. The combination of the slow economic upturn, new development and the continuation of a conservative approach to spending and revenue projections will hopefully result in net balanced budgets for the City.

The need to expand the local economy has hit a critical phase and the City is ready to work with key landowners along the I-505 to begin development which will help enhance City revenues. The local and regional economies will determine the need for the use of reserves.

Economic development in Winters to enhance recurring revenues and provide for the fiscal sustainability of the City is our highest priority. Economically, the City's lack of growth and economic development has represented a significant issue for the community. While demands grow for public safety, recreational and senior services, the lack of fiscal growth and resources significantly limits the City's ability to be responsive to our residents' needs. The prospects of subdivision development, commercial projects, the Downtown Hotel and the prospect of a PG&E Training Facility all represent very bright spots and hope for needed revenue growth in the City.

Over the past four fiscal years, Winters has worked to position our organization in a manner that enhances our ability to operate and provide a higher level and quality of services. From Public Works to Police and Fire, the City of Winters prides ourselves in our ability to constantly perform better and be more efficient in serving our residents. We have a solid strategy for repair and replacement of our infrastructure, with many capital projects having been implemented to fix and rehabilitate water and sewer systems, deteriorating streets; our parks and landscaped areas have never looked better. Our City staff is better trained and performing at levels never experienced before. As an organization, our goal is always to improve the services we provide to our residents. We take pride in what we do and always work to keep things running smoothly and on budget!

### **Key Goals of the City:**

- Economic Development
- Downtown Revitalization
- Lodging Facilities
- I-505 Projects
- Jobs Producing Projects
- Support of Schools
- Support environmental programs
- Maintain a positive fiscal outlook
- Keep a high quality of life for our residents.

In previous years of economic growth, the City diligently built up our reserves to maintain a conservative fiscal protection for the community. The need to use some of those reserves during the past few years has become a reality until revenues are

# Budget Overview

increased. The need for economic development to add revenue is seen as the most important priority for the City.

## **Our Approach to Budgeting:**

The City staff has prepared a budget that has taken the following approach:

- Cautious and Conservative.
- Contingencies are budgeted to prevent potential shortfalls or raids from the state.
- Adherence to adopted Fiscal Policies.
- Working toward meeting established reserve goals for general, capital and enterprise funds.
- Projected revenue growth is based on actual funding streams, not projections based on anticipated growth.
- Actual costs and expenditures are budgeted for all cost centers. The City avoids relying on surpluses, carry-overs, or in the case of retirement funding, super-funded status.

## **Key Issues Facing the Fiscal 2014-2016 Budget:**

This year's budget includes the need to address some serious fiscal issues in a couple of key areas. These will include:

The City's **General Fund** revenues are 16.32% higher than 2013-2014 projection.

While property tax revenues will not return to 2008-2009 levels until the last year of this budget, sales tax revenues are increasing due to additional retail outlets opened in September of 2012 and December of 2013. Development is expected to occur during the 2014-2016 fiscal year, including home building, a retail establishment, a banking institution and a possible industrial training facility.

Expenditures, however, are \$92,620 ( or 2.23%) higher than budgeted revenues in 2014-2015 and \$185,649 higher than budgeted revenues in 2014-2015. The increased expenditures are due to the reinstatement of merit pay increases that have been frozen since 2009, and by increases in the CalPERS retirement rates. A cost of living adjustment for employees is included in the 2014-2015 budget which also impacts the expenditures projected for 2015-2016. The city will be working diligently in the area of Economic Development to provide additional revenues on an ongoing basis. The success of economic development activities will be used to determine the actions that must be taken for adjusting the 2015-2016 budget.

Timing of projects and economic development activities are estimated, but impacts of those items are estimates only at this time and some action will need to be taken to adjust the 2015-2016 budget if the assumptions are significantly different than the

## Budget Overview

reality of implementation of the economic development and home building projects.

- The **Water System** has a small negative cash flow projected for the 2014-2015 and 2015-2016 budget years. This is due to special project expenditures, most notably promotional materials to inform the public on water conservation and the drought, and for a drought and low water demonstration garden for public education facilities. Additionally, funding has been included to begin working on the reduction of Chrome 6 in the water supply to meet the new State of California Standards. This funding is an estimate only, as the standards have not been finalized at the time this budget is submitted.
- **Impact Fee** revenues are projected to have increased revenues in 2014-2015 than 2013-2014 due to projected building within the city. Revenues are projected to be less in 2015-2016 than in 2014-2015.
- **Capital** revenues are projected to receive interest only in the period of 2014-2016.
- **Retirement and Workers Compensation** costs continue to increase and will likely represent a burden for years to come. These increased costs are included in the current year budget, and will be included in future budgets. The cost of retirement for the City of Winters is limited to the CalPers contribution; the city pays no post-employment health benefits for employees.
- **Assessment District** costs exceed available revenues. While this has been anticipated, previous growth has allowed the district to remain in a positive cash flow position. Beginning in 2005/2006 the General Fund began subsidizing the City Wide Assessment District, and this subsidy will continue into the future.
- **Gas Tax** revenues are stagnant, although it appears that we are projecting an increase in revenues, it is actually the change in accounting for the former "Traffic Congestion" funding as a result of the State of California's budget issues that make the revenues appear to be higher than in the past. In actuality, we no longer account for the Traffic Congestion funding in a separate fund, we now include it in the gas tax
- fund as required by the State of California. The amount will remain stagnant due to the lack of change in the population of the City. Staff has budgeted to not exceed revenues in the current year, resulting in decreased street maintenance throughout the City.
- because the revenues are distributed on a per capita basis resulting in stagnant revenues to Winters, and the cost of maintenance is increasing significantly, we do not anticipate the ability to increase street maintenance throughout the City in the near term.

# Budget Overview

## **Approach to Management**

The City of Winters Management Team realizes that we are very fortunate to serve the citizens of Winters. We take pride in what we do and strive to make sure our residents receive outstanding service. Our approach to management is pretty simple:

- Operations will operate based on strong basic fundamental foundations and adopted/proven municipal management practices.
- Step by Step-new initiatives are undertaken only after success on preceding levels. Staff will strive to do the basics well before moving on to advanced levels.
- We set goals and prioritize objectives for our staff and hold them to these expectations. Clear directives and measurable results are set.
- Our staff will be well trained and equipped with the proper resources to do their jobs.
- We will always strive to do our best.

Since 2002, the City staff has undertaken an aggressive program to improve how we run the business of the City of Winters. From a fiscal approach, the City has implemented an award winning approach to budgeting, annually producing a Comprehensive Annual Financial Report and implemented well defined financial management policies. Since 2003, the City has received awards from both the California Society of Municipal Finance Officers and the Government Finance Officers Association for Excellence in Budgeting and Financial Reporting.

The City continues to conduct an aggressive training and personal development program for its staff. Much of the training centers on core competencies for the employee's jobs, including professional development, fiscal procedures, emergency response, risk management and job-related duties. Our goal is for the staff to work better and smarter in their jobs.

## **Major City Initiatives**

The 2014-2016 Budget includes funding and policy for the major initiatives proposed by the City Staff. These range from a variety of personnel and capital issues to significant work programs for each of the City's Departments.

### **Personnel:**

Given current fiscal constraints, the City has not filled a number of positions as cost reduction measures.

# Budget Overview

The City has included reinstating all merit increases on employee anniversary dates in both 2014-2015 and 2015-2016, thus eliminating the pay freezes that have been in effect since January 2009. Cost of living increases are also included in both years of the budget as presented

The City has limited hiring to replacement of personnel as they have resigned or left, with the exception of the Public Works and Wastewater System. As proposed the City has included 3 new positions in the Public Works department, and 3 positions in the Wastewater function. The City has decided not to fill the position of Community Development Director, which will be handled through a consultant agreement providing services on a part-time basis. A consultant contract is also budgeted for the building department in the event a large number of construction projects are undertaken at one time. Other duties from vacated positions are re-assigned and the budget includes a number of reclassifications for internal personnel to recognize their enhanced responsibilities.

The City is currently in negotiations with all bargaining units, any adjustments to the budget that are necessary as a result of the negotiations will be brought to the City Council once the various MOU's have been adopted.

## **Capital Purchases:**

In the 2014-2016 budget, the City will include capital purchases throughout the organization, including the following:

- purchase of nineteen (19) computers to replace outdated staff computers
- the purchase of a training tower for the Fire Department in partnership with PG&E
- purchase of four (4) replacement vehicles for public works staff
- the purchase of 3 new vehicles for the new wastewater staff.
- the purchase of a replacement police department server
- the purchase of a replacement city hall server
- the purchase of five (5) printers to replace non-functioning printers
- the purchase of a Kubota Tractor for use by public works
- The purchase of a Quad for the wastewater department
- the purchase of a replacement mower for the parks department
- the purchase of a generator for the wastewater department
- the purchase of various weeders and blowers for the parks department
- the purchase of a records management system for the City Clerk department

# Budget Overview

## **Major Capital Projects and Expenditures Proposed:**

Staff is recommending that the City pursue a number of capital projects within the community, including;

- Replacement of the Putah Creek Car Bridge in conjunction with Solano County.
- Installation of a signal at West Main Street and Grant Avenue with lighted crosswalk.
- Construction of a traffic calming Roundabout at Grant Avenue and Walnut Lane
- Rehabilitation of Railroad Avenue from Grant Ave to Niemann Street, including paving, curb ramps, signs, striping and storm drainage.
- Replace the bridge on Railroad Avenue over Dry Slough.
- Technological upgrades to the City Council Chambers, including additional television monitors and a timer for public speakers.
- Scada Upgrades for the Water and Wastewater departments
- Disinfection upgrades to the Wastewater Treatment Facility
- MCC upgrade at the East Street Pump station
- MCC upgrade at the El Rio Villa Pump Station.
- Recycled Wastewater Program.
- Rehab Well #2
- Rehab Well#6
- Install Well Water Level Sensor
- Valve change out program

## **Work Programs and Key Initiatives**

The key departmental functions for the City will take a very aggressive approach to management of our City services and positioning our organization for the many challenges we face in the coming year. Each area has developed progressive work programs that include the following:

### **Economic Development and Strategy:**

In 2014-2016, the City will place as its highest priority, the development of the I-505 and State Route 128 area for visitor-serving amenities. The City has invested considerable resources in the planning and infrastructure for the area and the ability to generate job creation and economic development is now available.

In 2011, the City initiated an Economic Development Advisory Committee which spent an extensive amount of time in the creation of an overall economic

# Budget Overview

development strategy, updated design guidelines and recommendations for planning corrections within the City.

The key aspects of this will include:

1. **Planning/Policy Amendments:** revise the City's zoning documents and General Plan to remove specific and master plan requirements for Industrial/Business Park and Neighborhood Commercial areas.
  - a. Develop zoning districts to allow a broad cross section of business opportunities within the scope of previously approved environmental assessments. This may include updates to certain key zoning definitions to recognize emerging business classifications and removal of antiquated categories. Elimination of the PC and PC/BP zoning requirements and restrictions. Address height limitations.
  - b. Complete needed cumulative analysis to reduce burdens on developers seeking projects.
  - c. Establish a streamlined development review process.
2. **Signage Policies** on effective signage in support of freeway serving businesses and a site distance study to resolve issues regarding the appropriate size and location of freeway display signs.
3. **Rezoning** to expand Highway Commercial properties which are currently undersized, split zoned or irregularly designated.
4. **Incentives** which attract development and recognize the long term, mutual benefits to both the City and business community.
5. **Infrastructure** improvements to the I505/Grant Corridor will ease the capital burdens for developers who choose to locate businesses in this location.
6. **Relocation** of the flood drainage corridor to more logically locate the facilities to the benefit of landowners and the aesthetics of the Grant Avenue Corridor.
7. **Marketing** of key properties and active community involvement in welcoming development

## **Economic Development Goals:**

The overall goals for the City of Winters will be to become a desirable location for businesses to locate and prosper. The City intends to utilize economic development tools in order to increase its "business friendliness" in local government processing, encourage collaboration within the business community, and develop regional relationships and initiatives to encourage business growth.

- **Encourage business growth by adopting "business friendly" policies and processing.**

## Budget Overview

- Make Winters accessible to current business types and businesses of the future through appropriate zoning and land use mechanisms.
- Ensure that City fees are competitive with surrounding jurisdictions and that the City establishes programs which are financially beneficial to both development and City interests.
- Streamline planning/development processes and guidelines to make it easy for businesses to locate within the community.
- Facilitate positive interaction between the City and business to business enterprises to generate mutual benefits and results.
- **Encourage collaboration between the City and business community and foster inter-business relationships.**
  - Continue to work with private and public organizations such as the Small Business Development Corporation, Winters Chamber of Commerce and others focused on providing supporting business development.
- **Develop productive regional relationships and participate in initiatives designed to encourage economic growth and make Winters a desirable partner to expand the regional economy.**
  - Encourage business development that is complementary to the local and regional economy.

The culmination of these goals will establish a successful economy which provides for sustainable jobs and revenue generating businesses.

**Successor Agency to the Winters Community Development Agency:** In June, 2011, the Legislature and Governor initiated legislation which summarily eliminated redevelopment in California. After a legal appeal to the California Supreme Court, the legislation was upheld and effective February 1, 2012, redevelopment was ended in California.

As part of the dissolution process, the City of Winters has become the "Successor Agency" to the Winters Community Development Agency. In this role, the City will work with the Yolo County Auditor/Controller and an appointed Oversight Board to establish a Recognized Obligation Payment Schedule (ROPS) of outstanding obligations of the former agency and basically dissolve the activities and debts, including payment of bonds and pass through payments.

# Budget Overview

**Fiscal Sustainability:** The City Council has always placed its highest priority on fiscal stability for the City. Key objectives included ensuring that we stayed on budget, managing our tax dollars conservatively and avoiding overextending our resources to the detriment of future fiscal years.

The City of Winters has seen some very lean times since the development of its General Plan that was completed in 1992. Finding itself over \$1 million in debt, the City has embarked on a course of fiscal conservancy. The budget for the City is balanced using available fund balance and could best be described as lean. In order to keep the fiscal stability of the City, staff will be pursuing a number of critical initiatives to prudently financially manage the organization. These initiatives will include:

- Updating the fiscal forecasting model to project revenues and expenditures over a continuous 10-year period.
- Implementation of the City Council adopted financial management policies.
- Place a strong emphasis on achieving reserve goals and policies.
- Ensuring the debt repayment for the 1992 General Plan.

**Community Development and Building:** The Community Development Department (CDD) has seen a significant reduction in planning and building activity over the past several fiscal years. The low number of planning applications and building permits has put the Department at a critical juncture. For the first time in almost eight (8) years, we are forecasting residential and commercial growth which will provide needed revenue and an overall fiscal boost for the City.

In March of 2014 the City Council approved a contract for a part time Community Development Director to help with planning operations.

**Recreation:** A key City priority during these tough fiscal times has been to maintain the operation of key recreation facilities within the City, including the City Pool and the Community Center. Over the past two years, the City has actively worked with community groups and with the general public to keep these facilities open. In the coming fiscal years, the City will continue to pursue funding options and revenue sources to maintain these facilities.

The City will continue to operate the Community Center for both public and private events, including weddings and private parties, community theatre and public events. The community pool will be open during summer months and include swim team, swim lessons and recreation swim.

## Budget Overview

Additionally, our recreation programs actively work with the community on a variety of events, including 4<sup>th</sup> of July Fireworks, Earthquake Festival, Concert in the Park, and management of the Community Center.

**Employee Development:** The Administrative Services Department is taking the lead in helping the City "work better and smarter". The City has a professional development program for our employees to focus on a number of key issues to enhance the working environment and the skills of our employees. In 2014-2016 the City will again focus its efforts on training in key "core" areas to ensure that staff are performing well in their current duties and are developing to meet other requirements in the future.

**Police:** The Police Department for the City of Winters is a real pride unit. They represent a small group of dedicated individuals who provide critical public safety services to the City. The Department has seen a number of organizational changes and a restructuring of the ranks. With the passage of Measure W, the Department has added one position and seen the promotion of four officers to expanded duties.

The Department has struggled in hiring personnel, mostly due to competition in hiring between law enforcement agencies in the area. The City will provide continuous recruitments for police officers in hopes of filling the budgeted positions.

**City and District Fire Operations:** In 2011, the City and the Winters Fire Protection District reversed the previous contractual arrangement and the City Fire Department now facilitates all emergency fire and medical response services for both the City and the District Areas. The City and District have a cooperative agreement and work closely together on numerous operational issues.

In 2011, the City also expanded fire operations to 24/7 service through the initiation of our Fire Reserve Program. The expansion of services was a key element made possible by the construction of the Public Safety Facility. In the coming fiscal years, the Department will focus on training and recruitment of the reserves and expansion of services within the community.

**Water System Improvements:** Over the past year, the Public Works Department has undertaken a very aggressive review of systems and procedures. The result is a well-run system that is performing at high levels of efficiency.

# Budget Overview

In January 2012, the City initiated a consumption based (metered) water system for all residential and commercial accounts. This has changed the overall structure for water use within the City.

The City has also worked to maintain water rates and fee structures to ensure that the system is financially viable. This has included rate increases as needed.

In 2014-2016 the key initiatives funded by these rate increases for the Water System will include:

- Improved computer technology to ensure personnel can monitor overall operations on a continuous basis.
- Safety and reliability improvements including electrical transfer switches and surge suppression systems.
- Pump replacement and facility renovations including replacements at all wells, impeller/bowl replacements and installation of well level sensors.
- Implementation of the SCADA system.
- Hydrant and valve flushing and exercising program.
- Leak detection and the development of a line replacement program.
- Cross connection control program for commercial and industrial businesses.
- Water Quality Monitoring.

**Sewer System and Expansion:** The wastewater system is at a key juncture with numerous issues currently being worked on.

In 2012, the City's waste discharge requirements (WDR's) were continued for renewal by the regional water quality control board. The overall renewal process is a significant effort and will require a considerable investment of time and resources by City personnel when the RWQCB initiates the renewal process.

Since 1992, the City has contracted its sewer operations with Eco Resources which is now owned and operated as Southwest Water. This contract expires in 2014 and the City will be assuming operations and bringing them back in-house beginning in December, 2014. This will streamline overall management of operations, reduce costs in increase the overall efficiency and capabilities of City Staff.

**Emergency Response and Preparedness:** In 2012, the City's of Yolo County implemented a "Shared Services" agreement for emergency operations and management. This agreement provides for the uniform implementation of response plans and operations. The key initiatives in our emergency planning and preparedness will include:

- Continued Staff development in the areas of multi-hazard response.

## Budget Overview

- Emergency training exercises with internal staff and outside agencies.
- Development of Standard Operating Procedures for the City's Emergency Operations Center.

**Solid Waste and Recycling** In 2014, the City again successfully met the State mandated 50% diversion requirement for all solid waste. The State agency, CalRecycle, uses different methodology for annual reporting than previously used. Instead of calculating a City's diversion rate from the landfill, a waste disposal target establishing pounds per person per day (PPD) of waste disposed of is established. The assumption is that whatever waste generated that is not going to the landfill is recycled or diverted in some way. Winter's target PPD is 5.5, our annual PPD for 2010 was 4.1 and for 2009 this number was 3.7 PPD, this is the most current data on file for the City.

While the City is doing a good job of exceeding the targets established there is always room for improvement. For example current legislation has been enacted which has established regulations for Mandatory Commercial Recycling. This is one of the areas the City of Winters could make improvements due to the fact that there are several commercial and multifamily accounts that are not currently using these services.

### **Storm Water**

The new Storm Water regulations currently being drafted may affect our refuse services. Proposed changes may require all green waste to be containerized, something not currently required in the City of Winters. In the past, the City of Winters has had minimal requirements related to storm water issues due to our smaller population. With the new MS4 Phase II permit currently being drafted, this will no longer be the case. The City of Winters will be mandated to implement a number of new policies that include monitoring, reporting, education/ outreach, and enforcement. The final draft and eventual adoption of the MS4 permits are expected late 2012. We will have to wait and see how the final regulations will impact our green waste services as well as other storm water policies the City will need to implement in order to be in compliance.

**Long Range Capital Project Planning:** In 2014-2016 Staff will work on the development of a revised Five Year Capital Improvement Program. This program will be implemented in the current fiscal year and will include a prioritization and funding of key infrastructure projects within the City. This program will include an update of the AB1600 Major Project Financing Plan.

# Budget Overview

**Hispanic Outreach:** In 2009, the City re-authorized the Hispanic Advisory Committee which has served as an advisory board to the City Council. Some of the recommendations from this Committee which have been implemented include:

- After school programming for youth.
- Presentation of a Festival de la Comunidad and Carnitas Cook-off.
- Enhanced bi-lingual communication and outreach within the community.
- Youth and adult recreation programs.
- Outreach for County social services programs.
- Transportation programs and connectivity improvements.

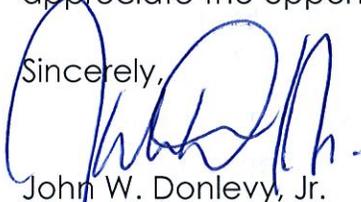
The continuance of this committee and the overall outreach will continue into the coming fiscal year.

## **Summation:**

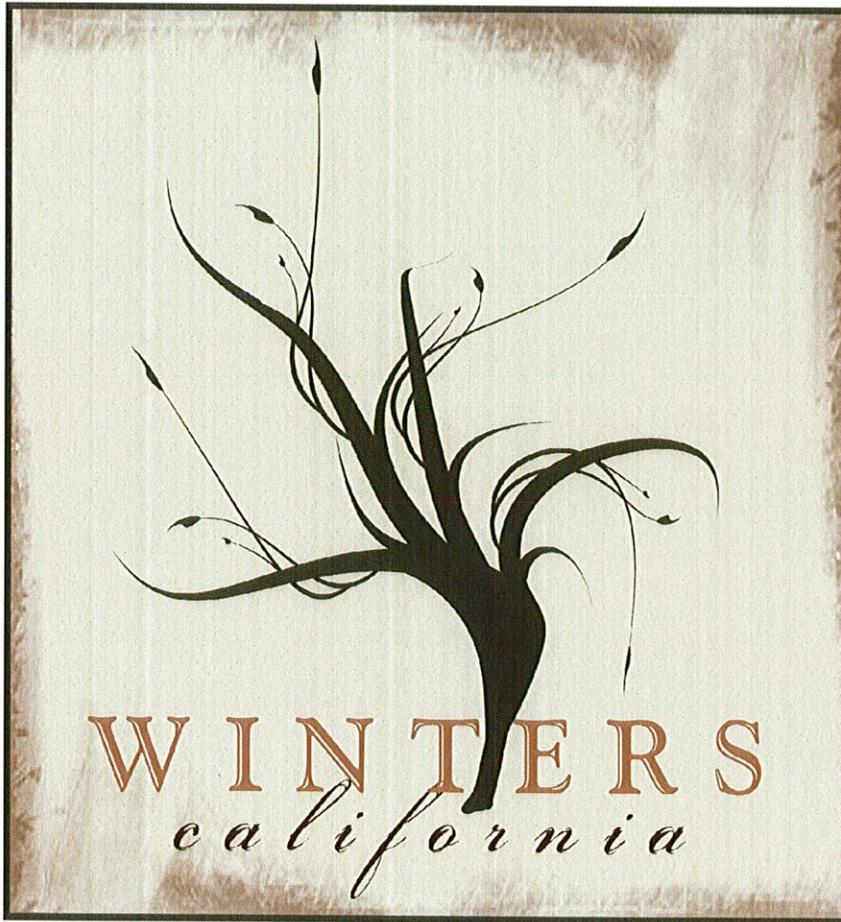
The City of Winters is currently in a very delicate situation in planning its future. The next two fiscal years will be fiscally tight and will determine a course which the City will follow for years to come. Most of it surrounds how successful the City is in attracting economic development. It will take a combined effort on the part of Staff, the City Council and the Citizens of Winters to help chart the course for the future.

We take pride in what we do and how we do things at the City of Winters and appreciate the opportunity to serve this community.

Sincerely,



John W. Donlevy, Jr.  
City Manager



**Why the tree? Because...**

This tree symbolizes Winters: both the roots of our forefathers and the roots of the fruit trees they planted.

**Strategic Planning**



# Strategic Planning

In February 2014, the Staff held a half day Strategic Planning Workshop to set goals and communicate priorities on key projects and initiatives. The workshop resulted in a list of issues and topics as shown below.

## Economic Development

- Development of Grant Avenue Commercial Property
- CDBG Programs
- Hotel at I-505
- PG&E Gas Training Facility
- Downtown Hotel
- Senior Housing Project
- Subdivisions begin building homes

## Public Works

- Staffing
- Shared Services with Winters Joint Unified School District.
- Purchase and Maintenance of Equipment
- Chrome 6 Water Issues
- Drought Issues
- Generators for Lift Stations
- Railroad, Niemann and Grant Ave Street Repairs
- Setting Up Storm Water Fund and creating a revenue source.
- Water Conservation Reward Program
- Update the look of the Water Bills.
- Recycled Sewer Water Program.
- Update the SCADA System

## Police

- Staffing challenges
- School Resource Officer
- VIPS Program
- Public Notification Program
- Citywide Surveillance Program
- Fleet Replacement
- Replace property and evidence software

## Fire

- SCBA Replacement
- Squad Replacement
- Portable Radios Replacement
- Technology integration with Dispatch
- Replace Difibulators
- Staffing Issues

## Strategic Planning

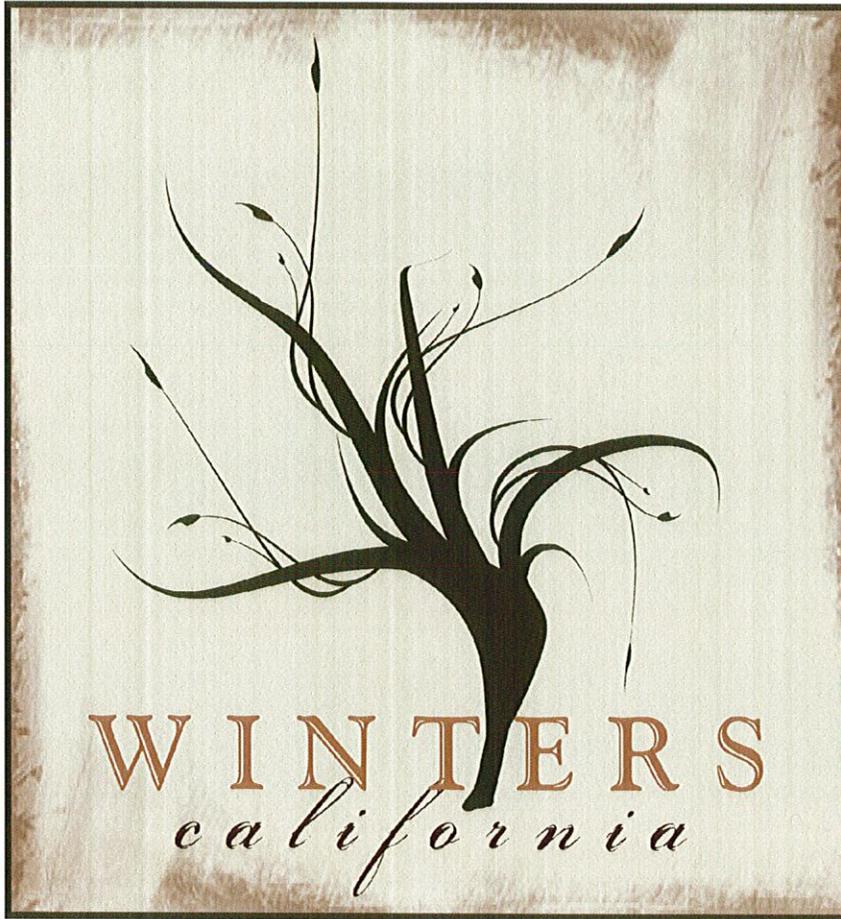
### Planning and Building

- Staffing increases if Economic Development activity begins.
- Update General Plan
- Begin process for hiring a staff Planner
- Use Technology in the field

### General Government

- Install a Records Management System
- Recruitment Software Installation
- Provide Policy Update and review for Employees.
- Camera at Community Center
- Begin providing benefits to employees that were frozen or taken away during recession
- Set up an Intranet for City Employee use for references and manuals.
- Utilize an Intern program to encourage interest in careers in local government.

Staff has included many of the above items in the budget, however, some of the items will be researched and then submitted to the City Council during the budget cycle for budget approval for implementation. Those projects not completed in prior years as well as those projects identified as needing to occur in 2014-2015 and 2015-2016 are included in the 2014-2016 budget as presented.



**Why the tree? Because...**

The tree shows movement—a moving forward of the City's image. It is artistic, representing the arts, music and theatre.

**Budget Practices & Policies**



## **Budget Practices and Policies**

### **Reporting Entity**

The City of Winters was incorporated February 9, 1898 and is a general law city. The City of Winters maintains a Council-Manager form of government and provides the following services: public safety (police and fire), streets, water service, wastewater services, public improvements, recreational services, planning and zoning and general services.

In addition, the financial responsibilities of the City of Winters include the Successor Agency to the Winters Community Development Agency now that the State of California has dissolved all redevelopment agencies.

### **Fund Accounting**

A fund is a separate fiscal and accounting entity with a separate set of accounting records. For example, a separate fund is used to account for the funds received by the City for the Gas Tax Program.

The use of Fund Accounting is one of the basic requirements of generally accepted accounting principles (GAAP) for governments and is a major difference between government and commercial accounting. Fund Accounting requires separate record keeping for each individual fund that a government uses.

### **Accounting Practices**

The accounting and reporting policies of the City conform to generally accepted accounting principles (GAAP) applicable to state and local governments. Generally accepted accounting principles for local governments include those principles prescribed by the Governmental Accounting Standards Board (GASB), which includes all statements and interpretations of the National Council on Governmental Accounting unless modified by the GASB, and those principles prescribed by the American Institute of Certified Public Accountants in the publication entitled Audits of State and Local Governmental Units.

## Budget Practices and Policies

The section entitled "Fiscal Policies" summarizes the policies and practices used by the City of Winters.

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The governmental fund types and agency funds use the modified accrual basis of accounting. Under this method, revenues are recognized when they become available and measurable. "Measurable" means the amount can be determined, and "Available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized in the accounting period in which the fund liability is incurred.

All enterprise fund types use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred.

### **Budgetary Basis of Accounting**

The budgetary basis of accounting determines when a government charges expenditures to a budget appropriation, or when it credits revenues to its funds for budgeting purposes. Although the City presents financial statements in its Comprehensive Annual Financial Report (CAFR) in accordance with GAAP, the budget is adopted on a modified cash basis. The major difference between the two basis of accounting is as follows:

- For budgetary purposes, revenues are recorded when received. Under GAAP, revenues are recorded when susceptible to accrual.
- For budgetary purposes, inter-fund loans and repayments are recorded as revenues and expenditures. Under GAAP, these transactions are reclassified as increases or reductions in the "Due to/Due from" accounts.

## **Budget Practices and Policies**

Capital expenditures are budgeted as an expense in the enterprise funds. Under GAAP, these expenditures are reclassified as fixed assets.

### **Basis of Budgeting**

The City of Winters uses a base budget budgeting method. Each department requests an annual appropriation sufficient to fund current service levels and other costs the department is responsible for managing. The budget base year is the prior years' adopted budget, reducing it for any one-time expenditures, increasing it for known impacts (such as increased utility costs, and salary and benefit negotiated increases) and adding new proposed programs or activities.

### **Reserves**

The City Council adopted the City of Winters reserves policy on August 7, 2001. Three types of reserves were established: contingencies, capital reserves and cash and emergency reserves. These reserve policy requirements can be found in the "Fiscal Policies" section of this document.

### **Appropriation Authority**

The City Council adopts the budget by June 30<sup>th</sup> of each year through passage of an adopting resolution. This resolution sets expenditure limits at the fund level for the City's General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds and all Enterprise Funds.

Supplemental appropriations may be adopted by the City Council during the year. The City Manager is authorized to transfer budgeted amounts between departments for programs within any fund.

### **Encumbrances**

Encumbrance accounting, under which purchase orders, contracts and other commitments for expenditures are recorded in order to reserve that portion of the

## Budget Practices and Policies

appropriation is employed as an extension of formal budgetary integration in all fund types.

Encumbrances outstanding at year-end are “rolled over” into the next fiscal year, but the related budget authority is subject to re-appropriation.

### The Budget as a Living Document

The budget is intended to be a flexible document representing the appropriate revenue and expenditure data available. For the current document, certain assumptions have been made based on the dissolution of the redevelopment agency and the current State of California proposed budget. These assumptions are as follows:

- The “Triple Flip” of sales tax remains in force, and the Property Tax in Lieu of Sales Tax is implemented.
- The State of California has a budget “problem” of approximately \$17 billion at the time this budget is being prepared.
- The budget includes information about the Successor Agency to the Winters Community Development Agency due to the dissolution of the Winters Community Development Agency effective February 1, 2012.

## Budget Process and Calendar

The budget process enables the City Council to make choices about staffing, equipment and priorities to be addressed in the upcoming year. The City Council reviews the budget for the first time in May; however, the budget process is begun in the fall of each year with goal setting workshops to lay the groundwork for the expenditure requests from each department based on the priorities set by the City Council

All employees within the City of Winters are involved in the budgeting process. This process includes formulation, preparation, implementation, administration and evaluation. All Department Directors are responsible to the City Manager, and the City Manager is responsible to

## Budget Practices and Policies

the City Council for meeting the stated objectives and goals in the budget within the amounts appropriated in the budget.

Individuals with specific responsibility for the budget process are as follows:

- The *City Council* sets the goals, objectives, and priorities that they want staff to concentrate on for the budget years. They are also responsible for reviewing the preliminary budget and approving the final budget for the fiscal year.
- The *City Manager* is responsible for implementing the goals, objectives and priorities of the City Council and recommending funding to carry out those goals, objectives and priorities.
- The *Director of Financial Management* and the staff in the Finance Department are responsible for preparing estimates of remaining costs for the current fiscal year, preparing short and long range revenue and expenditure forecasts, calculating departmental budget targets, and assisting departments during the budget process. This staff is also responsible for reviewing the departmental operating and capital improvement requests as well as reviewing the department budget requests with the Director of each department and the City Manager. The Director of Financial Management prepares the budget material for review by the City Manager.
- The *Capital Improvement Team* consists of the City Engineer, the Public Works Superintendent, the Environmental Services Manager, the City Manager, and any other appointed member. This team is responsible for the review of existing capital projects and the addition of new capital projects based on citizen input and City Council direction. The review of existing projects includes examining the status and cost projections of capital projects to be undertaken, as well as those in progress.

## Budget Roles and Responsibilities

## Budget Process and Calendar

- The *Department Directors* are responsible for reviewing historical data, collecting data on future activities and opportunities that affect the department and using this information to prepare a budget that implements the City Councils' goals, objectives and priorities, while at the same time carrying out the mission of the department. Each Department Director is responsible for maintaining departmental control of the approved budget for their department throughout the fiscal year.

### **Budget Process**

The budget is adopted by the City Council by June 30<sup>th</sup> of each year. Input is received from City Council and staff throughout the organization in preparing the budget.

### **Budget Phases**

*Policy/Goal Setting Phase*-The City Council sets goals and projects that it feels would meet the needs of the citizens of the City. These goals and projects are reviewed and updated each year during a City Council/Senior Staff retreat. This retreat is used to set priorities for projects to be undertaken in the next budget.

*Budget Development Phase*-Based upon the goals, projects and priorities developed at the council/staff goal setting workshop, the departments develop budget requests that address new programs, evaluate existing programs, and review staffing levels. Each department begins with a base budget from the prior fiscal year adopted budget, adjusting for inflation and employee compensation agreements, reducing for any one-time expenditures, increasing for known impacts, and adding new programs or activities. Departments may also decrease the requested funding due to the discontinuance of programs or activities, reorganization of staff or other economic issues that affect the funding available to carry out programs. Financial trend analysis is performed on all funds, reviewing the city's financial condition with existing programs as well as its capacity to implement new programs.

## **Budget Process and Calendar**

The analysis includes evaluating long term and short term operating needs, capital improvement projects and how the long range plans of the city are being implemented. City financial policies are reviewed and updated as needed. The City Manager and Director of Financial Management review the preliminary budget for its ability to carry out the goals, projects and priorities of the City Council.

*Budget Review/Modification Phase*-The preliminary budget is reviewed by the City Manager, Director of Financial Management and each Department Director to refine the budget into a balanced financial plan. A preliminary budget is prepared and presented to the City Council at a workshop for review and additional modification.

*Adoption Phase*-The final budget as modified after the City Council workshop is presented to the City Council for adoption. A public hearing is held and the City Council adopts the budget.

*Implementation Phase*-Department Directors are provided with budget status reports monthly. They are responsible for reviewing the reports and maintaining budgetary control throughout the fiscal year. The City Council receives financial reports monthly, which compare actual results with budgeted amounts.

**Budget Process and Calendar**

**Policy/Strategy Development Phase**  
October-November

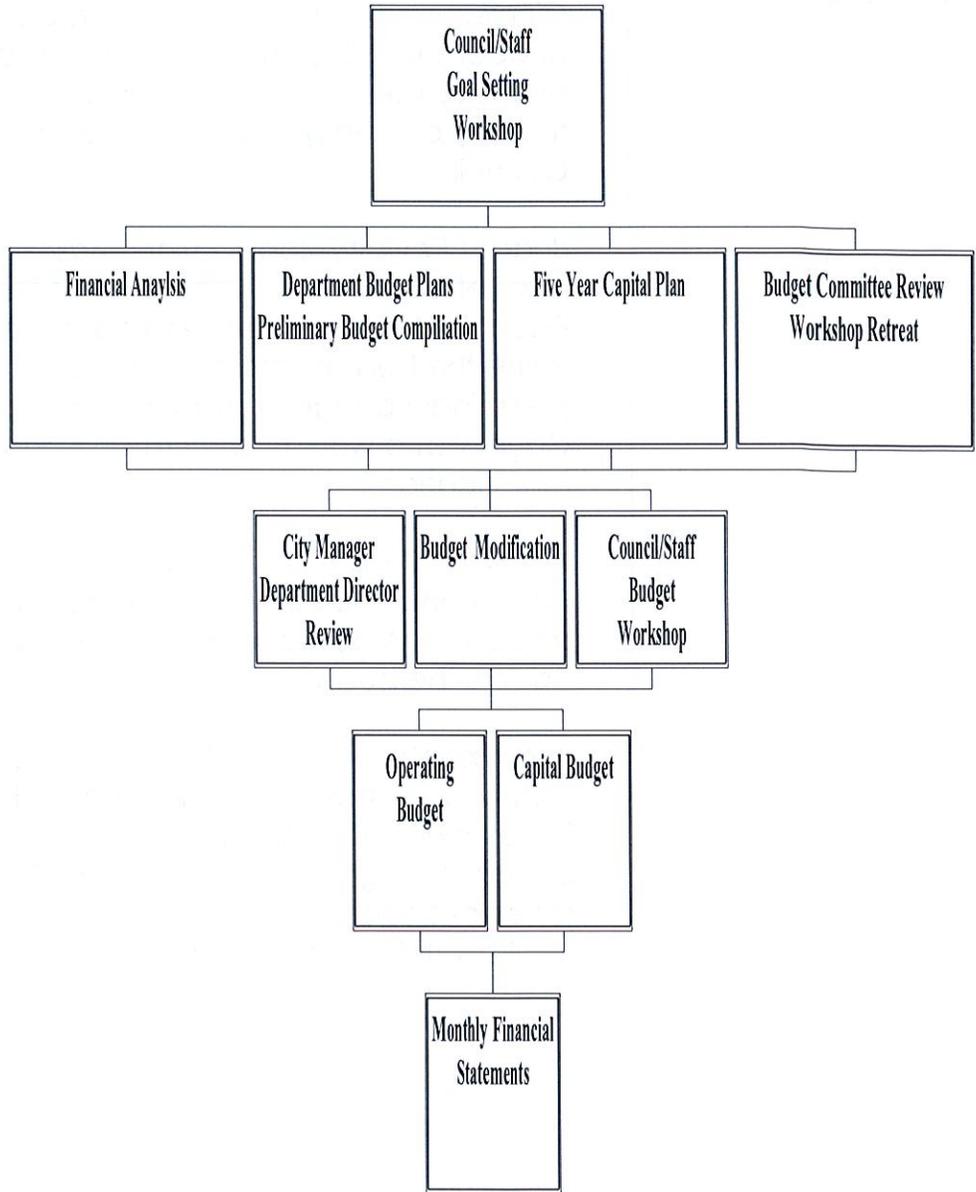
**Budget Development Phase**  
March-April

**Review Modification Phase**  
May

**Adoption Phase**  
June

**Implementation Phase**  
July-June

**Budget Calendar**



## **Review and Approval of Budget**

The City Council reviews the budget during a workshop held in May of each year. This workshop is open to the public and all City staff and provides a forum for the City Council to receive information and recommendations regarding the budget.

The budget is required by law to be adopted prior to July 1<sup>st</sup> of each year. The budget must be balanced, that is, operating expenditures must be equal to or less than operating revenues. Any change in appropriated levels or expenditures of contingency line item amounts requires City Council approval.

Upon adoption of the budget, the Finance Department prepares the final budget document.

## **Amendment to the Budget**

The budget is adopted at the fund and departmental level. The City Manager is authorized to make transfers between account codes and departments within each fund, except for contingencies. City Council approval is required for transfers between funds, except for those inter-fund transfers approved in the budget

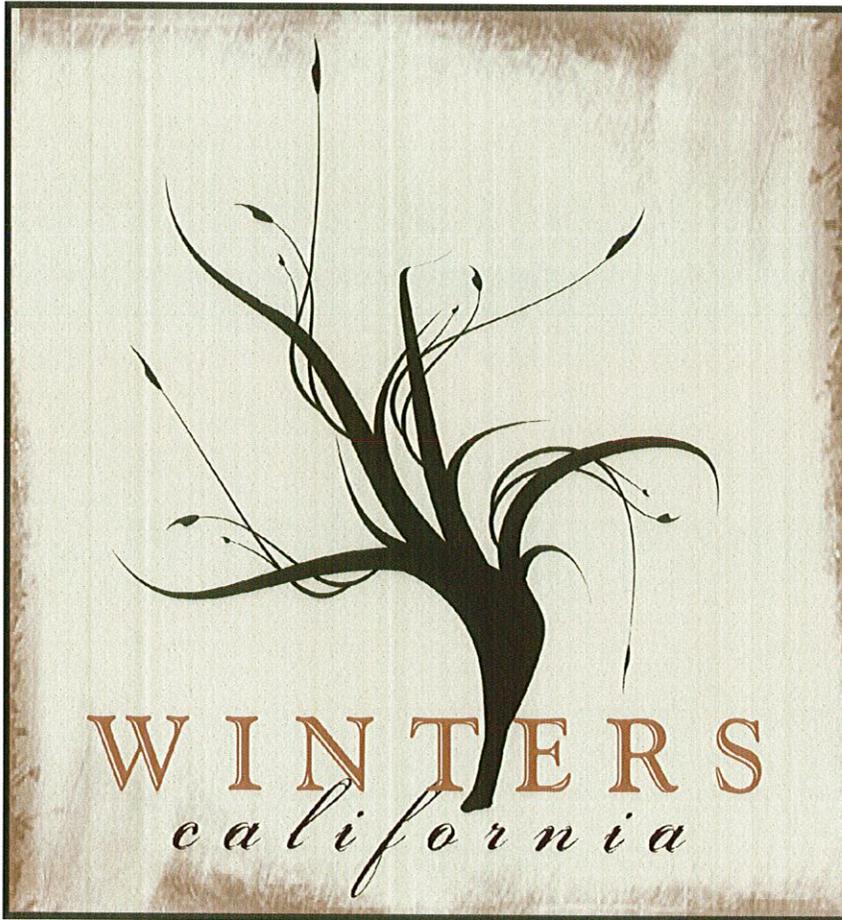
## **Use of Contingency Operating and Transfers**

Contingency amounts are defined in the City's reserves policy. City Council approval is required for transfers from contingencies.

## **Capital Budget Relationship and Organization**

The City of Winters Budget includes a summary of the Capital Improvement Plan and also includes the portion of the Capital Improvement Plan costs to be paid from the governmental funds and enterprise funds in the budget year.

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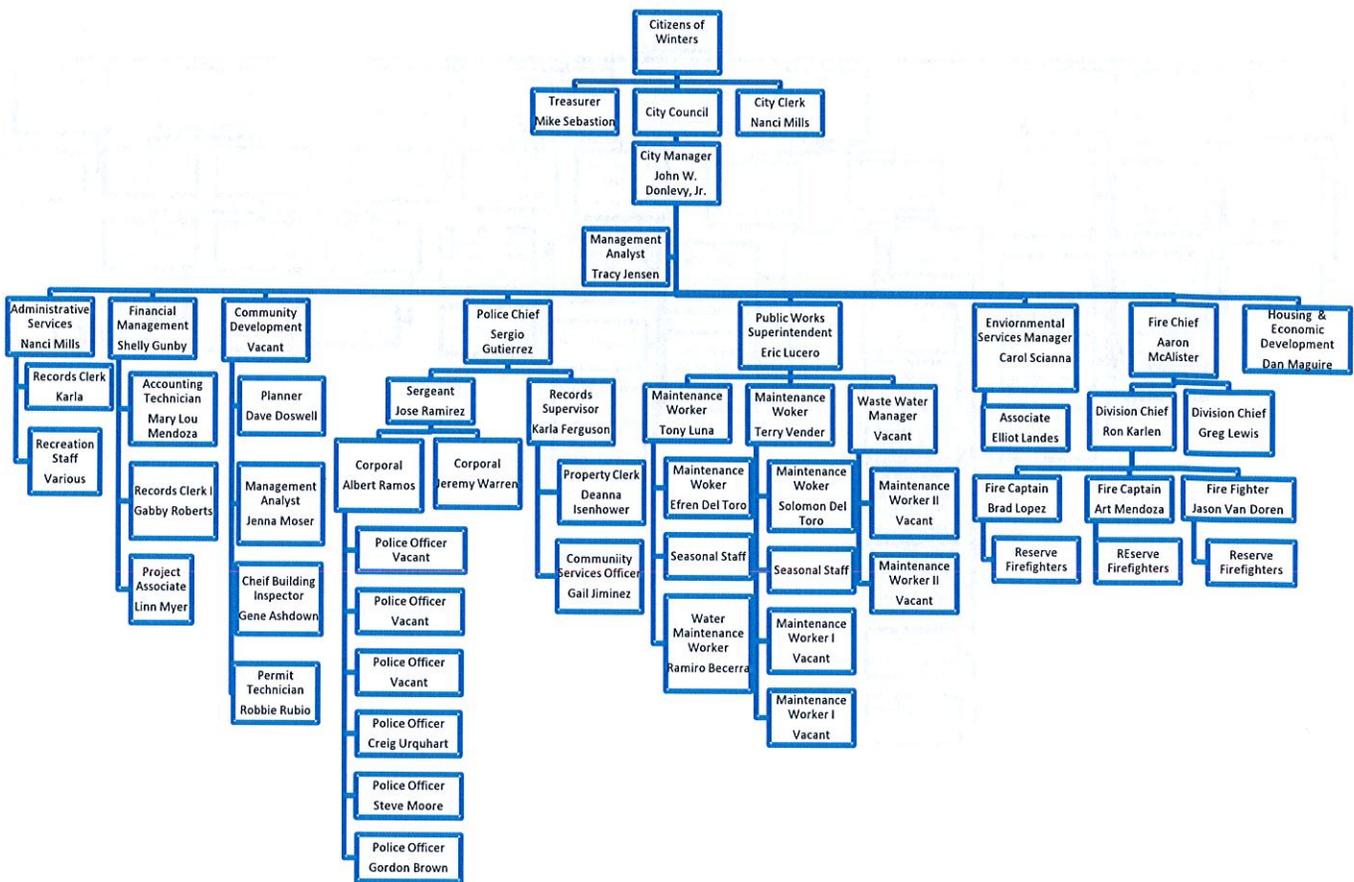
**Why the tree? Because...**

The tree advertises the fertility of the land we live on, the land that produces the fruits, nuts and vegetables we eat and sell.

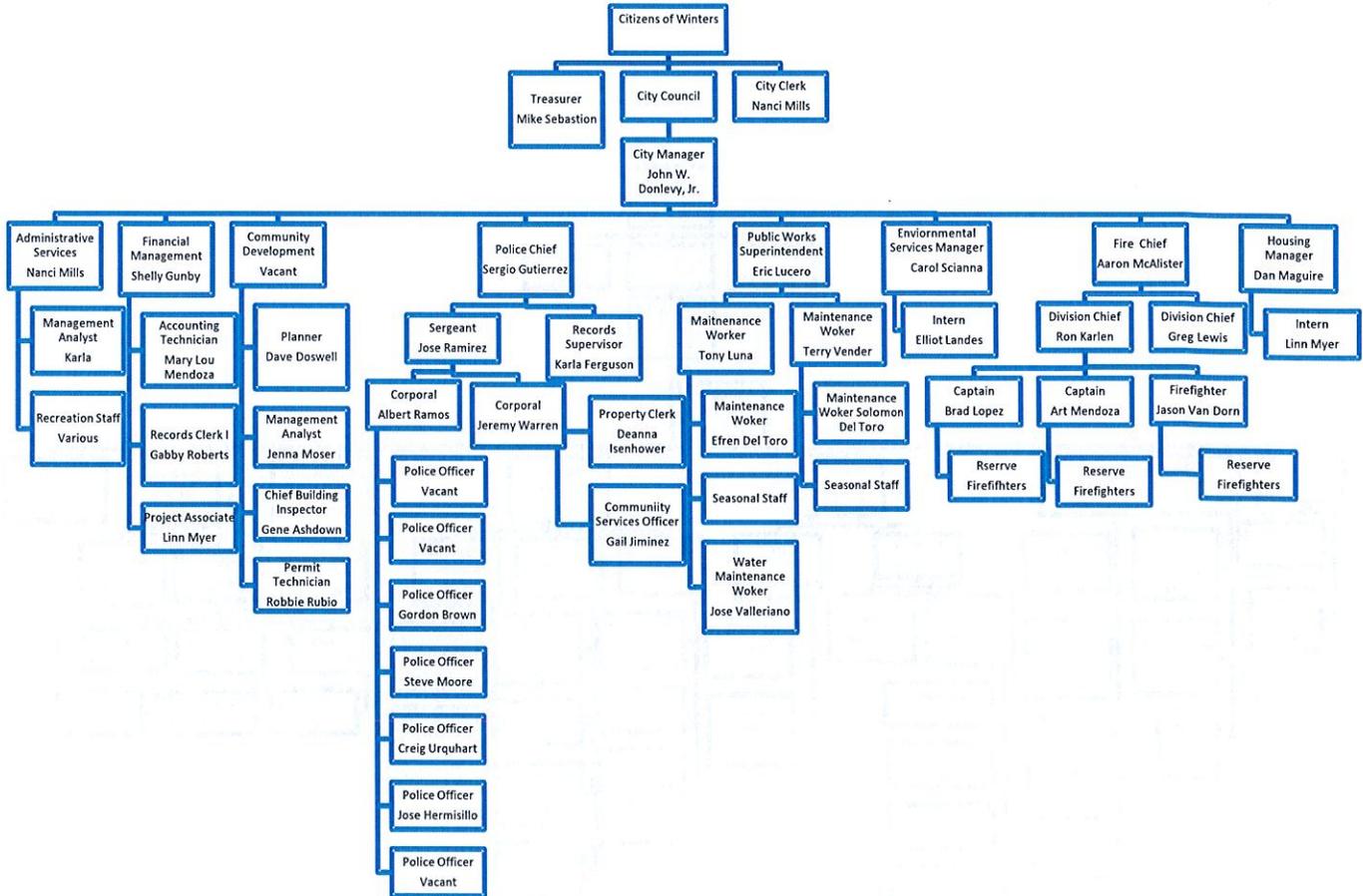
**City Profile**



# City of Winters Organizational Chart Fiscal Year 2014-2015



# City of Winters Organizational Chart Fiscal Year 2015-2016



## City Profile

### History

The City of Winters has a strong historical heritage. The settlement of this area began in 1842 with the granting of 17,750 acres of land along Putah Creek by Governor Juan Batista de Alvarado to William Wolfskill, a southern California resident and naturalized Mexican citizen. It was not William, but his brother John, who came north to settle on this land. He established a residence on the south side of Putah Creek and began his ranching career, planting vegetable crops and the area's first apricots in 1851, and later peaches and grapes. The land was originally called Rancho Rio de Los Putos, a name derived from the Patwin Indian village name of "Put-a-to".

As the northern terminus of the Vaca-Valley Railroad, this new settlement grew rather quickly and by 1876 the assessed valuation of the town had risen from \$1,000 to \$160,000. Winters became a busy agricultural and commercial center, with three trains daily, several new businesses, new hotels and saloons, a Wells Fargo office and a number of new residences. Area produce included apricots, peaches, almonds, plums, pears, cherries, figs, oranges, olives, barley and wheat. In late 1896, a meeting was held in the Opera House to seek incorporation of the town of Winters. It was not until February 9, 1898, however, that the City of Winters was incorporated.

### Quality of Life

The City of Winters is located in the southwestern corner of Yolo County, immediately north of the Solano County line and just east of the Vaca Mountain range. Interstate 505 borders the City of Winters on the east. Interstate 80, which lies just 11 miles south, provides easy access to the major metropolitan areas of Sacramento and the Bay Area. State Highway 128 passes directly through Winters and is a major access route to the Napa Valley and recreational opportunities at Lake Berryessa. Sacramento International Airport is 37 miles away and public transportation is provided by the Yolo County Transportation District.

## City Profile

The City of Winters is an established and changing community. The easygoing nature of the community gives one a sense of longtime tradition. Winters is on the cusp of an economic takeoff once the economy has recovered. New residential developments have been approved, and will be built once the housing market rebounds, and new businesses are starting up. Winters is a community that thrives on citizen involvement, volunteer projects, and "civic mindedness".

The City of Winters is home to the Annual Youth Day celebration. During this celebration, young people throughout the community commit themselves to learning the role of government by holding elections to be the "shadow" of City Staff and Council members. A special "Youth Day City Council" meeting is held at which the young people bring their issues forward for a public hearing. This celebration of youth in the community is organized completely by volunteers, who commit many hours of time to the project each year.

The City of Winters has enthusiastic Little League, Swim Team, Jr. Warrior Football Team and Soccer programs that serve the youth of the community.

The City also has a very professional volunteer Theatre group that performs numerous productions throughout each year.

### **Government**

*Incorporated February 9, 1898*

The City of Winters is a general law city and employs the Council/Manager form of government. The Winters City Council consists of five members elected at-large for four year terms (two members at one election, three members the following election). After each Council election, the Council members appoint a Mayor for a two-year term and a Mayor Pro Tem for a two-year term.

# City Profile

Full time Employees - Fiscal Year 2012-2013 and 2013-2014<sup>1</sup>

	2012-2013	2013-2014
Police Department	12.45	13.45
Community Development Department	1.00	1.00
Fire Department	3.70	3.70
Finance	4.00	4.00
General Government	5.00	5.00
Public Works	8.35	8.35
Recreation	9.85	9.85
<b>Total</b>	<b>44.35</b>	<b>45.35</b>

## Demographics

**Land Area** 2.516 square miles

### Population

1970	2,419
1975	2,510
1980	2,652
1990	4,450
2000	6,125 <sup>2</sup>
2010	6,624 <sup>3</sup>
2011	6,609 <sup>4</sup>
2012	6,839 <sup>5</sup>
2013	6,974 <sup>6</sup>
2014	6,979 <sup>7</sup>

<b>Households<sup>8</sup></b>	2,187	
Family Households	1,711	78.3%
Married Couples	1,322	
Female Householder	134	
Male Householder	255	
Non-family Householder	475	21.75%

<sup>1</sup> 2012-2014 Adopted Budget

<sup>2</sup> U.S. Census Bureau, Census 2000

<sup>3</sup> U.S. Census Bureau, Census 2010

<sup>4</sup> California Department of Finance

<sup>5</sup> California Department of Finance

<sup>6</sup> California Department of Finance

<sup>7</sup> California Department of Finance

<sup>8</sup> U.S. Census Bureau, Census 2010

## City Profile

### Age<sup>9</sup>

Under 5 Years	417	6.3%
5-9 years	445	6.7%
10-14 years	502	7.6%
15-19 years	586	8.8%
20-24 years	498	7.5%
25-29 years	417	6.3%
30-34 years	379	5.7%
35-39 years	391	5.9%
40-44 years	520	7.9%
45-49 years	592	8.9%
50-54 years	540	8.2%
55-59 years	442	6.7%
60-64 years	294	4.4%
65-69 years	204	3.1%
70-74 years	142	2.1%
75-79 years	99	1.5%
80-84 years	76	1.1%
85 years and older	80	1.2%

Median Age (years) 35.9

### Sex<sup>10</sup>

Male	3,351	50.6%
Female	3,273	49.4%

### Housing Units<sup>11</sup> 2135

Single Family	1695	79.39%
Multi Family	358	16.77%
Mobile Homes	82	3.84%
Vacancy Rates		1.7%

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<sup>9</sup> U.S. Census Bureau, Census 2010

<sup>10</sup> U.S. Census Bureau, Census 2010

<sup>11</sup> U.S. Census Bureau, Census 2010

# City Profile

## Housing Value<sup>12</sup>

Less than \$50,000	78	5.8%
\$50,000-\$99,999	9	.7%
\$100,000-\$149,999	25	1.9%
\$150,000-\$199,999	40	3.0%
\$200,000-\$299,999	335	25.1%
\$300,000-\$499,999	599	44.9%
\$500,000-\$999,999	239	17.9%
\$1,000,000 or more	10	.7%
Median Home Value	\$349,300	

## Age of Housing<sup>13</sup>

1939 or earlier	195	9.1%
1940-1949	52	2.4%
1950-1959	356	16.7%
1960-1969	306	14.3%
1970-1979	134	6.3%
1980-1989	477	22.3%
1990-1999	225	10.5%
2000-2004	347	16.3%
2005 or later	43	2.0%

## Household Income<sup>14</sup>

Less than \$10,000	69	3.3%
\$10,000-\$14,999	124	5.9%
\$15,000-\$24,999	138	6.6%
\$25,000-\$34,999	125	6.0%
\$35,000-\$49,999	315	15.0%
\$50,000-\$74,999	523	24.9%
\$75,000-\$99,999	130	6.2%
\$100,000-\$149,999	573	27.3%
\$150,000-\$199,999	49	2.3%
\$200,000 or more	51	2.4%
Median Household Income	\$ 59,679	

<sup>12</sup> U.S. Census Bureau, Census 2010

<sup>13</sup> U.S. Census Bureau, Census 2010

<sup>14</sup> U.S. Census Bureau, Census 2010

# City Profile

## Level of Educational Attainment<sup>15</sup>

Population 25 years and over		
Graduate or Professional Degree	212	5.5%
Bachelor's Degree	608	15.7%
Associate's Degree	246	6.3%
Some College No Degree	935	24.1%
High School Graduate	973	25.1%
9th-12th Grade, No Diploma	324	8.3%
Less than 9th Grade	583	15.0%

## Racial Composition<sup>16</sup>

American Indian	0.80%
African American	0.60%
Asian	1.00%
Hispanic	52.4%
Native Hawaiian/Pacific Islander	0.10%
White	17.60%
Other	22.50%
Two or More ethnicities	5.00%

## Major Employers<sup>17</sup>

Mariani Nut Company  
Winters Joint Unified School District  
Buckhorn Restaurant  
City of Winters  
Double M Trucking

<sup>15</sup> U.S. Census Bureau, Census 2010

<sup>16</sup> U. S. Census Bureau, Census 2010

<sup>17</sup> U.S. Census Bureau, Census 2010

# City Profile

## Distribution of Jobs by Industry<sup>18</sup>

Employed persons Aged 16 and Over	3,233	
Agriculture	306	9.5%
Construction	481	14.9%
Manufacturing	227	7.0%
Wholesale Trade	144	4.5%
Retail Trade	370	11.4%
Transportation/Warehousing	317	9.8%
Information	50	1.5%
Finance	73	2.3%
Professional/Scientific	202	6.2%
Educational	509	15.7%
Arts/Food Service/Accommodations	228	7.1%
Other Services	194	6.0%
Public Administration	132	4.1%

## Services by Other Governmental Agencies

Education: Winters Joint Unified School District  
 University of California, Davis  
 Solano Community College

## Community Services

Parks: 6 (approx 7.2 acres)  
 Community Center: 1  
 Police Station: 1  
 Water Wells: 5  
 Sewer Plant: 1  
 Fire Station: 1

## Public Transportation

Yolo County Transportation District

## Fire Protection

Winters Fire Protection District

## Gas and Electricity

Pacific Gas and Electric

<sup>18</sup> U.S. Census Bureau, Census 2010

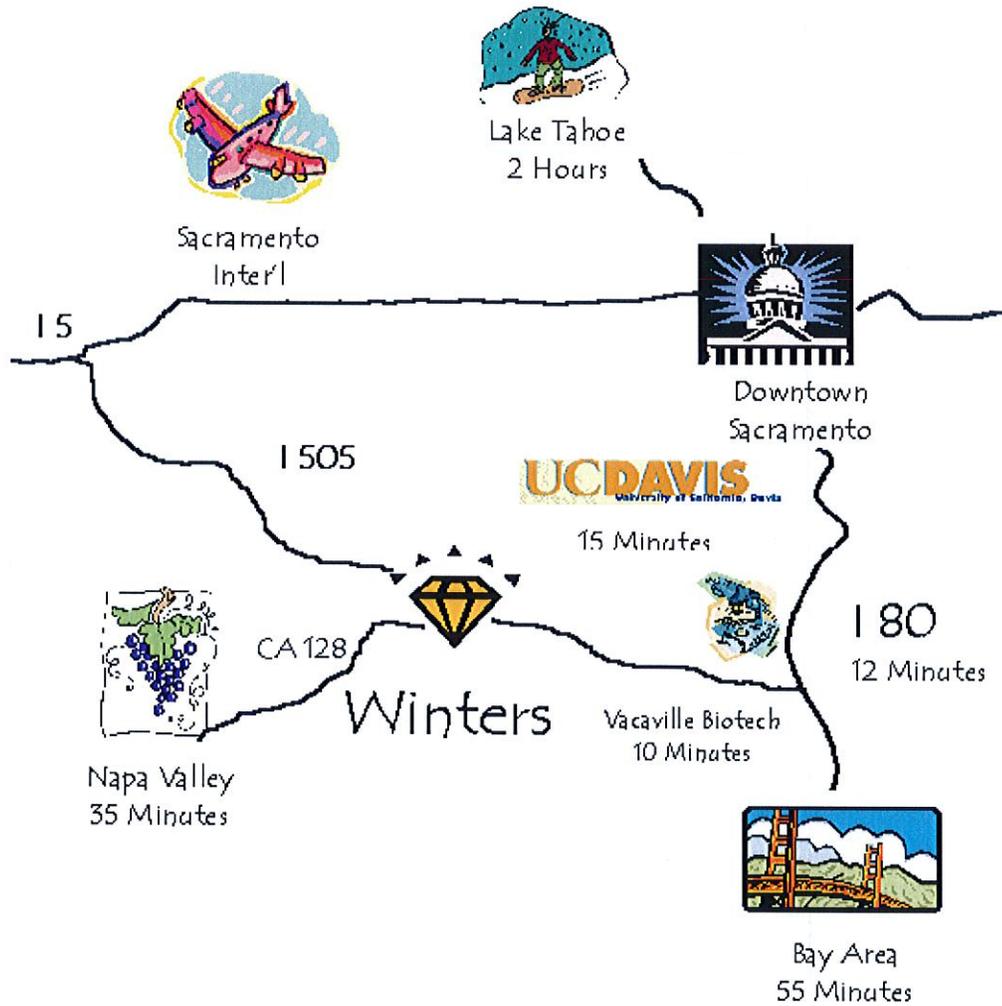
## City Profile

### Education

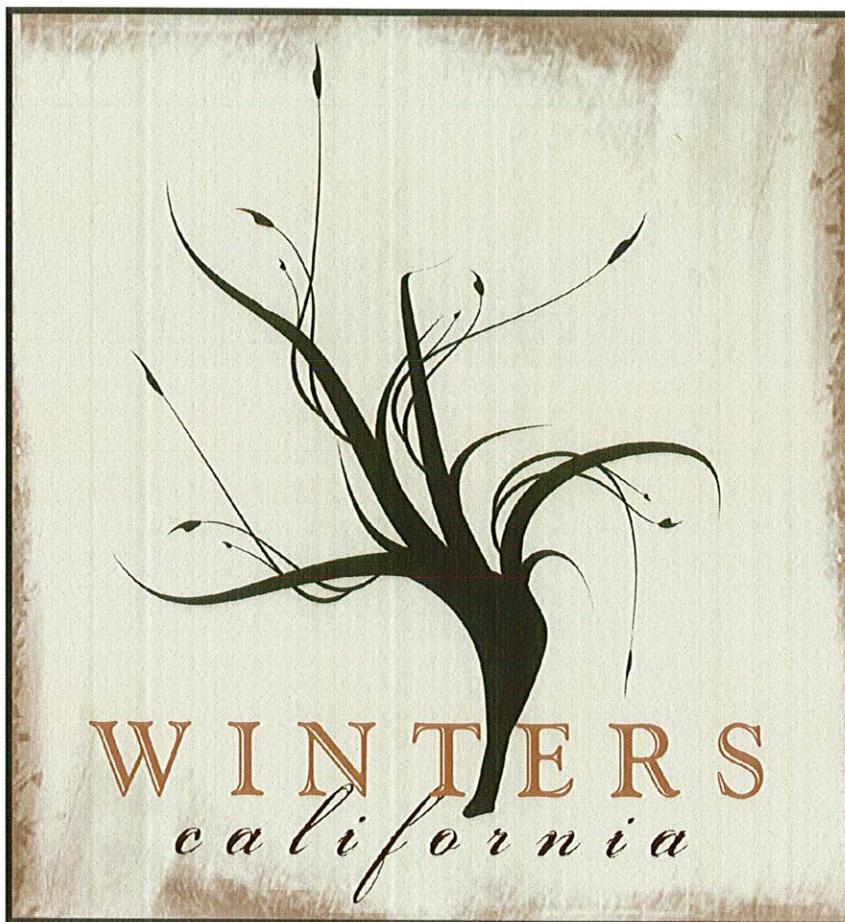
The Winters Joint Unified School District operates the following:

- John Clayton Kinder School
- Waggoner Elementary School (grades 1-3)
- Shirley Rominger Intermediate School (grades 4-5)
- Winters Middle School (grades 6-8)
- Winters High School (grades 9-12)
- Wolfskill Continuation High School

# Where is Winters??



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**Why the tree? Because...**

The tree is progressive. Remember: "...the community embraces outdoor recreation, green living, cultural diversity, performing and visual arts and destination businesses.

**Summary Financial Information**



# Budget Summary

## **Fund Structure, Purpose and Accounting Basis**

The accounts of the City of Winters are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses as appropriate. Government resources are allocated to, and accounted for, in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. Certain funds have varying levels of restriction, imposed either by legal requirements or policy choices, and as such, it can be helpful to present a broad overview of the City's finances by showing summaries of different funds.

The City's funds are grouped into six basic types:

- General
- Special Revenue
- Capital
- Debt Service
- Enterprise
- Fiduciary

The first three fund types listed above comprise the majority of the day-to-day operating activities of the City. The remaining fund types are more specialized funds, and typically account for one-time and/or specific activities rather than ongoing and recurring services. Brief descriptions of each fund type follow.

### **General Fund**

The General fund is the primary revenue source and operating fund for most services cities typically offer. These include public safety (police and fire), street maintenance, parks and recreation, and neighborhood and community services. In addition, the City Council, Administrative Services, and Community Development budgets are predominately funded by the General Fund. These activities are financed through general tax dollars from sales and property taxes, property tax in lieu of VLF, the municipal services tax, the utility user tax and by

## Budget Summary

revenues generated from permits, fees and investment earnings.

### **Special Revenue Funds**

Special Revenue Funds account for activities funded by special purpose revenue, that is, revenues that are legally restricted to expenditures for a specific purpose. Many of these funds have grant-based revenues, which may only be spent under specific guidelines. Most of the federal, state and county grants the City administers are included in this category. The City maintains 39 special revenue funds.

### **Capital Project Funds**

These are the Capital Improvement Project (CIP) funds. They are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds such as the Water and Sewer Funds), i.e., the development of a new neighborhood park or a public safety facility to house the Police and Fire Departments. The City has 22 Capital Project Funds, which includes eight (8) funds for the collection and spending of Development Impact Fees.

### **Enterprise Funds**

These funds account for City activities that operate as public enterprises. Revenues come from fees charged to programs, customers or other department users. Enterprise funds that provide for water and sewer services are proprietary funds. So are Internal Service Funds. The City currently has three (3) enterprise funds (water, sewer and Central Service Overhead) that represent separate business activities for the City.

- Water

The City provides water service to its residents and commercial entities.

- Sewer

The City's sewer system protects public health and preserves water quality through the collection, treatment and disposal of the community's wastewater and wastewater solids.

## Budget Summary

- **Central Service Overhead**  
This fund is used for expenditures that cannot be specifically charged to a particular fund or department. Expenditures are made from this fund, and the cost of those expenditures are allocated to the various funds and departments based on a cost allocation plan the City of Winters implemented in fiscal year 2002-2003 and updated in 2004-2005.

### **Debt Service Funds**

Funds for debt service track revenues and expenditures related to repayment of principal and interest costs associated with borrowing money for long-term obligations. A separate debt service schedule is included in this budget that provides detail on all outstanding debt owed by the City.

### **Fiduciary Fund Types**

Trust and Agency Funds are used to account for assets held by the City as an agent or trustee for individuals, private organizations other governments and/or funds. These include Agency and Expendable Trust Funds. Agency Funds are custodial in nature (assets and liabilities) and do not involve measurement of results of operations.

### **Summary Financial Section**

The Summary Financial Section consists of the following information:

- 2012-2016 Summary of Estimated Financial Sources and Uses and Changes in Fund Balance for Governmental Funds. This includes the General Fund, Special Revenue Funds, Debt Service Funds and Capital Funds
- 2012-2016 Summary of Estimated Revenues, Expenses and Changes in Retained Earnings for Enterprise Funds. This includes the Water, Sewer and Central Service Overhead Funds.
- Total Revenue Summary
- Total Expenditure Summary

## Budget Summary

### **Decreases in Fund Balance/Retained Earnings.**

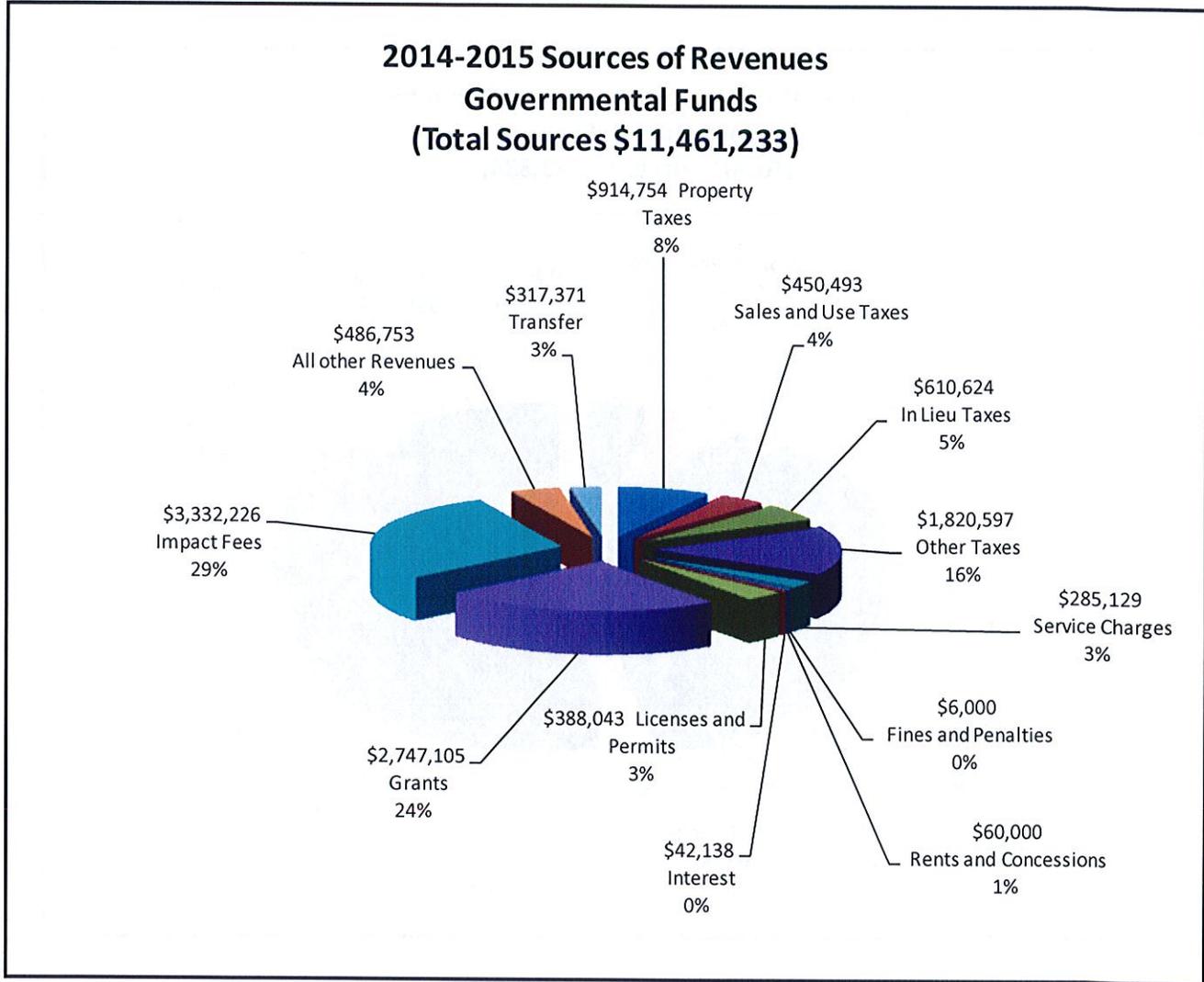
It is the policy of the City of Winters that on-going current General Fund expenditures are funded by current year General Fund revenues. Expenditure of carry forward savings is to be for one-time expenditures only, based upon City Council approval. This General Fund balance anticipates expenditure of carry forward savings of approximately \$76,029 for 2014-2015 and \$169,049 for 2015-2016. This use of carry forward savings is due to the expected additional costs for economic development project implementation. The economic downturn affected the property tax revenues of the city for 6 years, and has yet to recover to prior recession levels. City Revenues have declined due to the decrease in assessed value of property throughout the city. The 2013-2014 assessed value within the City of Winters is 14.19% less than it was for 2008-2009. Prudent planning in the past has allowed the city to accumulate a fund balance that is allowing the City to continue to provide services to the community at the level that the community has come to expect during this time of decreased revenues.

The Special Revenue Funds group anticipates a reduction in fund balance for certain individual funds, but an increase in the fund group as a whole for both 2014-2015 and 2015-2016. Special Revenue funds typically must accumulate cash over a period of years before a substantial amount of funds are available to undertake projects to be funded from these funds. This will be addressed in more detail in the "Other Funds"

The Capital Funds group anticipates a decrease in fund balance in some individual funds, but an increase in the fund group as a whole for both 2014-2015 and 2015-2016.. Capital funds typically must accumulate cash over a period of years before a substantial amount of funds are available to undertake projects to be funded from these funds. This will be addressed in more detail in the "Other Funds" section of this budget.

# Budget Summary

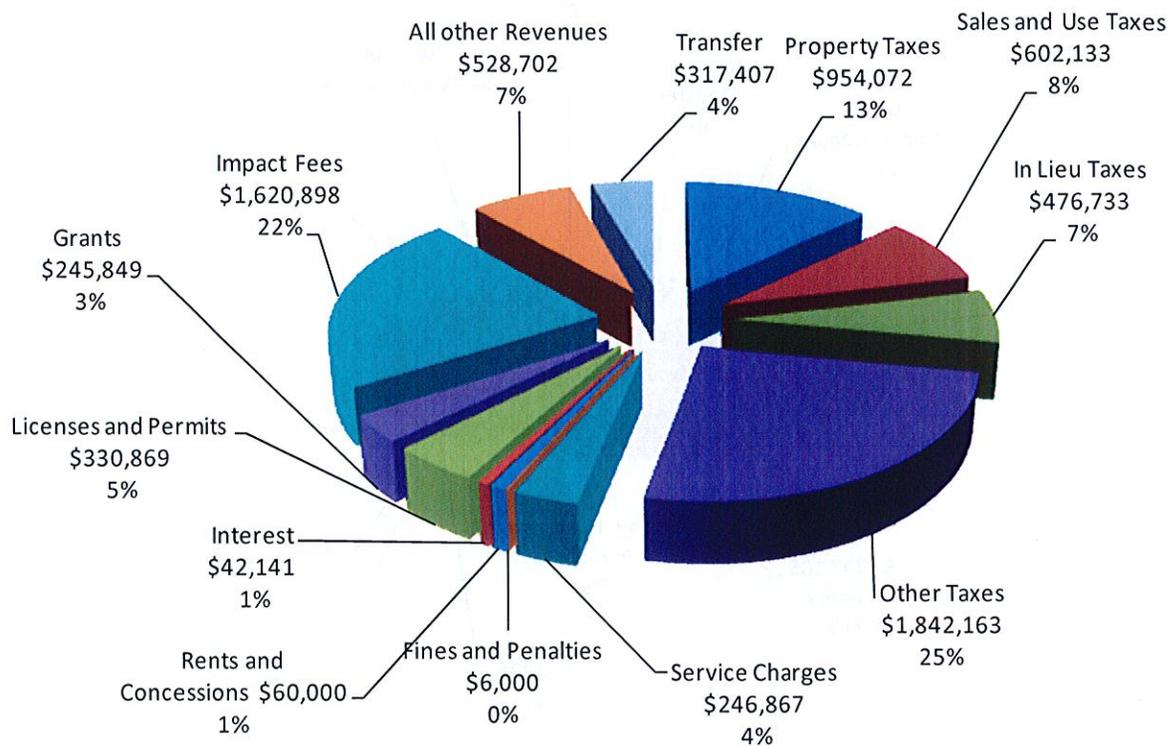
## Governmental Funds Summary of Estimated Sources and Expenditures



# Budget Summary

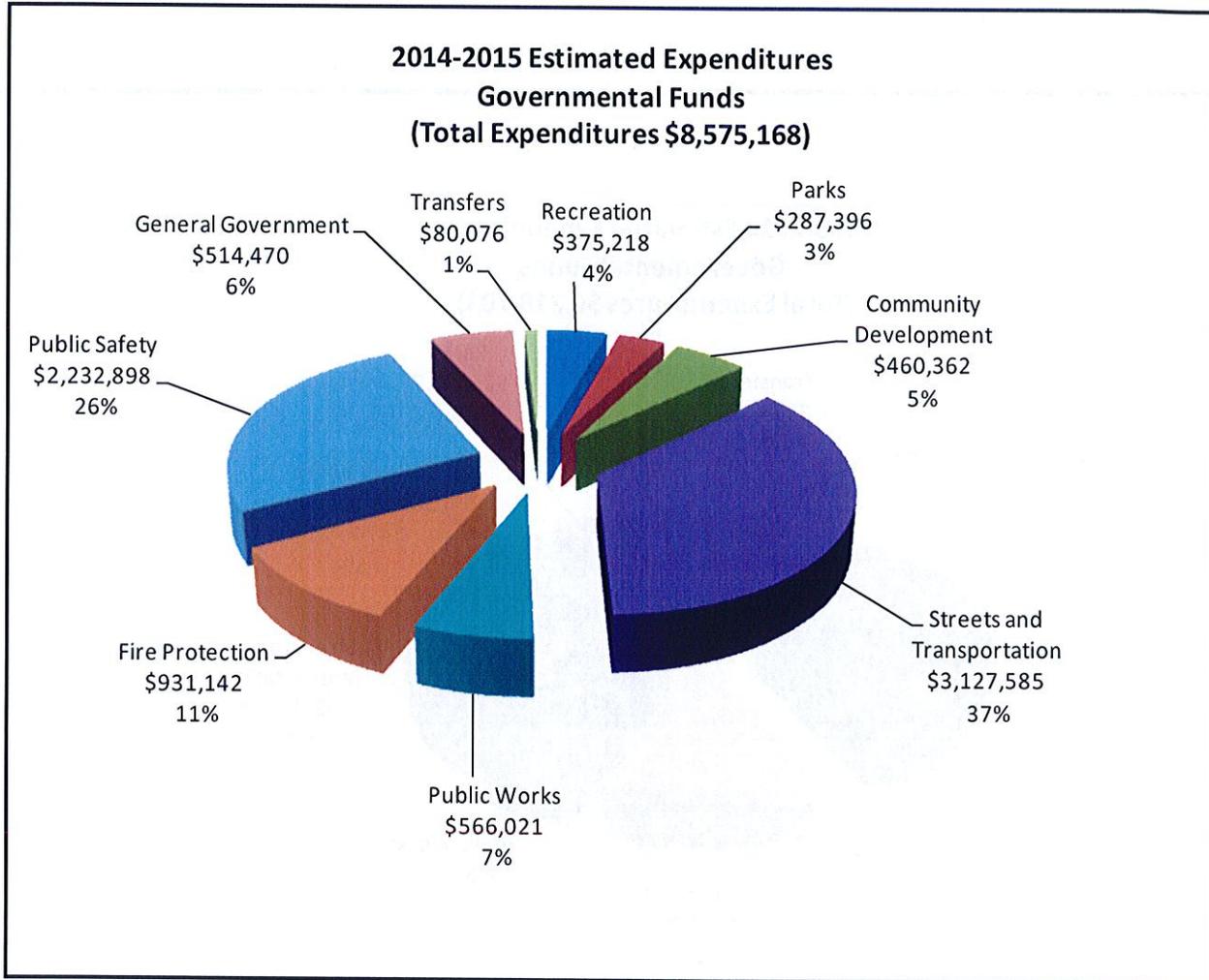
## Governmental Funds Summary of Estimated Sources and Expenditures

**2015-2016 Estimated Sources of Revenues  
Governmental Funds  
(Total Sources \$7,273,834)**



# Budget Summary

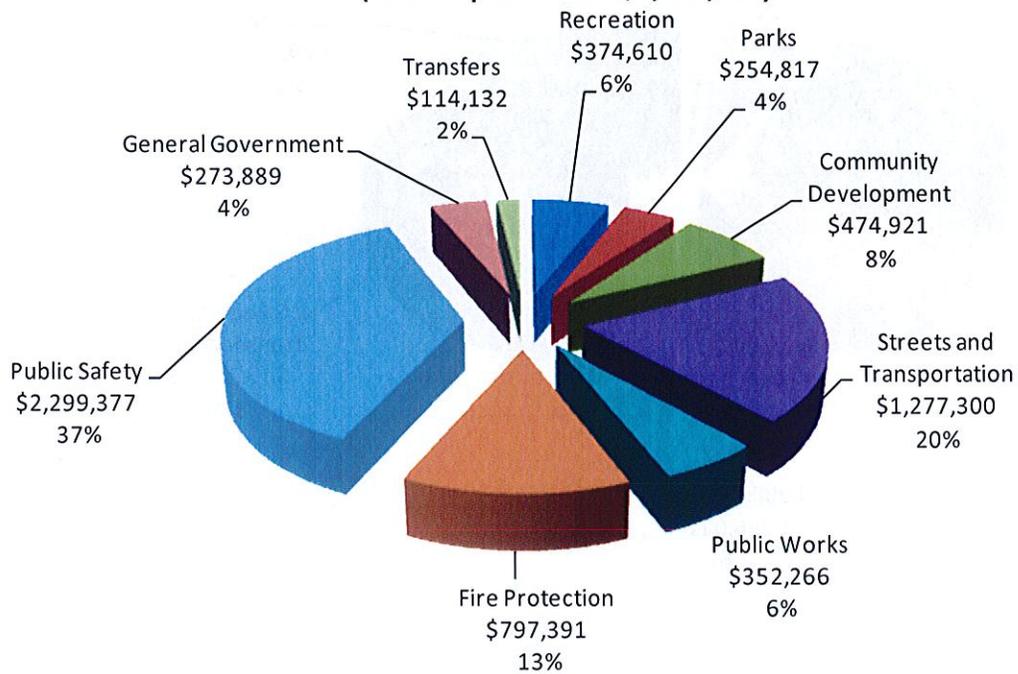
## Governmental Funds Summary of Estimated Sources and Expenditures



# Budget Summary

## Governmental Funds Summary of Estimated Sources and Expenditures

**2015-2016 Estimated Expenditures  
Governmental Funds  
(Total Expenditures \$6,218,703)**



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**Governmental Funds**  
**2011-2016 Summary of Estimated Financial Sources and Uses**  
(For Budgetary Purposes Only)

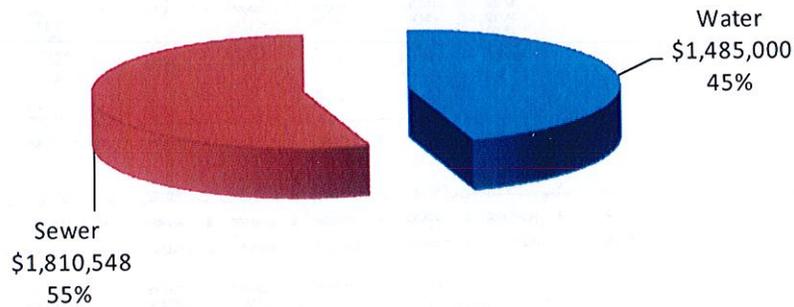
	General Fund					Special Revenue Funds				
	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimate	2014-2015 Budget	2015-2016 Budget	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimate	2014-2015 Budget	2015-2016 Budget
<b>Financial Sources:</b>										
Property Taxes	\$ 646,590	\$ 750,163	\$ 693,387	\$ 716,588	\$ 753,886	\$ 188,776	\$ 196,563	\$ 198,166	\$ 198,166	\$ 200,186
Property Tax in Lieu of VLF	445,184	444,463	461,069	467,368	476,733	-	-	-	-	-
Property Taxes in Lieu of Sales Tax	94,279	124,584	129,086	143,238	-	-	-	-	-	-
Sales and Use Taxes	374,975	381,945	432,333	450,493	-	-	-	-	-	-
Other Taxes	1,238,547	1,305,954	1,267,471	1,290,211	1,308,308	446,517	516,765	545,755	530,386	533,854
Service Charges	109,059	118,980	113,652	285,129	246,867	-	-	-	-	-
Fines and Penalties	-	-	-	-	-	21,151	16,558	6,400	6,000	6,000
Rents and Concessions	47,825	65,074	67,415	60,000	60,000	-	-	-	-	-
Interest	1,357	8,361	1,400	3,000	3,000	45,061	52,204	43,238	39,685	39,688
Licenses and Permits	73,794	118,126	95,390	388,043	330,869	-	-	-	-	-
Grants	4,974	3,724	2,000	5,000	5,000	2,209,298	1,523,907	2,389,466	2,733,310	232,054
Impact Fees	-	-	-	-	-	-	-	-	-	-
All other Revenues	389,278	312,095	295,917	332,837	338,579	680,652	68,698	168,853	93,983	93,984
<b>Total Estimated Financial Sources</b>	<b>\$ 3,426,462</b>	<b>\$ 3,632,571</b>	<b>\$ 3,559,120</b>	<b>\$ 4,141,925</b>	<b>\$ 4,125,376</b>	<b>\$ 3,591,456</b>	<b>\$ 2,374,693</b>	<b>\$ 3,351,879</b>	<b>\$ 3,601,530</b>	<b>\$ 1,105,766</b>
<b>Expenditures</b>										
General Government	\$ 234,084	\$ 326,592	\$ 327,367	\$ 258,995	\$ 265,709	\$ -	\$ -	\$ -	\$ -	\$ -
Public Safety	1,864,313	1,921,153	1,931,801	2,153,830	2,221,713	100,827	150,757	112,088	87,068	85,664
Fire Protection	784,718	726,386	692,509	767,713	789,391	-	25,658	479,493	-	-
Public Works	259,191	268,648	274,583	405,299	372,410	20,841	8,421	5,000	5,000	5,000
Streets and Transportation	-	-	-	-	-	1,515,474	1,808,392	882,397	3,027,585	542,300
Community Development	491,543	420,495	385,767	460,162	474,721	174,296	91,956	2,468	200	200
Debt Service	-	-	-	-	-	-	-	-	-	-
Parks	-	-	-	-	-	269,711	411,097	680,738	494,000	270,461
Recreation	171,172	157,539	151,027	212,834	212,225	241,224	236,085	225,270	162,385	162,385
<b>Total Budget</b>	<b>\$ 3,805,022</b>	<b>\$ 3,820,815</b>	<b>\$ 3,763,054</b>	<b>\$ 4,258,833</b>	<b>\$ 4,336,169</b>	<b>\$ 2,322,374</b>	<b>\$ 2,732,367</b>	<b>\$ 2,387,454</b>	<b>\$ 3,776,239</b>	<b>\$ 1,066,010</b>
General Contingencies and Reserves										
<b>Total Use of Resources</b>	<b>\$ 3,805,022</b>	<b>\$ 3,820,815</b>	<b>\$ 3,763,054</b>	<b>\$ 4,258,833</b>	<b>\$ 4,336,169</b>	<b>\$ 2,322,374</b>	<b>\$ 2,732,367</b>	<b>\$ 2,387,454</b>	<b>\$ 3,776,239</b>	<b>\$ 1,066,010</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ (378,559)</b>	<b>\$ (188,244)</b>	<b>\$ (203,933)</b>	<b>\$ (116,908)</b>	<b>\$ (210,793)</b>	<b>\$ 1,269,082</b>	<b>\$ (357,673)</b>	<b>\$ 964,424</b>	<b>\$ (174,709)</b>	<b>\$ 39,756</b>
<b>Fund Balance July 1</b>	<b>1,455,304</b>	<b>1,102,536</b>	<b>1,035,365</b>	<b>\$ 833,232</b>	<b>\$ 732,925</b>	<b>1,402,648</b>	<b>(1,821,802)</b>	<b>2,631,125</b>	<b>3,643,094</b>	<b>3,547,537</b>
<b>Adjustments</b>										
Transfers In	-	-	-	-	-	-	-	-	-	-
Transfers Out	25,791	121,073	1,800	16,600	16,600	151,152	5,142,323	91,545	104,280	70,259
						(4,844,685)	(331,722)	(44,001)	(25,128)	(25,128)
<b>Fund Balance June 30</b>	<b>\$ 1,102,536</b>	<b>\$ 1,035,365</b>	<b>\$ 833,232</b>	<b>\$ 732,925</b>	<b>\$ 536,732</b>	<b>\$ (1,821,802)</b>	<b>\$ 2,631,125</b>	<b>\$ 3,643,094</b>	<b>\$ 3,547,537</b>	<b>\$ 3,632,425</b>



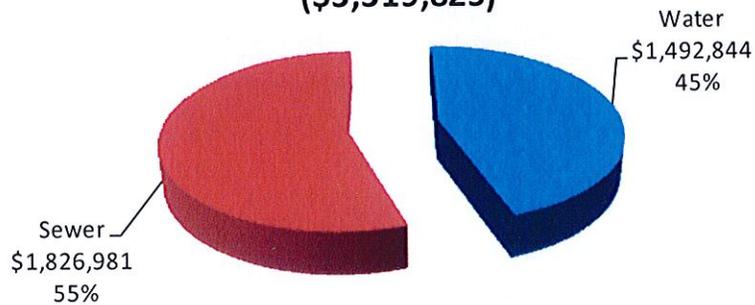
# Budget Summary

## Enterprise Funds Summary of Revenues and Expenditures

**Enterprise Funds  
2014-2015 Estimated Sources of Funds  
(\$3,295,548)**



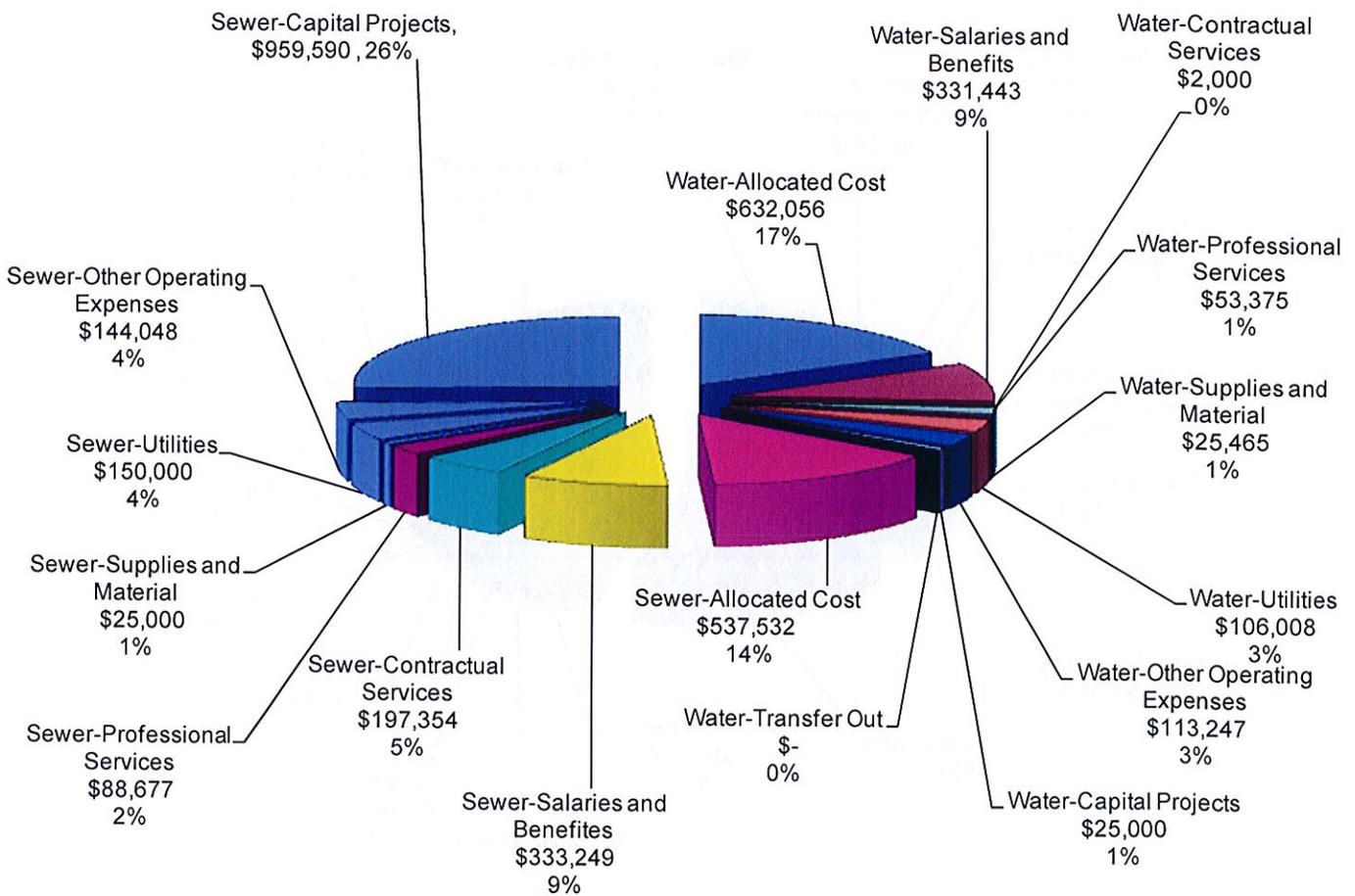
**Enterprise Funds  
2013-2014 Estimated Sources of Funds  
(\$3,319,825)**



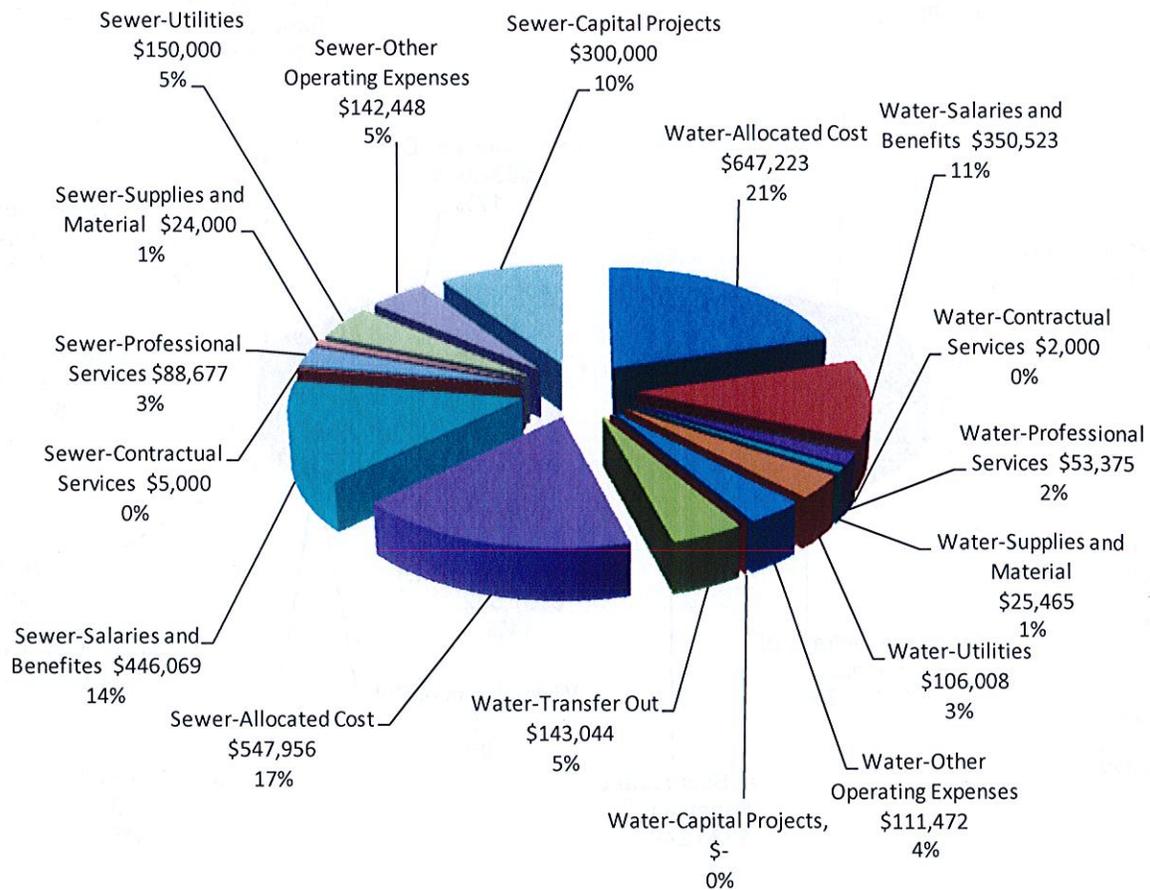
# Budget Summary

## Enterprise Funds Summary of Revenues and Expenditures

Enterprise Funds  
2014-2015 Estimated Expenditures  
(Total \$3,724,044)

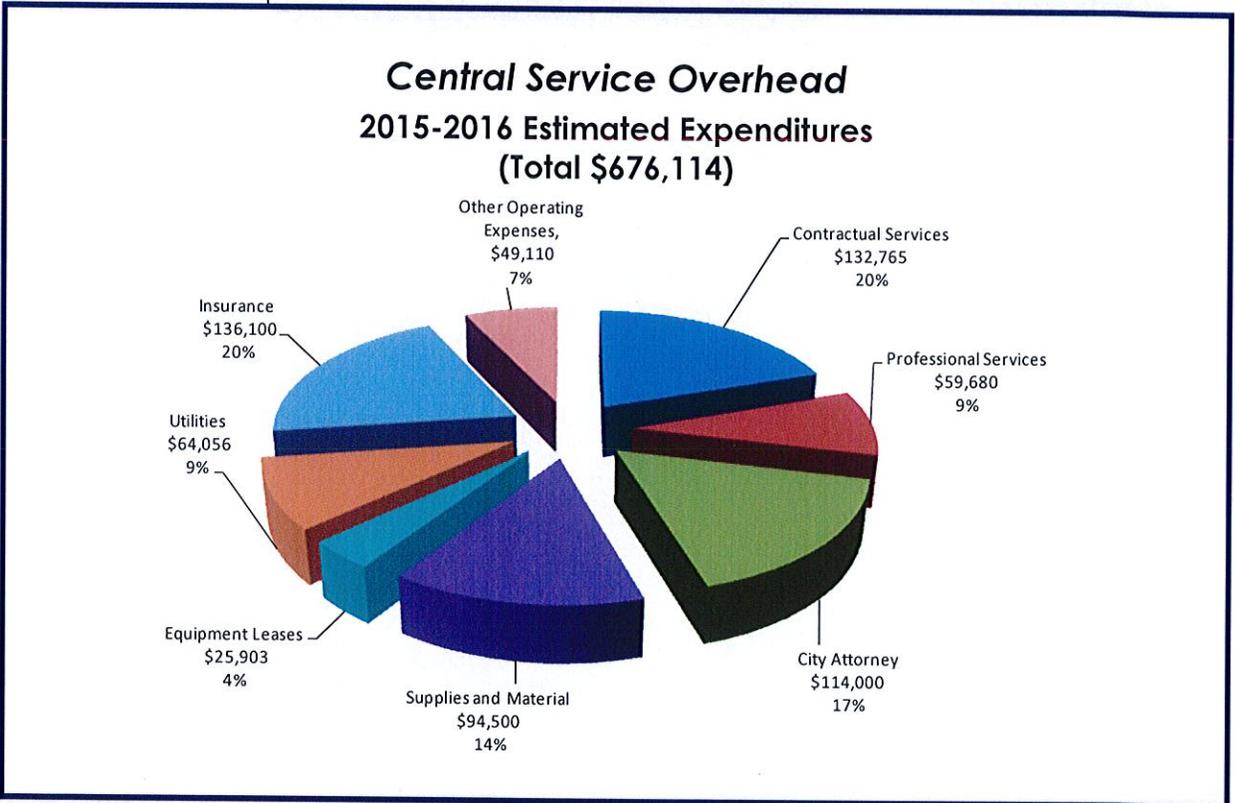
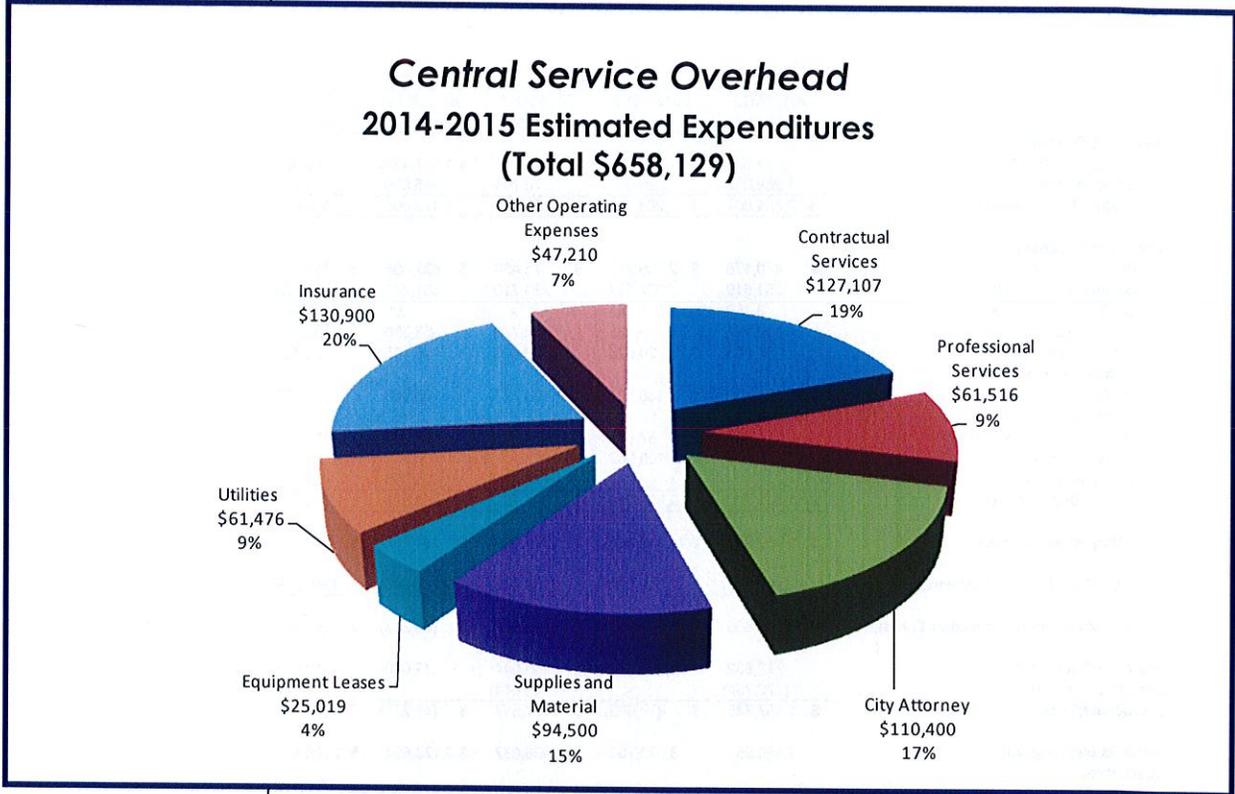


### Enterprise Funds 2015-2016 Estimated Expenditures (Total \$3,143,260)



# Budget Summary

## Central Service Overhead Estimated Expenditures



**Enterprise Funds**  
**2010-2014 Summary of Estimated Revenues, Expenses**  
**and Changes in Retained Earnings**  
**(For Budgetary Purposes Only)**

	Water Fund				
	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimate	2014-2015 Budget	2015-2016 Budget
<b>Operating Revenues</b>					
Charges for Services	\$ 1,034,374	\$ 1,179,192	\$ 1,202,207	\$ 1,387,434	\$ 1,390,085
Other Revenues	1,269,633	89,087	70,744	85,566	90,759
<b>Total Operating Revenues</b>	<b>\$ 2,304,007</b>	<b>\$ 1,268,280</b>	<b>\$ 1,272,951</b>	<b>\$ 1,473,000</b>	<b>\$ 1,480,844</b>
<b>Operating Expenses</b>					
Allocated Cost	\$ 470,178	\$ 2,106,217	\$ 515,439	\$ 632,056	\$ 647,223
Salaries and Benefits	251,619	227,497	230,710	331,443	350,523
Contractual Services	2,160	1,747	-	2,000	2,000
Professional Services	19,247	29,126	23,778	53,375	53,375
Supplies and Material	19,565	20,526	20,800	25,465	25,465
Equipment Leases	-	-	-	-	-
Utilities	107,429	130,121	128,177	106,008	106,008
Insurance	-	-	-	-	-
Other Operating Expenses	71,726	67,848	78,886	113,247	111,472
Depreciation	99,846	103,262	-	-	-
Capital Projects	-	-	-	25,000	-
<b>Total Operating Expenses</b>	<b>\$ 1,041,770</b>	<b>\$ 2,686,344</b>	<b>\$ 997,791</b>	<b>\$ 1,288,595</b>	<b>\$ 1,296,067</b>
<b>Operating Income (Loss)</b>	<b>\$ 1,262,237</b>	<b>\$ (1,418,065)</b>	<b>\$ 275,160</b>	<b>\$ 184,406</b>	<b>\$ 184,778</b>
Non-Operating Revenues(Expenses)	(168,540)	(159,599)	(109,603)	(244,643)	(246,509)
<b>Income(Loss) before Operating Transfers</b>	<b>\$ 1,093,698</b>	<b>\$ (1,577,663)</b>	<b>\$ 165,557</b>	<b>\$ (60,237)</b>	<b>\$ (61,731)</b>
Operating Transfers In	770,832	1,500,000	155,044	12,000	12,000
Operating Transfers Out	(276,784)	-	(143,044)	-	-
<b>Net Income(Loss)</b>	<b>\$ 1,587,745</b>	<b>\$ (77,663)</b>	<b>\$ 177,557</b>	<b>\$ (48,237)</b>	<b>\$ (49,731)</b>
<b>Retained Earnings July 1</b>	<b>1,485,955</b>	<b>3,073,700</b>	<b>\$ 2,996,037</b>	<b>\$ 3,173,594</b>	<b>\$ 3,125,357</b>
Adjustments					
<b>Retained Earnings June 30</b>	<b>\$ 3,073,700</b>	<b>\$ 2,996,037</b>	<b>\$ 3,173,594</b>	<b>\$ 3,125,357</b>	<b>\$ 3,075,626</b>

Sewer Fund				
2011-2012 Actual	2012-2013 Actual	2013-2014 Estimate	2014-2015 Budget	2015-2016 Budget
\$ 1,599,766	\$ 1,560,885	\$ 1,670,000	\$ 1,760,327	\$ 1,771,079
165,556	5,959	2,276	20,221	25,902
<u>\$ 1,765,322</u>	<u>\$ 1,566,844</u>	<u>\$ 1,672,276</u>	<u>\$ 1,780,548</u>	<u>\$ 1,796,981</u>
\$ 337,723	\$ 426,328	\$ 436,103	\$ 537,532	\$ 547,956
49,178	110,700	170,734	333,249	446,069
425,610	353,322	418,236	197,354	5,000
64,999	53,805	49,491	88,677	88,677
23,540	9,727	6,000	25,000	24,000
-	-	-	-	-
219,131	135,910	121,394	150,000	150,000
-	-	-	-	-
75,225	38,865	48,737	144,048	142,448
98,594	125,891	-	-	-
27,705	13,940	180,000	959,590	300,000
<u>\$ 1,321,706</u>	<u>\$ 1,268,487</u>	<u>\$ 1,430,695</u>	<u>\$ 2,435,449</u>	<u>\$ 1,704,150</u>
\$ 443,617	\$ 298,357	\$ 241,581	\$ (654,902)	\$ 92,831
(286,310)	(189,553)	(224,269)	(288,766)	(290,124)
\$ 157,307	\$ 108,805	\$ 17,312	\$ (943,667)	\$ (197,293)
7,917	-	7,917	30,000	30,000
(7,917)	(263,557)	(16,801)	-	-
<u>\$ 157,307</u>	<u>\$ (154,752)</u>	<u>\$ 8,428</u>	<u>\$ (913,667)</u>	<u>\$ (167,293)</u>
1,071,576	1,228,883	1,074,130	1,082,558	168,891
<u>\$ 1,228,883</u>	<u>\$ 1,074,130</u>	<u>\$ 1,082,558</u>	<u>\$ 168,891</u>	<u>\$ 1,598</u>

Total Enterprise Funds				
2011-2012 Actual	2012-2013 Actual	2013-2014 Estimate	2014-2015 Budget	2015-2016 Budget
\$ 2,634,140	\$ 2,740,077	\$ 2,872,207	\$ 3,147,761	\$ 3,161,164
1,435,189	95,047	73,020	105,787	116,661
<u>\$ 4,069,329</u>	<u>\$ 2,835,124</u>	<u>\$ 2,945,227</u>	<u>\$ 3,253,548</u>	<u>\$ 3,277,825</u>
\$ 807,901	\$ 2,532,545	\$ 951,542	\$ 1,169,588	\$ 1,195,179
300,798	338,197	401,444	664,692	796,592
427,770	355,069	418,236	199,354	7,000
84,246	82,931	73,269	142,052	142,052
43,105	30,253	26,800	50,465	49,465
-	-	-	-	-
326,560	266,031	249,571	256,008	256,008
-	-	-	-	-
146,951	106,712	127,623	257,295	253,920
198,440	229,154	-	-	-
27,705	13,940	180,000	984,590	300,000
<u>\$ 2,363,476</u>	<u>\$ 3,954,831</u>	<u>\$ 2,428,486</u>	<u>\$ 3,724,044</u>	<u>\$ 3,000,216</u>
\$ 1,705,854	\$ (1,119,708)	\$ 516,741	\$ (470,496)	\$ 277,609
\$ 1,251,005	\$ (1,468,859)	\$ 182,869	\$ (1,003,904)	\$ (259,024)
778,748	1,500,000	162,961	42,000	42,000
(284,701)	(263,557)	(159,845)	-	-
<u>\$ 1,745,052</u>	<u>\$ (232,416)</u>	<u>\$ 185,985</u>	<u>\$ (961,904)</u>	<u>\$ (217,024)</u>
2,557,531	4,302,583	4,070,167	4,256,152	3,294,248
<u>\$ 4,302,583</u>	<u>\$ 4,070,167</u>	<u>\$ 4,256,152</u>	<u>\$ 3,294,248</u>	<u>\$ 3,077,224</u>

# Budget Summary

## City Wide Position Changes

### Mid Year Adjustments 2012-2014

Management Analyst-Finance	-1.00
Records Clerk I- Finance	1.00

### Budgeted General Fund Positions Added 2014-2015

Public Works Records Clerk I	1.00
Maintenance Worker I	1.00
Maintenance Worker I	1.00

### Budgeted General Fund Positions Added 2015-2016

None

### Budgeted General Fund Positions Deleted 2014-2015

None

### Budgeted General Fund Positions Deleted 2015-2016

None

## City Debt

Cities have three (3) choices in financing operations and funding public facilities:

1. Pay as you go
2. Debt Financing
3. Public/Private ventures

The City of Winters has adopted Capital Financing and Debt Management policies that establish guidelines for issuing and managing debt capacity for the City. The City will consider issuing long-term obligations only under the conditions outlined in this policy. The Capital Financing and Debt Management policy is located in the Policy section of this document.

# Budget Summary

## City Debt

The charts that follows summarize the City's long-term debt position.

### Debt Outstanding Year End 2012-2016

	2012	2013	2014	2015	2016
2004 Community Development Tax Allocation Bonds	\$ 5,625,000	\$ 5,385,000	\$ 5,140,000	\$ 4,985,000	\$ 4,820,000
2007 Community Development Tax Allocation Bonds	10,725,000	10,465,000	10,195,000	10,075,000	9,955,000
2007 Water Revenue Bonds	3,730,000	3,645,000	3,555,000	3,465,000	3,370,000
2007 Sewer Revenue Bonds	4,400,000	4,300,000	4,195,000	4,090,000	3,980,000
	<u>\$ 24,480,000</u>	<u>\$ 23,795,000</u>	<u>\$ 23,085,000</u>	<u>\$ 22,615,000</u>	<u>\$ 22,125,000</u>

### Annual Debt Service Requirement

	2004 Tax Allocation Bonds	2007 Tax Allocation Bonds	2007 Water Revenue Bonds	2007 Sewer Revenue Bonds
2014-2015	379,265	581,460	244,643	288,766
2015-2016	383,782	576,660	246,509	290,124
2016-2017	382,749	552,360	243,231	291,241
2017-2018	381,279	548,523	244,756	292,054
2018-2019	379,354	569,085	246,001	287,659
2019-2020	381,479	578,785	246,969	288,064
2020-2021	383,104	587,885	242,679	288,089
2021-2022	384,279	601,066	243,179	287,789
beyond 2022	4,909,290	13,957,489	3,886,338	4,603,178
Total Principal and Interest	7,964,581	18,553,313	5,844,304	6,916,963
Less Interest	(2,824,581)	(8,358,313)	(2,289,304)	(2,721,963)
Total Principal	<u>\$ 5,140,000</u>	<u>\$ 10,195,000</u>	<u>3,555,000</u>	<u>4,195,000</u>

The 2004 Tax Allocation Bonds were issued February 2004. The bonds provided funds to aid in the financing of redevelopment in the Winters Community Development Agency Project Area. The bonds are special obligations of

## Budget Summary

### City Debt

the Community Development Agency and are payable as to principal and interest exclusively from the pledged tax revenues of the agency. The interest rate is variable from 2% to 4.63% and is payable semi-annually on March 1 and September 1.

The 2007 Tax Allocation Bonds were issued in June 2007. The bonds are providing funds to aid in the financing of redevelopment in the Winters Community Development Agency project area. The bonds are special obligations of the Community Development Agency and are payable as to principal and interest exclusively from the pledged tax revenues of the agency. The interest rate is variable from 3.55% to 4.71% and is payable semi-annually on March 1 and September 1.

With the dissolution of the Winters Community Development Agency, the bond debt service will be paid by the City of Winters as Successor Agency to the Dissolved Winters Community Development Agency. The bond debt service will continue to be paid from the tax revenues of the area that comprised the former Community Development Agency. The general fund, nor any other fund of the City of Winters will be responsible for the payment of the former Community Development Agency's debt service.

The 2007 Water and Sewer Revenue bonds were issued in September 2007. The bonds are providing funds to aid in the financing of water and sewer infrastructure repair and replacement as well as extension of the infrastructure from its current terminus to I-505. The interest rate is variable.

# Budget Summary

## City Debt

### Compliance with Capital Financing and Debt Management Policy 2014-2015

The City of Winters Fiscal policies, adopted on June 30, 2003, and updated on April 18, 2006 require that General Fund Debt service payments will not exceed 10% of General Fund revenues. The General Fund Debt service is zero, and therefore the City has not exceeded its policy on debt capacity. The 2004 and 2007 Tax Allocation Bonds are paid with the Redevelopment Tax Increment and the 2007 Water and Sewer Revenue Bonds are paid by Water and Sewer Enterprise Revenue.

#### Computation of Compliance with Debt Capacity Policy

Total General Fund Budgeted Revenues	<u>\$4,141,925</u>
10% of Budgeted Revenues	\$414,193
Less General Fund Supported Debt Service	-
Policy Debt Capacity	<u>\$414,193</u>

### Compliance with Capital Financing and Debt Management Policy 2015-2016

The City of Winters Fiscal policies, adopted on June 30, 2003, and updated on April 18, 2006, require that General Fund Debt service payments will not exceed 10% of General Fund revenues. The General Fund Debt service is zero, and therefore the City has not exceeded its policy on debt capacity. The 2004 and 2007 Tax Allocation Bonds are paid with the Redevelopment Tax Increment and the 2007 Water and Sewer Revenue Bonds are paid by Water and Sewer Enterprise Revenue.

#### Computation of Compliance with Debt Capacity Policy

Total General Fund Budgeted Revenues	<u>\$4,125,376</u>
10% of Budgeted Revenues	\$ 412,538
Less General Fund Supported Debt	-
Policy Debt Capacity	<u>\$ 412,538</u>

# Budget Summary

## City Debt

### **Legal Debt Limit Margin**

Under California State Law, the City of Winters has a legal debt limitation not to exceed 15% of the total assessed value of the taxable property within the City limits. In accordance with California Government Code Section 4305, only the City's general obligation bonds are subject to the legal debt limit. With the payment in full of the 1979 General Obligation bonds in June 2007 the City is not at risk of exceeding its legal debt limit;

#### **Computation of Legal Debt Margin as of June 30, 2014**

Assessed Valuation (Net)	<u>\$ 436,124,186</u>
Debt Limit of 15% of Assessed Value	65,418,628
Less Outstanding Debt Subject to Debt Limit	-
Debt Margin Available	<u>\$ 65,418,628</u>

### **Legal Debt Limit Margin**

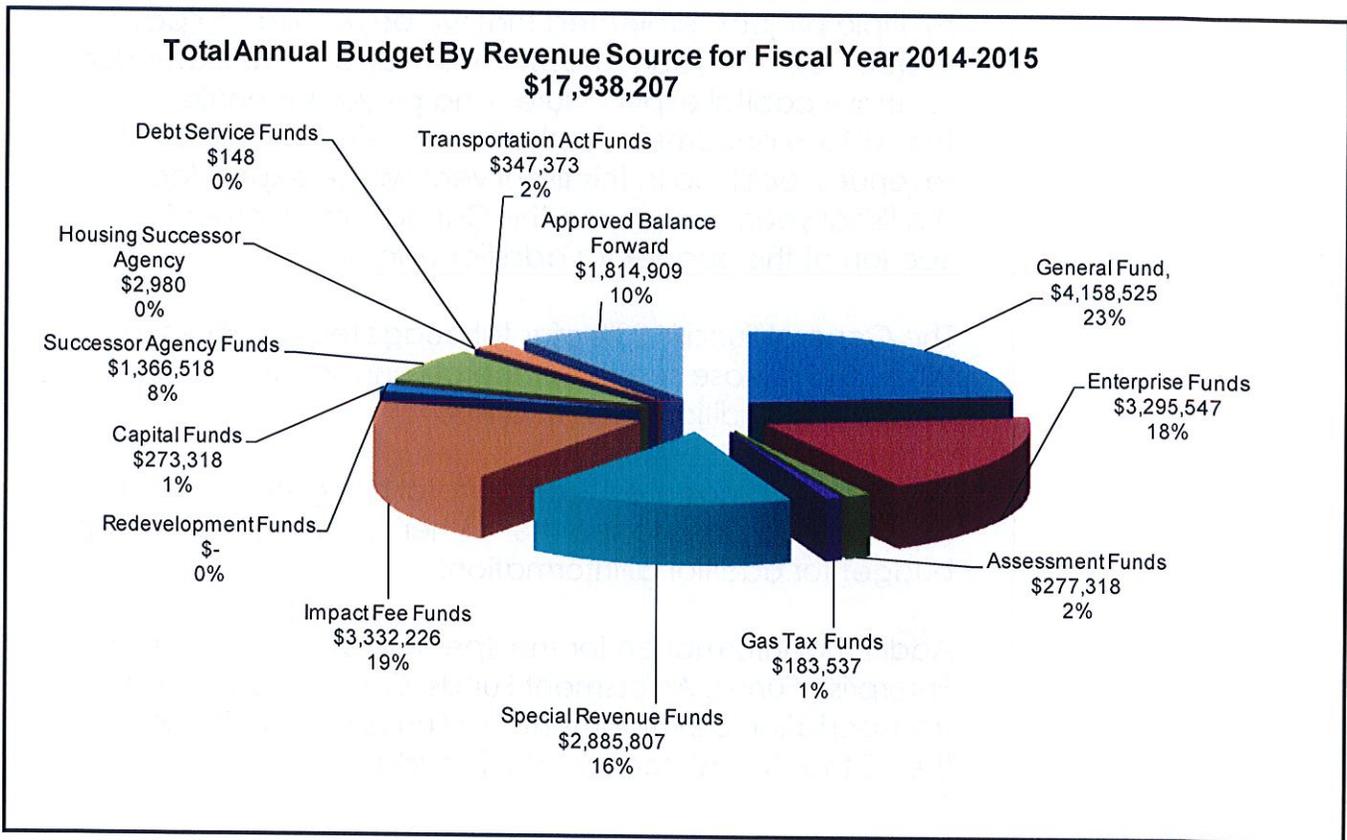
Under California State Law, the City of Winters has a legal debt limitation not to exceed 15% of the total assessed value of the taxable property within the City limits. In accordance with California Government Code Section 4305, only the City's general obligation bonds are subject to the legal debt limit. With the payment in full of the 1979 General Obligation bonds in June 2007 the City is not at risk of exceeding its legal debt limit;

#### **Computation of Legal Debt Margin as of June 30, 2015**

Assessed Valuation (Net)	<u>\$ 444,846,670</u>
Debt Limit of 15% of Assessed Value	66,727,000
Less Outstanding Debt Subject to Debt Limit	-
Debt Margin Available	<u>\$ 66,727,000</u>

# Budget Summary

## Revenue Summary



### Summary of Total Revenue Sources for Fiscal 2014-2015

The revenue sources chart above reflects all expected revenues to be received as well as existing resources needed to fund anticipated expenditures for 2014-2015.

The net Approved Balance Forward is 10.11% of the total budget and represents prior year fund balances being designated for expenditure for 2014-2015. Funds that are expending prior year accumulated fund balance include the General Fund, Sewer O & M Fund, Water O & M Capital Funds, Special Revenue Funds. Information on the expenditure of fund balances will be included in the department and funds that utilize the fund balance as part of the spending plan for that fund and department.

## Budget Summary

### Revenue Summary

The Impact Fee Funds, which are collected from developers, are 19% of budgeted revenues. There are multiple projects projected that will be required to pay impact fees this year. These funds may only be expended for those capital expenditures and projects identified in the AB1600 document for the City of Winters. Not all revenues received in this fiscal year will be expended in this fiscal year. Please see the Capital Improvement Section of this budget for additional information.

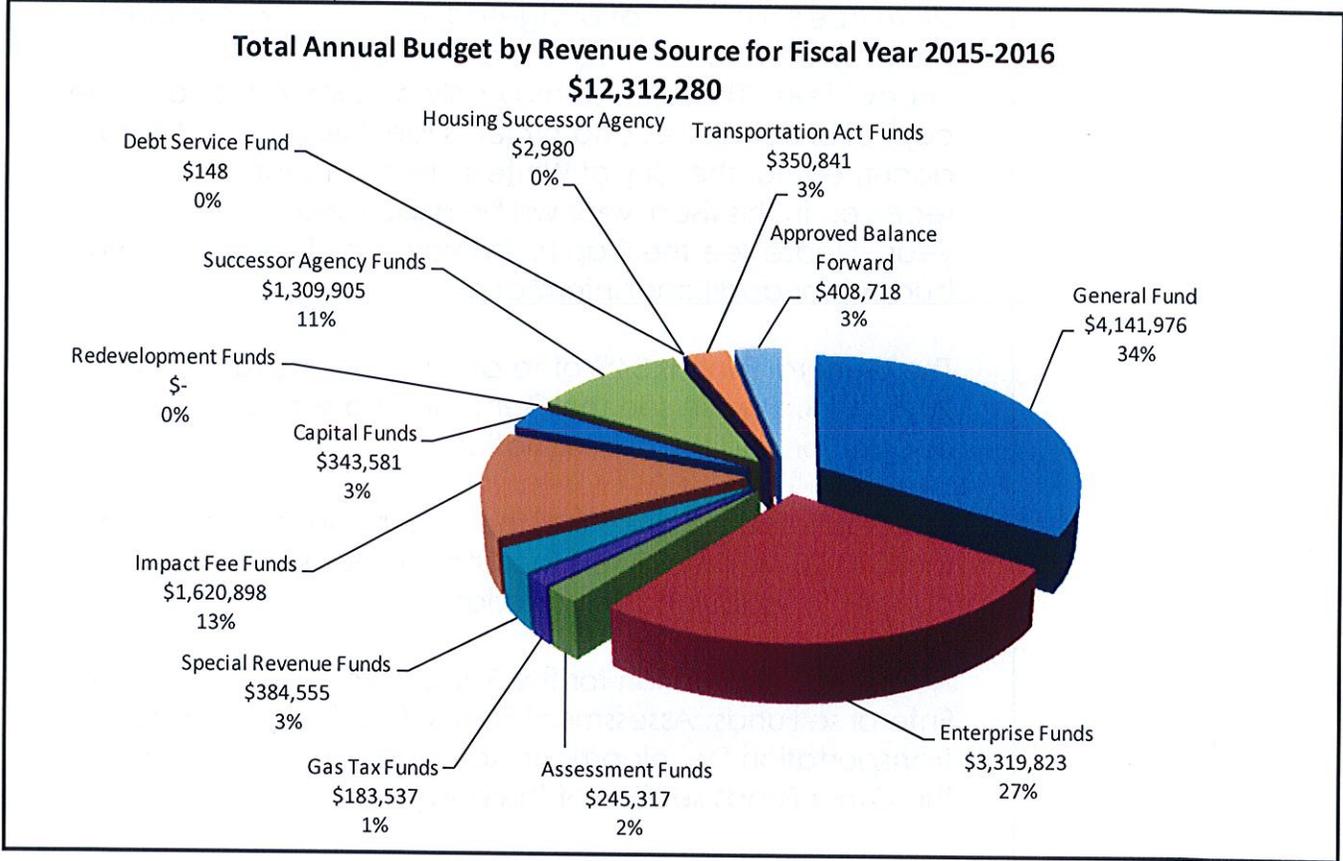
The General Fund is 23% of total budgeted revenues for 2014-2015. Please see the General Fund section of this budget for additional information.

The Capital Funds are 1% of the total budgeted revenues for 2014-2015. Please see the "Other Funds" section of this budget for additional information.

Additional information for the Special Revenue Funds, the Enterprise Funds, Assessment Funds, Gas Tax Funds and Transportation Development Act Funds can be found in the "Other Funds" section of this budget.

# Budget Summary

## Revenue Summary



### Summary of Total Revenue Sources for Fiscal 2015-2016

The revenue sources in the chart above reflect all expected revenues to be received as well as required existing resources needed to fund anticipated expenditures for the Fiscal year 2015-2016

The net Approved balance forward is 3.319% of the total budget, and represents prior year fund balances being designated for expenditures in 2015-2016 for the General Fund, Special Revenue Funds, Capital Funds and Enterprise Funds. Information on the expenditure of fund balances will be included in the department and funds that utilize the fund balance as part of the spending plan for that fund and department.

## Budget Summary

### Revenue Summary

The Impact Fee Funds, which are collected from developers, are 13% of budgeted revenues. Five projects are projected for 2015-2016 that are required to pay impact fees. These funds may only be expended for those capital expenditures and projects identified in the AB1600 document for the City of Winters. Not all revenues received in this fiscal year will be expended in this fiscal year. Please see the Capital Improvement Section of this budget for additional information.

The General Fund is 34% of total budgeted revenues for 2015-2016. Please see the General Fund section of this budget for additional information.

The Capital Funds are 3% of the total budgeted revenues for 2015-2016. Please see the Other Funds section of this budget for additional information.

Additional information for the Special Revenue Funds, the Enterprise Funds, Assessment Funds, Gas Tax funds and Transportation Development Act Funds can be found in the Other Funds section of this budget.

# Budget Summary

# Revenue Summary

## Budget Year Resource Comparison

### Revenue Summary

Fund	Budget 2010-2011	Budget 2011-2012	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	% Change	Budget 2015-2016	% Change
General Fund	\$ 3,398,858	\$ 3,304,598	\$ 3,753,644	\$ 3,560,920	\$ 4,158,525	17%	\$ 4,141,976	0%
Enterprise Funds	\$ 2,356,629	\$ 2,521,166	\$ 4,507,084	\$ 3,276,188	\$ 3,295,547	1%	\$ 3,319,823	1%
Assessment Funds	\$ 235,173	\$ 236,335	\$ 269,497	\$ 250,730	\$ 277,318	11%	\$ 245,317	-12%
Gas Tax Funds	\$ 119,383	\$ 119,383	\$ 168,195	\$ 206,070	\$ 183,537	-11%	\$ 183,537	0%
Special Revenue Funds	\$ 3,077,271	\$ 442,989	\$ 2,381,061	\$ 2,584,600	\$ 2,885,807	12%	\$ 384,555	-87%
Impact Fee Funds	\$ 823,299	\$ 499,298	\$ 161,443	\$ 2,254	\$ 3,332,226	147736%	\$ 1,620,898	-51%
Capital Funds	\$ 186,522	\$ 78,394	\$ 696,390	\$ 375,004	\$ 273,318	-27%	\$ 343,581	26%
Redevelopment Funds	\$ 1,819,282	\$ 1,829,322	\$ -	\$ -	\$ -		\$ -	
Successor Agency Funds					\$ 1,366,518		\$ 1,309,905	-4%
Housing Successor Agency					\$ 2,980		\$ 2,980	0%
Debt Service Funds	\$ 275	\$ 275	\$ 172	\$ 148	\$ 148	0%	\$ 148	0%
Transportation Act Funds	\$ 221,777	\$ 217,341	\$ 349,826	\$ 340,526	\$ 347,373	2%	\$ 350,841	1%
Total Revenues	\$ 12,238,469	\$ 9,349,102	\$ 12,287,310	\$ 10,596,440	\$ 16,123,298	52%	\$ 11,903,562	-26%
Approved Balance Forward	\$ 13,405,758	\$ 2,445,388	\$ 2,664,358	\$ 769,293	\$ 1,814,909	136%	\$ 408,718	
Total Sources	\$ 25,644,227	\$ 11,794,490	\$ 14,951,668	\$ 11,365,733	\$ 17,938,207	58%	\$ 12,312,280	-31%

## Budget Year Resource Comparison

The Fiscal Year 2014-2015 Revenue Budget is 58% higher than the 2013-2014 budget. This is due to the expected increase in Sales Tax Collections from a new retail operations that opened in September 2012 and December 2013, creating additional revenues for the General Fund, The Enterprise Fund Revenues are expected to be higher than in 2013-2014 due to the conversion to consumption based (metered) billing for water usage. Assessment Fund revenues are budgeted higher than the prior year, however, the increased amount will be paid from the General Fund as a subsidy to the Assessment Fund. Much of the revenue received in the Impact Fee Funds will be expended over a period of years, not in a single year. More information on these projects can be found in the Capital Improvement Section of this budget.

The Fiscal Year 2015-2016 Revenue Budget is 31% lower than that projected for 2014-2015. The General fund is projected to have a small decrease in revenues.

## **Budget Summary**

Special Revenue Funds are projected to have a decrease in revenues due to the one time nature of grants. Impact fee funds are projected to decrease in 2015-2016 due to difference in size and scope of projects anticipated between the two budget years. Fund Balance forward used in 2015-2016 will be significantly less than that used in 2014-2015 due to the fact that the projects utilizing the fund balances will be completed, and the grant funding, and accumulated fund balance will be substantially expended.

### **Revenue Summary**

The Revenue Detail Summary below shows the actual, 2010/2011 actual revenues, 2011/2012 actual revenues , 2012/2013 actuals, 2013/2014 estimated revenues and the 2014-2015 and 2015-2016 budgeted revenues and compares the budgeted amount for 2014/2015 to the estimated amount for 2013/2014 both by actual dollar difference and a percentage difference. The summary also compares the budgeted amount for 2015/2016 to the budgeted amount for 2014/2015 comparing by actual dollar difference and a percentage difference.

# Budget

# Summary

## Revenue Detail Summary

Sources of Funds	Actual	Actual	Actual	Actual	Estimated	Proposed	Change From Prior Year		% of All	Cum %	Proposed	Change From Prior Year		% of All	Cum %
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	In \$	In%	2012-2013	2012-2013	2015-2016	In \$	In%	2013-2014	2013-2014
<i>General, Special Revenue, Debt Service, Capital and Community Development Agency</i>															
Impact Fees	\$ 727	\$ 962,589	\$ 727	\$ 161,444	\$ 2,255	\$ 3,332,227	\$ 3,329,972	147670.60%	24.363%	24.36%	\$ 1,620,900	\$ (1,709,072)	-51.36%	18.478%	18.48%
Property Tax Increment	1,905,961	1,610,358	1,506,679	1,097,497	1,317,514	1,329,575	12,061	0.92%	9.721%	34.08%	1,277,962	1,265,900	-3.88%	14.569%	33.05%
Property Tax	539,322	637,141	646,590	750,163	693,387	716,588	23,202	3.35%	5.239%	39.32%	753,886	730,684	5.20%	8.594%	41.64%
Property Tax in Lieu of VLF	500,924	449,263	445,184	444,463	461,069	467,386	6,317	1.37%	3.417%	42.74%	476,733	470,416	2.00%	5.435%	47.08%
Property Tax in Lieu of Sales Ti	51,603	74,074	94,279	124,584	129,086	143,238	14,152	10.96%	1.047%	43.79%	-	(14,152)	-100.00%	0.000%	47.08%
Federal & State Grants	918,550	621,027	2,209,298	1,523,907	2,389,466	2,742,105	352,639	14.76%	20.049%	63.84%	240,849	(111,790)	-91.22%	2.746%	49.82%
Devel & Bldg Permt Fees	80,441	150,566	73,794	118,126	95,390	388,043	292,653	306.79%	2.837%	66.67%	330,869	38,216	-14.73%	3.772%	53.59%
Motor Vehicle in Lieu	21,071	32,026	3,511	3,639	3,011	6,500	3,489	115.86%	0.048%	66.72%	6,500	3,011	0.00%	0.074%	53.67%
Utility Tax	373,214	664,280	648,593	718,174	683,534	697,205	13,671	2.00%	5.098%	71.82%	711,149	697,478	2.00%	8.107%	61.77%
Muni. Ser. Tax	286,070	286,808	301,120	296,230	296,760	296,760	-	0.00%	2.170%	73.99%	298,680	298,680	0.65%	3.405%	65.18%
Sales & Use Tax	242,257	295,215	374,975	381,045	432,333	450,493	18,160	4.20%	3.294%	77.28%	602,133	583,974	-33.66%	6.864%	72.04%
Transportation Tax	329,291	289,737	294,191	349,707	340,381	346,849	6,468	1.90%	2.536%	79.82%	350,317	343,850	1.00%	3.994%	76.04%
City Wide Assmt	186,860	188,446	188,776	196,563	198,166	198,166	(0)	0.00%	1.449%	81.27%	200,186	200,186	1.02%	2.282%	78.32%
Interest Revenue	178,478	87,196	83,835	83,948	57,629	46,953	(10,677)	-18.53%	0.343%	81.61%	46,956	57,632	0.01%	0.535%	78.86%
Franchise Tax	203,985	224,608	228,129	230,805	233,113	233,346	233	0.10%	1.706%	83.32%	233,579	233,346	0.10%	2.663%	81.52%
Gas Tax	122,745	183,430	204,293	167,058	205,374	183,537	(21,837)	-10.63%	1.342%	84.66%	183,537	205,374	0.00%	2.092%	83.61%
Service Charges	130,209	94,492	71,765	79,269	76,432	232,979	156,547	204.82%	1.703%	86.36%	194,717	38,170	-16.42%	2.220%	85.83%
Project Monitoring Fees	222	85,544	-	1,211	-	54,948	54,948	0.402%	0.022%	86.76%	89,004	34,056	61.98%	1.015%	86.84%
Other Sources	411,354	3,372,771	14,164,494	8,332,738	797,158	803,103	5,945	0.75%	5.872%	92.64%	806,031	800,086	0.36%	9.189%	96.03%
Recreation & Cultural Events	80,540	97,549	98,699	73,027	77,766	114,150	36,384	46.79%	0.835%	93.47%	114,150	77,766	0.00%	1.301%	97.33%
Tot Tax	6,050	8,363	5,934	8,692	3,600	5,100	1,500	41.67%	0.037%	93.51%	5,100	3,600	0.00%	0.058%	97.39%
Bus. Lic. Tax	24,847	24,642	22,924	23,397	24,000	26,000	2,000	8.33%	0.190%	93.70%	26,000	24,000	0.00%	0.296%	97.69%
Property Transfer Tax in Lieu Fees	13,234	11,431	13,451	10,314	9,000	9,000	-	0.00%	0.066%	93.76%	11,000	11,000	22.22%	0.125%	97.81%
Approved Balance Forward	-	-	2,010,158	-	836,205	853,005	16,800	-	0.000%	93.76%	-	-	-	0.000%	97.81%
Total	6,607,953	10,449,557	23,781,400	15,176,001	9,362,629	13,677,256	4,314,627	46.08%	100.000%	100.00%	8,771,933	4,457,306	-35.86%	100.00%	100.00%
<i>Enterprise Funds</i>															
Water Fund	3,388,234	1,199,068	3,074,839	2,768,280	1,427,995	1,468,256	40,261	2.82%	35%	34.77%	1,470,907	1,430,646	0.18%	42.13%	42.13%
Sewer Fund	2,625,860	1,331,515	1,773,239	1,738,804	1,848,194	1,792,527	(55,667)	-3.01%	42%	77.22%	1,803,279	1,858,946	6.60%	51.65%	93.78%
Approved Balance Forward	-	1,201,897	547,333	-	961,904	(547,333)	-	-	-	-	217,024	764,357	6.22%	6.22%	100.00%
Total	6,014,094	3,732,479	5,395,411	4,507,084	3,276,188	4,222,687	946,499	28.89%	77.22%	-	3,491,210	2,544,711	-17.32%	100.00%	100.00%
<b>Grand Total All Funds</b>	<b>\$ 12,622,047</b>	<b>\$ 14,182,037</b>	<b>\$ 29,176,810</b>	<b>\$ 19,683,085</b>	<b>\$ 12,638,817</b>	<b>\$ 17,899,943</b>	<b>\$ 5,261,126</b>	<b>41.63%</b>			<b>\$ 12,263,143</b>	<b>\$ 7,002,017</b>	<b>-31.49%</b>		

Below is a Revenue Summary by Fund for the Fiscal Years 2008/2009 through 2015-2016. The chart shows actual revenues for 2008/2009, 2009/2010, 2010/2011, 2011/2012, and 2012/2013. It also shows estimated revenues for 2013/2014 and budgeted revenues for 2014/2015 and compares the budgeted amount for 2014/2015 to the estimated amount for 2013/2014 both by actual dollar amount and a percentage difference. It also shows estimated budgeted revenues for 2015/2016 and compares the budget for 2015-2016 to the 2014-2015 budget both by actual dollar and percentage amount.

# Budget Summary

## Revenue Summary by Fund

Fund Title	Actual 2008-2009	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Proposed 2014-2015	Change From In \$	Prior Year In %	Proposed 2015-2016	Change From In \$	Prior Year In %
General Fund	\$ 3,163,162	\$ 2,593,429	\$ 3,141,286	\$ 3,452,254	\$ 3,753,644	\$ 3,560,920	\$ 4,158,525	\$ 597,605	17%	\$ 4,141,976	\$ (16,550)	0%
CCAPFC	-	24,670	(4,560)	70	45	-	-	-	-	-	-	-
Fireworks	-	-	12,260	8,053	8,889	10,000	15,000	5,000	50%	15,000	-	0%
Senior Program	-	-	1,000	3	2	1	1	-	0%	1	-	0%
Park Maintenance	-	-	-	4,296	8	6	6	-	0%	6	-	0%
Housing Successor Trust	-	-	-	-	4,345,000	-	-	-	-	-	-	-
Housing Successor Agency	-	-	-	276,267	(932)	58,518	-	(58,518)	-100%	-	-	-
2007 Housing Bond Proceeds	-	-	-	1,264,185	4,370	2,980	2,980	-	0%	2,980	-	0%
Fire Prevention	44	14	8	4	3	2	2	-	0%	2	-	0%
First Time Homebuyer In Lieu	1,816	610	426	318	258	222	222	-	0%	222	-	0%
CityWide Assessment	282,604	295,073	266,048	275,905	269,497	250,730	277,318	26,588	11%	245,317	(32,001)	-12%
Flood Assessment District	82	28	19	14	12	10	-	(10)	-100%	-	-	-
Gas Tax Fund	131,180	122,745	183,430	204,796	168,195	206,070	183,537	(22,533)	-11%	183,537	-	0%
PERS Reserve	1,438	-	-	-	1	-	-	-	-	-	-	-
State Cops 1913	99,334	10,149	100,894	116,819	64,318	100,000	100,000	-	0%	100,000	-	0%
Cops More	30	-	-	-	-	-	-	-	-	-	-	-
AB109 Realignment Funds	-	-	-	7,507	17,761	11,855	8,000	(3,855)	-33%	8,000	-	0%
Distacted Driver Grant	-	-	-	-	13,957	0	-	(0)	-100%	-	-	-
Traffic Safety	33,464	12,989	10,814	21,886	16,712	6,842	6,800	(42)	-1%	6,800	-	0%
Asset Forfeiture	372	98	796	145	453	32	53	21	66%	54	1	2%
Vehicle Theft Deterrent	-	353	246	184	18,189	140	186	46	33%	187	1	1%
AFG Fire Truck Grant	-	-	-	-	-	479,430	-	(479,430)	-100%	-	-	-
Traffic Congestion Relief	430	54,407	73,489	-	-	-	-	-	-	-	-	-
Street Grants	-	-	-	-	-	876,447	646,269	(230,178)	-26%	-	(646,269)	-
Prop 40 Park Grants	166,500	-	-	-	-	-	-	-	-	-	-	-
Prop 1B Grant	10,991	-	-	-	-	-	-	-	-	-	-	-
Grant Avenue Widening	-	333,751	1,204	-	-	-	-	-	-	-	-	-
Downtown Phase II Grant	-	-	41,115	475,063	-	-	-	-	-	-	-	-
North Bank Improvements	118,232	105,474	33,012	11,724	1,697,837	143,686	-	(143,686)	-100%	-	-	-
First Five Program	-	12,661	13,013	6,233	-	-	-	-	-	-	-	-
Generator Grant (COPS)	-	163,000	-	-	-	-	-	-	-	-	-	-
Tower Grant	-	-	90,192	50,595	-	-	-	-	-	-	-	-
After School Fundraising	-	-	5,000	14	3	201	-	(201)	-100%	-	-	-
Dry Slough Bridge Grant	-	-	-	-	167,505	119,564	1,384,825	1,265,261	1058%	-	(1,384,825)	-
Recycling Grant	5,502	473	5,090	10,094	5,079	5,056	5,100	44	1%	5,100	-	0%
Used Oil Grant	-	15,000	-	-	-	-	-	-	-	-	-	-
PTA Grant	55,777	9,877	4,346	-	-	-	-	-	-	-	-	-
Transportation/Bus Service	276,972	331,429	290,204	294,474	349,826	340,526	347,373	6,847	2%	350,841	3,468	1%
Work Force Housing Grant	16,804	42,470	-	-	-	-	-	-	-	-	-	-
After School Grant	440,557	171,678	240,049	155,919	132,065	119,874	119,054	(820)	-1%	119,054	-	0%
Jardin De Ninos	-	-	4,725	259	-	-	-	-	-	-	-	-
EECBDO Grant	-	-	21,000	-	14,302	-	-	-	-	-	-	-
SACOG Grant	-	-	-	84,834	5,474	30,981	126,891	95,910	310%	-	(126,891)	-
Sarog Sidewalk Grant	-	-	-	11,491	-	-	-	-	-	-	-	-
Civic Engagement Grant	14,310	-	-	-	-	-	-	-	-	-	-	-
Green House Gas Verification Grant	-	-	-	6,500	-	-	-	-	-	-	-	-
Quilt Show	-	-	1,029	3	444	479	300	(179)	-37%	300	-	0%
STBG 700 Grant	8,689	1,105	-	-	-	-	-	-	-	-	-	-
STBG 96-1043 Grant	8,784	8,699	9,419	5,014	-	-	36,592	36,592	-	-	(36,592)	-
EDBG 99-688 Grant	17,344	15,978	17,404	18,225	17,416	17,380	19,580	2,200	13%	19,580	-	0%
EDBG 99-405 Grant	-	-	-	9,930	23,450	15,168	5,548	(9,620)	-63%	5,548	-	0%
10-STBG-6745 Walnut Park Grant	-	-	-	-	-	491,772	-	(491,772)	-100%	-	-	-
City Park Renovation Grant	-	-	-	-	-	-	192,750	192,750	-	-	(192,750)	-100%
Housing Rehab RLF	249,431	2,157	39	314,098	62,580	12,111	5,024	(7,087)	-59%	5,024	-	0%
First Time Homebuyer RFL	12,487	57,705	26,370	9,350	17,388	1,654	13,120	11,466	693%	13,120	-	0%
HOME RLF	1,626	546	381	283	230	35,168	-	(35,168)	-100%	-	-	-
Small Business RLF	28,508	25,492	26,528	31,842	42,686	34,186	9,058	(25,128)	-74%	9,059	1	0%
Microenterprise RLF	-	-	-	-	-	7,720	8,795	1,075	14%	8,795	-	-
Cal Fire Equipment Grant	-	-	-	-	-	11,765	-	(11,765)	-100%	-	-	-
Homeland Security Grant	-	-	-	6,500	-	-	-	-	-	-	-	-
Winters Library and Arts	10,829	1,127	465	251	165	38	-	(38)	-100%	-	-	-
Winters Swim Team	67,625	50,339	54,257	62,490	34,443	40,774	62,300	21,526	53%	62,300	-	0%
Masters Swim Program	8,438	3,840	3,400	-	-	-	-	-	-	-	-	-
Festival	6,659	6,400	7,265	8,463	7,897	12,036	6,403	(5,633)	-47%	6,404	1	0%
Community Development LIH-Tax Increment	413,687	384,102	323,072	168,835	-	-	-	-	-	-	-	-
Community Development LIH-Project Area	69,048	21,076	5,354	2,425	-	-	-	-	-	-	-	-
Street Impact Fee	22,708	8,610	143,126	4,190	74,860	872	618,073	617,201	70780%	472,606	(145,467)	-24%
Storm Impact Fee	3,215	1,080	14,296	614	2,149	418	6,001	5,583	1336%	4,260	(1,741)	-29%
Park Impact Fee	16,755	7,364	100,216	1,917	2,791	144,537	68,192	(76,345)	-53%	110,812	42,620	63%
Police Impact Fee	4,152	711	69,245	1,473	3,804	1,046	51,619	50,573	4833%	40,988	(10,631)	-21%
Fire Impact Fee	2,336	282	64,139	1,274	6,204	1,112	92,889	91,777	8253%	117,046	24,157	26%
General Facility Impact Fee	7,626	2,368	93,303	1,369	12,095	1,083	188,292	187,209	17286%	165,034	(23,258)	-12%
Water Impact Fee	9,656	4,633	105,376	2,727	20,707	2,042	607,534	605,492	29652%	269,040	(338,494)	-56%
Sewer Impact Fee	4,633	2,172	203,722	1,811	69,535	1,864	1,464,866	1,463,002	78487%	441,112	(1,023,754)	-70%
Flood Impact Fee	-	-	172,800	483	55,801	604	234,760	234,156	38768%	-	(234,760)	-100%
General Fund Capital	11,874	5,017	1,451	2,077	1,689	1,450	2,085	635	44%	2,085	-	0%
Landfill Capital	7,478	2,193	626	810	636	534	820	286	54%	820	-	0%
Park Capital	2,677	375	43	29	12	-	-	-	-	-	-	-
Capital Equipment Replacement	16,504	4,454	8,633	1,589	201,502	3,645	151,672	148,027	4061%	151,672	-	0%
Service Reserve Fund	11,162	2,916	6,578	527,213	1,709	1,350	1,500	140	10%	1,500	-	0%
General Plan 1992	280	222	85,766	-	394,211	86	54,948	54,062	6102%	89,004	34,056	62%
Storm Drain Capital	5	2	1	1	1	1	1	-	0%	1	-	0%
Flood Control	28	9	7	5	4	3	3	-	0%	3	-	0%
RAJA Storm Drain Capital	827	278	194	195	118	101	101	-	0%	101	-	0%
Capital Asset Recovery Fund	8,947	6,046	7,966	6,514	8,796	7,164	3,740	(3,424)	-48%	5,890	2,150	57%
Monitoring Fee	-	222	85,544	-	1,211	-	54,948	54,948	-	89,004	34,056	62%
General Debt Service	1,208	406	283	211	172	148	148	-	0%	148	-	0%
Community Development Tax Increment	1,676,305	1,583,116	4,227,946	708,986	-	-	-	-	-	-	-	-
Community Development Project Fund	286,872	73,910	13,255	486	-	-	-	-	-	-	-	-
Community Development Long Term Debt	8,639	22,623	34,956	10,447	-	-	-	-	-	-	-	-
Successor Agency by RDA	-	-	-	772,117	3,026,808	1,339,179	1,346,518	7,339	1%	1,289,905	(56,614)	-4%
Successor Agency Trust	-	-	-	12,358,585	-	-	-	-	-	-	-	-
2007 TABS Proceeds	-	-	-	-	25	29	-	(29)	-100%	-	-	-
Successor Agency Long Term Debt	-	-	-	-	20,503	14,000	20,000	6,000	43%	20,000	-	0%
Internal Service Fund	-	-	-	-	-	-	-	-	-	-	-	-
Water Enterprise Fund	3,900,051	3,388,234	1,199,068	3,074,839	2,768,280	1,427,995	1,468,256	40,261	3%	1,470,907	2,651	0%
Sewer Enterprise Fund	4,583,402	2,625,859	1,331,515	1,773,239	1,738,804	1,848,194	1,792,527	(55,667)	-3%	1,803,279	10,752	1%
<b>Total Revenues</b>	<b>\$16,310,117</b>	<b>\$12,622,046</b>	<b>\$12,980,140</b>	<b>\$26,619,319</b>	<b>\$19,683,084</b>	<b>\$11,802,611</b>	<b>\$15,971,104</b>	<b>4,168,493</b>	<b>35%</b>	<b>\$11,854,423</b>	<b>\$ (4,116,681)</b>	

# Budget Summary

# Expenditure Summary

## Expenditure Summary by Activity 2009-2010 through 2015-2016

Uses of Funds	Actual	Actual	Actual	Actual	Estimated	Budgeted	Changes from prior Year		% of Total	Cumulative	Budgeted	Changes from prior Year		% of Total	Cumulative
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	In \$	In %	2014-2015	2014-2015	2015-2016	In \$	In %	2015-2016	2015-2016
<i>General Fund, Special Revenue Funds, Debt Service</i>															
<i>Capital and Community Development Agency Fund</i>															
General Fund	\$ 3,343,477	\$ 3,132,587	\$ 3,805,022	\$ 3,820,815	\$ 3,763,054	\$ 4,234,555	\$ 471,501	13%	59%	59%	\$ 4,311,025	\$ 76,470	2%	69%	69%
Impact Funds	522,740	(88,665)	2,958,726	1,309,432	51,629	255,429	203,799	395%	4%	63%	735,000	479,571	188%	12%	81%
Streets & Transportation	1,420,823	525,693	1,185,948	347,404	515,052	1,598,356	1,083,304	210%	22%	85%	542,300	(1,056,056)	-66%	9%	90%
City Wide Assmt/Parks	500,506	276,860	547,067	1,658,051	590,513	302,396	(288,117)	-49%	4%	90%	269,817	(32,579)	-11%	4%	94%
Swim Team	49,630	51,254	52,950	43,747	24,795	61,988	37,192	150%	1%	90%	61,988	-	0%	1%	95%
Recreation Grants	195,345	155,763	139,723	135,213	131,262	85,397	(45,865)	-35%	1%	92%	85,397	-	0%	1%	97%
Police Grant Activities	150,192	230,653	95,549	147,641	79,802	79,068	(734)	-1%	1%	93%	77,664	(1,404)	-2%	1%	98%
Storm Drain	-	-	-	-	-	-	-	-	0%	93%	-	-	-	0%	98%
Infrastructure Bonds	3,367,608	713,386	2,569,819	-	7,014	180,000	172,986	2466%	3%	95%	-	(180,000)	-100%	0%	98%
Capital Funds	52,365	85,544	36,416	92,611	113,838	310,423	196,585	173%	4%	100%	97,184	(213,239)	-69%	2%	99%
Community Development Activities	623,288	97,755	260,988	299,180	540,565	29,404	(511,161)	-95%	0%	100%	31,252	1,848	6%	1%	100%
Community Development Agency	7,290,562	8,981,297	2,734,434	-	-	-	-	-	0%	100%	-	-	-	0%	100%
Total	17,516,536	14,162,126	14,386,643	7,854,095	5,817,525	7,137,015	1,319,490	23%	100%		6,211,627	(925,389)	-13%	100%	
<i>Enterprise Funds</i>															
Water Fund	752,259	2,596,923	1,487,094	2,845,943	1,250,437	1,533,237	282,800	23%	36%	36%	1,542,576	9,338	1%	44%	44%
Sewer Fund	833,852	1,236,667	1,615,932	1,721,596	1,671,765	2,724,215	1,052,450	63%	64%	100%	1,994,273	(729,942)	-27%	56%	100%
Total	1,586,111	3,833,590	3,103,026	4,567,539	2,922,202	4,257,452	1,335,250	48%	100%		3,536,849	(720,604)	-17%	100%	
Grand Total All Funds	\$ 19,102,647	\$ 17,995,716	\$ 17,489,668	\$ 12,421,634	\$ 8,739,727	\$ 11,394,468	\$ 2,654,740	30%			\$ 9,748,475	\$ (1,645,992)	-14%		

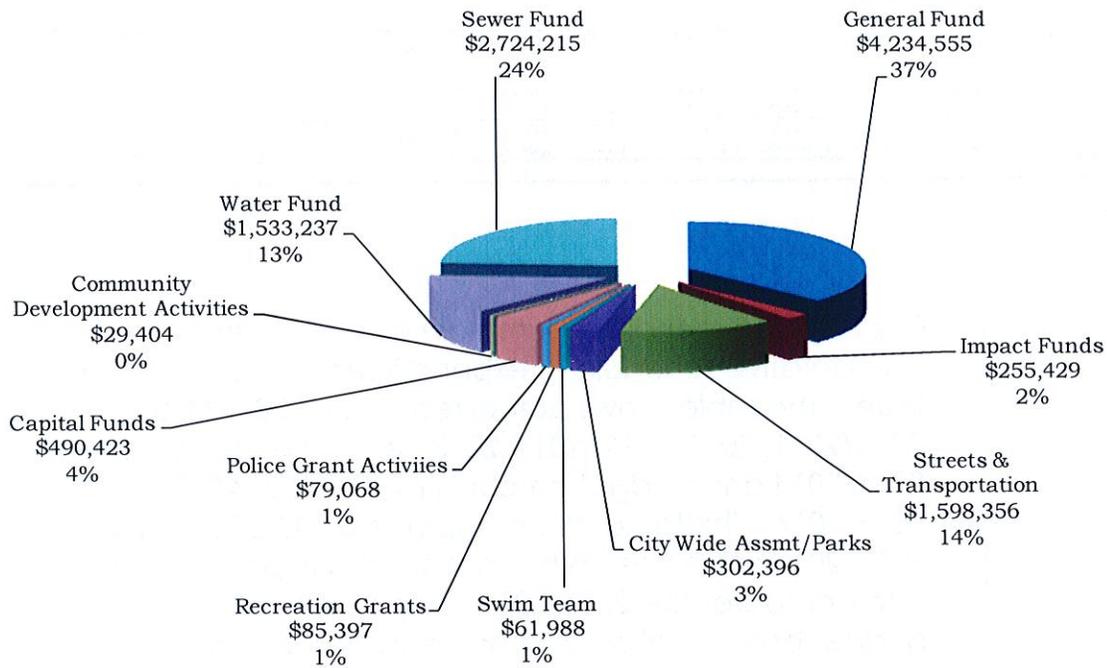
The above expenditure summary by activity shows a comparative schedule of expenditures by major activity type. The table shows actual results for 2009/2010, 2010/2011, 2011/2012, 2012/2013, estimated results for 2013/2014 and budget amounts for both 2014/2015 and 2015/2016. The table also compares 2014/2015 budget to 2013/2014 estimates both in dollars and in percentages, and compares the 2015/2016 budget to the 2014/2015 budget both in dollars and percentages as well.

# Budget Summary

## Expenditure Summary

Below is a graphic representation of the expenditures by activity for 2014-2015.

**Total Annual Expenditures by Activity  
For Fiscal Year 2014-2015  
Total \$11,394,468**

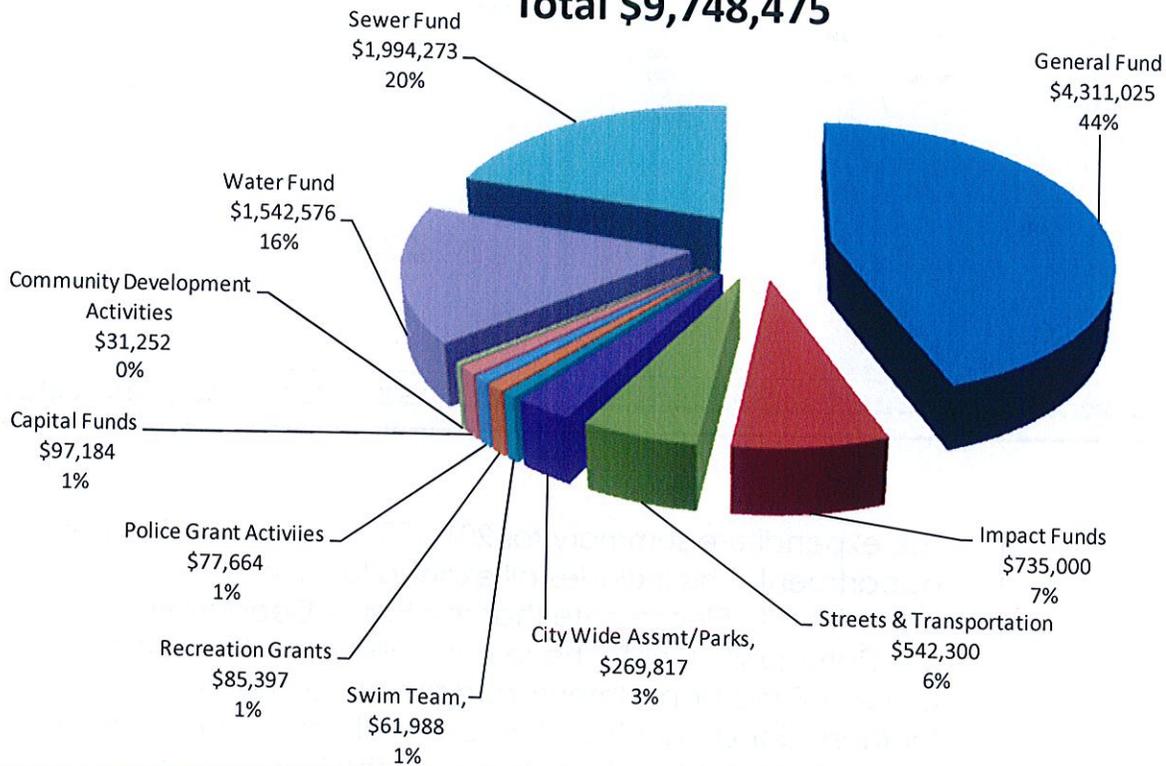


# Budget Summary

## Expenditure Summary

Below is a graphic representation of the expenditures by activity for 2015-2016.

### Total Annual Expenditures by Activity For Fiscal Year 2015-2016 Total \$9,748,475



# Budget Summary

## Expenditure Summary

Expenditure Summary by Department for Fiscal Year 2014-15														
	General Fund	City Wide Asmt	Water Enterprise	Sewer Enterprise	Police Grants	Community Development Grants	Capital Funds	Impact Fees	Streets & Trans	Storm Drains	Swim Team	Park Grants	Successor Agency	Total
City Council	\$ 15,997	\$ 2,944	\$ 6,624	\$ 16,928					\$ 9,568				\$ 627	\$ 52,688
City Clerk	17,492								-					17,492
City Treasurer	401								-					401
City Manager	38,607		178,536	129,673					-				18,793	365,610
Housing & Economic Dev	40,932								-				169,310	210,243
Administrative Services	182,942		12,477	12,477					-				12,477	220,374
Finance	3,556	21,334	85,337	110,227					39,113				53,336	312,903
Police	2,153,830				75,568				-					2,229,398
Fire	767,713							155,429	-					923,142
Community Development	137,307		3,519	3,519					-					144,345
Building Inspection	281,923					200			-					282,123
Public Works	381,021		174,516	87,258		5,000			473,935					1,121,730
General Recreation	17,900								-			15,000		32,900
Afterschool Program						85,397			-					85,397
Swimming	87,921								-		61,988			149,908
Community Center	107,013								-					107,013
Successor Agency									-				1,053,877	1,053,877
Capital Projects							264,975	100,000	-					364,975
City Wide Assment/Parks		253,617							-					253,617
Yolo Bus									130,472					130,472
Street Maintenance									299,000					299,000
RLF Funds						25,128			-					25,128
Transfers to other funds							54,948		-					54,948
Storm Drains									-	23,550				23,550
Water Fund			1,072,228				180,000		-					1,252,228
Sewer Fund				2,364,132					-					2,364,132
<b>Total Expenditures</b>	<b>\$ 4,234,555</b>	<b>\$ 277,896</b>	<b>\$ 1,533,237</b>	<b>\$ 2,724,215</b>	<b>\$ 75,568</b>	<b>\$ 115,725</b>	<b>\$ 499,923</b>	<b>\$ 255,429</b>	<b>\$ 952,087</b>	<b>\$ 23,550</b>	<b>\$ 61,988</b>	<b>\$ 15,000</b>	<b>\$ 1,308,420</b>	<b>\$ 12,077,593</b>

The expenditure summary for 2014-2015 shows funding per department. This includes all expenditures for that department. Please note that the Police Department and the Community Center have costs allocated from other General Fund Departments and therefore, the total cost for these departments on this table will not match the total expenditures for the department on the Department Schedules.

# Budget Summary

## Expenditure Summary

Expenditure Summary by Department for Fiscal Year 2015-2016														
Department	General Fund	City Wide Asmt	Water Enterprise	Sewer Enterprise	Police Grants	Community Development Grants	Capital Funds	Impact Fees	Streets & Trans	Storm Drains	Swim Team	Park Grants	Successor Agency	Total
City Council	\$ 16,080	\$ 2,982	\$ 6,709	\$ 17,145					\$ 9,691				\$ 629	\$ 53,235
City Clerk	18,641													18,641
City Treasurer	382													382
City Attorney	-													-
City Manager	39,478		185,226	134,533										-
Housing & Economic Dev	49,463												19,498	378,734
Administrative Services	187,436		15,556	9,956									169,235	218,699
Finance	3,694	22,162	88,650	114,506					\$ 40,631				12,772	225,720
Police	2,221,713				77,664								55,406	325,050
Fire	789,391													2,299,377
Community Development	137,000		3,489	3,489										789,391
Building Inspection	288,258					200								143,979
Public Works	347,266		172,088	86,044		5,000			146,983					288,458
Swim Team														757,380
General Recreation	17,900													-
Afterschool Program						85,397								17,900
Swimming	87,681													85,397
Community Center	106,644										61,988			149,668
Community Development Agency														106,644
Successor Agency														-
Capital Projects							17,680	735,000					998,626	998,626
City Wide Assmt/Parks		220,172												752,680
Yolo Bus												15,000		235,172
Street Maintenance									136,996					136,996
RLF Funds									208,000					208,000
Transfers to other funds						25,128								25,128
Storm Drains							89,004							89,004
Water Fund			1,070,857							23,550				23,550
Sewer Fund				1,628,600										1,070,857
Total Expenditures	\$ 4,311,025	\$ 245,317	\$ 1,542,576	\$ 1,994,273	\$ 77,664	\$ 115,725	\$ 106,684	\$ 735,000	\$ 542,300	\$ 23,550	\$ 61,988	\$ 15,000	\$ 1,256,165	\$ 11,027,267

The expenditure summary for 2015-2016 shows funding per department. This includes all expenditures for that department. Please note that the Police Department and the Community Center have costs allocated from other General Fund Departments and therefore, the total cost for these departments on this table will not match the total expenditures for the department on the Department Schedules.

## Budget Summary

### Expenditure Summary

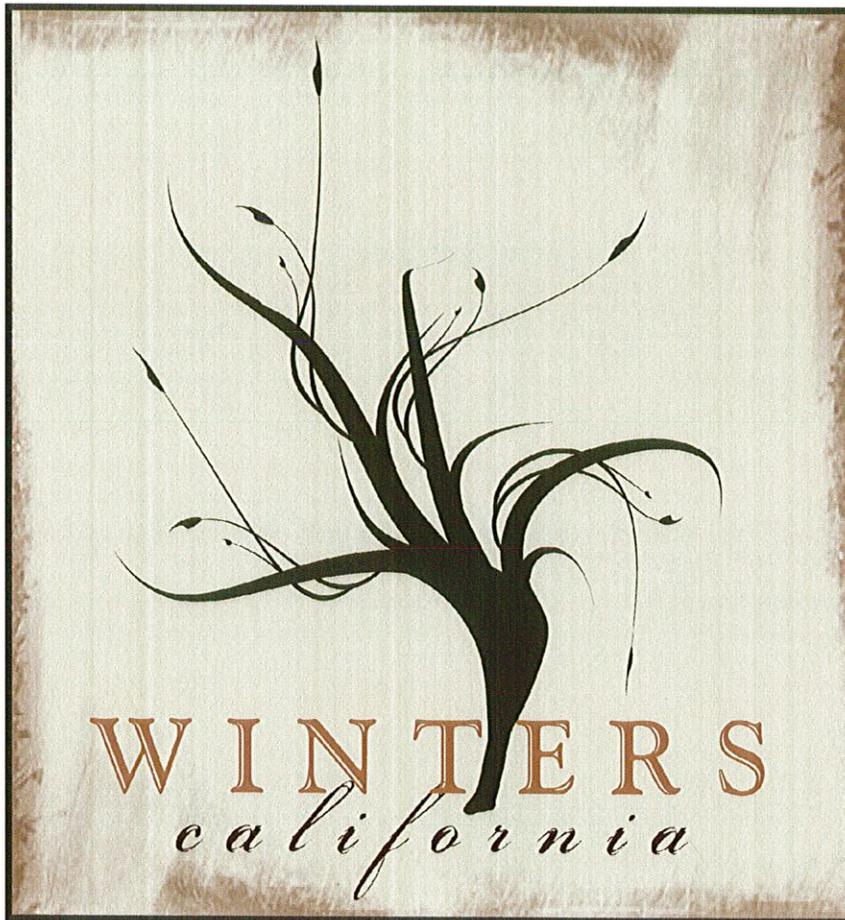
Below is a summary of expenditures by fund for the Fiscal Years 2008/2009 through 2015/2016. The chart shows actual expenditures for 2008/2009, 2009/2010, 2010/2011, 2011/2012 and 2012/2013. It shows estimated expenditures for 2013/2014 and budgeted expenditures for 2014/2015 and compares the budgeted amount for 2014/2015 to the estimated expenditures for 2013/2014 both by actual dollar difference and a percentage difference. Also shown is the budgeted expenditures for 2015/2016 and compares the 2015/2016 budget to the 2014/2015 budget by both actual dollar difference and a percentage difference

# Budget Summary

## Expenditure Summary

Fund Title	Actual 2008-2009	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Budget 2014-2015	Change From Prior Year In \$	In %	Budget 2015-2016	Change From Prior Year In \$	In %
General Fund	\$ 3,359,928	\$ 3,343,477	\$ 3,132,587	\$ 3,805,022	\$ 3,820,815	\$ 3,763,054	\$ 4,234,555	\$ 471,501	12.53%	\$ 4,311,025	\$ 76,470	2%
CCAPFC	-	-	-	-	18,494	-	-	-	-	-	-	-
Fire Works	-	-	5,320	15,495	5,000	10,000	15,000	5,000	50.00%	15,000	-	-
Fire Prevention Grant	215	155	642	96	206	-	200	200	-	200	-	-
Senior Fund	-	-	-	300	283	50	-	(50)	-	-	-	-
Park Maintenance Fund	-	-	-	1,602	500	-	-	-	-	-	-	-
Housing Trust	-	-	-	4,190,123	218,246	-	-	-	-	-	-	-
Housing Successor Agency	-	-	-	490,297	2,456	2,468	-	(2,468)	-	-	-	-
CityWide Assessment	256,791	267,452	226,380	257,093	244,995	250,730	277,896	27,166	10.83%	245,317	(32,579)	-12%
Gas Tax Fund	108,351	110,923	102,502	131,104	153,288	229,964	522,615	292,651	127.26%	197,305	(325,311)	-62%
PERS Trust	65,330	249	-	-	-	-	-	-	-	-	-	-
State Cops 1913	213,844	149,400	81,080	87,299	71,465	73,557	75,568	2,012	2.73%	77,664	2,096	3%
AB109 Realignment Funds	-	-	-	5,278	3,117	5,690	8,000	2,310	40.60%	8,000	-	0%
Distracted Driver Grant	-	-	-	-	13,957	-	-	-	-	-	-	-
Cops More	1,661	8	-	-	-	-	-	-	-	-	-	-
Tower Grant	-	-	140,787	-	-	-	-	-	-	-	-	-
Homeland Security Grant	-	-	6,500	-	0	-	-	-	-	-	-	-
Traffic Safety	2,755	785	2,286	8,250	74,620	4,690	3,500	(1,190)	-25.37%	-	(3,500)	-
Asset Forfeiture	-	-	-	-	1,555	1,556	-	(1,556)	-100.00%	-	-	-
Vehicle Theft Deterrent	-	-	-	-	-	26,595	-	(26,595)	-100.00%	-	-	-
AFG Grant	-	-	-	-	-	479,430	-	(479,430)	-100.00%	-	-	-
Traffic Congestion Relief	85,071	54,407	73,489	-	-	-	-	-	-	-	-	-
Safe Routes to School	112,506	-	-	-	-	-	-	-	-	-	-	-
Prop 1B	12,550	496,268	-	-	-	-	-	-	-	-	-	-
Grant Ave Widening (Stimulus)	37,694	302,089	(4,828)	-	-	-	-	-	-	-	-	-
STIP Grant	-	-	45,237	470,942	-	-	-	-	-	-	-	-
Park Grant	-	-	146	-	-	-	-	-	-	-	-	-
North Bank Improvements	118,232	126,471	38,808	254,266	1,279,271	143,597	-	(143,597)	-100.00%	-	-	-
First5 Grant	-	12,661	18,960	285	-	-	-	-	-	-	-	-
Jardin De Ninos	-	-	-	4,984	-	-	-	-	-	-	-	-
Prop 84 Park Grant	-	-	-	11,015	105,307	(2,393)	-	2,393	-100.00%	-	-	-
Afterschool Contributions	-	-	-	2,827	1,760	89	-	(89)	-100.00%	-	-	-
Dry Slough Bridget	-	-	-	1,446	182,103	153,875	1,341,229	1,187,354	771.64%	-	(1,341,229)	-
Recycling Grant	3,019	473	838	2,919	-	5,000	-	-	0.00%	5,000	-	0%
Transportation/Bus Service	113,407	457,135	309,293	583,902	194,117	285,088	429,472	144,384	50.65%	344,996	(84,476)	-20%
Workforce Housing Grant	-	24,447	-	-	-	-	-	-	-	-	-	-
Afterschool Grant	447,326	182,684	136,803	136,610	133,453	131,173	85,397	(45,776)	-34.90%	85,397	-	-
PTA Grant	55,777	9,877	4,346	-	-	-	-	-	-	-	-	-
Used Oil Grant	-	12,000	-	-	-	-	-	-	-	-	-	-
ECEBG Grant	-	-	21,000	14,302	-	-	-	-	-	-	-	-
SACOG Grant	-	-	-	-	5,474	69,872	88,000	18,128	-	-	(88,000)	-
Community Pedestrian Grant	-	-	4,116	97,785	(5,576)	-	-	-	-	-	-	-
STBG 700 Grant	8,689	1,105	-	-	-	-	-	-	-	-	-	-
STBG 96-1043 Grant	8,784	8,699	9,419	5,014	-	7,522	-	(7,522)	-100.00%	-	-	-
Civic Engagement	26,510	(7,515)	261	-	-	-	-	-	-	-	-	-
EDBG 99-688 Grant	17,344	15,978	17,404	18,225	17,404	16,561	19,580	3,019	18.23%	19,580	-	-
10-STBG-6745	-	-	-	60,295	432,401	(924)	(433,325)	-100.21%	-	924	-	-
EDBG 99-405 Grant	-	-	0	9,930	23,420	18,600	5,548	(13,052)	-70.17%	5,548	-	-
Green House Grant	-	-	2,880	3,620	-	-	-	-	-	-	-	-
Housing Rehab RLF	-	300,000	-	-	89,295	-	-	-	-	-	-	-
First Time Homebuyer RFL	99,000	55,800	-	-	64,241	-	-	-	-	-	-	-
HOME RLF	-	-	549	-	-	-	-	-	-	-	-	-
Small Business RLF	143,000	47,000	3,150	76,080	8,126	1,318	-	(1,318)	-100.00%	-	-	-
Cal Fire Grant	-	-	-	-	11,702	63	-	(63)	-100.00%	-	-	-
Sustainable Communities Grant	-	-	-	-	-	-	-	-	-	-	-	-
Winters Library	251,668	148,851	25,000	25,000	25,000	50,000	(50,000)	-100.00%	-	-	-	-
Winters Swim Team	66,269	45,043	48,043	52,950	43,747	24,795	61,988	37,192	150.00%	61,988	-	0%
Masters Swim Program	8,107	4,587	3,210	-	-	-	-	-	-	-	-	-
Festival	6,609	5,775	7,173	7,379	7,525	8,913	-	(8,913)	-100.00%	-	-	-
Historical Photos	-	-	725	-	-	-	-	-	-	-	-	-
Quilt Festival	3,101	643	512	377	823	250	-	(250)	-100.00%	-	-	-
Community Development LIH-Tax Increment	641,406	543,699	549,401	230,757	-	-	-	-	-	-	-	-
Community Development LIH-Project Area	79,242	1,300,000	300,288	1,285,651	-	-	-	-	-	-	-	-
Street Impact Fee	11,622	24,401	8,231	509,646	105,476	21,914	100,000	78,086	356.33%	735,000	635,000	-
Storm Impact Fee	-	-	-	-	5,204	-	-	-	-	-	-	-
Park Impact Fee	2,680	-	212,461	255,620	620,727	-	-	-	-	-	-	-
Police Impact Fee	145,810	104,886	(291,094)	51,182	39,481	29,716	-	(29,716)	-100.00%	-	-	-
Fire Impact Fee	145,479	23,872	(227,923)	15,722	12,046	-	155,429	155,429	-	-	(155,429)	-100%
General Facility Impact Fee	-	-	769	5,204	-	-	-	-	-	-	-	-
Water Impact Fee	-	369,580	209,660	153,303	234,513	-	-	-	-	-	-	-
Sewer Impact Fee	-	-	-	1,972,484	286,781	-	-	-	-	-	-	-
Landfill Capital	129,144	13,287	6,206	7,435	16,765	3,435	9,500	6,065	176.56%	9,500	-	0%
Park Capital	52,570	93,296	-	1,763	6,713	185,144	-	(185,144)	-100.00%	-	-	-
Capital Equipment Replacement	77,043	18,250	-	9,377	90,026	79,651	255,475	175,824	220.74%	8,180	(247,295)	-97%
Capital Asset Recovery Fund	-	23,813	-	-	1,211	-	-	-	-	-	-	-
Monitoring Fee	-	221	85,544	-	-	-	54,948	54,948	-	89,004	34,056	-
Service Reserve Fund	59,236	9,832	-	27,039	1,375	34,187	-	(34,187)	-100.00%	-	-	-
Community Development Tax Increment	3,188,003	3,177,872	1,706,906	411,748	-	-	-	-	-	-	-	-
Community Development Project Fund	1,691,909	2,268,992	6,424,703	806,278	-	-	-	-	-	-	-	-
Successor Agency	-	-	-	11,825,347	7,609,612	800,267	1,308,420	-	-	1,256,165	-	-
Storm Drain	-	-	-	-	-	-	23,550	23,550	0.00%	23,550	-	0%
Water Enterprise Fund	845,945	752,259	2,596,923	1,487,094	2,845,943	1,250,437	1,533,237	282,800	22.62%	1,542,576	9,338	1%
2007 Water Revenue Bonds	(122,076)	2,091,294	656,078	410,438	-	7,014	180,000	172,986	2466.13%	-	(180,000)	-100%
Sewer Enterprise Fund	829,639	833,852	1,236,667	1,615,932	1,721,596	1,671,765	2,724,215	1,052,450	62.95%	1,994,273	(729,942)	-27%
2007 Sewer Revenue Bonds	-	1,276,315	57,308	2,159,381	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 13,411,192</b>	<b>\$19,102,647</b>	<b>\$ 17,995,716</b>	<b>\$34,009,046</b>	<b>\$20,487,576</b>	<b>\$ 10,278,039</b>	<b>\$ 14,163,667</b>	<b>\$ 3,885,628</b>	<b>37.81%</b>	<b>\$ 11,035,267</b>	<b>\$(3,128,400)</b>	<b>-22%</b>

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**Why the tree? Because...**

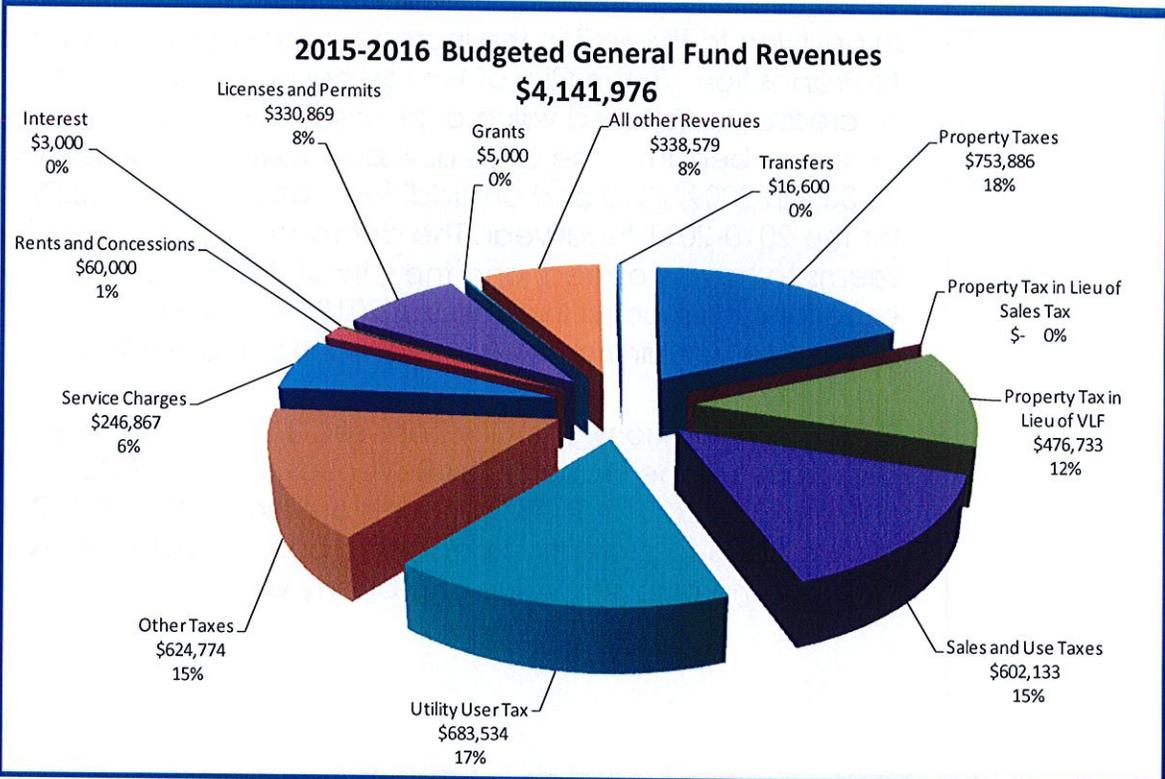
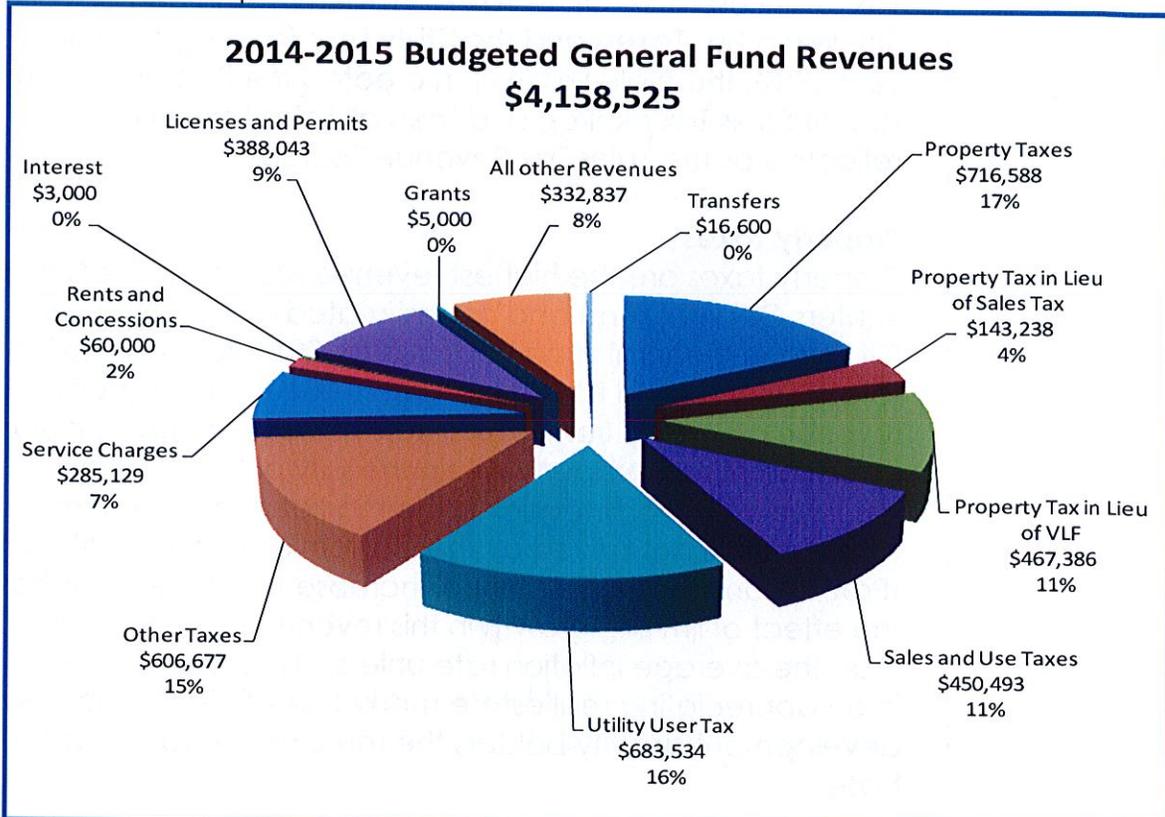
The tree represents our agricultural heritage, with a modern style illustrating the future of the Winters brand: rustic earthy touches blend harmoniously with the more modern style.

**General Fund**



# General Fund

The General Fund is the primary source for discretionary spending, that is, spending not restricted by the source of the funds received.



## General Fund

### Analysis of General Fund Revenues

There are five (5) major revenue sources that comprise 70% of the City's discretionary General Fund revenues, Property Tax, Utility User Tax, Other Taxes, Property Tax in Lieu of VLF, Sales and Use Taxes, and the Utility User Tax. Beginning in 2015-2016, the Triple Flip, which created the Property Tax in Lieu of Sales Tax expires, and then all Sales Tax will be reflected as the Sales Tax Revenue Source.

### Property Taxes

Property taxes are the highest revenue source for the City of Winters General Fund and are estimated to be 17% of the City's total General Fund Revenue for 2014-2015 and 18% of total General Fund Revenues in 2015-2016. The property tax revenue is derived from a one-percent levy on the assessed valuation of real property within the City of Winters. The assessed valuation is equal to the market price when real estate is sold, but limited by the California State Constitution (Proposition 13) to a 2% annual increase thereafter. This has the effect of limiting growth in this revenue source to less than the average inflation rate unless, (1) property is resold in an appreciating real estate market, or (2) significant new development activity bolsters the remaining stagnating tax base.

In addition to the limit in the increase in assessed values due to Proposition 13, the City of Winters has seen significant decreases in assessed value of property since the current recession began. The City's assessed value decreased by 10.33% in 2009/2010 and an additional decrease of 3.22% for the 2010-2011 fiscal year. The decrease in assessed value seems to have stopped, and the City of Winters seems to be experiencing modest increases in 2013/2014 and anticipates similar increases for 2014/2015 and 2015/2016.

Budget Assumptions: The City has used 3.35% as the amount of increase in the Property Tax Revenues for 2014/2015 and 5.20% for 2015/2016. These amounts are higher than the 2% allowed due to projects expected to be complete that will increase the assessed value of property within the City.

# General Fund

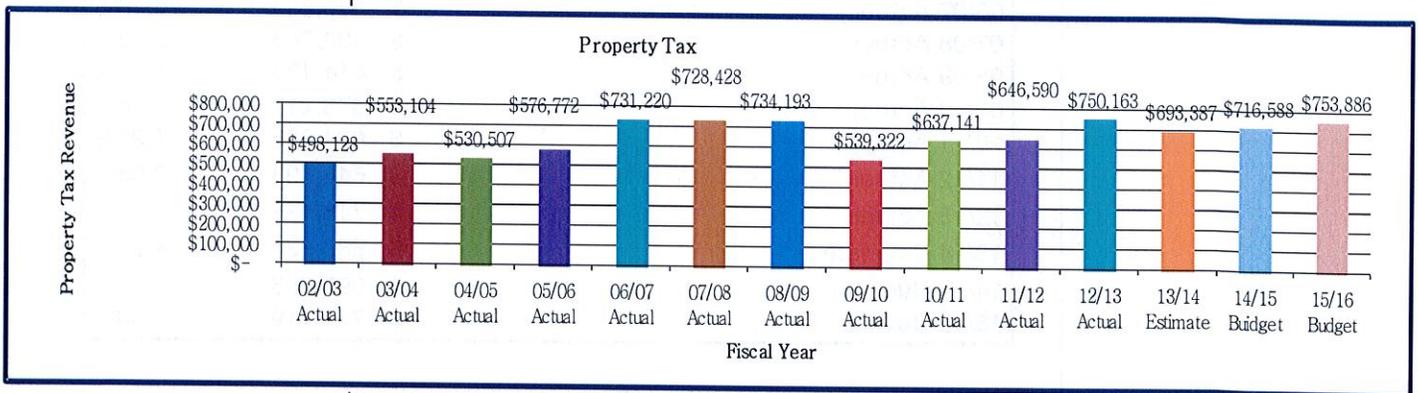
## Property Taxes

Below is a chart of the growth in property tax revenues since 2002/2003.

Fiscal Year	Property Tax	Increase (Decrease)
02/03 Actual	\$ 498,128	-0.20%
03/04 Actual	\$ 553,104	11.04%
04/05 Actual	\$ 530,507	-4.09%
05/06 Actual	\$ 576,772	8.72%
06/07 Actual	\$ 731,220	26.78%
07/08 Actual	\$ 728,428	-0.38%
08/09 Actual	\$ 734,193	0.79%
09/10 Actual	\$ 539,322	-26.54%
10/11 Actual	\$ 637,141	18.14%
11/12 Actual	\$ 646,590	1.48%
12/13 Actual	\$ 750,163	16.02%
13/14 Estimate	\$ 693,387	-7.57%
14/15 Budget	\$ 716,588	3.35%
15/16 Budget	\$ 753,886	5.20%

The chart above shows that the property tax revenues of the City have been somewhat volatile. This is due to the decrease in assessed values during the recession, the borrowing of property tax by the State of California and the subsequent repayment of that loan in 2012/2013. The repayment of the property tax loan in 2012/2013 appears to indicate that property tax revenues decreased in 2013/2014, when in fact, they increased by approximately 8% after removing the repayment of \$118,000 from the State of California.

Below is a graph showing the changes in Property tax Revenue for the City of Winters since 2002/2003



# General Fund

## Utility User Tax

With the passage of Measure W on June 8, 2010, and the decline in Assessed Values throughout the City of Winters, the Utility User Tax is projected to be the second highest revenue source for the City of Winters for the next 2-5 years. Measure W, approved by 51.3% of the voters, increased the Utility User Tax from 4.75% to 9.5% effective July 1, 2010. This tax is applied to all electricity, natural gas and telephone services, including cellular phone services. This source of revenue provides approximately 16% of the General Fund Revenues for 2014-2015 and 17% for 2015-2016. The amount of funds received from the Utility User Tax will increase as development occurs, both residential and commercial development.

### Budget Assumptions:

The Utility User Tax is a tax of 9.5% of the cost of the electricity, natural gas and telephone service (including cellular) and satellite television service charge and can fluctuate based on prices of those services. We have projected a small increase in the revenues for the Utility User tax of 2% for each of the two budget years.

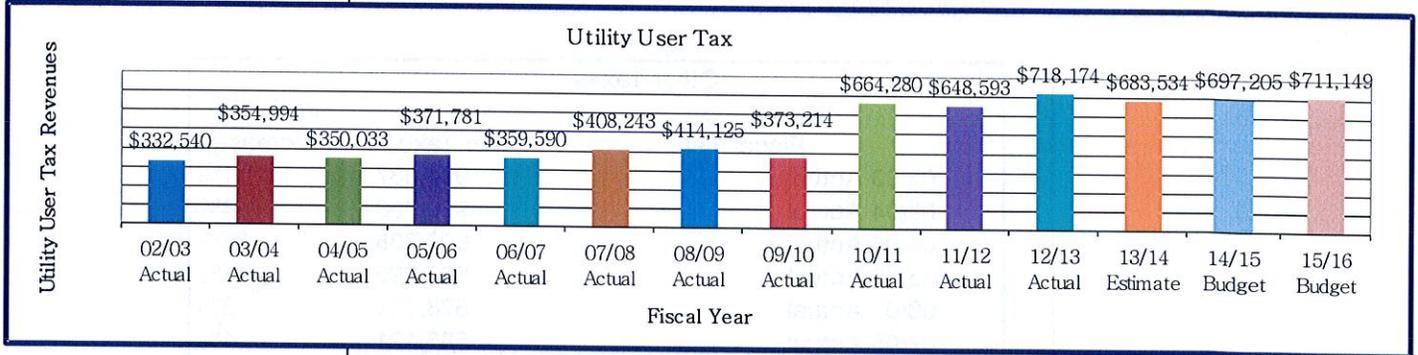
Below is a chart that shows the change in Utility User Tax since 2002/2003.

Utility User Tax		
Fiscal Year	Utility User Tax	Increase (Decrease)
02/03 Actual	\$ 332,540	15.25%
03/04 Actual	\$ 354,994	6.75%
04/05 Actual	\$ 350,033	-1.40%
05/06 Actual	\$ 371,781	6.21%
06/07 Actual	\$ 359,590	-3.28%
07/08 Actual	\$ 408,243	13.53%
08/09 Actual	\$ 414,125	1.44%
09/10 Actual	\$ 373,214	-9.88%
10/11 Actual	\$ 664,280	77.99%
11/12 Actual	\$ 648,593	-2.36%
12/13 Actual	\$ 718,174	10.73%
13/14 Estimate	\$ 683,534	-4.82%
14/15 Budget	\$ 697,205	2.00%
15/16 Budget	\$ 711,149	2.00%

# General Fund

## Utility User Tax

The graph below shows the growth in the Utility User Tax since 2002-2003, the increase in the tax beginning 2010-2011 is clearly shown on the graph.



## Other Taxes

Other taxes, in aggregate, are the third largest revenue source for the City of Winters General Fund. These taxes include: Franchise Fees, Property Transfer Tax, Municipal Services Tax, Business License Fee, the remaining Motor Vehicle in Lieu (VLF) fee and the Homeowner Relief Property Tax.

### Budget Assumptions:

Different factors are used to develop the budget for each of the various taxes included in this category. The Franchise Fee is based on contracts with PG& E and the local Cable Television provider. The Property Transfer Tax is based on an estimate of the number and value of property transactions within the City of Winters. This was developed by looking at the number of vacant homes at the time the budget was organized as well as utilizing a list of the homes that have been notified of foreclosure proceedings. The Municipal Services Tax is \$120 per year per unit, therefore it remains a steady revenue source for the City's General Fund. The Business License fee is based upon the number of existing businesses that operate within the City limits. Even with the recession, this remains a fairly constant revenue source. The VLF is based upon estimates provided from the CaliforniaCityFinance.com site and is the "remaining" VLF available to the City of Winters. The Homeowner Relief Property Tax is based on

# General Fund

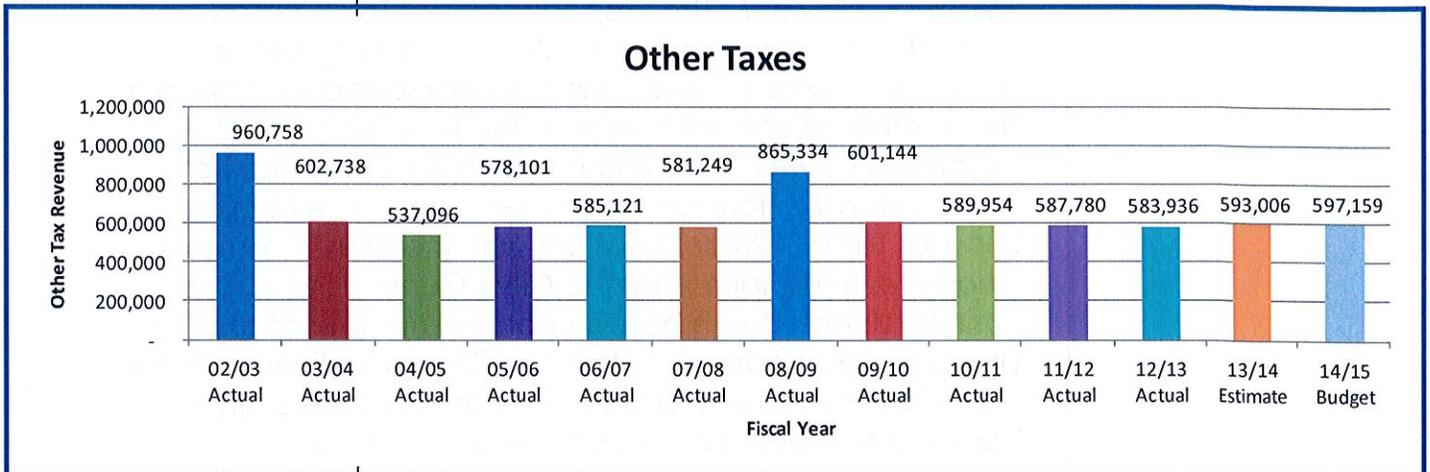
## Other Taxes

the number of owner occupied homes, and remains a fairly constant revenue source for the City of Winters.

Below is a chart that shows the change in the Other Taxes since 2003-2004.

Fiscal Year	Other Taxes	Increase (Decrease)
02/03 Actual	931,637	1%
03/04 Actual	960,758	3%
04/05 Actual	602,738	-37%
05/06 Actual	537,096	-11%
06/07 Actual	578,101	8%
07/08 Actual	585,121	1%
08/09 Actual	581,249	-1%
09/10 Actual	865,334	49%
10/11 Actual	601,144	-31%
11/12 Actual	589,954	-2%
12/13 Actual	587,780	0%
13/14 Estimate	583,936	-1%
14/15 Budget	593,006	2%
15/16 Budget	597,159	1%

The graph below shows the change in the Other Taxes category since 2003-2004.



# General Fund

## Property Tax In Lieu of Motor Vehicle License Fee

Property Tax in Lieu of Motor Vehicle License Fees (Property Tax in Lieu of VLF) is a General Fund revenue source for the City of Winters since the passage of Proposition 1A and represents 11% of General Fund revenues for 2014-2015 and 12% of General Fund revenues for 2015-2016.

Proposition 1A permanently reduced the Motor Vehicle License Fee from 2% to .65% of the value of an automobile. These fees are from the registration of vehicles throughout the state and are distributed to the cities and counties based largely on population. To replace these constitutionally based Motor Vehicle License Fees, the implementation of a "Property Tax in Lieu of Motor Vehicle License Fees" was enacted. The budgeted amount increases or decreases by the percentage increase or decrease in the assessed value of property within the City of Winters based on the same year as the Property tax, including the taxes in the former redevelopment project area. This causes the increase in the Property tax in lieu of VLF to be somewhat different from those of the Property Taxes of the City of Winters.

Budget Assumptions: A budgeted increase of 1.37% for 2014-2015 is based on the information received from the Yolo County Assessor as discussed earlier in the Property Tax section of this budget . Staff is assuming a 2% increase in revenue for 2015-2016 as indicated in the Property Tax section of this budget.

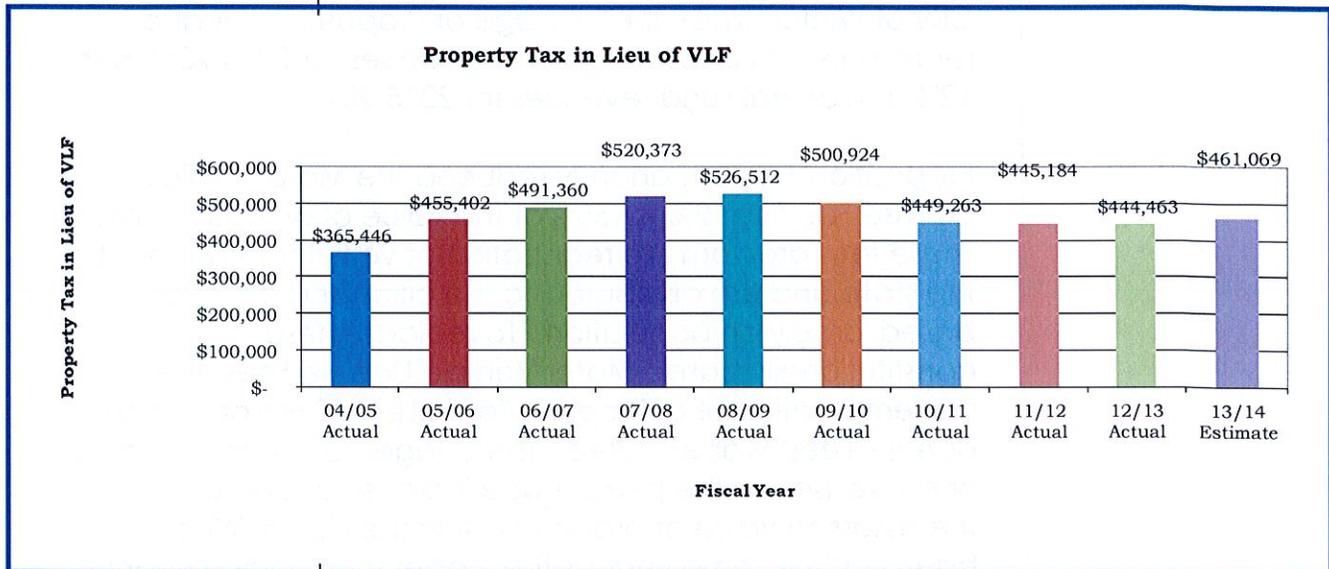
Below is a chart that shows the growth in Property Tax in Lieu of VLF.

Fiscal Year	Property Tax In Lieu of VLF	
	Property Tax	Increase (Decrease)
04/05 Actual	\$ 365,446	0.00%
05/06 Actual	\$ 455,402	24.62%
06/07 Actual	\$ 491,360	7.90%
07/08 Actual	\$ 520,373	5.90%
08/09 Actual	\$ 526,512	1.18%
09/10 Actual	\$ 500,924	-4.86%
10/11 Actual	\$ 449,263	-10.31%
11/12 Actual	\$ 445,184	-0.91%
12/13 Actual	\$ 444,463	-0.16%
13/14 Estimate	\$ 461,069	3.74%
14/15 Budget	\$ 467,386	1.37%
15/16 Budget	\$ 476,733	2.00%

# General Fund

## Property Tax In Lieu of Motor Vehicle License Fee

Below is a graph that shows the growth in Property Tax in Lieu of VLF.



## Sales Tax

Sales tax revenue is derived from one percent of the sales price on taxable products sold within the City of Winters and is projected to be approximately 11% of the general fund revenues for 2014-2015 and 15% for 2015-2016.

Budget Assumptions: Budgeted revenues are actually predicted to have an increase for 2014-2015 and 2015/2016. A review with our sales tax consultant Hinderliter, De Llamas and Associates (HdL) provided the estimate for both the 2014-2015 and 2015-2016 year. Additionally, the opening of the Dollar General Store in late 2014 or early 2015 will increase the revenues from Sales Taxes. In 2015/2016, the triple flip will end, therefore all sales taxes received will be included as sales tax, and the City will no longer receive Property Tax in Lieu of Sales Tax. What appears as a large increase from 2014-2015 sales tax is actually the reclassification of the amount that used to be received as Property tax in lieu of sales tax.

Below is a chart that shows the revenues from Sales and Use Tax since 2003/2004.

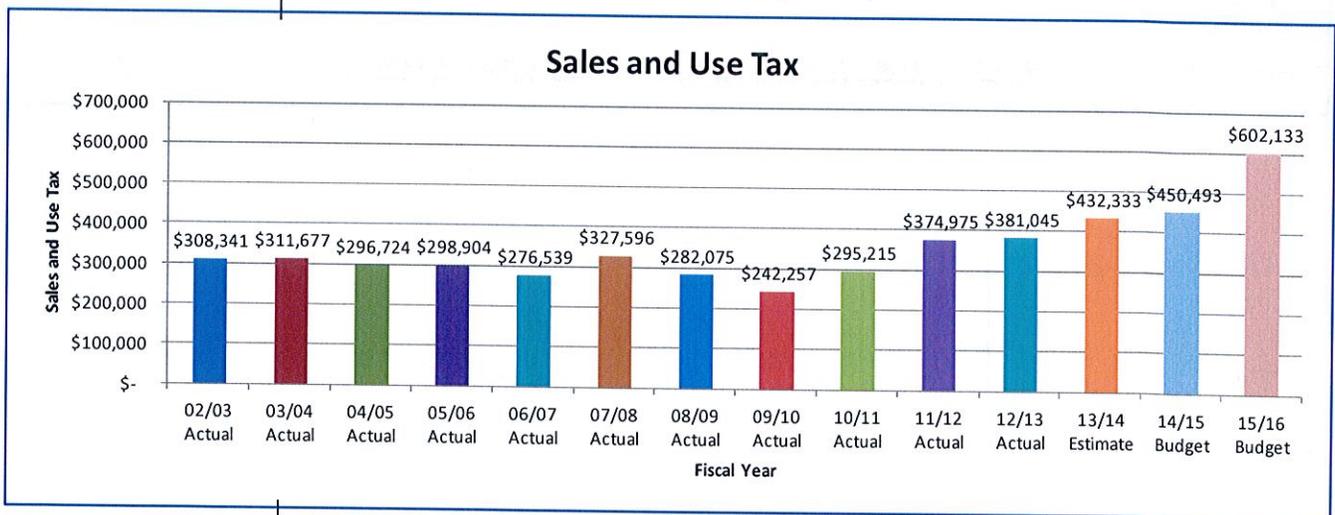
# General Fund

## Sales Tax

Sales And Use Tax		
Fiscal Year	Sales Tax	Increase (Decrease)
02/03 Actual	\$ 308,341	1%
03/04 Actual	\$ 311,677	1%
04/05 Actual	\$ 296,724	-5%
05/06 Actual	\$ 298,904	1%
06/07 Actual	\$ 276,539	-7%
07/08 Actual	\$ 327,596	18%
08/09 Actual	\$ 282,075	-14%
09/10 Actual	\$ 242,257	-14%
10/11 Actual	\$ 295,215	22%
11/12 Actual	\$ 374,975	27%
12/13 Actual	\$ 381,045	2%
13/14 Estimate	\$ 432,333	13%
14/15 Budget	\$ 450,493	4%
15/16 Budget	\$ 602,133	34%

In 2002/2003 the City contracted with Hinderliter, DeLlamas and Associates (HdL) to do a sales tax audit, the result of which was the significant increase in sales tax collections in 02/03. Currently 25% of the local sales tax has been pledged as a repayment source for the State of California Deficit Reduction Bonds approved in March 2004, we now receive the 25% as "Property Tax in Lieu of Sales Tax". This is known as part of the "triple-flip" in California. As mentioned above, this triple flip will end in 2015/2016.

The graph below shows the growth in sales tax since 2003/2004.

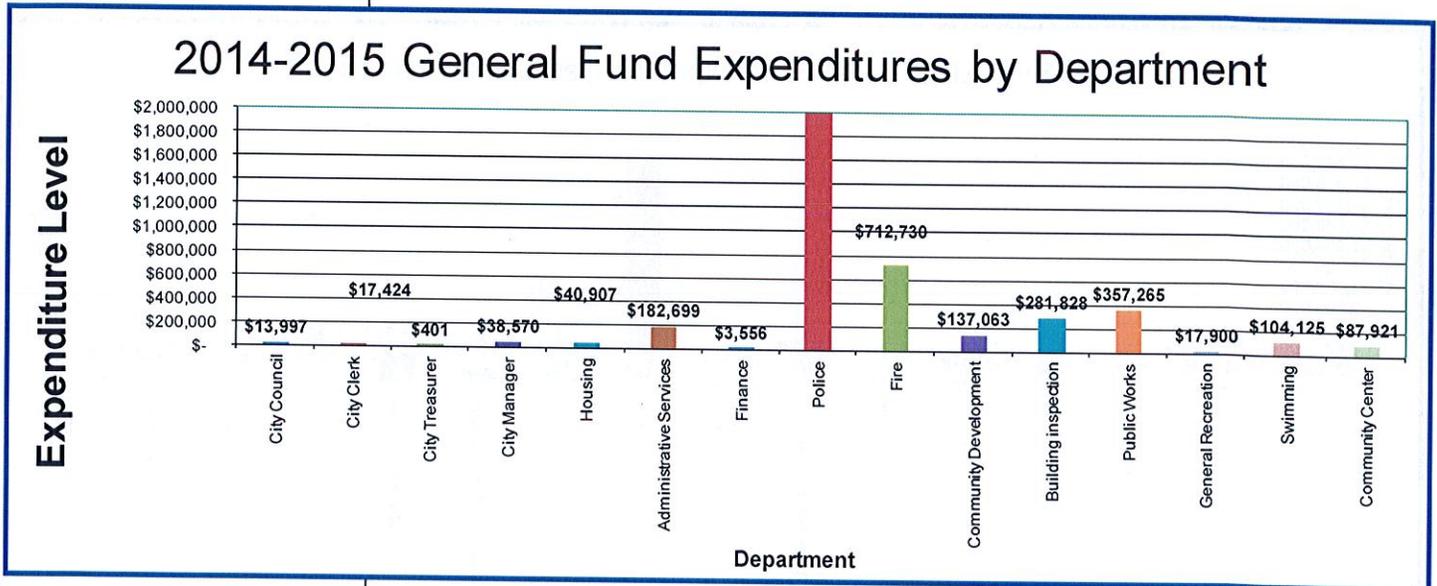


# General Fund

City of Winters 2009-2016 Budget Comparison												
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimated	2015 Proposed	2015 Change from 2014 Estimated		2016 Proposed	2016 Change from 2015 Year Proposed	
								In \$	In%		In \$	In%
<b>Financial Sources:</b>												
Property Taxes	\$ 734,193	\$ 539,322	\$ 637,141	\$ 646,590	\$ 750,163	\$ 693,387	\$ 716,588	\$ 23,202	3.35%	\$ 753,886	\$ 37,298	5.20%
Property Tax in Lieu of VLF	526,512	500,924	449,263	445,184	444,463	461,069	467,386	6,317	1.37%	476,733	9,347	2.00%
Property Taxes in Lieu of Sales Tax	130,808	51,603	74,074	94,279	124,584	129,086	143,238	14,152	10.96%	-	(143,238)	-100.00%
Sales and Use Taxes	282,075	242,257	295,215	374,975	381,045	432,333	450,493	18,160	4.20%	602,133	151,640	33.66%
Other Taxes	995,374	945,310	1,265,424	1,238,547	1,305,954	1,267,471	1,290,211	22,740	1.79%	1,308,308	18,097	1.40%
Service Charges	112,964	160,560	137,908	109,059	118,980	113,652	285,129	171,477	150.88%	246,867	(38,262)	-13.42%
Fines and Penalties	1,300	-	53	-	-	-	-	-	-	-	-	-
Rents and Concessions	38,500	38,875	39,251	47,825	65,074	67,415	60,000	(7,415)	-11.00%	60,000	-	0.00%
interest	46,420	4,318	2,970	1,957	8,361	1,400	3,000	1,600	114.29%	3,000	-	0.00%
Licenses and Permits	139,614	80,441	150,566	73,794	118,126	95,390	388,043	292,653	306.79%	330,869	(57,175)	-14.73%
Grants	1,500	2,453	495	4,974	3,724	2,000	5,000	3,000	150.00%	5,000	-	0.00%
All other Revenues	21,081	17,277	88,376	389,278	312,095	297,717	332,837	35,119	11.80%	338,579	5,743	1.73%
<b>Total Estimated Financial Sources</b>	<b>\$ 3,030,341</b>	<b>\$ 2,583,340</b>	<b>\$ 3,140,737</b>	<b>\$ 3,426,462</b>	<b>\$ 3,632,571</b>	<b>\$3,560,920</b>	<b>\$4,141,925</b>	<b>\$581,004.91</b>	<b>16.32%</b>	<b>\$ 4,125,376</b>	<b>\$ (16,550)</b>	<b>-0.40%</b>
<b>Expenditures:</b>												
City Council	\$ 92	\$ 326	\$ 286	\$ 61	\$ 3,054	\$ 10,306	\$ 15,997	\$ 5,691	55.22%	\$ 16,080	\$ 83	0.52%
City Clerk	5,304	1,166	16,618	9,980	18,124	13,240	17,492	4,253	32.12%	18,641	1,148	6.56%
City Treasurer	348	348	324	349	350	401	401	51	14.48%	382	(19)	-4.78%
City Manager	29,419	36,109	31,142	31,443	68,602	27,604	38,607	11,003	39.86%	39,478	871	2.26%
Housing	-	-	-	52,447	186,148	145,285	40,932	(104,353)	-71.83%	49,463	8,531	20.84%
Administrative Services	155,219	164,560	169,299	185,634	199,947	204,423	182,942	(21,481)	-10.51%	187,436	4,493	2.46%
Finance	2,017	2,769	2,964	6,617	36,516	71,443	3,556	(67,887)	-95.02%	3,694	138	3.88%
Police	1,662,137	1,748,304	1,720,085	1,864,313	1,921,153	1,931,801	2,153,830	222,029	11.49%	2,221,713	67,883	3.15%
Fire	412,658	410,741	458,828	784,718	726,386	692,509	767,713	75,204	10.86%	789,391	21,678	2.82%
Community Development	392,997	293,680	253,061	298,139	78,181	79,519	137,307	57,788	72.67%	137,000	(306)	-0.22%
Building Inspection	106,796	123,905	120,466	140,957	156,166	160,963	281,923	120,960	75.15%	288,258	6,334	2.25%
Public Works	305,026	342,773	224,200	259,191	268,648	274,583	381,021	106,437	38.76%	347,266	(33,755)	-8.86%
General Recreation	133,436	58,423	7,911	9,898	7,906	7,010	17,900	10,890	155.35%	17,900	-	0.00%
Swimming	76,913	85,702	75,660	81,623	74,719	75,644	107,013	31,369	41.47%	106,644	(369)	-0.34%
Community Center	77,567	74,670	51,743	79,650	74,915	68,372	87,921	19,549	28.59%	87,681	(240)	-0.27%
<b>Total Budgeted Expenditures</b>	<b>\$ 3,359,928</b>	<b>\$ 3,343,477</b>	<b>\$ 3,132,587</b>	<b>\$ 3,805,022</b>	<b>\$ 3,820,815</b>	<b>\$3,763,054</b>	<b>\$4,234,555</b>	<b>\$ 471,501</b>	<b>12.53%</b>	<b>\$ 4,311,025</b>	<b>\$ 76,470</b>	<b>1.81%</b>
Net Increase(Decrease) in Fund Balance	\$ (329,588)	\$ (760,137)	\$ 8,150	\$ (378,559)	\$ (188,244)	\$ (202,133)	\$ (92,629)			\$ (185,649)		
Fund Balance July 1	\$ 2,436,599	\$ 2,278,955	\$ 1,528,907	\$ 1,600,592	\$ 1,247,824	\$ 1,180,653	\$ 980,320			\$ 1,180,653		
Transfers	\$ 171,944	\$ 10,089	\$ 63,535	\$ 25,791	\$ 121,073	\$ 1,800	\$ 16,600			\$ 16,600		
Adjustments	-	-	-	-	-	-	-			-		
Fund Balance June 30	<b>\$ 2,278,955</b>	<b>\$ 1,528,907</b>	<b>\$ 1,600,592</b>	<b>\$ 1,247,824</b>	<b>\$ 1,180,653</b>	<b>\$ 980,320</b>	<b>\$ 904,290</b>			<b>\$ 1,011,604</b>		

# General Fund

Below is a chart of the expenditures of the General fund by Department for the City of Winters for 2014-2015

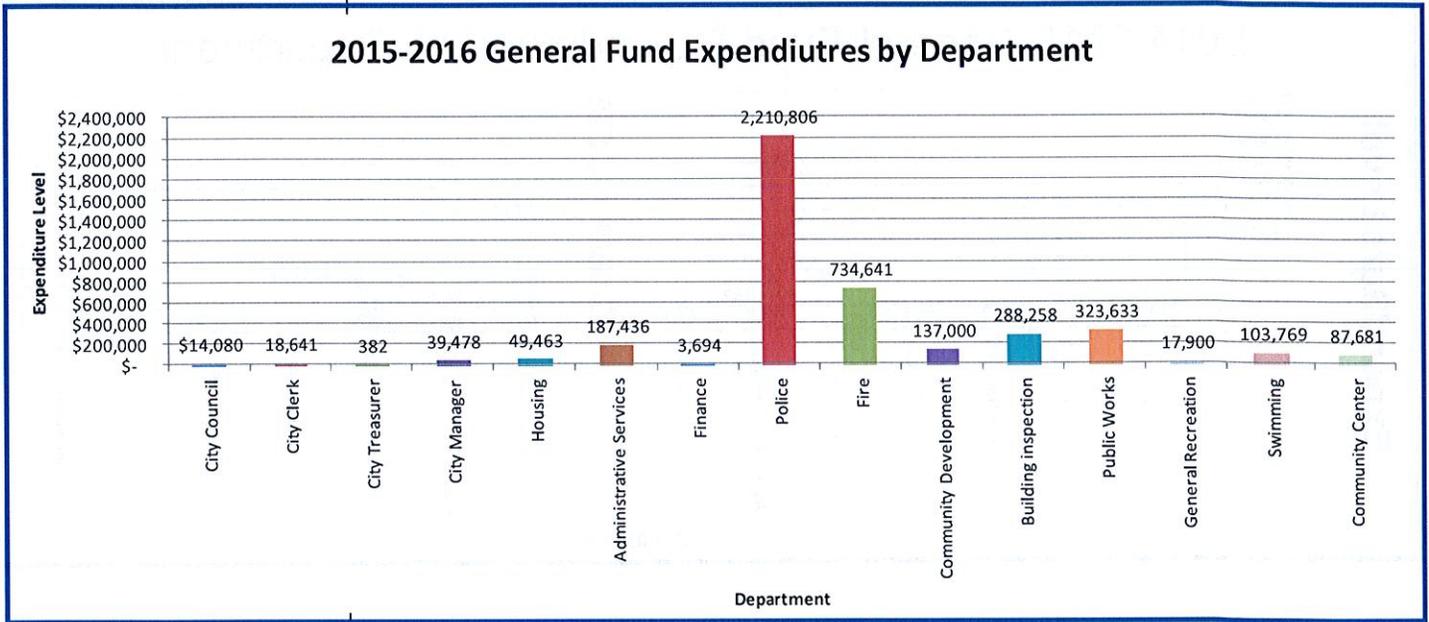


For Fiscal Year 2014-2015 the General Fund Expenditures points of interest include:

- Addition of 1 Records Clerk I position for the Public Works Department
- Reclassification of Management Analyst from Administrative Services to City Manager Office
- Reclassification of Management Analyst from Finance to City Manager Office
- Reclassification of Records Clerk from Finance to Administrative Services
- Reclassification of Fire Secretary to Permit Tech.

# General Fund

Below is a chart of the expenditures of the General Fund by Department for the City of Winters for 2015-2016



## General Fund Reserves

The Fiscal Policies of the City of Winters include cash and emergency reserves for specific funds. For the General Fund, the policy is a reserved fund balance of 50% of annual expenditures and 25% of the fund balance is to be un-appropriated at year-end.

City of Winters Fund Balance and ability to meet Reserve Policy Requirements	
Estimated General Fund fund Balance 6/30/14	\$ 1,247,824
Cash Reserve \$4,234,555 X 50%	2,117,277
Fund balance used to fund 2014-2015	76,029
Un-appropriated, unreserved Fund Balance	<u>\$ (945,483)</u>
Required Emergency Reserve (Per Policy) \$1,247,824 x 25% of Fund Balance	<u>311,956</u>
Fund Balance Available	\$ (945,483)
Unappropriated Unreserved Fund Balance	\$ -
Required Unappropriated Unreserved Fund Balance	<u>311,956</u>
Unappropriated Unreserved Fund Balance below Policy	<u>\$ (1,257,439)</u>

# General Fund

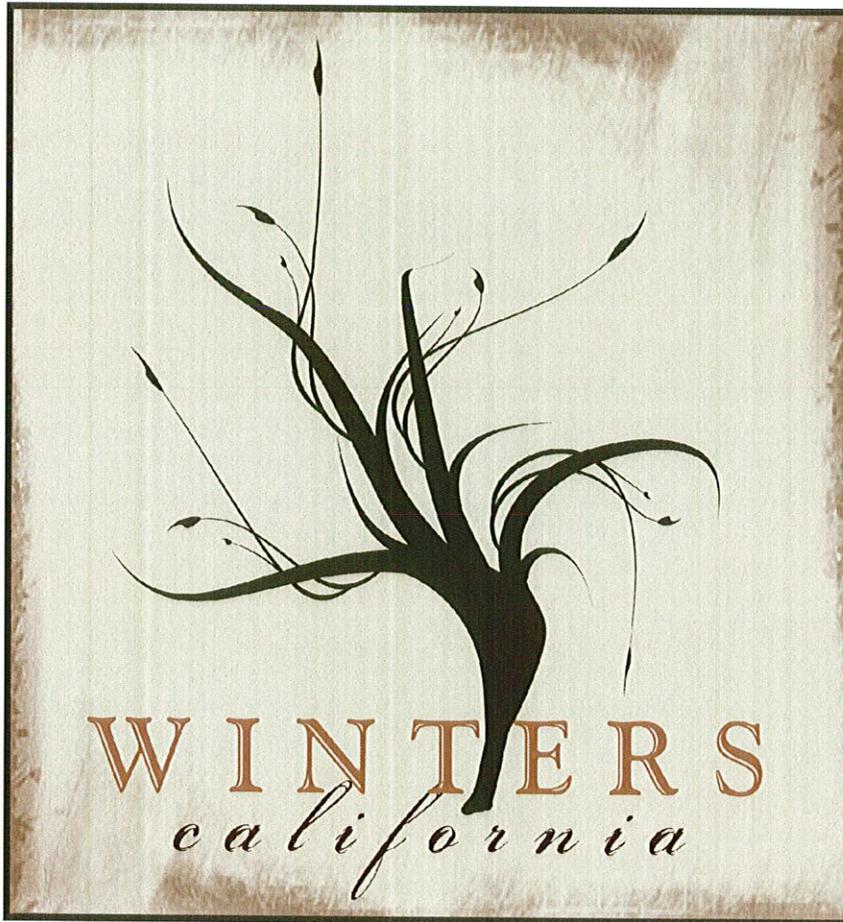
## General Fund Reserves

The estimated un-appropriated unreserved fund balance for 2014-2015 is (\$945,483) or \$1,257,439 less than required, based on the estimated fund balance as of June 30, 2014. The City understands that the undesignated, unreserved fund balance is below the policy amount, however, due to decreasing revenues, the ability to use our fund balance to maintain services to the citizens of Winters is considered appropriate.

City of Winters	
Fund Balance and ability to meet Reserve Policy Requirements	
Estimated General Fund fund Balance 6/30/15	\$ 980,320
Cash Reserve \$4,311,025 X 50%	2,155,512
Fund balance used to fund 2012-13	169,049
Un-appropriated, unreserved Fund Balance	<u>\$(1,344,241)</u>
Required Emergency Reserve (Per Policy) \$980,320 x 25% of Fund Balance	<u>245,080</u>
Fund Balance Available	\$(1,344,241)
Unappropriated Unreserved Fund Balance	\$ -
Required Unappropriated Unreserved Fund Balance	245,080
Unappropriated Unreserved Fund Balance below Policy	<u>\$(1,589,321)</u>

The estimated un-appropriated unreserved fund balance for 2015-2016 is (\$1,344,241) or \$1,589,321 less than required, based on the estimated fund balance as of June 30, 2015. The City understands that the undesignated, unreserved fund balance is below the policy amount, however, due to decreasing revenues, the ability to use our fund balance to maintain services to the citizens of Winters is considered appropriate. The City of Winters is actively engaging in Economic Development strategies to enhance the revenues for the city so that can return our fund balance to an appropriate amount.

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**Why the tree? Because...**

The tree represents all of the elements of the overarching brand that defines Winters. It is a symbol of our architectural heritage and the beautiful natural surroundings in which we live.

**Other Funds**



## Other Funds

Other Funds included in the City of Winters budget are:

- Special Revenue Funds
- Capital Project Funds
- Enterprise Funds (also known as Proprietary Funds)
- Internal Service Funds
- Debt Service Funds

Each fund group will be presented separately in this section.

Special revenue funds account for activities funded by special purpose revenue that is legally restricted to expenditure for specific use. The City currently has 33 special revenue funds with budgeted activity for 2014-2016. Eight (8) of these funds are on-going special revenue funds, that is, they are each active on a year-to-year basis. The balance of the special revenue funds reflect one-time or limited duration funding from grants from the State of California or the Federal Government and may take several years to properly expend the funds.

The on-going special revenue funds are:

- City Wide Assessment District
- Gas Tax
- Transportation Development Act Funds
- Winters Swim Team
- Community Festival
- Recycling Grant Program
- Winters Library Fund
- Quilt Show Fund

These funds will be discussed in more detail in this section.

Additional special revenue funds can be categorized as follows:

- Police Grant Funds
- Park Grant Funds
- CDBG Grant Funds

## Other Funds

### Special Revenue Funds

- EDBG Grant Funds
- Revolving Loan Funds
- Miscellaneous Grant Funds

These categories of special revenue funds are single purpose funds receiving revenue from specific grants and will be included on the schedule with beginning fund balance, expected revenues and expenditures and projected ending fund balance, but additional detail information will not be included,

#### **City Wide Assessment District**

The City Wide Assessment District is the most active Special Revenue Fund. This fund is supported by a special assessment on all property within the City of Winters. This is a voter-approved assessment. The revenues are based on an assessment of \$82.50 per residential unit and \$41.25 per business unit per year. As the number of units in the City increase, the revenue base increases, however, the revenues are not keeping pace with the cost of providing the service of maintaining the parks and paying the cost of street lighting.

Budget Assumptions: The revenue estimates are based on the engineers report prepared by our consultant, Muni-Financial. Each year an Engineer's Annual Levy Report is prepared to initiate proceedings for the annual levy and collection of assessment according to the Landscaping and Lighting Act of 1972. Muni-Financial receives a list of all parcels located within the city limits of the City of Winters and prepares a levy report.

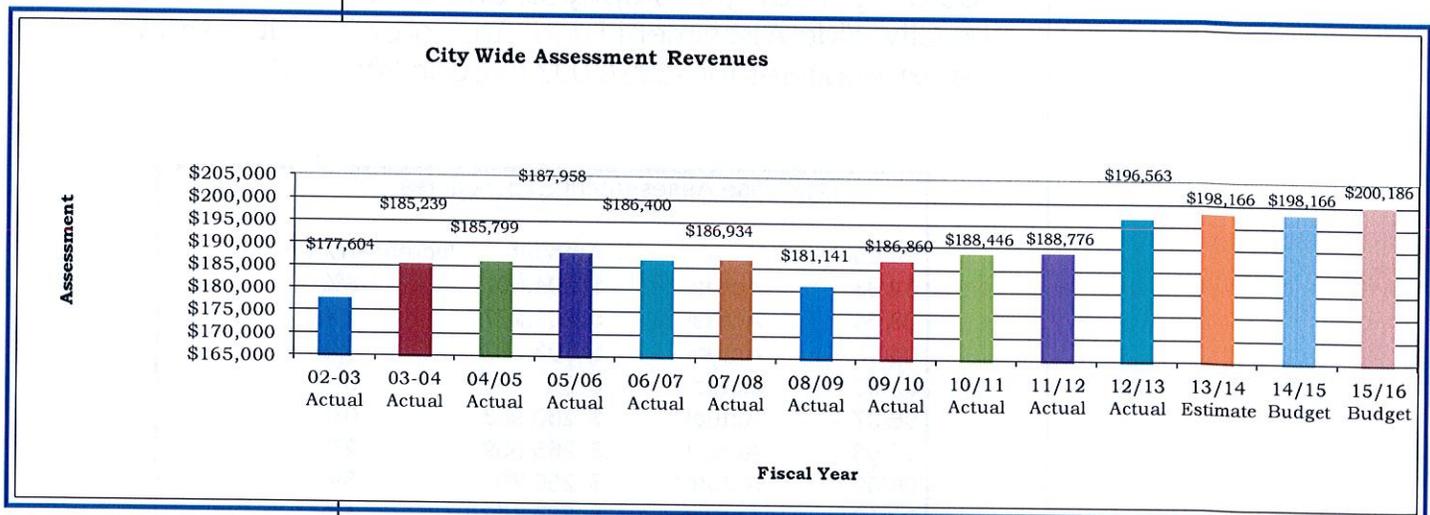
The following chart shows the level of assessments for 2002/2003 through 2015/2016.

# Other Funds

## Special Revenue Funds

City Wide Assessment Revenues			
Fiscal Year		Amount	Increase/ (Decrease)
02-03 Actual	\$	177,604	11%
03-04 Actual	\$	185,239	4%
04/05 Actual	\$	185,799	0%
05/06 Actual	\$	187,958	1%
06/07 Actual	\$	186,400	-1%
07/08 Actual	\$	186,934	0%
08/09 Actual	\$	181,141	-3%
09/10 Actual	\$	186,860	3%
10/11 Actual	\$	188,446	1%
11/12 Actual	\$	188,776	0%
12/13 Actual	\$	196,563	4%
13/14 Estimate	\$	198,166	1%
14/15 Budget	\$	198,166	0%
15/16 Budget	\$	200,186	1%

The following graph shows the City Wide Assessment Revenues for 2002-2003 through 2015-2016.



In addition to the assessment indicated above, the General Fund began subsidizing the City Wide Assessment District in 2005/2006. Due to the recession, and the decrease in the assessed value of property within the City of Winters, the City Council made budget decisions to reclassify and restructure personnel assigned to park maintenance in order reduce the subsidy beginning in 2010-2011 from the amount in prior years.

# Other Funds

## Special Revenue Funds

The subsidy is estimated to be as follows:

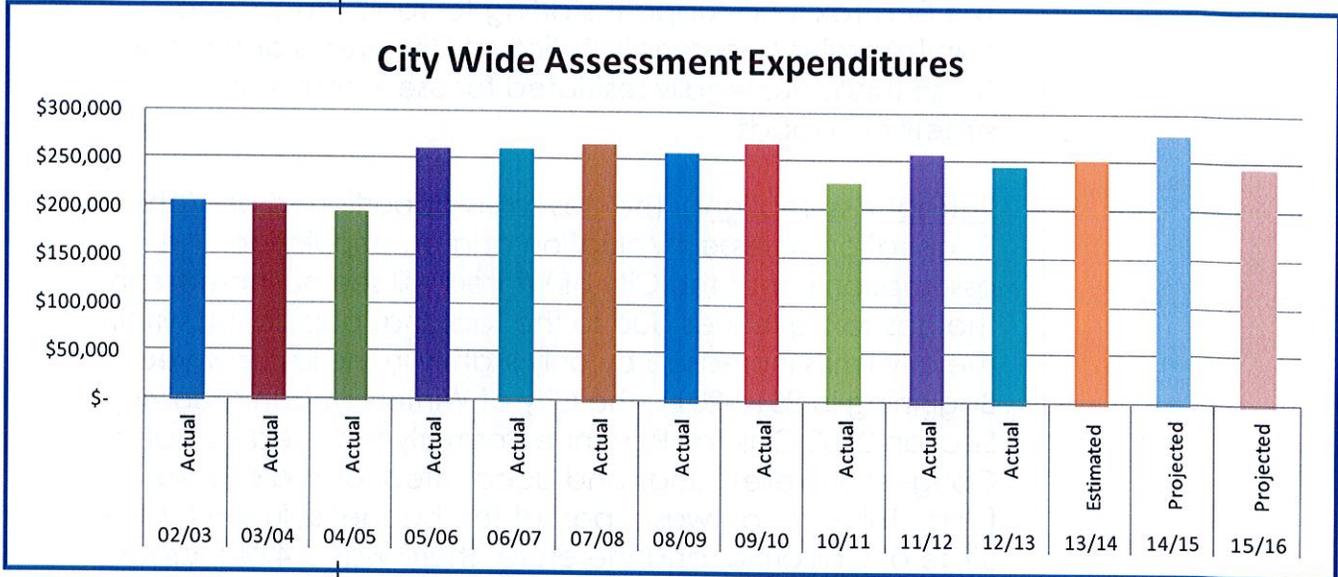
City Wide Assessment Subsidy Receipts		
Fiscal Year	Amount	Increase/ (Decrease)
02-03 Actual	\$ -	
03-04 Actual	\$ -	
04/05 Actual	\$ -	
05/06 Actual	\$ 108,782	
06/07 Actual	\$ 83,991	-23%
07/08 Actual	\$ 82,904	-1%
08/09 Actual	\$ 101,463	22%
09/10 Actual	\$ 96,822	-5%
10/11 Actual	\$ 77,535	-20%
11/12 Actual	\$ 87,128	12%
12/13 Actual	\$ 72,934	-16%
13/14 Estimate	\$ 52,435	-28%
14/15 Budget	\$ 79,152	51%
15/16 Budget	\$ 45,131	-43%

The cost of maintaining all City Parks and the cost of operating streetlights, stoplights, and park lights is paid from the City Wide Assessment Fund. The following table shows the expenditures for 2002/2003 through 2015/2016.

City Wide Assessment Expenditures			
Fiscal Year		Amount	Increase/Decrease
02/03	Actual	\$ 204,607	-6%
03/04	Actual	\$ 201,277	-2%
04/05	Actual	\$ 193,392	-4%
05/06	Actual	\$ 260,986	35%
06/07	Actual	\$ 260,953	0%
07/08	Actual	\$ 265,539	2%
08/09	Actual	\$ 256,791	-3%
09/10	Actual	\$ 267,452	4%
10/11	Actual	\$ 226,380	-15%
11/12	Actual	\$ 257,093	14%
12/13	Actual	\$ 244,995	-5%
13/14	Estimated	\$ 250,730	2%
14/15	Projected	\$ 277,896	11%
15/16	Projected	\$ 245,317	-12%

# Other Funds

## Special Revenue Funds



The City Wide Assessment District is the only Special Revenue Fund that has a reserve policy. The policy is to have an un-appropriated unreserved fund balance of 75% of estimated expenditures. The fund balance is as follows:

Estimated Fund Balance as of 6/30/14	\$ 70,253
Dry Creek Stabilization	61,081
Rancho Arroyo Bank Stabilization	9,172
Unappropriated/Unreserved Fund Balance	\$ -

The City Wide Assessment District is not self-supporting as of 2005/2006. The assessment amount is a flat amount, not subject to increases; therefore, only additional units will increase the assessment revenue. All additional funding requirements will require a subsidy from the General Fund. The reserve policy for this fund will need to be reviewed and revised in 2014-2016 due to the limitation on assessment revenue growth.

## Other Funds

### Special Revenue Funds

#### Gas Tax Fund

The Gas Tax fund supports staffing for road repairs and capital projects for rehabilitation of City streets and roads. These funds are legally restricted for use in maintaining streets and roads.

Budget Assumptions: The gas tax is apportioned on Vehicle Registration Assessed Valuation and on population, the assumption is that the City of Winters will see no increase in the gas tax revenues due to the fact that population within the city limits increased by only slightly in the last few years. Beginning in 2010-2011, the City of Winters began receiving Section 2103 Gas Tax Revenue, formerly received as Traffic Congestion Relief Funds and accounted for in a separate fund. This change was a part of the budget solution for the State of California, and therefore, there was a 49% increase in revenues in 2010-2011 over 2009-2010 due to this funding change by the State of California.

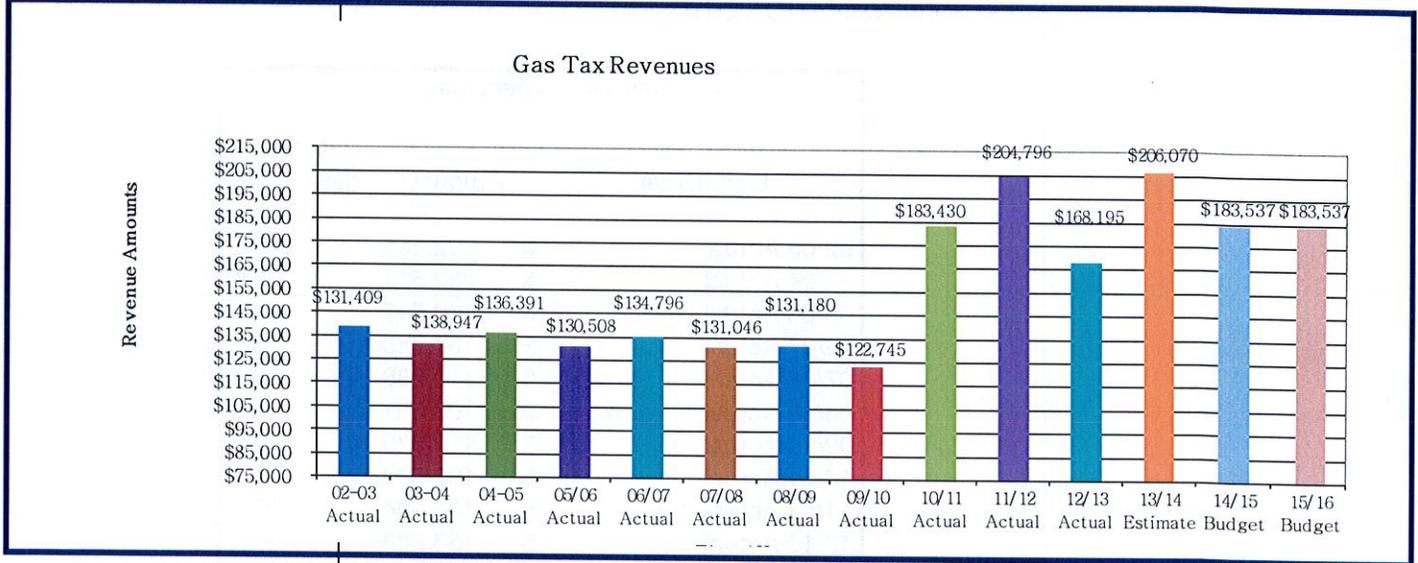
The chart below shows Gas Tax Revenues for 2002/2003 through 2015/2016.

Gas Tax Revenues			Increase/ (Decrease)
Fiscal Year		Amount	
02-03 Actual	\$	138,947	27%
03-04 Actual	\$	131,409	-5%
04-05 Actual	\$	136,391	4%
05/06 Actual	\$	130,508	-4%
06/07 Actual	\$	134,796	3%
07/08 Actual	\$	131,046	-3%
08/09 Actual	\$	131,180	0%
09/10 Actual	\$	122,745	-6%
10/11 Actual	\$	183,430	49%
11/12 Actual	\$	204,796	12%
12/13 Actual	\$	168,195	-18%
13/14 Estimate	\$	206,070	23%
14/15 Budget	\$	183,537	-11%
15/16 Budget	\$	183,537	0%

The graph below shows the revenues from the Gas Tax Fund for 2002-2003 through 2015/2016.

# Other Funds

# Special Revenue Funds



The Gas Tax funds are expended for staffing for street repairs and maintenance, road signs and the appropriate materials and supplies for the repair of the streets throughout the city. The gas tax fund expenditures vary from year to year depending on the level of street projects undertaken, or for budget purposes, the projects expected to be implemented during the budget year. Most major street projects require funding from other sources in addition to the gas tax funds in order to have enough resources for the project. Therefore, major projects occur sporadically as additional funding is obtained. Currently most of the gas tax funds are used for patching and filling potholes throughout the city, painting of cross walks and stop lines, and right of way maintenance, as well as maintaining proper street and stop signs throughout the city.

Costs for 2014-2015 and 2015-2016 include the city's share of the replacement of the bridge over Dry Creek Slough on Railroad Avenue and the city's share for the construction of the Walnut Lane Roundabout.

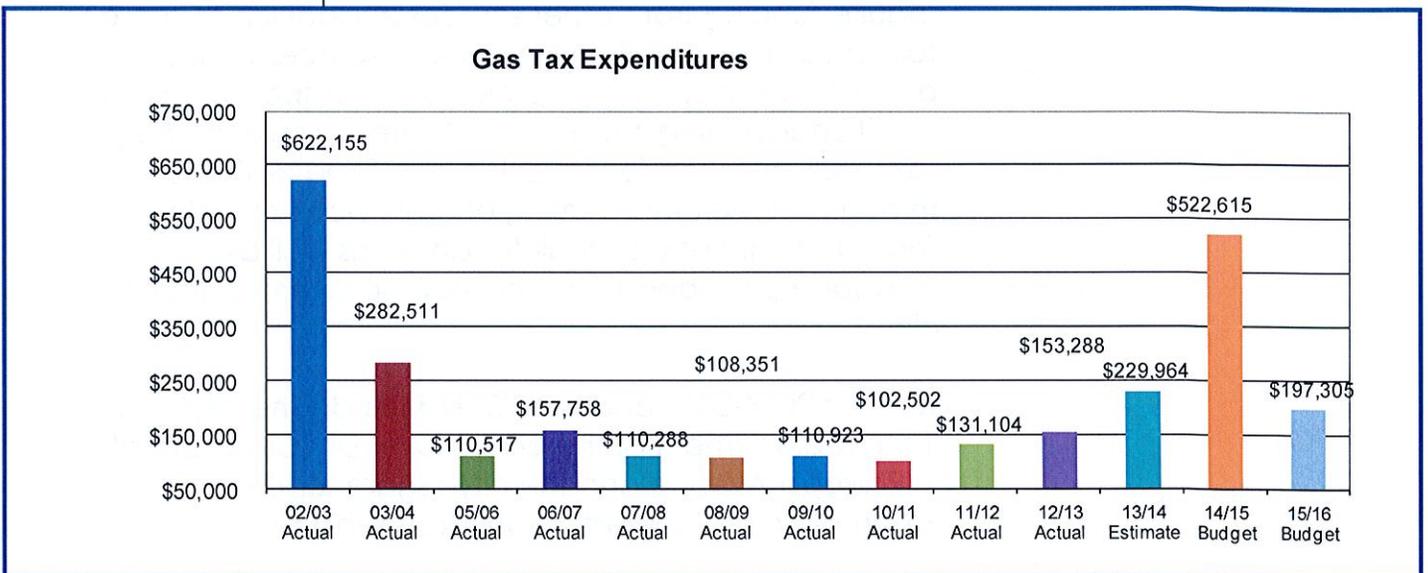
# Other Funds

## Special Revenue Funds

The chart below shows the expenditures for 2002/2003 through 2015/2016.

Gas Tax Expenditures		
Fiscal year	Amount	Increase/ (Decrease)
02/03 Actual	\$ 622,155	382%
03/04 Actual	\$ 282,511	-55%
05/06 Actual	\$ 110,517	-61%
06/07 Actual	\$ 157,758	43%
07/08 Actual	\$ 110,288	-30%
08/09 Actual	\$ 108,351	-2%
09/10 Actual	\$ 110,923	2%
10/11 Actual	\$ 102,502	-8%
11/12 Actual	\$ 131,104	28%
12/13 Actual	\$ 153,288	17%
13/14 Estimate	\$ 229,964	50%
14/15 Budget	\$ 522,615	127%
15/16 Budget	\$ 197,305	-62%

The graph below shows expenditures for 2002/2003 through 2015/2016.



# Other Funds

## Special Revenue Funds

### Transportation Development Act Funds

This fund is used to account for revenue from the Transportation Development Act. The source of funds is the Local Transportation Fund (LTF) and the State Transit Assistance Fund (STA). The LTF are derived from ¼ cent of the retail 8.25% sales tax collected statewide and are generally apportioned by population. The STA are from statewide sales tax on gasoline and diesel fuel and are apportioned 50% by population and 50% according to operator revenues on public transportation from the preceding fiscal year.

Budget Assumptions: The City of Winters receives its allocation for LTF and STA from the Sacramento Area Council of Governments (SACOG). Each year a Findings of Apportionment is adopted by SACOG and the City is responsible for filing a claim for the amount apportioned to it. We have received the Finding of Apportionment for 2014-2015 and the budgeted revenues are based on that finding. Budgeted revenues for 2015-2016 are based on a minor increase in expected fuel prices, and therefore the resulting increase in sales tax.

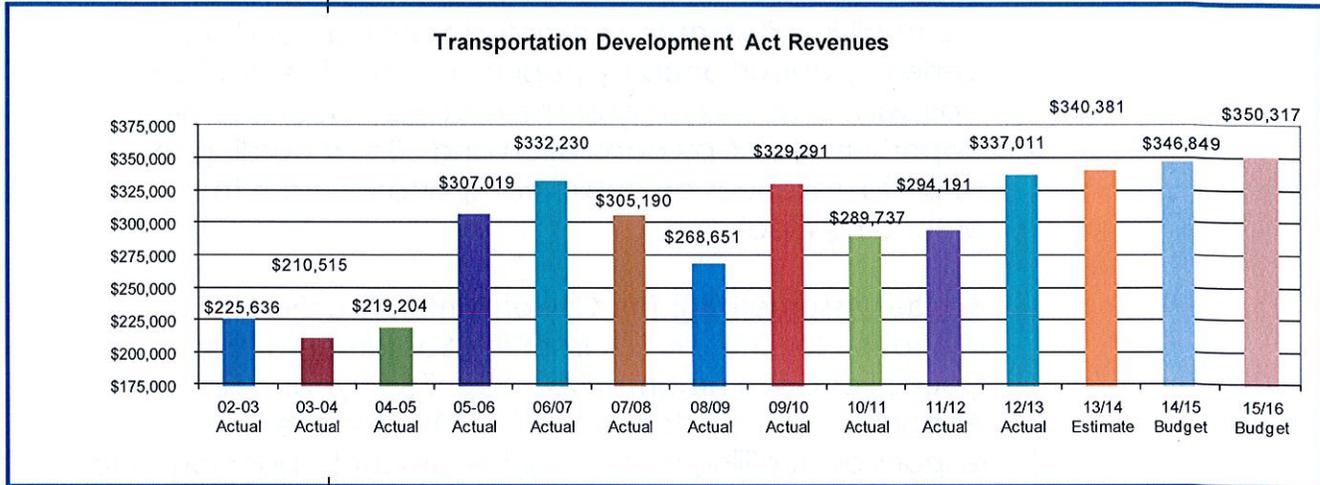
The chart below shows the Revenues since 2002-2003 for the Transportation Development Act Fund.

Fiscal Year	LTF	STA	Total	Increase/ (Decrease)
02-03 Actual	221,228	4,408	\$ 225,636	-41%
03-04 Actual	210,515	-	\$ 210,515	-7%
04-05 Actual	219,204	-	\$ 219,204	4%
05-06 Actual	268,019	39,000	\$ 307,019	40%
06/07 Actual	332,230	-	\$ 332,230	8%
07/08 Actual	305,190	-	\$ 305,190	-8%
08/09 Actual	268,651	-	\$ 268,651	-12%
09/10 Actual	329,291	-	\$ 329,291	23%
10/11 Actual	252,906	36,831	\$ 289,737	0%
11/12 Actual	242,224	51,967	\$ 294,191	2%
12/13 Actual	337,011	-	\$ 337,011	15%
13/14 Estimate	340,381	-	\$ 340,381	1%
14/15 Budget	346,849	-	\$ 346,849	2%
15/16 Budget	350,317	-	\$ 350,317	1%

# Other Funds

## Special Revenue Funds

The graph below shows the growth in the Transportation Development Act funding since 2002-2003.



Transportation Development Act Fund is to provide public transportation to the residents of our community. The primary expenditure is for the bus service provided by the Yolo County Transportation District. Any funds available after the bus service is funded may be used for street engineering cost, and the cost of construction and maintenance of local streets, roads, gutters and sidewalks. Funds available after paying for the bus service have typically been saved up for a number of years and then combined with other funding sources to implement a street project within the City of Winters.

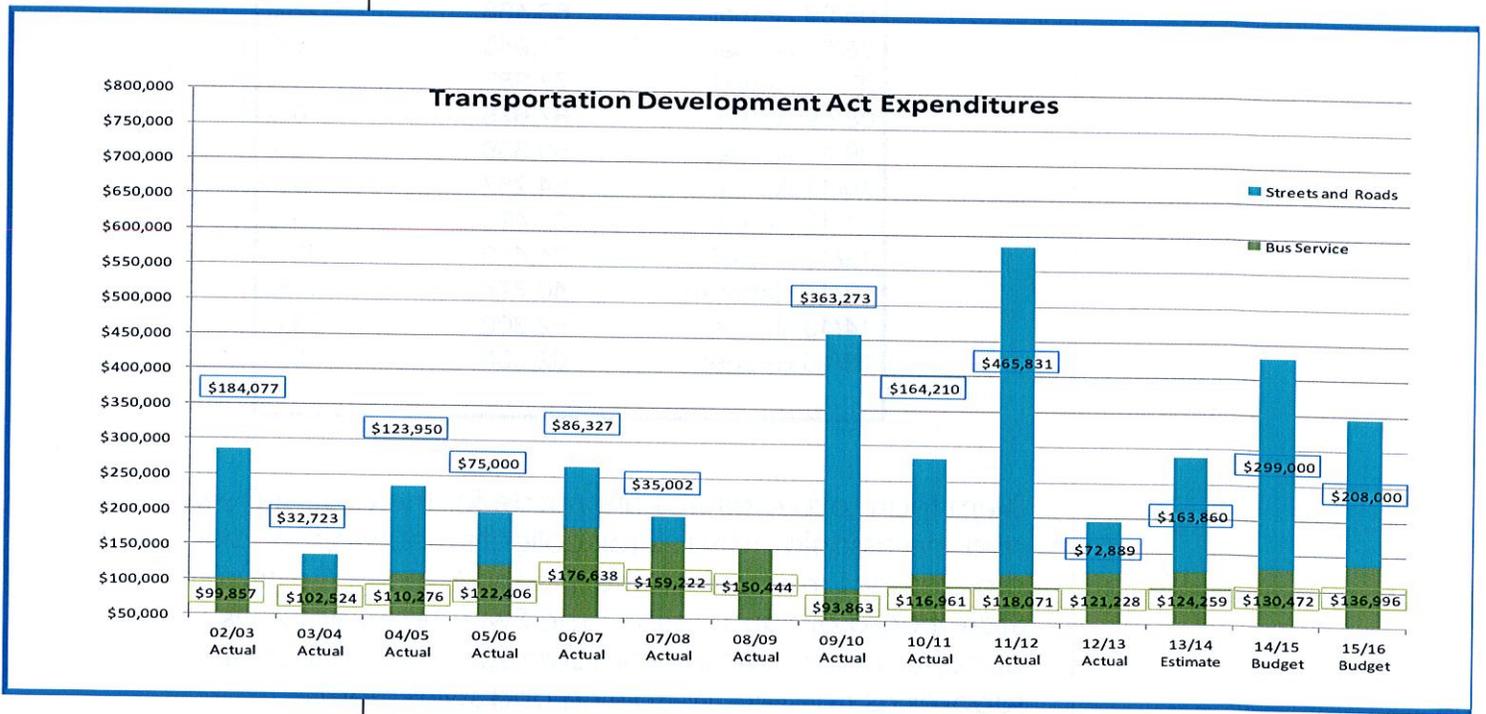
The Chart below details the expenditures from the Transportation Development Act Fund since 2002-2003.

# Other Funds

## Special Revenue Funds

Transportation Development Act Expenditures			
Fiscal year	Bus Service	Streets & Roads	Total
02/03 Actual	\$ 99,857	\$ 184,077	\$ 283,934
03/04 Actual	\$ 102,524	\$ 32,723	\$ 135,247
04/05 Actual	\$ 110,276	\$ 123,950	\$ 234,226
05/06 Actual	\$ 122,406	\$ 75,000	\$ 197,406
06/07 Actual	\$ 176,638	\$ 86,327	\$ 262,965
07/08 Actual	\$ 159,222	\$ 35,002	\$ 194,224
08/09 Actual	\$ 150,444	\$ (37,037)	\$ 113,407
09/10 Actual	\$ 93,863	\$ 363,273	\$ 457,135
10/11 Actual	\$ 116,961	\$ 164,210	\$ 281,171
11/12 Actual	\$ 118,071	\$ 465,831	\$ 583,902
12/13 Actual	\$ 121,228	\$ 72,889	\$ 194,117
13/14 Estimate	\$ 124,259	\$ 163,860	\$ 288,119
14/15 Budget	\$ 130,472	\$ 299,000	\$ 429,472
15/16 Budget	\$ 136,996	\$ 208,000	\$ 344,996

The graph below shows expenditures for 2002/2003 through 2015/2016.



## Other Funds

### Winters Swim Team Fund

In 2004-2005 the City of Winters took over the Winters Swim Team program as a City activity. Previously, the Winters Swim Team was run as a private organization.

#### Budget Assumptions:

Revenues are from registration fees and sales of fireworks. The Swim Team runs a fireworks booth from June 28 to July 4 of each year. The fireworks booth is the single largest source of revenue to support the swim team. No City funds are used to provide for the swim team program, it is entirely self-supporting.

The chart below shows the revenue generated by the Swim Team registration and Fireworks sales.

Fiscal Year	Amount	Increase/ (Decrease)
04/05 Actual	67,678	
05/06 Actual	66,488	-2%
06/07 Actual	71,945	8%
07/08 Actual	73,887	3%
08/09 Actual	67,625	-8%
09/10 Actual	50,339	-26%
10/11 Actual	54,257	8%
11/12 Actual	62,490	15%
12/13 Actual	34,443	-45%
13/14 Estimate	40,774	18%
14/15 Budget	62,300	53%
15/16 Budget	62,300	0%

Swim team expenditures are made for the cost of fireworks and the associated sales tax collected during the sales process that must be remitted to the State of California State Board of Equalization. The Swim Team employs coaches and provides team swimsuits and various other supplies as needed for training and swim meets.

# Other Funds

# Special Revenue Funds

City of Winters Estimated Fund Balances for Special Revenue Funds									
Fund	Estimated Fund Balance 7/1/2014	Budgeted Revenues 2014/2015	Budgeted Expenditures 2014/2015	Budgeted Transfers 2014/2015	Estimated Fund Balance 6/30/2015	Budgeted Revenues 2015/2016	Budgeted Expenditures 2015/2016	Budgeted Transfers 2015/2016	Estimated Fund Balance 6/30/2016
Fireworks	\$ 3,386	\$ 15,000	\$ 15,000		3,386	\$ 15,000	\$ 15,000		3,386
Senior Fund	372	1	-		373	1	-		373
Park Maintenance	2,208	6	-		2,214	6	-		2,220
Successor Housing	(161,368)	-	-		(161,368)	-	-		(161,368)
2007 Housing TABS	1,271,535	2,980	-		1,274,515	2,980	-		1,277,495
Fire Protection Grant	857	2	200		659	2	200		462
City Wide Assessment	70,253	198,166	277,896	79,152	69,675	200,186	245,317	45,131	69,676
First Time Homebuyer in Lieu	84,634	222			84,856	222			85,078
Flood Assessment District	3,836	-			3,836	-			3,836
Gas Tax Fund	202,596	183,537	522,615		(136,482)	183,537	197,305		(150,250)
State COPS 1913	(33,465)	100,000	75,568		(9,033)	100,000	77,664		13,302
AB109 Realignment	23,039	8,000	8,000		23,039	8,000	8,000		23,039
Traffic Safety Fund	176,386	6,800	3,500		179,686	6,800			186,486
Asset Forfeiture	11,686	53			11,739	54			11,793
Vehicle Theft Deterrent	40,368	186			40,554	187			40,741
AFG Vehicle Grant	-	-			-	-			-
Street Grants	876,447	646,269	646,269		876,447	-			876,447
North Bank Improvements	149,320	-		-	149,320	-		-	149,320
Prop 84 Park Grant	(113,929)	113,929	-		-	-		-	-
After School Donation	542	-			542	-			542
Dry Slough Bridge	(43,596)	1,384,825	1,341,229		-	-			-
Recycling Grant	25,092	5,100	5,000		25,192	5,100	5,000		25,292
Transportation/Bus Service	342,270	347,373	429,472		260,171	350,841	344,996		266,017
After School Program	109,868	119,054	85,397		143,525	119,054	85,397		177,182
SACOG Grant	(38,891)	126,891	88,000		-	-	-		-
STBG 96-1043 Grant	(36,592)	36,592	-		-	-	-		-
10-STBG-6745 Park Grant	(924)	-	(924)		-	-	-		-
11-HRPP-7851 Grant	(261)	192,750	192,750		(261)	-	-		(261)
EDBG 99-688 Grant	819	19,580	-	(19,580)	819	19,580	-	(19,580)	819
EDBG 99-405 Grant	(3,432)	5,548	-	(5,548)	(3,432)	5,548	-	(5,548)	(3,432)
Housing Rehab RLF	318,755	1,255	-	3,769	323,779	1,255	-	3,769	328,803
First Time Homebuyer RLF	19,108	9,350	-	3,769	32,228	9,350	-	3,769	45,347
Small Business RLF	122,841	263	-	8,795	131,899	264	-	8,795	140,958
Home Fund RLF	110,194	-	-	8,795	118,989	-	-	8,795	127,784
Microenterprise RLF	7,720	8,795			16,515	8,795			25,310
Winters Library	4,061	-			4,061	-			4,061
Winters Swim Team	91,505	62,300	61,988		91,818	62,300	61,988		92,130
Festival DeLa Comunidad	5,900	6,403	-		12,303	6,404	-		18,707
Quilt Festival	(46)	300	-		254	300	-		554
<b>Totals</b>	<b>\$ 3,643,094</b>	<b>\$ 3,601,530</b>	<b>\$ 3,751,960</b>	<b>\$ 79,152</b>	<b>\$ 3,571,816</b>	<b>\$ 1,105,766</b>	<b>\$ 1,040,866</b>	<b>\$ 45,131</b>	<b>\$ 3,681,847</b>

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## Other Funds

### Capital Project Funds

The Capital Project Funds are used to account for financial resources used to acquire or construct major capital facilities for the City of Winters. The City of Winters has three (3) types of Capital Project Funds, Impact Fee Funds, and Winters Community Development Agency Funds.

### Impact Fee Funds

Impact fees are collected at the issuance of building permits based on the "City of Winters Public Facilities Development Impact Fee Nexus Study", also called our AB 1600 document. AB 1600 legislation, as codified by California Government Code Section 66000 etc. seq. sets forth the procedural requirements for establishing and collecting development impact fees. This study provided the nexus for collecting the fee, and was last updated in March 2003. These fees must be accounted for separately. The funds used to account for these funds are as follows:

- Street Impact Fee Fund
- Storm Drain Impact Fee Fund
- Parks Impact Fee Fund
- Police Impact Fee Fund
- Fire Impact Fee Fund
- General Facilities Impact Fee Fund
- Water Impact Fee Fund
- Sewer Impact Fee Fund
- Monitoring Fee

Budget Assumptions: Revenues for the above funds were calculated as follows:

- Street, Storm, Parks, Water, Sewer, Police, Fire, General Facilities and Monitoring Fee impact were calculated based on the estimated building permits to be issued for new construction for the 2014/2015 and 2015/2016 budget years.

## Other Funds

### Capital Project Funds

Below is a schedule of the fees anticipated to be collected based on the payment of impact fees for one 32 residential units and 3 commercial projects for 2014-2015. Permits anticipated in 2015-2016 are for 3 new commercial projects and 64 residential units.

Projected Impact Fee Revenues		
	2014-2015	2015-2016
Water Impact Fee	\$ 607,534	\$ 269,040
Sewer Impact Fee	1,464,866	\$ 441,112
General Storm Drain Fee	6,001	\$ 4,260
Street Impact Fee	618,073	\$ 472,606
Police Impact Fee	51,619	\$ 40,988
Fire Impact Fee	92,889	\$ 117,046
Park Impact Fee	68,192	\$ 110,812
Monitoring Impact Fee	54,948	\$ 89,004
Storm Drain	83,438	\$ 32,102
General Impact Fee	188,292	\$ 165,034
	<u>\$ 3,235,851</u>	<u>\$ 1,742,004</u>

Projects are proposed for the various impact fee funds totaling \$255,429 for 2014-2015 and are detailed below:

- Dry Slough Bridge Replacement
- Construction of a Fire Training Tower.

Projects are proposed for 2015-2016 for the impact fee fund total \$735,000 for the completion of Dry Slough Bridge Replacement project.

Specific project information for these projects can be found in the Capital Improvement Section of this budget. The budgeted amounts are estimates, budget adjustments will be requested as each project is approved by the City Council and bids are received and accepted.

## Other Funds

### Capital Project Funds

#### Other Sources of Capital

Other sources of capital are:

- from a transfer of accumulated fund balance to a capital fund to be used to replace capital assets
- from the sale of property or equipment for which policy dictates the proceeds should be placed in a capital fund to provide for the replacement or maintenance of capital assets
- from donation or payment received from other sources, such as capital received as part of a development agreement.

The following capital funds receive revenue from these other sources and are included on the Estimated Fund Balance Schedule that follows:

- General Fund Capital
- Landfill Capital
- Park Capital
- Equipment Replacement Fund
- 1992 General Plan Update
- Flood Control Capital
- Rancho Arroyo Storm Drain Capital
- Capital Asset Replacement Fund
- Street Capital
- Water Revenue Bonds
- Sewer Revenue Bonds

Budget Assumptions: Transfers are expected for the Equipment Replacement Fund and the 1992 General plan update based on the financial policies of the City of Winters. The rest of the funds budgeted revenues are for interest received as a result of the funds invested in LAIF.

Expenditures are budgeted for the Landfill Capital Fund for the cost of monitoring the test wells installed at the closed landfill. Once all reports are obtained indicating that the site is usable, the remaining funds will be used to convert the site to a Community Park containing soccer and Little League facilities.

# Other Funds

## Capital Project Funds

The Water Bond and Sewer Bond funds were established in 2007/2008 with the issuance of Water and Sewer Revenue Bonds. A small portion of these funds remain available and Projects scheduled to use the remaining funds include:

- East Street Pump Station MCC Replacement.

City of Winters Estimated Fund Balances for Capital Funds									
Fund	Estimated Fund Balance 7/1/2014	Budgeted Revenues 2014-2015	Budgeted Expenditures 2014-2015	Budgeted Transfers 2014-2015	Estimated Fund Balance 6/30/2015	Budgeted Revenues 2015-2016	Budgeted Expenditures 2015-2016	Budgeted Transfers 2015-2016	Estimated Fund Balance 6/30/2016
Street Impact Fee	\$ 707,154	\$ 618,073	\$ 100,000		\$ 1,225,227	\$ 472,606	\$ 735,000		\$ 962,834
Storm Impact Fee	189,946	6,001	-		195,947	4,260	-		200,207
Parks Impact Fee	(89,029)	68,192	-		(20,837)	110,812	-		89,975
Police Impact Fee	242,916	51,619	-		294,535	40,988	-		335,523
Fire Impact Fee	272,884	92,889	155,429		210,344	117,046	-		327,390
General Facility Impact Fee	347,632	188,292	-		535,924	165,034	-		700,958
Water Impact Fee	435,605	607,534	-	1	1,043,140	269,040	-	2	1,312,182
Sewer Impact Fee	(197,840)	1,464,866	-		1,267,026	441,112	-		1,708,138
Flood Fees	229,687	234,760	-		464,447	-	-		464,447
General Fund Capital	553,082	2,085	-		555,167	2,085	-		557,252
Landfill Capital	202,891	820	9,500		194,211	820	9,500		185,531
Park Capital	(185,144)	-	-		(185,144)	-	-		(185,144)
Capital Equipment Replacement	403,876	1,335	255,475	150,337	300,073	1,335	8,180	150,337	443,565
Service Reserve Fund	968,678	5,000	-	-	973,678	5,000	-	-	978,678
General Plan Capital	606,856	-	-	54,948	661,804	-	-	89,004	750,808
Flood Control Capital	(123,701)	3	-		(123,698)	3	-		(123,695)
RAJA Storm Drain	29,015	101	-		29,116	101	-		29,217
Capital Asset Recovery Fund	70,004	3,740	-		73,744	5,890	-		79,633
Monitoring Fee	-	54,948	-	(54,948)	-	89,004	-	(89,004)	-
Non Flood Storm Drain Capital	233	1	-		234	1	-		235
2007 Water Revenue Bonds	182,483	-	180,000		2,483	-	-		2,483
2007 Sewer Revenue Bonds	2,136,326	-	-		2,136,326	-	-		2,136,326
<b>Totals</b>	<b>\$ 6,983,554</b>	<b>\$3,400,258</b>	<b>\$ 700,404</b>	<b>\$ 150,338</b>	<b>\$ 9,833,747</b>	<b>\$ 1,725,137</b>	<b>\$ 752,680</b>	<b>\$ 150,339</b>	<b>\$ 10,956,543</b>

## Other Funds

### Enterprise Funds

The City operates two Enterprise type funds, the Water Fund and the Sewer Fund.

- The Water Fund is used to account for revenues and expenditures related to providing water service to the residents and businesses of the City.
- The Sewer Fund is used to account for revenues and expenditures related to providing sewer service to the residents and businesses of the City

### Water Enterprise Fund

The City of Winters fiscal policies require an un-appropriated un-reserved fund balance of 50% annual operating expenditures. The projected fund balance reserve for 2014-2015 is as follows:

Estimated Water O & M Fund Balance 6/30/14	\$	4,359,074
Required Un-appropriated Unreserved Fund Balance \$1,482,137 x 50%		741,069
Fund balance above reserve Requirement	\$	<u>3,618,005</u>

The projected fund balance reserve for 2015-2016 is as follows:

Estimated Water O & M Fund Balance 6/30/15	\$	4,283,185
Required Un-appropriated Unreserved Fund Balance \$1,491,476 x 50%		741,069
Fund balance above reserve Requirement	\$	<u>3,542,116</u>

# Other Funds

## Enterprise Funds

The following chart shows the 2011/2012 and 2012/2013 actual income and expenses, the 2013/2014 estimated income and expenses and the 2014/2015 and 2015-2016 budgeted income and expenditures for the water funds, this includes Operating and Maintenance Fund (O & M) as well as capital funds, and bond funds.

City of Winters Water Enterprise Fund									
	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	Change from Prior Year		2016 Budget	Change from Prior Year	
					In \$	In %		In \$	In %
<b>Operating Revenues</b>									
Charges for Services	\$ 1,034,374	\$ 1,179,192	\$ 1,202,207	\$ 1,387,434	\$ 185,227	15%	\$ 1,390,085	\$ 2,651	0%
Other Revenues	1,269,633	89,087	70,744	85,566	14,822	21%	90,759	5,193	6%
<b>Total Operating Revenues</b>	<b>\$ 2,304,007</b>	<b>\$ 1,268,280</b>	<b>\$ 1,272,951</b>	<b>\$ 1,473,000</b>	<b>\$ 200,050</b>	<b>16%</b>	<b>\$ 1,480,844</b>	<b>\$ 7,844</b>	<b>1%</b>
<b>Operating Expenses</b>									
Allocated Cost	\$ 470,178	\$ 2,106,217	\$ 515,439	\$ 632,056	\$ 116,617	23%	\$ 647,223	\$ 15,167	2%
Salaries and Benefits	251,619	227,497	230,710	331,443	100,733	44%	350,523	19,080	6%
Contractual Services	2,160	1,747	-	2,000	2,000	-	2,000	-	0%
Professional Services	19,247	29,126	23,778	53,375	29,597	124%	53,375	-	0%
Supplies and Material	19,565	20,526	20,800	25,465	4,665	22%	25,465	-	0%
Utilities	107,429	130,121	128,177	106,008	(22,169)	-17%	106,008	(0)	-
Other Operating Expenses	71,726	67,848	78,886	113,247	34,361	44%	111,472	(1,775)	-2%
Depreciation	99,846	103,262	-	-	-	-	-	-	-
Capital Projects	-	-	-	25,000	25,000	-	-	(25,000)	-100%
<b>Total Operating Expenses</b>	<b>\$ 1,041,770</b>	<b>\$ 2,686,344</b>	<b>\$ 997,791</b>	<b>\$ 1,288,595</b>	<b>\$ 290,804</b>	<b>29%</b>	<b>\$ 1,296,067</b>	<b>\$ 7,472</b>	<b>1%</b>
<b>Operating Income (Loss)</b>	<b>\$ 1,262,237</b>	<b>\$ (1,418,065)</b>	<b>\$ 275,160</b>	<b>\$ 184,406</b>	<b>\$ (90,754)</b>	<b>-33%</b>	<b>\$ 184,778</b>	<b>\$ 372</b>	<b>0%</b>
<b>Non Operating Revenues(Exper</b>	<b>(168,540)</b>	<b>(159,599)</b>	<b>(109,603)</b>	<b>(244,643)</b>			<b>(246,509)</b>		
<b>Income(Loss) before Operating</b>	<b>1,093,698</b>	<b>(1,577,663)</b>	<b>165,557</b>	<b>(60,237)</b>	<b>(90,754)</b>	<b>-136%</b>	<b>(61,731)</b>	<b>372</b>	<b>2%</b>
Operating Transfers In	770,832	1,500,000	155,044	12,000	(143,044)	-92%	12,000	-	0%
Operating Transfers Out	(276,784)	-	(143,044)	-	143,044	0%	-	-	0%
<b>Net Income(Loss)</b>	<b>\$ 1,587,745</b>	<b>\$ (77,663)</b>	<b>\$ 177,557</b>	<b>\$ (48,237)</b>	<b>\$ (90,754)</b>	<b>0%</b>	<b>\$ (49,731)</b>	<b>(1,494)</b>	<b>3%</b>
<b>Retained Earnings July 1 Adjustments</b>	<b>1,485,955</b>	<b>3,073,700</b>	<b>2,996,037</b>	<b>\$ 3,173,594</b>	<b>\$ 177,557</b>	<b>6%</b>	<b>\$ 3,125,357</b>	<b>\$ (48,237)</b>	<b>-2%</b>
<b>Retained Earnings June 30</b>	<b>\$ 3,073,700</b>	<b>\$ 2,996,037</b>	<b>\$ 3,173,594</b>	<b>\$ 3,125,357</b>	<b>\$ 86,803</b>	<b>-2%</b>	<b>\$ 3,075,626</b>	<b>\$ (49,731)</b>	<b>-2%</b>

# Other Funds

## Enterprise Funds Sewer Enterprise Fund

The Sewer Enterprise Fund reserve policy requires an un-appropriated, unreserved fund balance of 50% of annual expenditures. The projected fund balance reserve for 2014/2015 is as follows:

Estimated Sewer O & M Fund Balance 6/30/14	\$	4,921,332
Required Un-appropriated Unreserved Fund Balance \$2,724,215 x 50%		1,362,108
Fund balance above reserve Requirement	\$	<u>3,559,225</u>

The projected fund balance reserve for 2015/2016 is as follows:

Estimated Sewer O & M Fund Balance 6/30/15	\$	4,007,665
Required Un-appropriated Unreserved Fund Balance \$1,994,273 x 50%		997,137
Fund balance above reserve Requirement	\$	<u>3,010,529</u>

The following chart shows the actual revenues and expenses for 2011/2012 and 2012/2013, estimated revenues and expenses for 2013/2014 and budgeted revenues and expenses for 2014/2015 and 2015/2016 for the Sewer Funds, including Operating and Maintenance (O&M), capital and bond funds.

# Other Funds

# Enterprise Funds

## City of Winters Sewer Enterprise Fund

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	Change from Prior Year		2016 Budget	Change from Prior Year	
					In \$	In %		In \$	In %
<b>Operating Revenues</b>									
Charges for Services	\$ 1,599,766	\$ 1,560,885	\$ 1,670,000	\$ 1,760,327	\$ 17,945	5%	\$ 1,771,079	\$ 10,752	1%
Other Revenues	165,556	\$ 5,959	\$ 2,276	20,221	108,272	788%	25,902	5,681	28%
<b>Total Operating Revenues</b>	<b>\$ 1,765,322</b>	<b>\$ 1,566,844</b>	<b>\$ 1,672,276</b>	<b>\$ 1,780,548</b>	<b>\$ 126,217</b>	<b>6%</b>	<b>\$ 1,796,981</b>	<b>\$ 16,433</b>	<b>1%</b>
<b>Operating Expenses</b>									
Allocated Cost	\$ 337,723	\$ 426,328	\$ 436,103	\$ 537,532	\$ 101,429	23%	\$ 547,956	\$ 10,424	2%
Salaries and Benefits	49,178	\$ 110,700	\$ 170,734	\$ 333,249	\$ 162,515		\$ 446,069	\$ 112,820	
Contractual Services	425,610	353,322	418,236	197,354	(220,882)	-53%	5,000	(192,354)	-97%
Professional Services	64,999	53,805	49,491	88,677	39,186	79%	88,677	-	0%
Supplies and Material	23,540	9,727	6,000	25,000	19,000	317%	24,000	(1,000)	-4%
Utilities	219,131	135,910	121,394	150,000	28,606	24%	150,000	-	0%
Other Operating Expenses	75,225	38,865	48,737	144,048	95,311	196%	142,448	(1,600)	-1%
Depreciation	98,594	125,891	-	-	-		-	-	
Capital Projects	27,705	13,940	180,000	959,590	779,590		300,000	(659,590)	-69%
<b>Total Operating Expenses</b>	<b>\$ 1,321,706</b>	<b>\$ 1,268,487</b>	<b>\$ 1,430,695</b>	<b>\$ 2,435,449</b>	<b>1,004,754</b>	<b>70%</b>	<b>\$ 1,704,150</b>	<b>(731,300)</b>	<b>-30%</b>
<b>Operating Income (Loss)</b>	<b>\$ 443,617</b>	<b>\$ 298,357</b>	<b>\$ 241,581</b>	<b>\$ (654,902)</b>	<b>\$ 126,217</b>	<b>-371%</b>	<b>\$ 92,831</b>	<b>\$ 747,733</b>	<b>-114%</b>
<b>Non Operating Revenues(Expenses)</b>	<b>\$ (286,310)</b>	<b>\$ (189,553)</b>	<b>\$ (224,269)</b>	<b>\$ (288,766)</b>			<b>\$ (290,124)</b>		
<b>Income(Loss) before Operating</b>	<b>\$ 157,307</b>	<b>\$ 108,805</b>	<b>\$ 17,312</b>	<b>(943,667)</b>	<b>126,217</b>	<b>-5551%</b>	<b>(197,293)</b>	<b>747,733</b>	<b>-79%</b>
Operating Transfers In	7,917	-	7,917	30,000	22,083	0%	30,000	30,000	
Operating Transfers Out	(7,917)	(263,557)	(16,801)	-	16,801	0%	-	-	
<b>Net Income(Loss)</b>	<b>\$ 157,307</b>	<b>\$ (154,752)</b>	<b>\$ 8,428</b>	<b>\$ (913,667)</b>	<b>\$ 165,101</b>	<b>0%</b>	<b>\$ (167,293)</b>	<b>(167,293)</b>	<b>-82%</b>
Retained Earnings July 1	1,071,576	1,228,883	1,074,131	\$ 1,082,558	\$ -	1%	\$ 168,891	\$ 168,891	-84%
Adjustments	-	-	-	-	-		-	-	
<b>Retained Earnings June 30</b>	<b>\$ 1,228,883</b>	<b>\$ 1,074,131</b>	<b>\$ 1,082,558</b>	<b>\$ 168,891</b>	<b>\$ 165,101</b>	<b>-84%</b>	<b>\$ 1,598</b>	<b>\$ 1,598</b>	<b>-99%</b>

# Other Funds

## Internal Service Fund

The City of Winters has one internal service fund, the Central Service Overhead fund.

### Central Service Overhead

The Central Service Overhead fund is used for expenditures that cannot be specifically charged to a particular fund or department, and therefore, are allocated to departments based on the City of Winters cost allocation plan. The following table has 2011/2012 and 2012/2013 actual expenditures and allocations, 2013/2014 estimated expenditures and allocations, and 2014/2015 and 2015/2016 budgeted expenditures and allocations.

Central Service Overhead	Central Service Overhead Expenditures									
	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Budgeted 2014-2015	Change from Prior Year		Budgeted 2015-2016	Change from Prior Year		
					In \$	In %		In \$	In %	
Beginning Fund Balance	\$ 2,578	\$ (3,464)	\$ (7,094)	\$ (16,192)	\$ (9,098)	128%	\$ (16,192)	\$ 0	(0)	
Food and Water	1,025	1,145	1,000	3,000	2,000	200%	3,000	-	-	
Computer (It) Services	83,643	79,449	84,453	94,855	10,402	12%	99,980	5,125	0	
Computer Software	-	-	997	-	(997)	-	-	-	-	
Printing	11,112	4,977	2,000	10,000	8,000	400%	10,000	-	-	
Equipment Repairs	2,092	3,501	2,169	4,500	2,331	107%	4,500	-	-	
Repairs	588	307	1,000	3,000	2,000	200%	3,000	-	-	
Supplies	3,325	1,722	2,500	3,000	500	20%	3,000	-	-	
Professional Services	44,997	38,746	34,948	61,516	26,568	76%	59,680	(1,836)	(0)	
Natural Gas	5,836	2,183	3,933	2,580	(1,353)	-34%	2,760	180	0	
Maintenance Supplies	2,975	3,937	4,500	5,000	500	11%	5,000	-	-	
Postage and Mail	13,439	5,770	6,500	18,000	11,500	177%	19,000	1,000	0	
Auditing	19,390	27,390	28,000	32,253	4,253	15%	32,785	532	-	
Legal Services	177,843	141,512	133,200	110,400	(22,800)	-17%	114,000	3,600	0	
Fuel	51,089	53,632	40,000	54,000	14,000	35%	54,000	-	-	
Telephone	40,228	36,293	37,196	42,096	4,900	13%	42,096	-	-	
Office Supply	47,018	43,512	30,350	34,500	4,150	14%	34,500	-	-	
Electricity	22,357	18,426	16,482	16,800	318	2%	19,200	2,400	0	
Equipment Rental	24,874	26,072	27,620	25,019	(2,601)	-9%	25,903	885	0	
Insurance and Bonding	98,295	92,568	114,000	130,900	16,900	15%	136,100	5,200	0	
Taxes	161	-	-	-	-	-	-	-	-	
Water	5,709	-	-	-	-	-	-	-	-	
Office Equipment	-	8,544	2,798	-	(2,798)	-	-	-	-	
City Memberships	114	11,882	3,635	5,100	1,465	40%	6,000	900	0	
Permits	632	-	410	1,000	590	144%	1,000	-	-	
Miscellaneous Fees	-	307	500	110	(390)	0%	110	-	-	
Staff Development	3,267	-	250	500	250	100%	500	-	-	
<b>Total Expenditures</b>	<b>\$ 660,011</b>	<b>\$ 601,875</b>	<b>\$ 578,442</b>	<b>\$ 658,129</b>	<b>\$ 79,687</b>	<b>14%</b>	<b>\$ 676,114</b>	<b>17,986</b>	<b>0</b>	
Costs Allocated Out	(666,052)	(605,505)	(587,540)	(658,129)	(70,589)	12%	(676,114)	(17,986)	0	
<b>Ending Fund Balance</b>	<b>\$ (3,464)</b>	<b>\$ (7,094)</b>	<b>\$ (16,192)</b>	<b>\$ (16,192)</b>	<b>\$ 0</b>	<b>0%</b>	<b>\$ (16,192)</b>	<b>\$ -</b>	<b>-</b>	

## Other Funds

### Internal Service Fund

The following areas have increases for 2014-2015

- Food and Water
- Computer (IT) Services
- Printing
- Equipment Repairs
- Building Repairs
- Supplies
- Professional Services
- Maintenance Supplies
- Postage and Mail
- Auditing
- Fuel
- Telephone
- Office Supply
- Insurance and Bonding
- Electricity
- Permits
- Staff Development

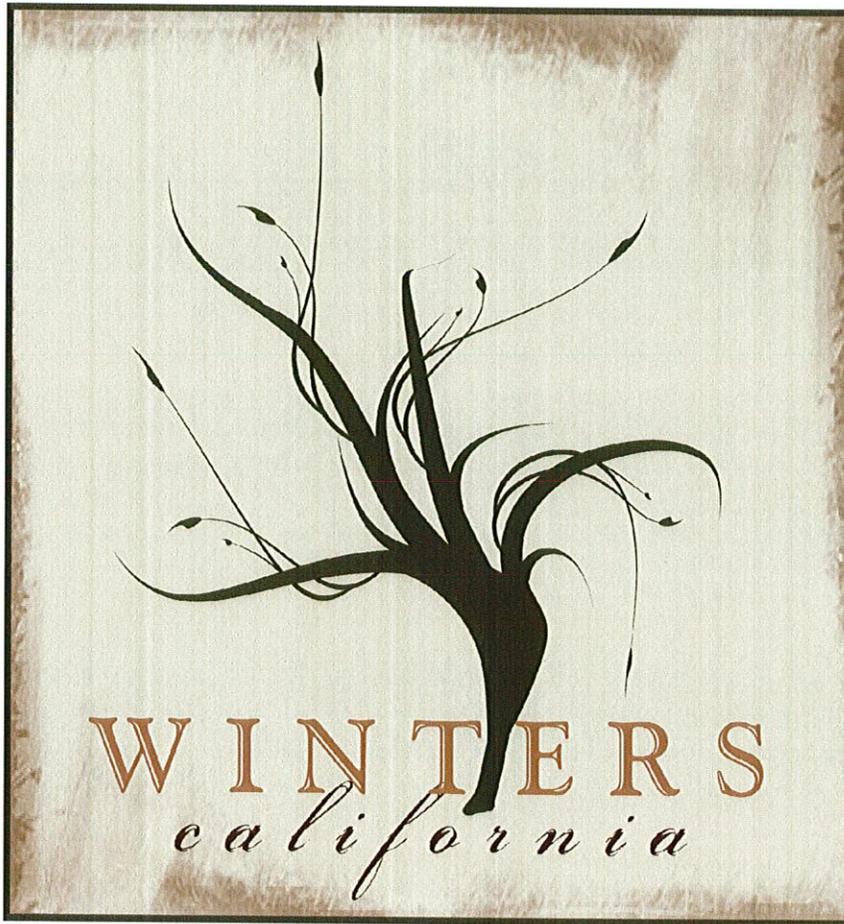
Areas of significant decreases for 2014-2015 are:

- Legal Services
- Computer Software
- Natural Gas
- Equipment Rental

### Debt Service Fund Group

The Debt Service Fund Group consists of General Debt Service .

The General Debt Service Fund currently is accumulating cash for estimated cash out of leave balances in the event of the retirement of a long-standing employee. The amount of the estimated leave balance is calculated at each year-end, and cash is deposited in this fund as a reserve. The fund receives only interest revenue throughout the year, and there is no other activity in this fund. Information on this fund is included in the Summary Financial Section of this budget.



**Why the tree? Because...**

The tree is welcoming, offering a place to sit and take shelter.

**Department Information**



## City Council

The City Council is comprised of five (5) elected individuals that are elected for a four (4) year term. The City Council is the policy making legislative body of the City of Winters. The City Council acts upon all legislative matters concerning the City, approving and adopting ordinances, resolutions and other matters requiring overall policy decisions and leadership. The City Council appoints the City Manager and the City Attorney as well as various commissions, boards and citizen advisory committees to ensure broad based citizen input into the City's affairs. In reaching policy decisions, the City Council reviews proposals designed to meet community needs and sustain demanded service levels; directs staff to initiate new programs to update existing services; determines the ability of the City to provide financing for the proposed budget; and oversees the financial condition of the city.

### *City Council Mission*

*To provide policy direction and oversight for the City of Winters; to serve as the elected representatives for the citizens of the City of Winters in guiding municipal operations and services.*

### **Long Term Objectives**

- Provide policy guidance in the development of resolutions, ordinances and fiscal initiatives.
- Allow for an inclusive municipal government, allowing for a diversity of issues and opinions when considering key policy decisions.

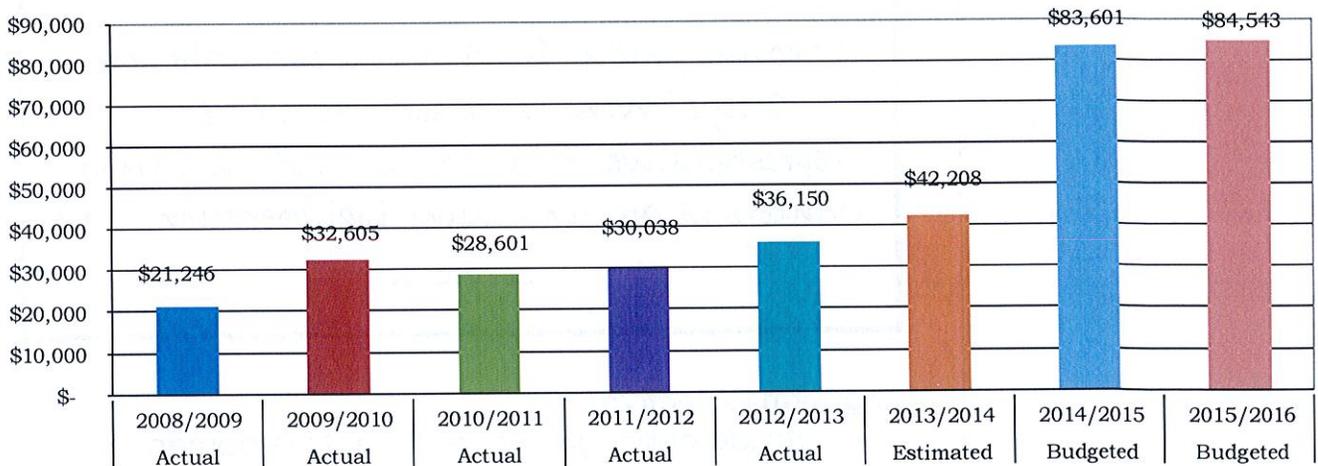
# City Council

The chart below shows the historical expenditures for the City Council as well as budgeted expenditures for 2014/2015 and 2015/2016, the graph below the chart illustrates expenditures for same time period.

City of Winters City Council Expenditures

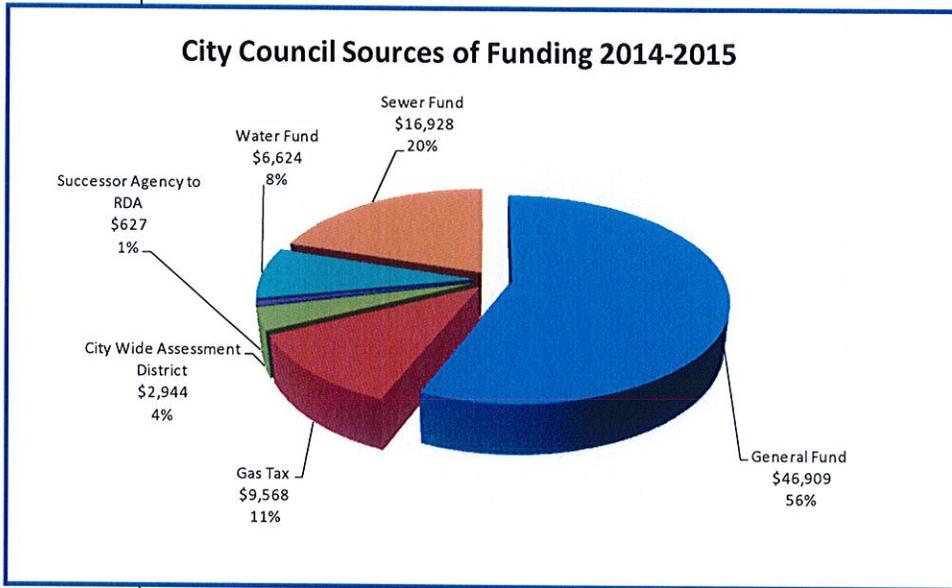
	Actual 2008-2009	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Proposed 2014-2015	Proposed 2015-2016
Stipends	\$ 12,059	\$ 9,892	\$ 9,815	\$ 9,848	\$ 12,470	\$ 12,210	\$ 10,912	\$ 11,626
Operating Expenditures	9,187	22,713	18,786	19,286	23,680	29,998	62,689	62,917
Contingencies	-	-	-	904	-	-	10,000	10,000
<b>Total Expenditures</b>	<b>\$ 21,246</b>	<b>\$ 32,605</b>	<b>\$ 28,601</b>	<b>\$ 30,038</b>	<b>\$ 36,150</b>	<b>\$ 42,208</b>	<b>\$ 83,601</b>	<b>\$ 84,543</b>

City Council Expenditures

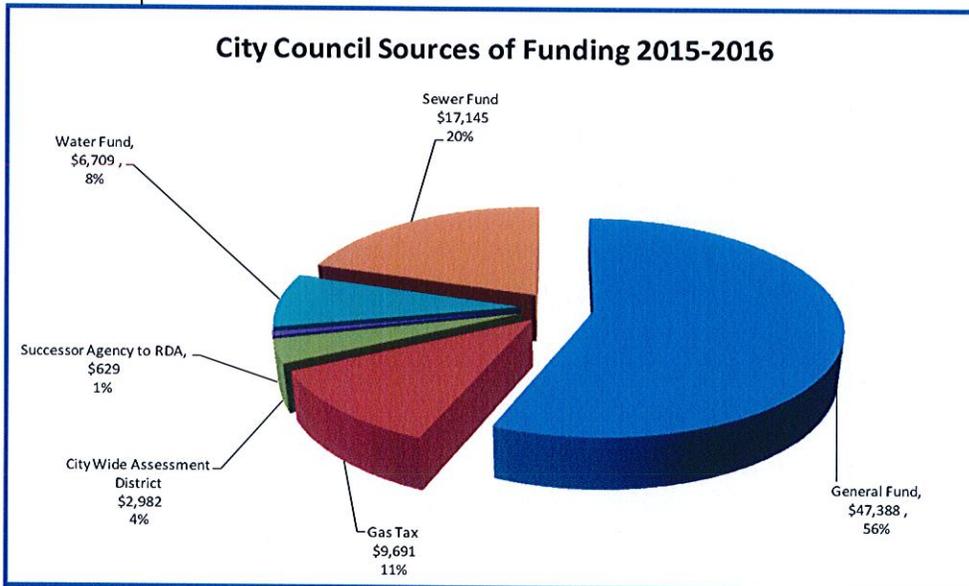


# City Council

The sources of funding for 2014-2015 for the City Council are shown in the graph below.



The sources of funding for 2015-2016 for the City Council are shown in the graph below.



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# City Treasurer

The City Treasurer is an elected position for a four (4) year term. The Treasurer is responsible for all financial accounts of the City and these responsibilities are typically delegated to the Director of Financial Management. The Treasurer pays warrants signed by any two of the following:

- Treasurer
- City Manager
- City Clerk
- Council-member

## City Treasurer Mission

The mission of the City Treasurer is to effectively serve as the elected fiduciary for fiscal matters within the City of Winters.

### Long Term Objectives

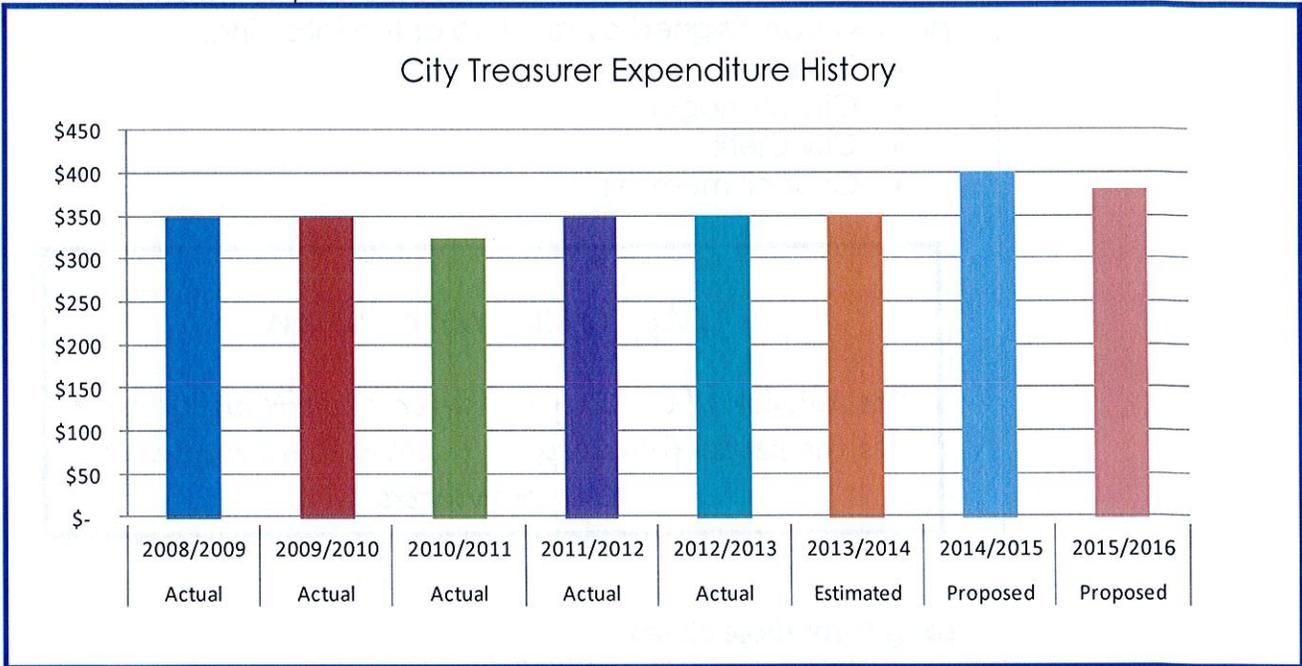
- Annual review of City Budgets and fiscal policies.
- Consideration of spending for conformance with adopted financial policies and procedures.

Below is a chart and graph showing historical expenditures of the City Treasurer Department.

### City of Winters City Treasurer Expenditures

	Actual 2008-2009	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Proposed 2014-2015	Proposed 2015-2016
Stipends	\$ 348	\$ 348	\$ 324	\$ 349	\$ 350	\$ 350	\$ 401	\$ 382
Operating Expenditures								
Contingencies								
<b>Total Expenditures</b>	<b>\$ 348</b>	<b>\$ 348</b>	<b>\$ 324</b>	<b>\$ 349</b>	<b>\$ 350</b>	<b>\$ 350</b>	<b>\$ 401</b>	<b>\$ 382</b>

# City Treasurer



The City Treasurer Department is fully funded by the General Fund.

## City Clerk

The City Clerk is an elected position with a four (4) year term. The principal responsibility of the City Clerk is to attend all City Council meetings and record the minutes and actions of the City Council. The City Clerk is responsible for filing and safeguarding all City Ordinances, Resolutions, Minutes, Contracts and Agreements. The City Clerk is also responsible for assuring compliance with the Brown Act (Open Meeting Law). The City Clerk has no staff allocated to its budget; the City's Administrative Services Department fulfills all but the official acts of the City Clerk, such as signing all adopted Ordinances and Resolutions.

### *City Clerk Mission*

*To ensure efficient, high quality customer service is provided to the community and ensure timely, accurate and responsive communications.*

#### **2012/2014 Accomplishments**

- Continued enhancement of Records Management adding additional years

#### **Long-term Objectives**

- Add Additional years to the Archives
- Research, purchase and development of a new City-wide Records Management System.

The Chart below shows the historical and projected expenditures for the City Clerk Department.

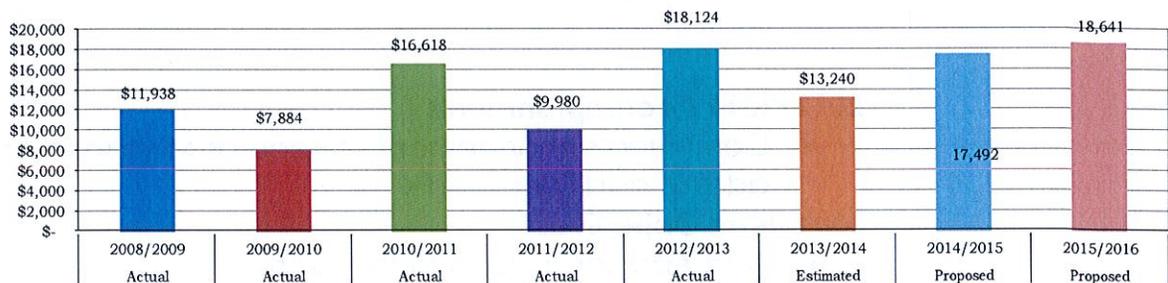
# City Clerk

## City of Winters City Clerk Expenditures

	Actual 2008-2009	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Proposed 2014-2015	Proposed 2015-2016
Stipends	\$ 1,071	\$ 1,164	\$ 1,089	\$ 1,068	\$ 1,235	\$ 1,038	\$ 1,072	\$ 1,033
Operating Expenditures	4,233	2	8,058	253	8,969	202	9,398	10,398
Allocated Costs	6,634	6,717	7,471	8,659	7,920	12,000	7,022	7,209
<b>Total Expenditures</b>	<b>\$ 11,938</b>	<b>\$ 7,884</b>	<b>\$ 16,618</b>	<b>\$ 9,980</b>	<b>\$ 18,124</b>	<b>\$ 13,240</b>	<b>\$ 17,492</b>	<b>\$ 18,641</b>

The graph below shows the level of expenditures for the City Clerk Department over the years. The fluctuation in expenditures is generally due to the cost of elections every other year.

### City Clerk Expenditure History



The City Clerk has no staff assigned to it, and therefore, with the exception of fluctuations due to the cost of elections, its costs are fairly constant. The City Clerk stipend is set by the City Council and can only be increased or decreased by their actions. The City Clerk department is funded solely by the General Fund.

## City Manager

The City Manager is appointed by the City Council and is the Chief Administrative Officer of the City. The City Manager is responsible for providing support and advice to the City Council; offering leadership and policy support for departments; fostering community partnerships and inter-agency collaboration; connecting citizens with their community; providing legislative policy support; and guiding the City's continuing transformation to a highly customer focused team. The City Manager advises the City Council on the financial conditions of the City. The City Manager makes recommendations to the City Council on the affairs of the City, and advises the City Council on all legislative policy matters. The City Manager supervises all of the appointed department directors, except the City Attorney, who is appointed by the City Council. The City Manager is responsible for the efficient and effective operation of all City department programs and services.

### *City Manager Mission*

*The City Manager will provide effective policy recommendations to the City Council and leadership and guidance to the City of Winters organization in providing services to the citizens of Winters.*

### **2012/2014 Accomplishments**

- Maintained a positive relationship with the City Council, keeping them well informed and focusing on carrying out the policies the Council set forth.
- Under the policies set forth by the City Council, and in conjunction with the Finance Department, fiscal sustainability has been addressed with the City Council as a top priority.
- Economic Development has been a primary focus of the City Manager's Office.

## City Manager

- Managing the process of dissolving the Winters Community Development Agency as mandated by the State of California.
- Manage grants and the grant application process for the following grants
  - Housing related Parks program
  - SACOG Community Design Program Roundabout design and environmental process
  - Proposition 84 State Parks Grant for Orchard Village Park
  - CDBG General Allocation Grant for Orchard Village Park.
  - Community Design Program for Grant Avenue Sidewalks.
  - Climate Action Plan PG& E

### **Long term Objectives**

- Implement the policies established by the City Council and provide staff support to the Council.
- Maintain positive working relationship with the City Council with regular communication in a timely manner.
- Attract and maintain high performing city staff with an emphasis on community mindedness.
- Maintain the fiscal stability of the City with continued use of the 10 year fiscal forecast model.
- Revise and update Strategic Plan for the City of Winters.
- Public Safety retention of personnel and expansion of services.
- Explore Shared Services with Yolo County, including Joint Emergency Management Services.
- Employee Development Program
- Continued focus on Green energy practices by the City and encouragement and education of citizens to use environmentally friendly methods.
- Continued assistance for first time and low income homebuyers and rehabilitation programs for Senior owned homes.
- Focus on Economic Development to provide recurring General Fund Revenues.

# City Manager

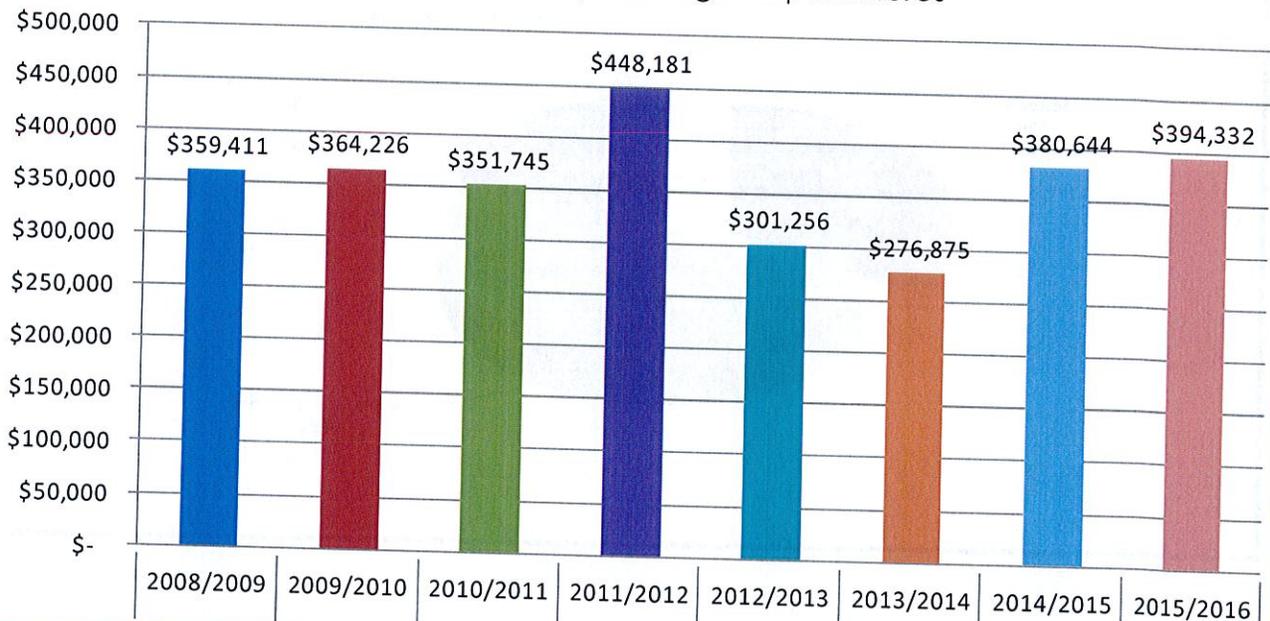
Below is a chart of historical expenditures for the City Manager Department as well as proposed expenditures for 2014/2015 and 2015/2016.

## City Manager Expenditure History

	Actual 2008-2009	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Proposed 2014-2015	Proposed 2015-2016
Salaries and Benefits	\$ 349,247	\$ 357,686	\$ 342,826	\$ 416,212	\$ 284,746	\$ 265,956	\$ 366,579	\$ 380,665
Operating Expenditures	6,553	2,882	4,839	23,253	12,184	6,821	9,285	9,285
Capital	-	-	-	-	-	-	-	-
Allocated Costs	3,612	3,657	4,080	8,715	4,325	4,098	4,779	-
<b>Total Expenditures</b>	<b>\$ 359,411</b>	<b>\$ 364,226</b>	<b>\$ 351,745</b>	<b>\$ 448,181</b>	<b>\$ 301,256</b>	<b>\$ 276,875</b>	<b>\$ 380,644</b>	<b>\$ 394,332</b>

The graph below shows the historical and proposed expenditures of the City Manager Department.

## City of Winters City Manager Expenditures



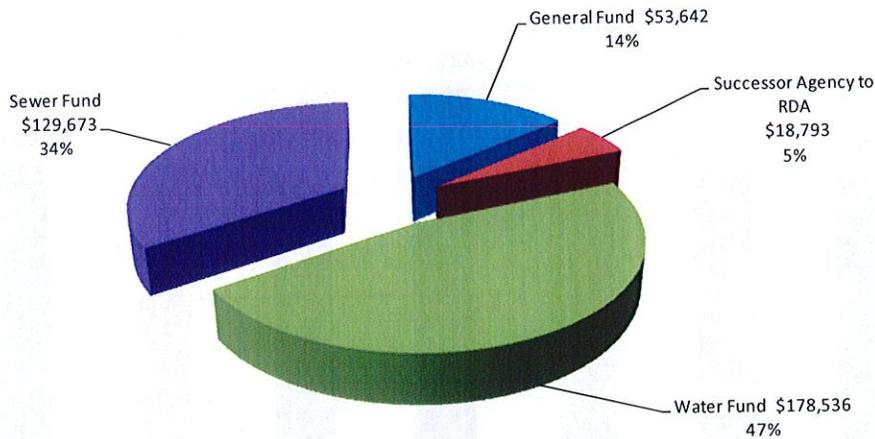
# City Manager

The City Manager Department budget has increased expenditures for 2014/2015 due to the addition of a Management Analyst position. During 2011/2012, the Grant Management Analyst position was vacated and has remained vacant during the 2012-2014 Budget period. This position is not being filled as a Grant Management Analyst in 2014-2016, but rather is being filled for Economic Development and Planning purposes.

There is a budgeted increase in 2015/2016 due to the increase in the employer contributions to the CALPERS retirement system and health care related costs.

The City Manager Department oversees and contributes to the operation of many funds and departments. The source of funding for the department for 2014/2015 is shown in the graph below.

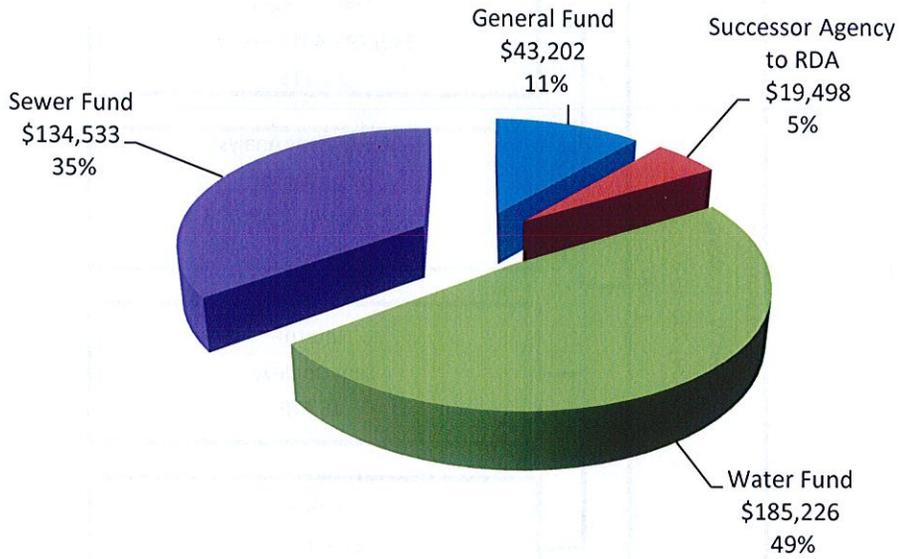
### City Manager Sources of Funding for 2014-2015



# City Manager

The source of funding for the City Manager Department for 2015/2016 is shown in the graph below.

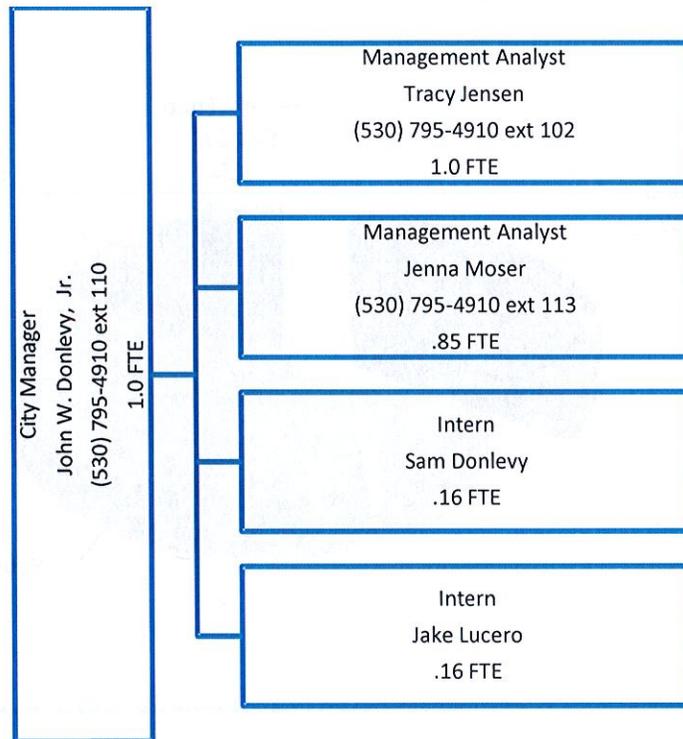
### City Manager Source of Funding for 2015-2016



# City Manager

## City Manager Department Organizational Chart

Staffing for the City Manager Department is shown in the Organizational chart below.



## Housing and Economic Development

The Housing and Economic Development Department was created in February 2012 due to the dissolution of the Winters Community Development Agency as mandated by the State of California.

The City of Winters retained the housing functions of the former Redevelopment Agency, and reassigned the staff of the agency to this new department. In addition to continue to work towards providing affordable housing for the citizens of winters, this department is also very involved in the dissolution process of the former redevelopment agency.

### *Housing and Economic Development Mission*

*The Housing and Economic Development Department is dedicated to providing affordable housing and encouraging development that provides jobs and economic improvement for all Winters Citizens*

### **2012/2014 Accomplishments**

- Completion of ARCO AM/PM project
- Completion of the Taco Bell project.
- Walnut Park Phase One constructed with CDBG Grant closed out.
- Streamlined Development Agreements (DAs) for Hudson Ogando and Callahan subdivisions with City Council approval of amended DAs, including approval of new Affordable Housing Plans with In-Lieu fees as part of the Affordable Housing Plans.
- Revisions of Zoning Ordinance for Density Bonus, Transitional & Supportive Housing and Farm Worker Housing.
- Adoption of Updated Housing Element.
- tion of Economic Development Advisory Council.

## Housing and Economic Development

### Long term Objectives

- Continue to work on the PG&E Gas Pipeline Training Facility Project.
- Development of a Downtown Hotel project.
- Development of a Highway Hotel project.
- Continue Development of Walnut Park Phase 2 including completing construction, and implementation of Park Rewards Program Grant.
- Continue commercial development for Grant Avenue with Dollar General Store and Yolo Federal Credit Union Branch completion.
- Development of DOMUS Senior Housing Project
- Revision of Highlands DA, including Council approval of Affordable Housing Plan.
- Winters Healthcare project, with Winters Healthcare Foundation to consolidate operations with new construction on City owned Grant Avenue Commercial Property.
- Update CDBG Business Lending, Senior Rehab, and First-Time Homebuyer guidelines and develop CDBG Microenterprise guidelines, present to Council and State of California HCD for approval.
- Car Bridge replacement and Streetscape Phase 3 implementation.
- Advance Alley Activation project in conjunction with Downtown Hotel Project
- Continue exploring Ag Aggregation hub project.
- Continue to work with Winters Chamber of Commerce on business attraction, economic development and visitor services.

Below is a chart of historical expenditures for the Housing and Economic Development Department as well as proposed expenditures for 2014/2015 and 2015/2016.

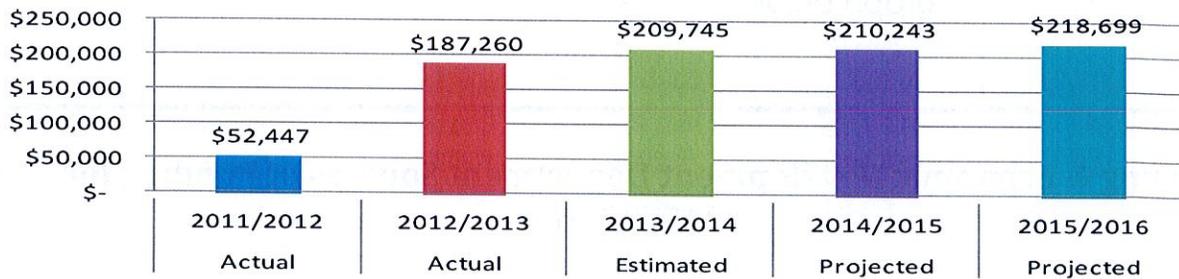
**Housing and Economic Development**

**Housing & Economic Development Department Expenditures**

	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Proposed 2014-2015	Proposed 2015-2016
Salaries and Benefits	\$ 47,791	\$ 153,238	\$ 164,936	\$ 173,518	\$ 181,651
Operating Expenditures	4,657	31,950	32,278	33,174	33,174
Capital	-	-			
Allocated Costs	-	2,071	12,531	3,551	3,874
<b>Total Expenditures</b>	<b>\$ 52,447</b>	<b>\$ 187,260</b>	<b>\$ 209,745</b>	<b>\$ 210,243</b>	<b>\$ 218,699</b>

The graph below shows the historical and proposed expenditures of the Housing and Economic Development Department Expenditures.

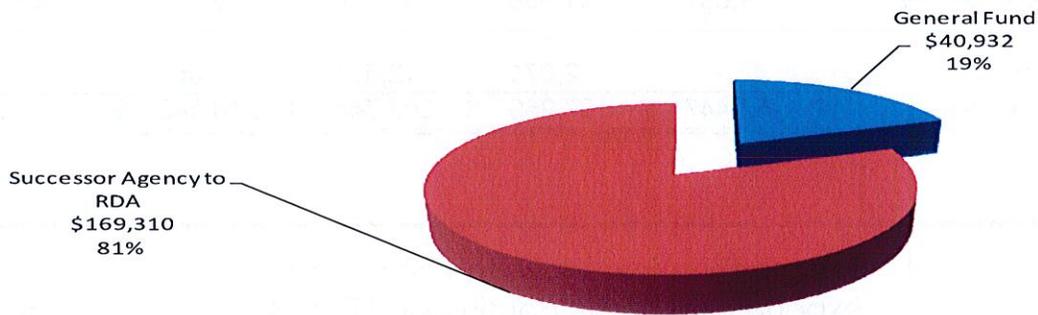
**Housing & Economic Development Department Expenditures**



The Housing and Economic Development Department is funding by the general fund and by the Successor Agency to the Winters Community Development Agency. The source of funding for 2014/2015 is shown in the graph below.

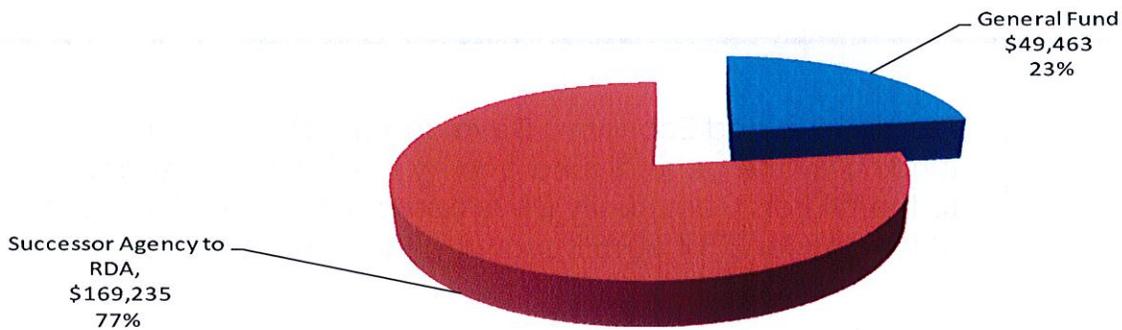
**Housing and  
Economic  
Development**

**Housing & Economic Development Department Sources of Funding for  
2014/2015**



The source of funding for the Housing and Economic Development Department for 2015/2016 is shown in the graph below.

**Housing & Economic Development Department Sources of Funding for  
2015/2016**



**Housing and  
Economic  
Development**

**Housing and Economic Development Department  
Organizational Chart**

Staffing for the Housing and Economic Development Department is show below.

Housing Manager  
Dan Maguire  
(530 795-4910 ex 118  
1.0 FTE

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## Administrative Services

The Administrative Services Department has two main functions:

1. Administrative Services
2. Recreation (See separate department for recreation detail).

The principal purpose of the Administrative Services Department is to provide administrative support to all departments as needed, including:

- General management of Citywide records
- Human Resources
- Risk Management
- Central Purchasing
- Support for City Clerk

### *Administrative Services Mission*

*The Administrative Services Team is dedicated to providing the highest quality of customer service delivered with a sense of warmth, friendliness, timeliness and pride to both the community and employees.*

### **2012/2014 Accomplishments**

- Understanding and becoming informed on the Affordable Care Act Guidelines and Requirements.
- Successfully worked with PERS to Negotiate moving Yolo County out of Bay Area Region.
- Development Draft Comprehensive Personnel Rules and Policies.
- Held Employee Benefit Night.

### **Long term Objectives**

- Promote and enhance our competitive benefits package to recruit and retain top talent.
- Development of our employees through professional development, career development and improved performance management.
- Promote the achievement of work-life balance and wellness in our employee community.

## Administrative Services

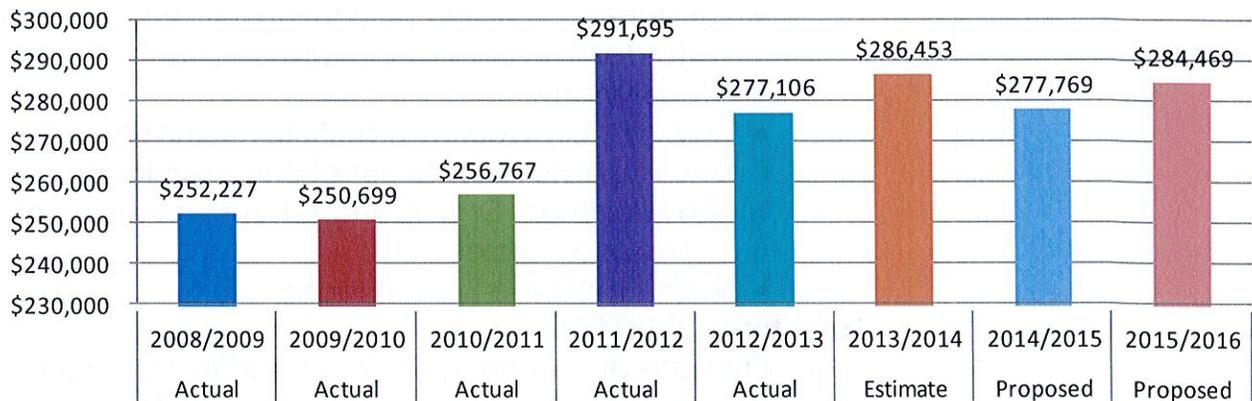
- Deliver HR services, programs, and communications which are highly valued by our employees.
- Insure we promote a better work environment for all employees.
- Implement new Personnel Rules and Regulation policy.

The chart and graph below show the historical expenditures for the Administrative Services Department as well as the proposed expenditures for 2014/2015 and 2015/2016.

### City of Winters Administrative Services Department Expenditures

	Actual 2008-2009	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Proposed 2014-2015	Proposed 2015-2016
Salaries and Benefits	\$ 224,336	\$ 222,838	\$ 221,504	\$ 231,576	\$ 236,144	\$ 246,760	\$ 230,834	\$ 236,725
Operating Expenditures	4,171	3,843	8,655	29,280	12,756	9,357	18,708	18,708
Capital	-	-	-	-	-	-	-	-
Allocated Costs	23,720	24,017	26,608	30,838	28,206	30,336	28,226	29,036
<b>Total Expenditures</b>	<b>\$ 252,227</b>	<b>\$ 250,699</b>	<b>\$ 256,767</b>	<b>\$ 291,695</b>	<b>\$ 277,106</b>	<b>\$ 286,453</b>	<b>\$ 277,769</b>	<b>\$ 284,469</b>

### Administration Services Department Expenditures

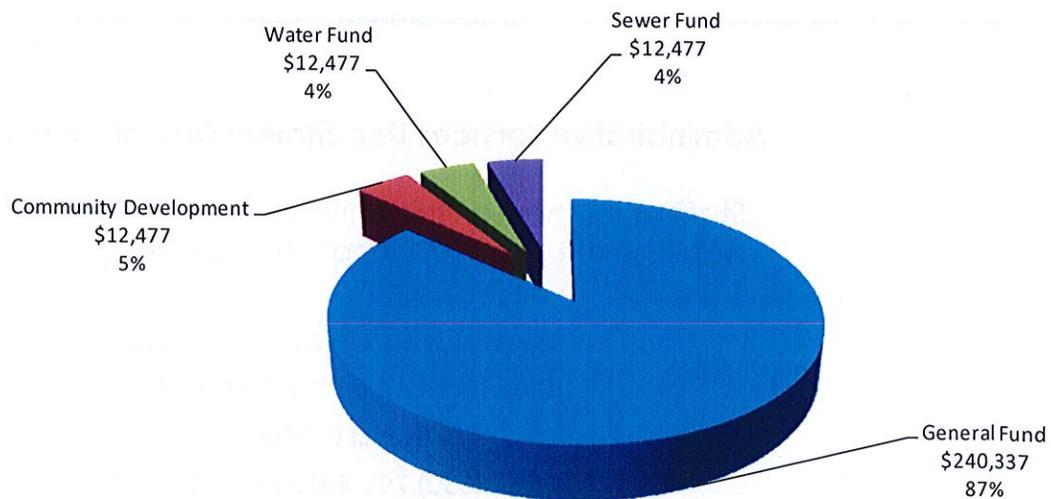


## Administrative Services

The Administrative Services Department has a decrease in budget in 2014/2015 due to a reorganization of staffing. Prior years budget included a management analyst position, but due to retirements and resignations, the management analyst position for this department has been removed, and a records clerk position has been added. This change in staffing classifications allowed for a decrease in the overall department budget for 2014-2015 from 2013-2014. Costs are projected to increase in 2015/2016 due to increases in employer contribution for CALPERS and health insurance costs.

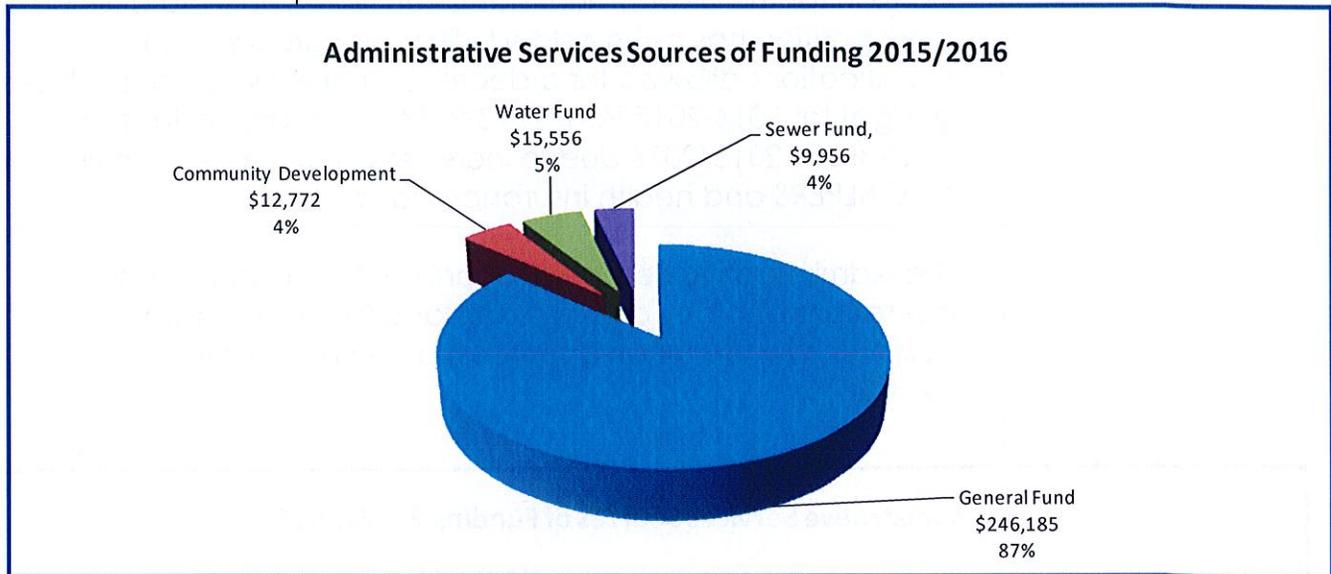
The Administrative Services Department contributes to the operations of many departments and funds, the graph below shows the funding sources for the department for 2014/2015.

**Administrative Services Sources of Funding 2014/2015**



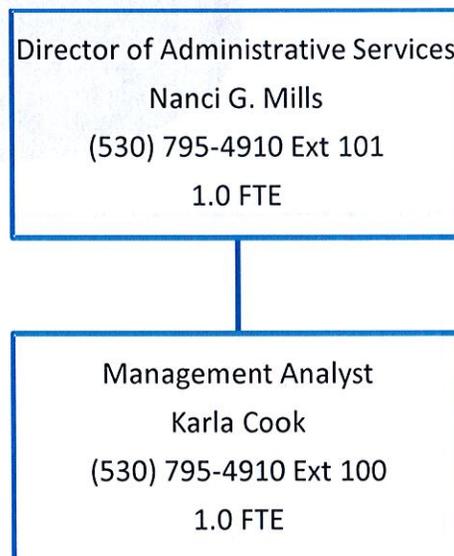
## Administrative Services

The graph below shows the funding sources for the Administrative Services department for 2015/2016.



### Administrative Services Department Organizational Chart

Staffing for the Administrative Services Department is shown in the Organizational chart below



## Finance

The Finance Department plans, directs and coordinates the fiscal affairs of the city in accordance with specific objectives established by legal and professional standards. It provides for the maintenance of the City's financial records, develops related systems, and provides management with information necessary for sound fiscal decisions. This includes appropriation control, cost and revenue accounting, accounts receivable, utility billing, payroll, accounts payable and business licensing. The Finance Department is also responsible for investing and safeguarding the City's cash in accordance with City Council adopted investment policies.

### *Finance Mission*

*To assist the City Council, City Management and operating departments in prudently managing financial resources through accurate information and high quality business planning and financial services, including budgeting, debt management, accounting, revenue management and accounts payable.*

### **2012/2014 Accomplishments**

- Managed the first part of the dissolution of the Winters Community Development Agency as mandated by the State of California.
- Provided financial management support the Winters Fire Protection District.
- Worked with other management staff with staff reorganization as a result of retirement of staff throughout the organization.
- Adopt Fee program for Flood Overlay Area
- Became educated about the Affordable Care Act and requirements for implementation.
- Monitoring changes in CalPERS policy and implementation of changes in assumptions and the impact on the City of Winters Budget.
- Implementation of 2 Tier Water billing.

# Finance

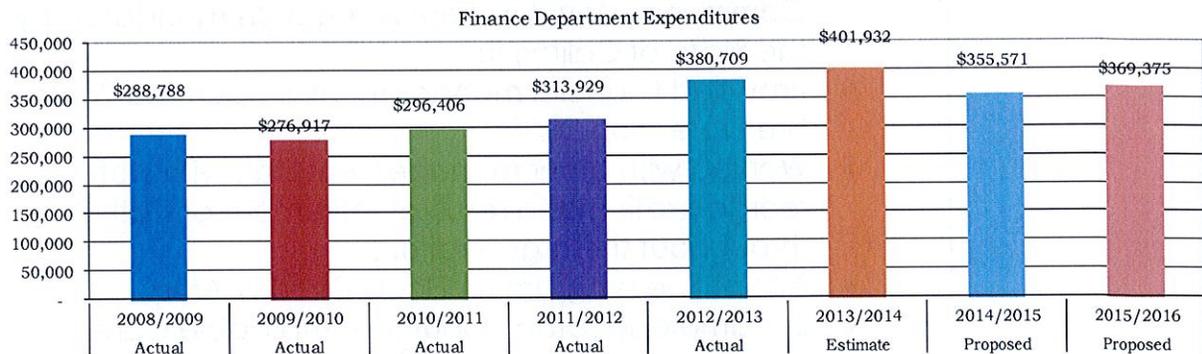
## Long term Objectives

- Continue managing the dissolution of the Winters Community Development Agency as mandated by the State of California.
- Continue to provide financial management support to the Winters Fire Protection District.
- Prepare a Finance Department Procedures manual
- Maintain the fiscal forecasting model.
- Prepare a 5-year capital improvement plan for adoption by the City Council
- Prepare an update of the Major Project Financing Plan (MPFP) and resultant update in the AB1600 document for assessing development impact fees.
- Participate as a member of the Economic Development Program to improve recurring revenues for the City.

The chart and graph below show the historical as well as the proposed budget for 2014/2015 and 2015/2016.

### City of Winters Finance Department Expenditures

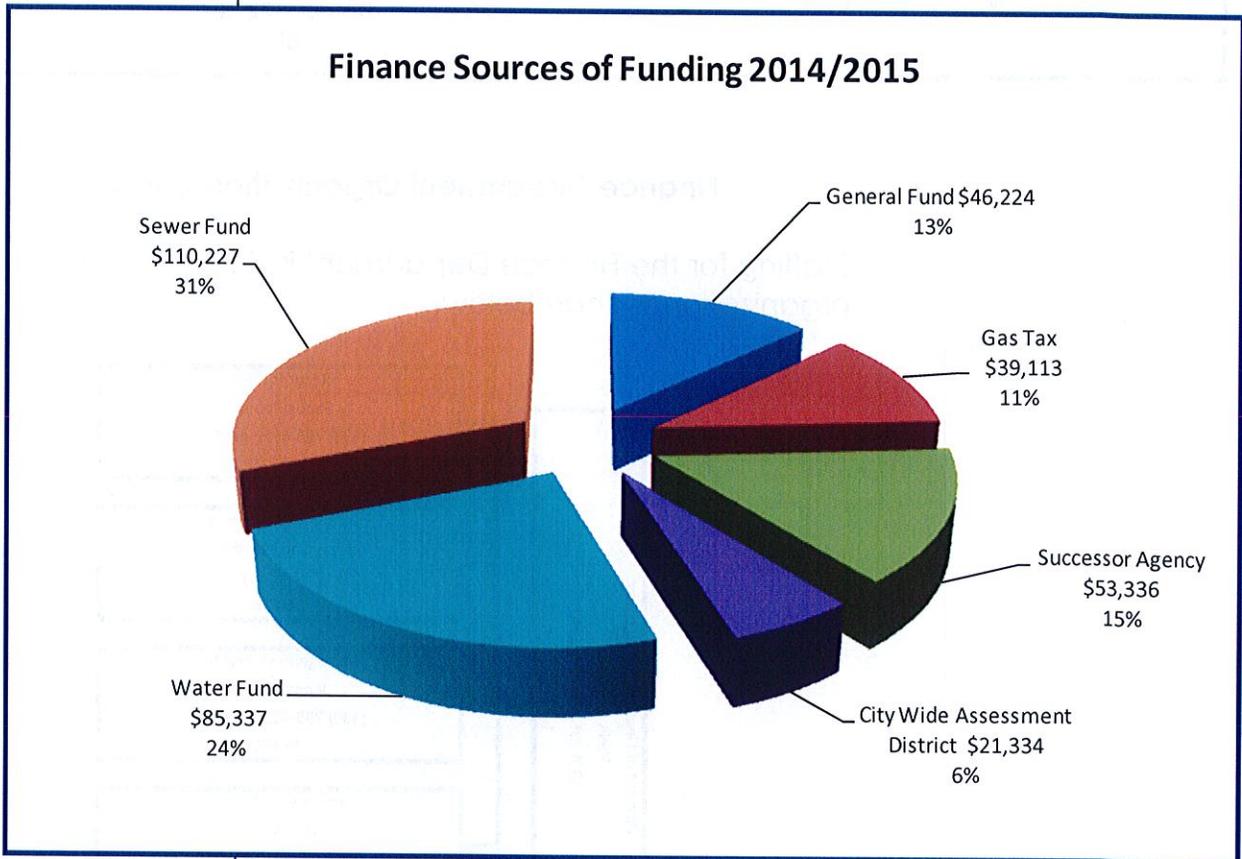
	Actual 2008-2009	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Proposed 2014-2015	Proposed 2015-2016
Salaries and Benefits	\$ 282,750	\$ 273,388	\$ 292,448	\$ 310,010	\$ 371,168	\$ 397,789	\$ 347,138	\$ 360,928
Operating Expenditures	6,038	3,528	3,958	3,919	9,541	4,143	8,434	8,447
<b>Total Expenditures</b>	<b>\$ 288,788</b>	<b>\$ 276,917</b>	<b>\$ 296,406</b>	<b>\$ 313,929</b>	<b>\$ 380,709</b>	<b>\$ 401,932</b>	<b>\$ 355,571</b>	<b>\$ 369,375</b>



# Finance

Expenditures in the Finance Department decreased in 2014/2015 due to re-organization of staff throughout the organization, including the deletion of a Management Analyst position that was assigned to another area within the organization and the addition of a Records Clerk position to assist in the processing of recreation and financial activities. In 2015/2016 the increase in expenditures is due to the increase in health insurance costs for staff and due to the increase in employer contributions for CALPERS.

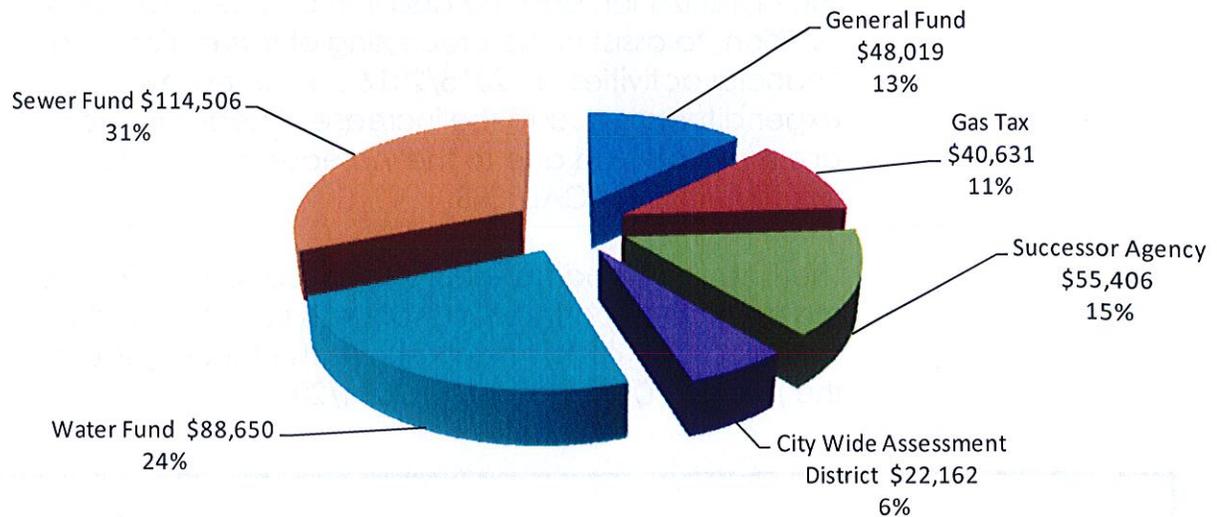
The Finance Department provides support services to many other departments and funds in its day to day activities. The graph below shows the funding sources for the Finance Department for 2014/2015.



The graph below shows the funding sources for the Finance Department for 2015/2016.

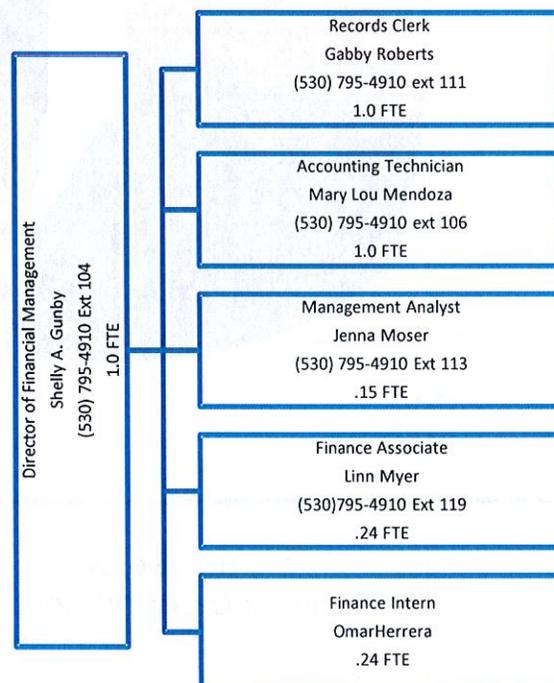
# Finance

## Finance Sources of Funding for 2015/2016



## Finance Department Organization Chart

Staffing for the Finance Department is shown in the organizational chart below.



## Police

The Police Department's primary responsibilities are to respond to crime related issues, both reactively and proactively. Reactively, the police department responds to crime scenes, investigates and records facts, gathers evidence, identifies and apprehends criminal suspects, and prepares cases for prosecution in court. The general types of crimes responded to are:

- Burglaries, both residential and business related
- Reports of child abuse
- Domestic violence
- Sexual assaults
- Narcotics enforcement
- Traffic collisions and violations
- Abandoned vehicles

The police department also responds to citizens' requests for a variety of services related to keeping the peace and preserving life and property, as well as assisting persons in distress.

Proactively, the police department works with diverse neighborhoods educating people in crime prevention, crime reporting, school programs and neighborhood meetings. The goal of the police department is to work with the community in order to impact and reduce the number of incidents of crime, thereby maintaining safe neighborhoods.

### *Police Department Slogan*

*"Dedicated to Going Beyond Traditional Policing, with a Continued Commitment to Improve Protection and Service to Our Community"*

## Police

### **POLICE DEPARTMENT MISSION STATEMENT**

**THE WINTERS POLICE DEPARTMENT IS DEDICATED TO PROTECTING THE LIVES AND PROPERTY OF OUR CITIZENS.**

**OUR GOAL IS TO ENSURE THE SAFETY OF EVERY PERSON AND TO SERVE THE PUBLIC WITH PROFESSIONALISM AND COURTESY.**

**TO ACCOMPLISH THIS, WE ARE COMMITTED TO EXCELLENCE AND WILL NOT ACCEPT ANYTHING LESS.**

**WE SHALL DILIGENTLY PURSUE EVERY INVESTIGATION UNTIL EVERY POSSIBLE LEAD HAS BEEN EXHAUSTED.**

**WE TAKE PRIDE IN SERVING OUR COMMUNITY AND PRESERVING THE COMMUNITY'S SOCIAL MORALS AND VALUES.**

**“PROTECTION OUR DUTY  
SERVICE OUR GOAL”**

#### **2012/2014 Accomplishments**

- Addition of 2 Police Chaplains in 2013
- Addition of a Volunteer Coordinator for a Volunteers in Police Services (VIPS) program.
- 2 Anti-cyberbullying presentations.
- Coordination of 3 Bicycle Safety Rodeos.
- Purchase and installation of Mobile Database Terminals (MTDs) in all patrol cars to support a new CAD system for police dispatching
- In Car Cameras installed in all patrol cars.
- Purchase of new fire arms for all patrol officers.
- Purchased 2 patrol vehicles.
- Participation in Distracted Driving Campaign.
- Participation in Avoid the 8 Dui campaign.
- Officers and Professional staff send to update training and recertification.
- All sworn personnel have attended and completed crisis intervention training.
- All sworn personnel have received firearms training and are certified.

# Police

- Participation in the California Corrections Realignment Plan.
- Hired 2 new Police Officers.
- Coordinated a large scale tabletop exercise for an active school shooting scenario.
- Oversaw two interns providing an internal cultural view on the many aspects of police work.

## **Long term Objectives**

- Hire Officers to fill vacancies in the department.
- Officers will attend perishable skill training to meet POST Compliance requirements.
- Staff will focus on professional development training.
- Focus on recruiting volunteers to help in department projects and community outreach.
- Reinstitute School Resource Officer in 2014-2016.
- Continued focus on the Realignment program partnership with the Yolo County Probation Department.
- Develop and improve communications with the public regarding alerts and other public safety concerns and events.
- Replace existing Live Scan equipment.
- Implement Department of Justice SmartJustice
- Participate in Distracted Driver Campaign
- Participate in Avoid the 8 DUI Campaign
- Prepare and conduct a full scale exercise regarding an active school shooter scenario.
- AB109 Compliance Checks and Data Sharing
- CSO and Officers to conduct safety presentations throughout the community.

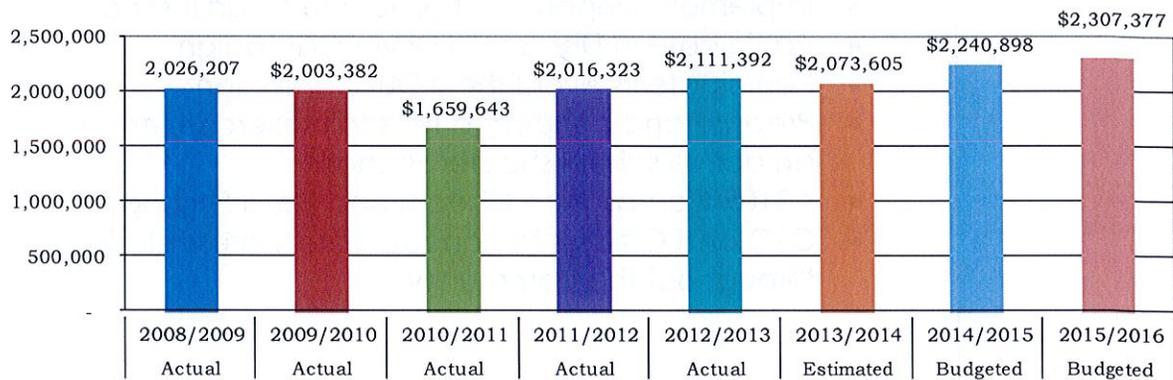
# Police

The chart and graph below show the historical expenditures for the police department as well as the proposed expenditures for 2014/2015 and 2015/2016.

## City of Winters Police Department Expenditures

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Salaries and Benefits	\$1,429,204	\$1,464,209	\$1,390,447	\$1,448,611	\$1,436,937	\$1,422,882	\$1,551,894	\$1,599,389
Operating Expenditures	306,229	286,835	415,599	353,358	499,726	463,229	514,627	529,163
Allocated Costs	144,964	147,453	144,691	163,171	135,248	157,778	174,377	178,825
Capital	145,810	104,886	(291,094)	51,182	39,481	29,716	-	-
<b>Total Expenditures</b>	<b>\$2,026,207</b>	<b>\$2,003,382</b>	<b>\$1,659,643</b>	<b>\$2,016,323</b>	<b>\$2,111,392</b>	<b>\$2,073,605</b>	<b>\$2,240,898</b>	<b>\$2,307,377</b>

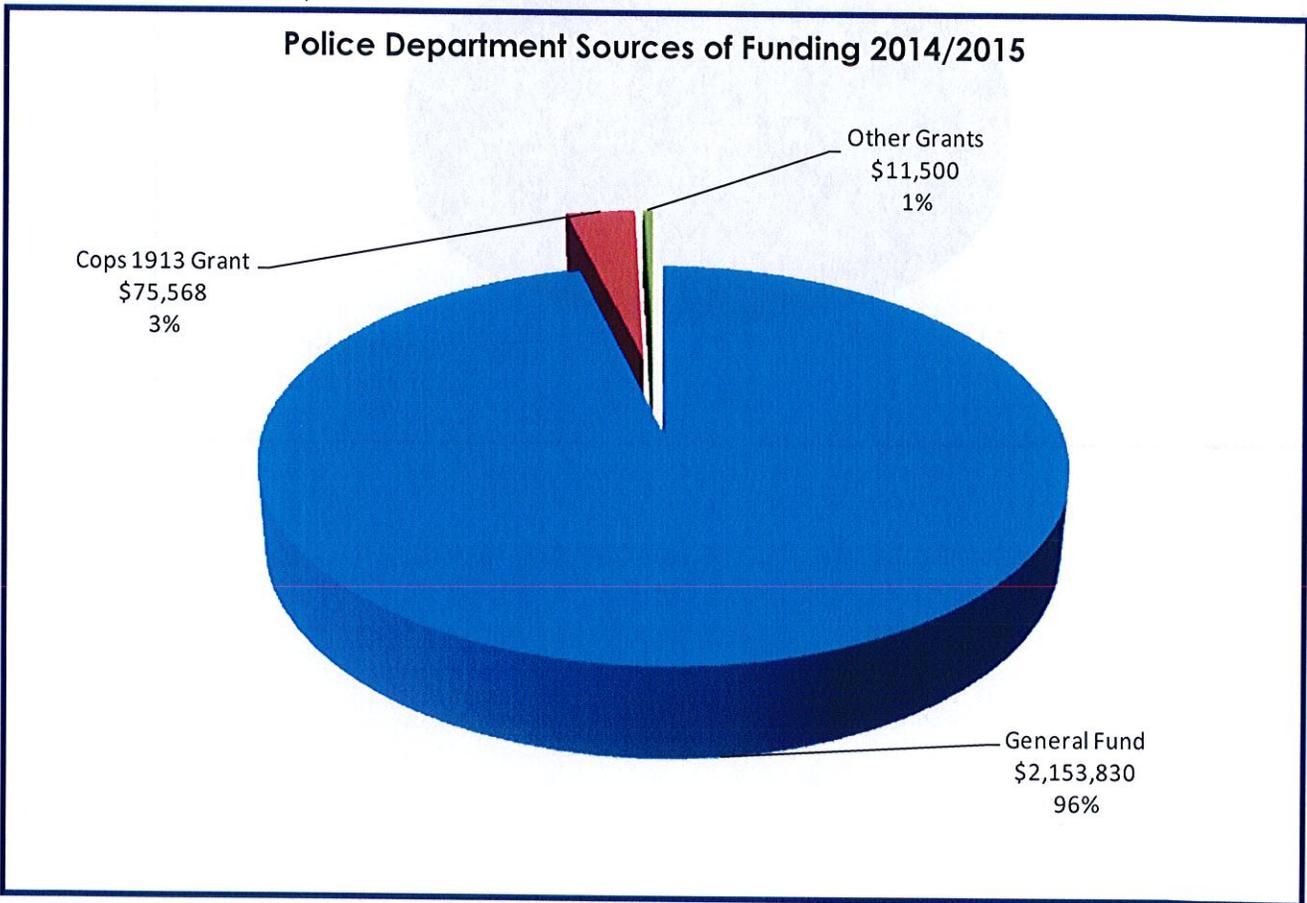
## Police Department Expenditure History



# Police

The Police Department has increased expenditures for 2014/2015 due to the fact that the department is budgeted to be fully staffed for the fiscal year, and due to the reorganization of the department staffing.

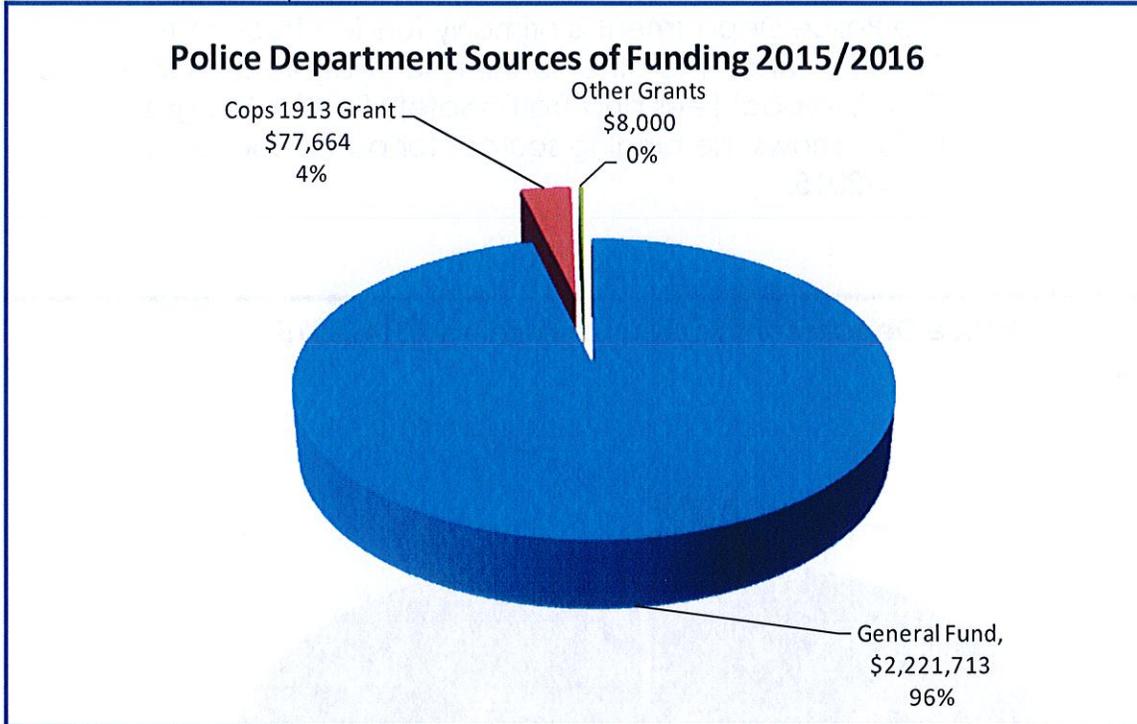
The Police Department is primarily funded through the General Fund. The other funding sources are the Cops 1913 Grant, Impact Fees and Traffic Safety Funds. The graph below shows the funding sources for police spending for 2014/2015.



# Police

shows the funding sources for police spending for 2015/2016.

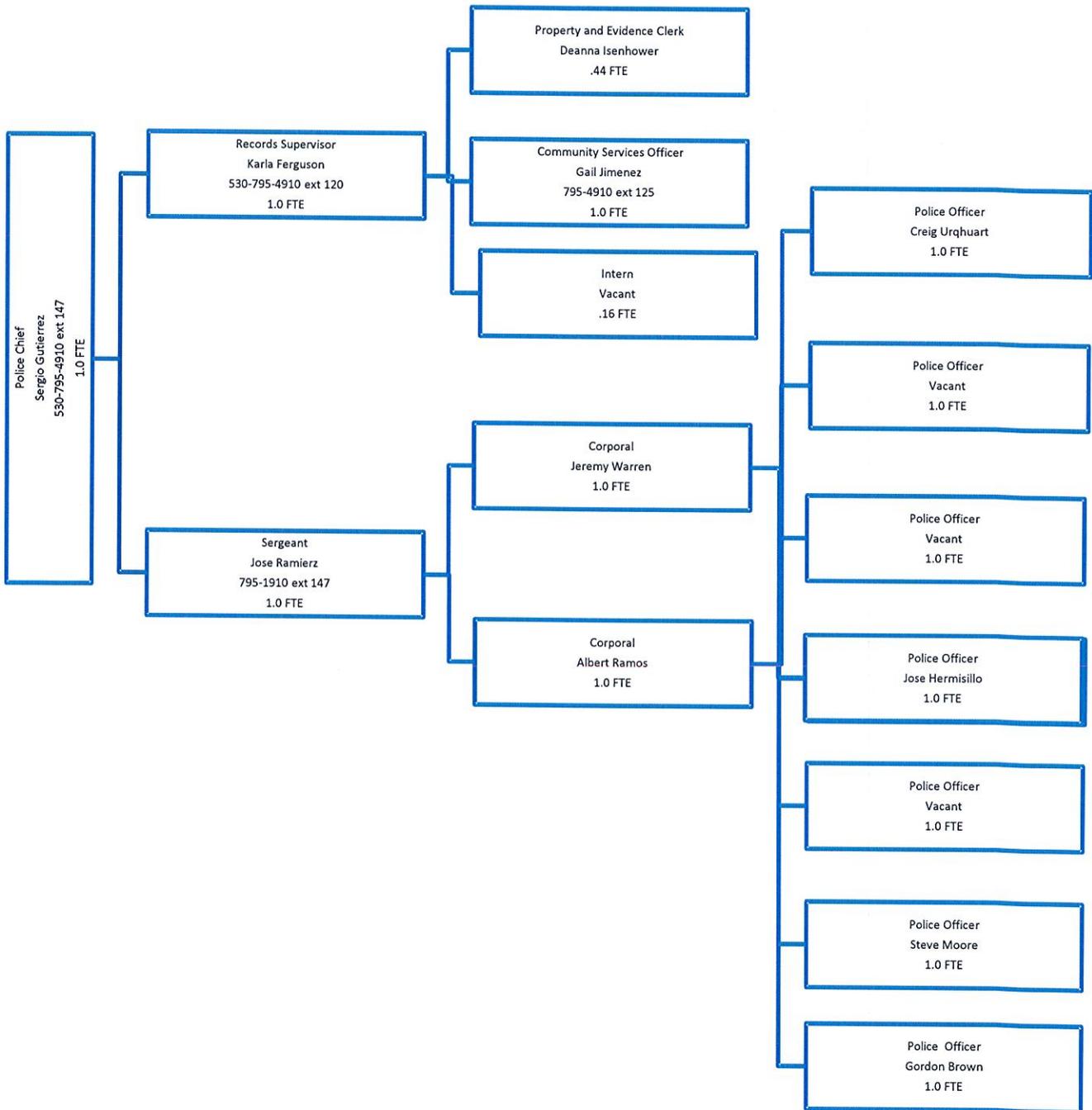
The graph below



# Police

## Police Department Organizational Chart

Staffing for the Police Department is shown in the organizational chart below.



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## Fire

The City of Winters Fire Department was established in January 2011. With the establishment of the City Fire Department, the Department provides all fire prevention, suppression and inspection functions required by the City. The Winters Fire Protection District contracts with the City of Winters to provide all fire prevention, suppression and inspection functions required by the District. The Fire Department also provides emergency medical response and weed abatement activities for the City. The Fire Department includes a volunteer, cadet and reserve program.

### Fire Department Mission

To provide the highest standard of services through public education, emergency medical services, fire prevention, and suppression, to the citizens and visitors of Winters.

"Our Duty" to protect life, environment and property is endless. We value excellent teamwork, strong financial planning and infinite commitment to always performing to the best of our abilities

### 2012/2014 Accomplishments

- Responded to 664 Calls for Service, a 4% increase.
- Conducted Reserve Firefighter Recruitment Process.
- Policy and Procedure review and update.
- Filed several FEMA grant applications.
- Worked collaboratively with the new Yolo LEMSA
- Participated in Ambulance RFP process
- Took Delivery and placed into service new Front Line Engine-90% funded by FEMA grant.

# Fire

## Long term objectives

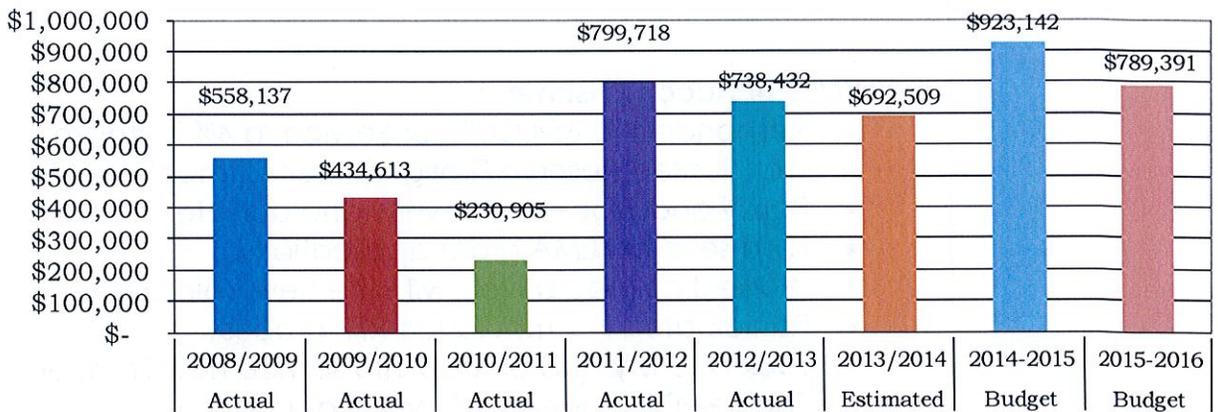
- Establish Pool of Qualified Part Time Employees.
- Continue aggressive pursuit of Grant Opportunities.
- Identify method for communication hardware upgrades.
- Indentify SCBA (Breathing Apparatus) Replacement Plan.
- Indentify Long Term Putah Creek Corridor Response Solutions.

The chart and graph below shows the historical expenditures for the Winters Fire Protection District as well as proposed expenditures for 2014/2015 and 2015/2016.

### City of Winters Fire Department Expenditures

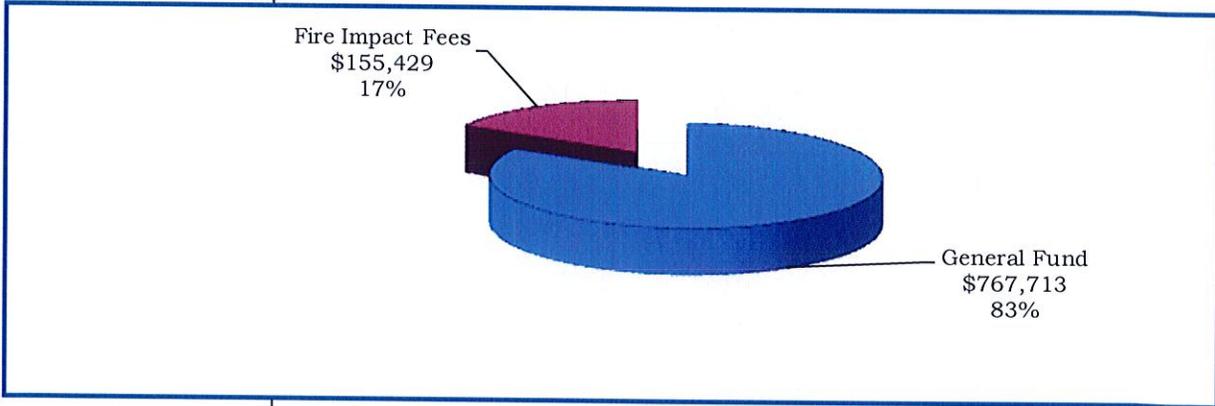
	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Salaries and Benefits			267,738	530,452	433,932	367,452	391,049	409,488
Opereating Expenditures	412,658	\$ 410,741	\$ 169,540	\$ 229,290	\$ 271,473	\$ 301,146	\$ 353,526	\$ 356,226
Allocated Costs	-	\$ -	\$ 21,551	\$ 24,977	\$ 20,981	\$ 23,912	\$ 23,138	\$ 23,677
Capital Expenditures	145,479	23,872	(227,923)	15,000	12,046	-	155,429	-
<b>Total Expenditures</b>	<b>\$ 558,137</b>	<b>\$ 434,613</b>	<b>\$ 230,905</b>	<b>\$ 799,718</b>	<b>\$ 738,432</b>	<b>\$ 692,509</b>	<b>\$ 923,142</b>	<b>\$ 789,391</b>

### Winters Fire District Expenditure History



# Fire

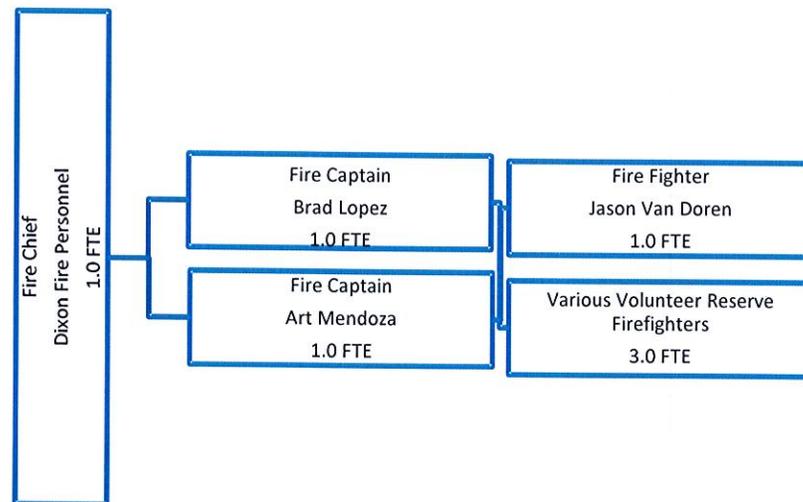
The expenditures of the Winters Fire Department for 2014/2015 include expenditure of impact fees for a training tower to be built in partnership with PG&E at a newly constructed PG&E Gas Operations Training Center in Winters. The graph below shows the funding sources for Fire spending for 2014/2015.



The 2015/2016 expenditures are all General Fund expenditures. The expenditures for 2015-2016 are lower than 2014/2015 due to the one time nature of the costs for the training tower that is budgeted for 2014/2015.

## Fire Department Organizational Chart

Staffing for the Fire Department is shown in the organizational chart below.



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## Community Development Department

The Winters Community Development Department is comprised of the Planning Division and the Building Inspection Division. These two divisions provide comprehensive development services to the public.

The Planning Division is responsible for the implementation of the City of Winters General Plan Policy Document and the administration and enforcement of current and long-range land use development programs for the City.

The Building Inspection Division is responsible for the proper implementation of the various building codes, health and safety codes, and other codes related to proper construction practices.

Both the Planning Division and the Building Inspection Division provide direct assistance to the public and ensure that the proper development review process is fulfilled.

The Community Development Department reviews proposals for permit decisions by staff or the Planning Commission based on policies in the General Plan, State Law and local ordinances. The department ensures compliance with a number of constantly changing land use and environmental laws pertinent to development proposals. The department also provides staff support to the City of Winters Planning Commission.

### *Community Development Department Mission*

*To ensure the General Plan Policy Document and any applicable regulations regarding development are properly administered.*

## Community Development Department

### 2012/2014 Accomplishments

- Sidewalk Cafe Ordinance review/CUP modifications.
- Adopt Fee program for Flood Overlay Area.

### Long Term Objectives

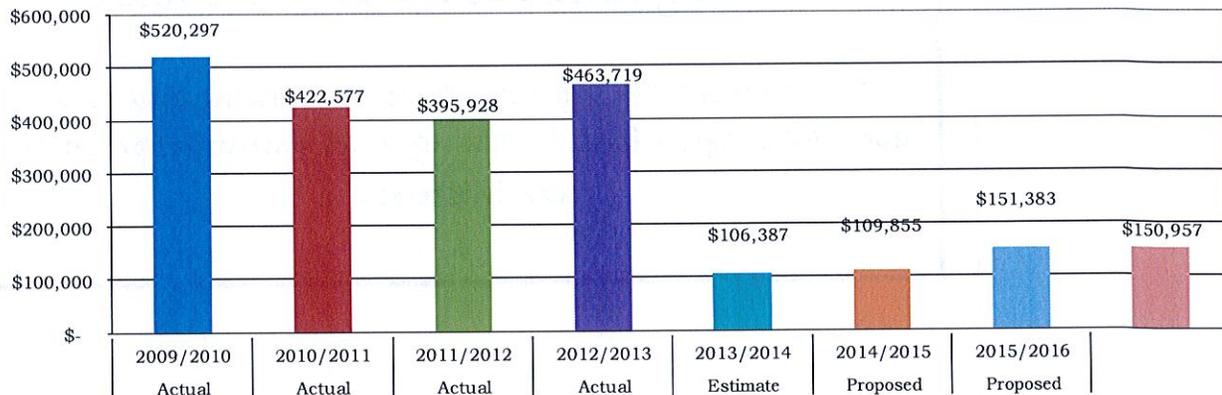
- Scanning of all address files with linkage to EnerGov.
- Home Occupation ordinance review/modifications.
- Completion of Alley Activation Plan.
- Adopt Updated Bike Master Plan.
- Streamlining of development application procedures.
- Work with the Economic Development Program team to implement the projects developed within a timely time frame.

Below are the historical expenditures for the Planning Division of the Community Development Department as well as the proposed 2014/2015 and 2015/2016 expenditures.

### Community Development Planning Division

	Actual 2008-2009	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Proposed 2014-2015	Proposed 2015-2016
Salaries & Benefits	200,703	141,074	72,743	47,552	738	813	6,565	6,464
Operating Expenditures	94,601	42,019	48,766	93,692	52,426	51,841	110,742	109,842
Capital Expenditures								
Allocated Costs	224,994	239,483	274,419	322,476	53,223	57,201	34,076	34,651
<b>Total Expenditures</b>	<b>\$ 520,297</b>	<b>\$ 422,577</b>	<b>\$ 395,928</b>	<b>\$ 463,719</b>	<b>\$ 106,387</b>	<b>\$ 109,855</b>	<b>\$ 151,383</b>	<b>\$ 150,957</b>

### Community Development Planning Division Expenditure History

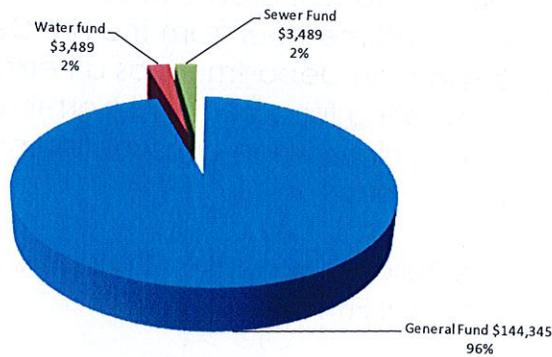


**Community Development Department**

The Planning Division has an increase in expenditures due to the addition of a part-time contract planner. This contract provides for a planner to be present in Winters every Thursday, provide telephone support, and for the planner to attend Planning Commission meetings. This arrangement will continue until such a time as it is determined that a full time Planner is required.

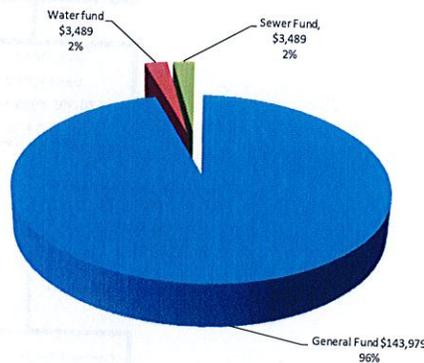
The Planning Division provides support services to other departments and funds. The funding sources for the Planning Division for 2014-2015 are shown in the chart below.

**Community Development Department Planning Division Sources of Funding 2014-2015**



The funding sources for the Planning Division for 2015-2016 are shown in the chart below.

**Community Development Department Planning Division Sources of Funding 2015-2016**



# Community Development Department

The chart and graph below show historical expenditures as well as the proposed expenditures for 2014/2015 and 2015/2016 for the Building Inspection Division.

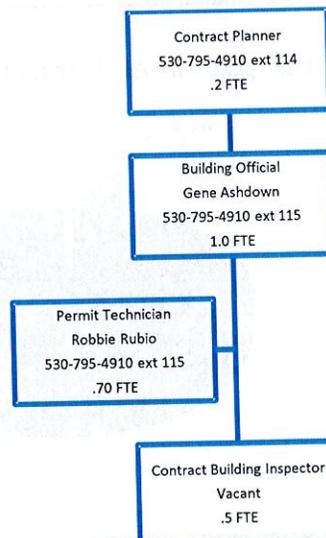
## City of Winters Community Development Building Inspection Division Expenditures

	Actual 2008-2009	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Proposed 2014-2015	Proposed 2015-2016
Salaries & Benefits	\$ 134,513	\$ 130,954	\$ 127,156	\$ 129,464	\$ 130,150	\$ 133,515	\$ 176,016	\$ 181,170
Operating Expenditures	8,737	34,253	18,356	20,245	14,015	14,540	89,323	89,873
Allocated Costs	-	-	10,459	12,122	12,001	12,908	16,584	17,214
<b>Total Expenditures</b>	<b>\$ 143,249</b>	<b>\$ 165,207</b>	<b>\$ 155,971</b>	<b>\$ 161,831</b>	<b>\$ 156,166</b>	<b>\$ 160,963</b>	<b>\$ 281,923</b>	<b>\$ 288,258</b>

The expenditures of the Building Inspection Division are budgeted to increase in 2014-2015 due to the re-assignment of a staff member from the Fire Department to the Building Inspection Department as a Permit Technician, and the budgeting for a contract part-time building inspector that will be hired when construction projects require additional inspectors.

The Building Inspection Division is completely funded by the General Fund.

**Community Development Department Organizational Chart**  
Staffing for the Community Development Department is shown in the organizational chart below.



## Public Works

The Public Works Department consists of the following Divisions:

- Administration and Engineering
- Maintenance.

The divisions are responsible for planning, maintaining, operating and inspecting infrastructure systems and managing the capital improvements to these systems.

Public Works functions include:

- Streets
- Water system
- Wastewater system
- Lighting and landscaping
- Storm drains
- Landfill
- Maintenance of all City properties.

Divisional responsibilities are described below.

### **Administration and Engineering**

Administration is responsible for the management, supervision and coordination of the Public Works Department, including the preparation and monitoring of operating and capital improvement budgets. This division is responsible for planning, organizing, implementing and evaluating the various public works functions and activities to include administrative and clerical activities.

Administration is also responsible for managing the development of capital Master Plans and the solid waste reduction program.

Engineering is responsible for the operation of engineering functions including:

- Development services
- Capital project design
- Construction inspection
- Traffic Engineering

### **Maintenance Division**

Maintenance is responsible for the operation and maintenance of the following:

- Streets

## Public Works

The street system includes signs and markings, City trees, traffic signals, and parking lots. There are approximately 22 lane miles of streets within the City of Winters

- Water system  
The water system responsibilities include the operation and maintenance of the water system, including water wells, water production, water service installations, water distribution system maintenance, and water quality testing and reporting. There are approximately 20 miles of water distribution lines, 6 wells and 2 non-operational water storage tanks.
- Wastewater system  
The operation and maintenance responsibilities for the wastewater system include sewage collection system maintenance, and wastewater treatment facility operation and maintenance. The City of Winters currently contracts with Southwest Water (formerly ECO Resources) to provide the wastewater treatment facility operation and maintenance functions.
- Lighting and landscaping  
The responsibilities for the maintenance functions associated with the City Wide Assessment District include the maintenance of sound walls, median islands, parks, street lighting, curbside landscaping, riparian area maintenance and bank stabilization.
- Building and property maintenance  
Responsibilities include the maintenance function associated with buildings (and properties not covered by other public works units) including City Hall, Public Works Corporation Yard, Community Center, Public Safety Facility which houses both Police and Fire, and the Landfill.
- Storm drains  
Responsibilities cover the operation and maintenance of the storm drainage system including collection lines, catch basin, curb inlets, ditches and detention ponds.

## Public Works

### Public Works Department Mission

To provide quality public works services with pride and dedication to ensure a higher quality of life for the residents of the City of Winters.

#### 2012/2014 Accomplishments

- Implementation of 2 Tier Water Billing.
- Ongoing education for water conservation for residents, commercial, and City property.
- Water Leak detection program in place
- Ongoing tracking of Water loss based on comparisons of water pumped vs. water delivered.
- Monitoring status of Water Chrome 6 MCL requirements.
- Water Quality monitoring schedules met or exceed CDPH requirements.
- Improved operations and maintenance of all Wastewater Facilities .
- Implemented Operator in Training program for the Wastewater treatment facilities.
- Worked toward approval from state agencies for using recycled waste water to irrigate neighboring orchards.
- Bio-solids removed from aeration pond 3.
- Spray field cannons repaired in both north and south fields, now running at near full capacity.
- Sewer Line rehabilitation project completed.
- Replaced/repairs sidewalks and updated priority list.
- Street overlay completed on Peach Place and Orchard Street.
- Monitoring new MS4/Phase II Storm water regulations.
- WRA grant proposal submitted to implement Storm Management Plan.
- Walnut Park Phase I construction completed.
- Ipads made available for Field Crew Supervisors.

## Public Works

### Long term Objectives

- Improve utility billing for customers.
- Water Chrome 6 study and begin implementation for required compliance.
- Network water metering.
- Construct Water Smart Demonstration Garden.
- Continued improvements with SCADA utilization.
- Upgrade Wells 2 and 6 as needed
- Install level sensors in water wells
- Expand water conservation outreach, achieve 20% reduction in water use.
- Identify and repair water loss infrastructure.
- Bring all wastewater operations in house.
- Seek amendment to WDR for ongoing Recycled waste water use.
- East Street Master Control Center System Replacement.
- El Rio Villa Master Control Center System Replacment.
- Wastewater Treatment Facility disinfection improvements.
- Continued improvements with SCADA utilization.
- Continue Bio-solids removal.
- Purchase generator for lift stations.
- Purchase trash pump for Wastewater treatment facility.
- WDR proposal for improvements and ongoing expansion plans.
- Improve fats, oil and grease pretreatment outreach program.
- Implement moisture/weather station for watering parks and facilities.
- Remodel of City Hall first floor restroom.
- Upgrades to City Park utilizing grant funds.
- Paint Community Center inside and out.
- Implement Railroad Avenue repaving project.
- Complete the Walnut Lane roundabout construction project.
- Complete the Dry Creek Bridge replacement project.
- Improve temporary parking at First and Abbey and behind the vacant old fire station.
- Complete ADA Transition Plan
- Complete Putah Creek Car bridge replacement project.

# Public Works

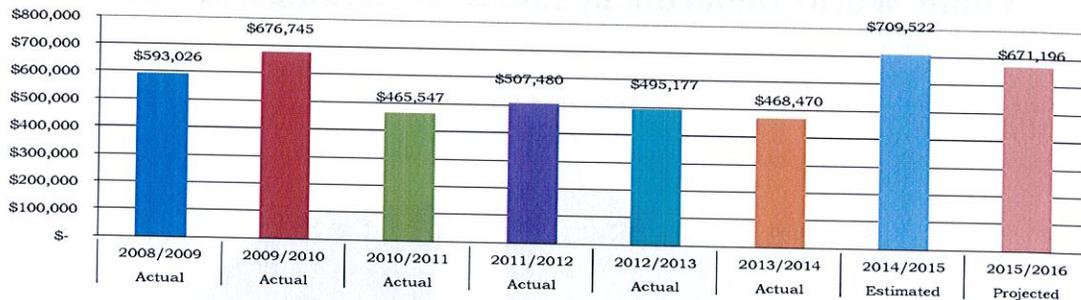
- Implement Iworq asset management system for all departments
- Make technology upgrades available to field crew.
- Complete and implement the Climate action plan strategies.
- Continue to encourage and emphasize the importance of continuing education at all levels in the public works departments.

The chart and graph below show historical expenditures for the public works department as well as projected expenditures for 2012-2013 and 2013-2014.

## City of Winters Public Works Expenditures

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Salaries & Benefits	\$ 420,312	\$ 494,843	\$ 300,965	\$ 303,326	\$ 296,588	\$ 293,098	\$ 418,511	\$ 440,302
Operating Expenditures	30,916	26,988	28,955	42,211	57,363	49,488	94,772	65,838
Transfers	84,425	96,822	77,535	87,278	72,934	52,435	79,730	45,131
Allocated Costs	57,373	58,092	58,092	74,664	68,292	73,448	116,509	119,924
<b>Total Expenditures</b>	<b>\$ 593,026</b>	<b>\$ 676,745</b>	<b>\$ 465,547</b>	<b>\$ 507,480</b>	<b>\$ 495,177</b>	<b>\$ 468,470</b>	<b>\$ 709,522</b>	<b>\$ 671,196</b>

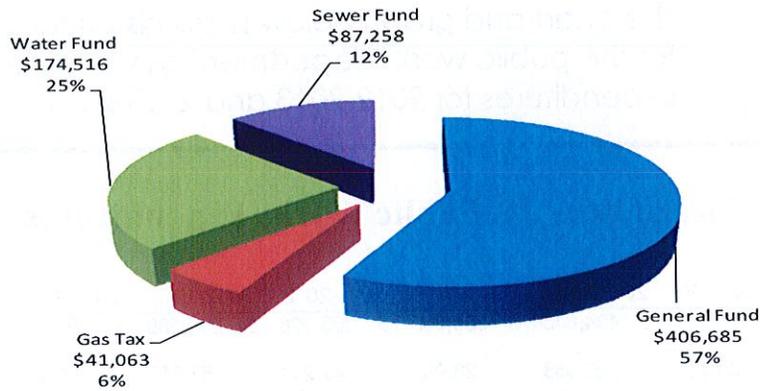
## Public Works Department Expenditure History



# Public Works

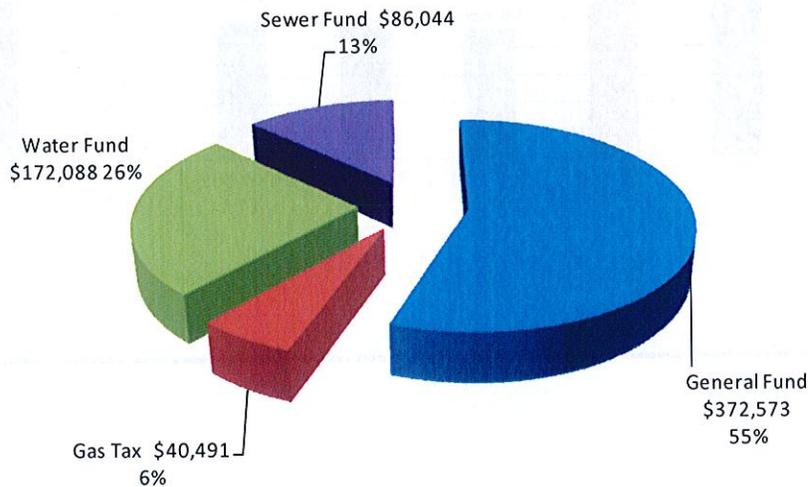
The public works department provides support and services to many other funds and department. The graph below shows the funding sources for the public works department for 2014-2015.

### Public Works Department Source of Funding 2014-2015



The graph below shows the funding sources for the public works department for 2015-2016.

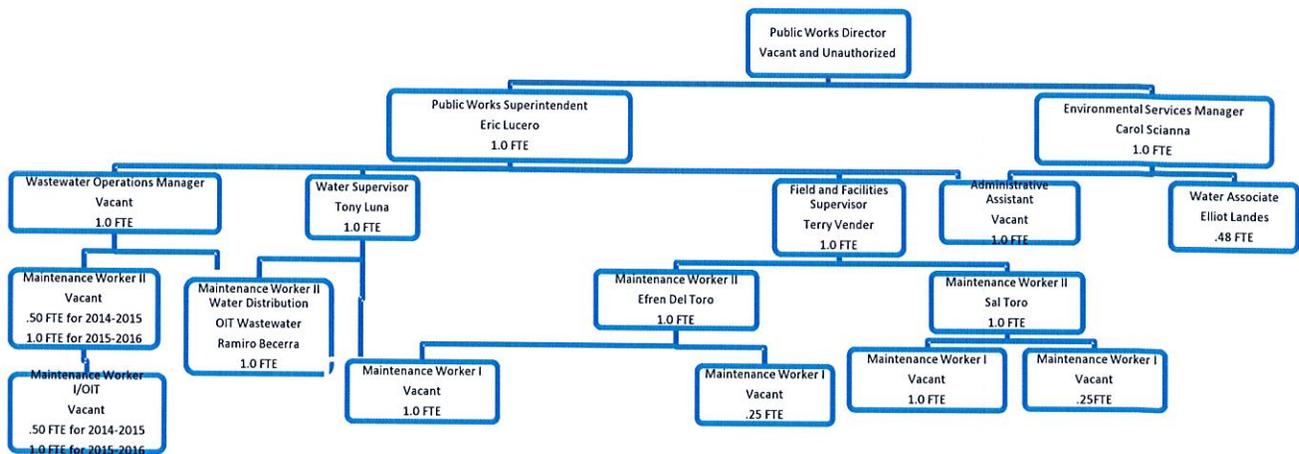
### Public Works Department Source of Funding 2015-2016



# Public Works

## Public Works Department Organizational chart

Staffing for the Public Works Department is shown in the organizational chart below.



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## Recreation

The principal purpose of the Recreation Department is to plan, conduct, supervise and evaluate various recreation programs including:

- Swimming
- Youth Basketball
- Outstanding Youth Award
- Community events
- Adult Co-ed Softball
- After School Program
- Aquatics Program

The Recreation Department is separated into 3 divisions:

- General Recreation
- Community Center
- Swimming Pool

The General Recreation Division is responsible for overseeing and providing all the recreational opportunities within the City of Winters.

The Community Center Division includes a diverse array of leisure, environmental, social, human services, general services, educational, cultural and recreational activities.

The Swimming program consists of the Recreational Swim Program and the Winters Swim Team Program

### *Recreation Department Mission*

*The Recreation Department is committed to increasing youth services and recreational programs for fulfilling and productive experiences for all ages of our community*

### **2010/2012 Accomplishments**

- Provided another successful Adult Co-ed softball program.
- Maintained Youth Basketball program.
- Bobbi Greenwood Community Pool open 5 months of the year for Adult Lap Swim.

## Recreation

- Offered movie night and family night swim at the pool during recreational swim season.
- Created and implemented Kodacamp summer program.
- Afterschool program held fundraisers such as a Read-a-thon, popcorn and pizza, which were all very successful, allowing funding for fieldtrips to the movies, pumpkin patch, police department, Sacramento Zoo and the Discover Center in Sacramento.
- The After School Program provided Red Cross presentations and a fossil/paleontology presentation.
- Presentations by Friday Night Live on learning about communication skills, conflict escalations and defining school bullying.
- UCD Raptor Center came and presented raptors at both afterschool program sites and held a puppet theatre workshop.
- Implemented Science Fridays using kits and curriculum from Yolo County Office of Education, Putah Creek 4H and Teams with Intergenerational Support (TWIGS).

### Long Term Objectives

- Create recreation guide for all facilities.
- Manage Community Pool to run smoothly and efficiently
- The After School Program and Kodacamp will provide a successful and engaging program for children enrolled.
- The After School Program and Kodacamp will implement new and fresh ideas for academic enrichment.
- The After School Program and Kodacamp will have attendance at capacity.

# Recreation

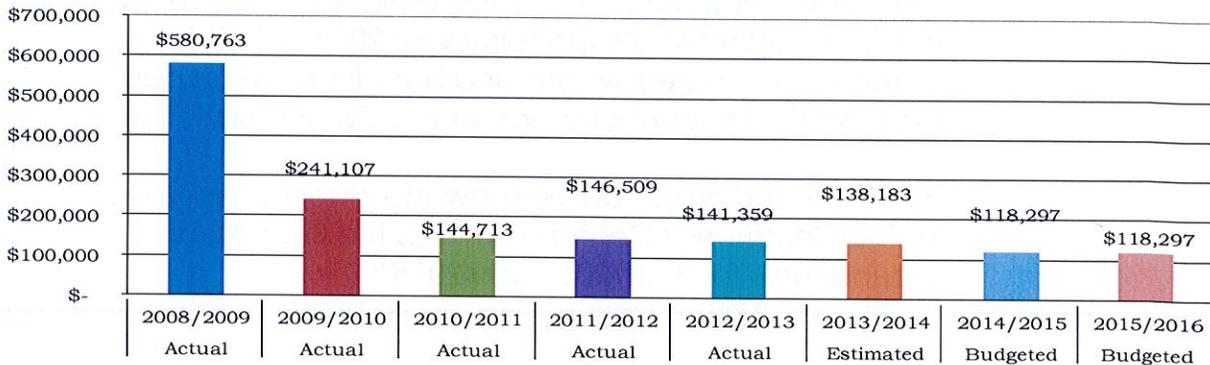
## General Recreation

The chart and graph below show the historical expenditures for general recreation as well as proposed expenditures for 2014-2015 and 2015-2016.

### City of Winters General Recreation Expenditures

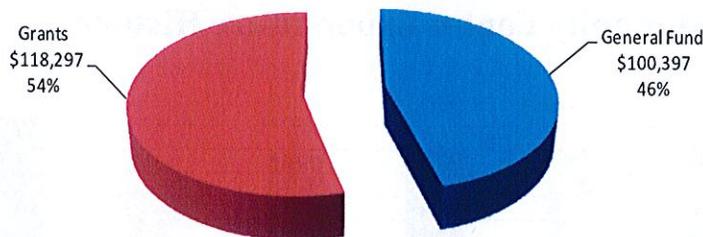
	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Salaries & Benefits	\$ 301,481	\$ 135,562	\$ 110,445	\$ 111,046	\$ 108,975	\$ 100,831	\$ 84,965	\$ 84,965
Operating Expenditures	265,366	84,813	34,269	35,463	32,384	37,352	33,332	33,332
Allocated Costs	13,915	20,732	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 580,763</b>	<b>\$ 241,107</b>	<b>\$ 144,713</b>	<b>\$ 146,509</b>	<b>\$ 141,359</b>	<b>\$ 138,183</b>	<b>\$ 118,297</b>	<b>\$ 118,297</b>

### General Recreation Expenditure History



The graph below shows funding sources for General Recreation for 2014-2015.

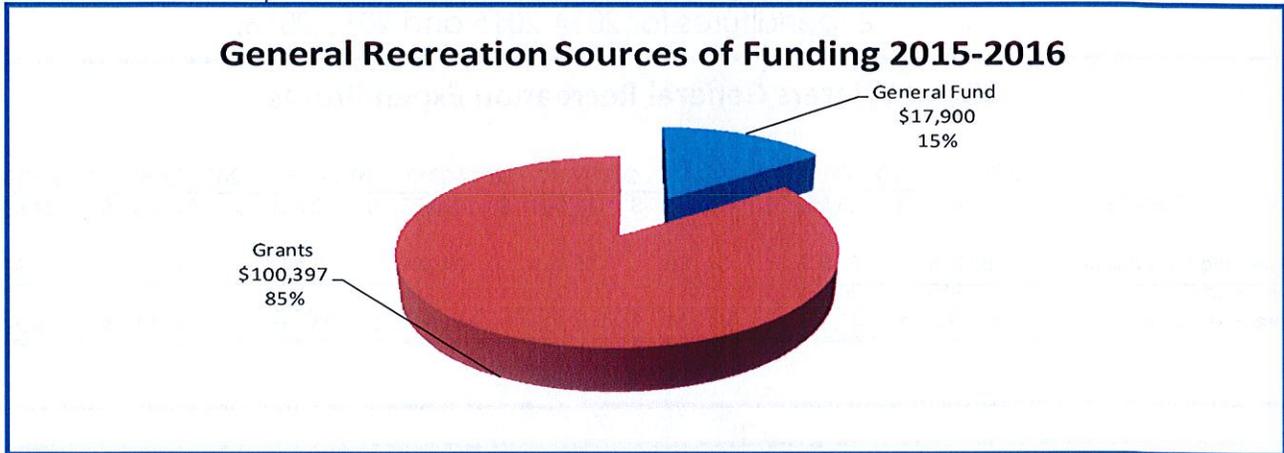
### General Recreation Sources of Funding 2014-2015



# Recreation

## General Recreation

The graph below shows funding sources for General Recreation for 2015-2016.



### Winters Community Center

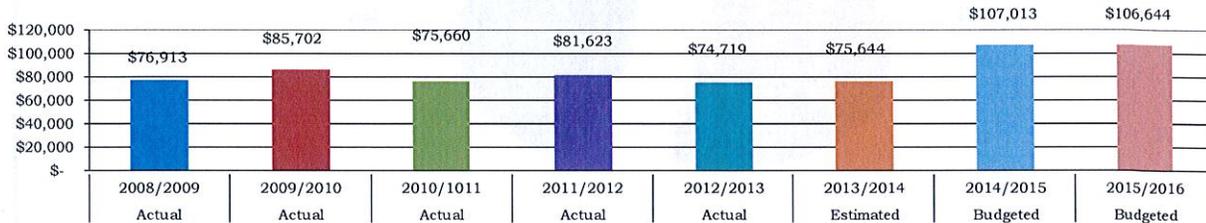
The Community Center is funded entirely by the General Fund. The increased expenditure for 2014/2015 is for the increased estimated wages and benefits as we expect to increase the amount of usage of the Community Center.

The chart and graph below show the historical expenditures for the Community Center as well as the Budgeted expenditures for 2014/2015 and 2015/2016.

### City of Winters Community Center Expenditures

	Actual 2008-2009	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Proposed 2014-2015	Proposed 2015-2016
Salaries & Benefits	\$ 15,668	\$ 15,547	\$ 17,227	\$ 10,487	\$ 9,307	\$ 6,880	\$ 16,401	\$ 16,401
Operating Expenditures	30,646	36,292	28,645	39,095	36,028	38,713	54,256	53,840
Allocated Costs	30,599	33,863	29,788	32,041	29,384	30,052	36,356	36,403
<b>Total Expenditures</b>	<b>\$ 76,913</b>	<b>\$ 85,702</b>	<b>\$ 75,660</b>	<b>\$ 81,623</b>	<b>\$ 74,719</b>	<b>\$ 75,644</b>	<b>\$ 107,013</b>	<b>\$ 106,644</b>

### Community Center Expenditure History



## Recreation

### Winters Swimming Program

The Swimming program consists of Swim Team, swim lessons, recreational swimming, adult lap swim, and water aerobics.

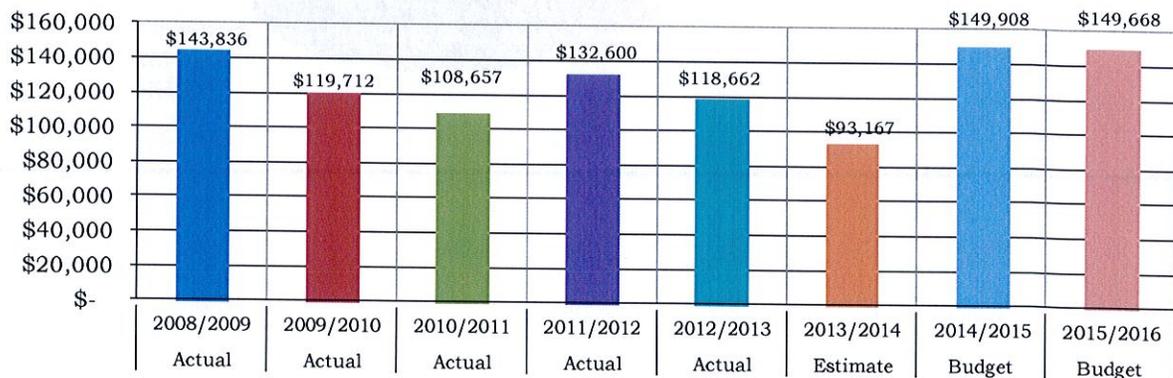
The Winters Swim Team is funded completely by swim team registration fees and by sales of fireworks by Swim Team parents. No General Fund monies are expended for this program.

The chart and graph below show the historical expenditures as well as budgeted expenditures for 2014/2015 and 2015/2016 for the Swimming Program.

#### City of Winters Swimming Expenditures

	Actual 2008-2009	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Actual 2012-2013	Estimated 2013-2014	Proposed 2014-2015	Proposed 2015-2016
Salaries & Benefits	63,024	41,717	38,666	45,761	42,807	44,417	49,608	49,608
Operating Expenditures	80,812	77,995	69,990	86,839	75,855	48,750	100,300	100,060
<b>Total Expenditures</b>	<b>\$ 143,836</b>	<b>\$ 119,712</b>	<b>\$ 108,657</b>	<b>\$ 132,600</b>	<b>\$ 118,662</b>	<b>\$ 93,167</b>	<b>\$ 149,908</b>	<b>\$ 149,668</b>

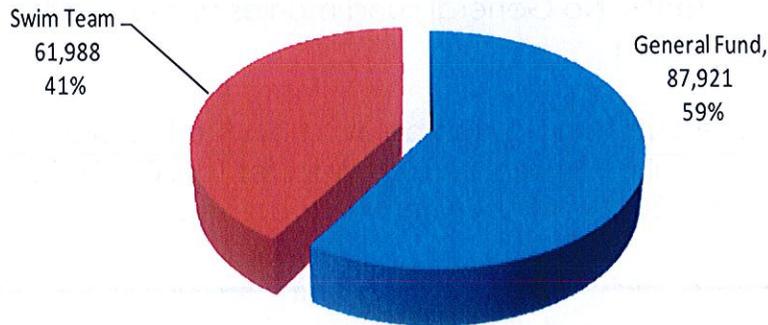
#### Swimming Program Expenditure History



## Recreation

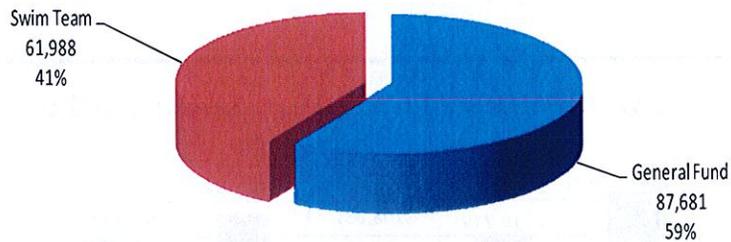
The graph below shows the funding sources for the Swim Program for 2014/2015.

### Swim Program Sources of Funding 2014/2015



The graph below shows the funding sources for the Swim Program for 2015/2016.

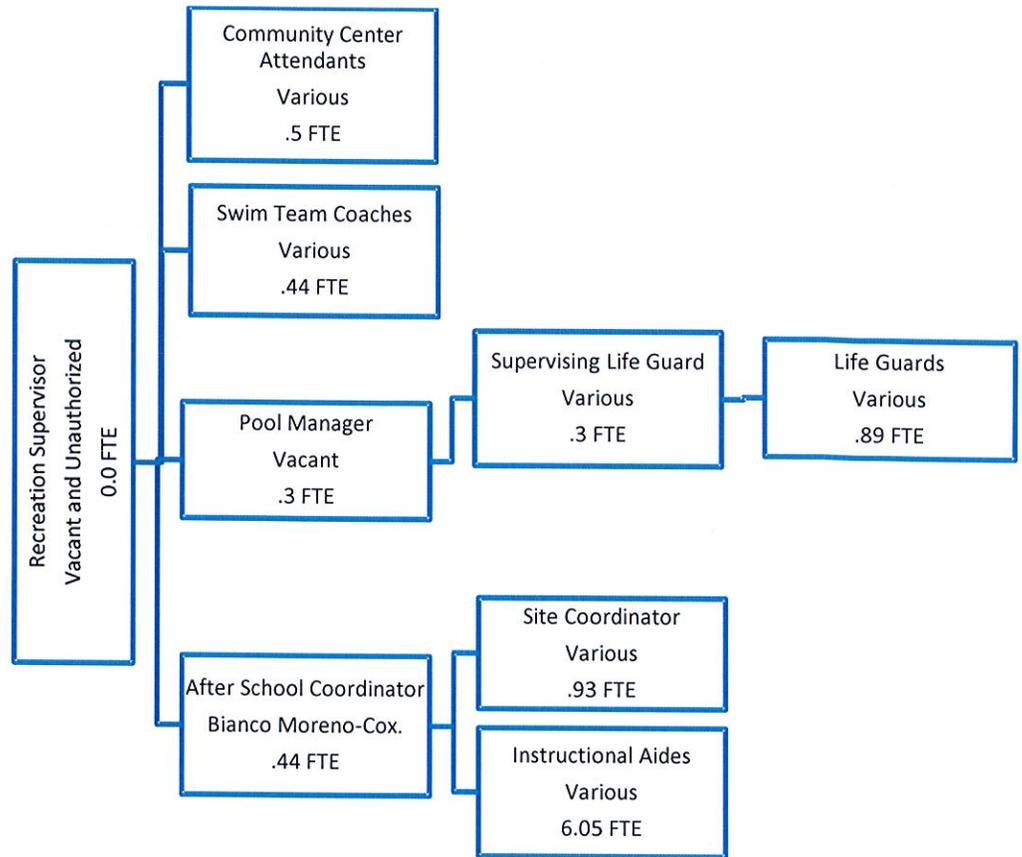
### Swim Program Sources of Funding 2014/2016



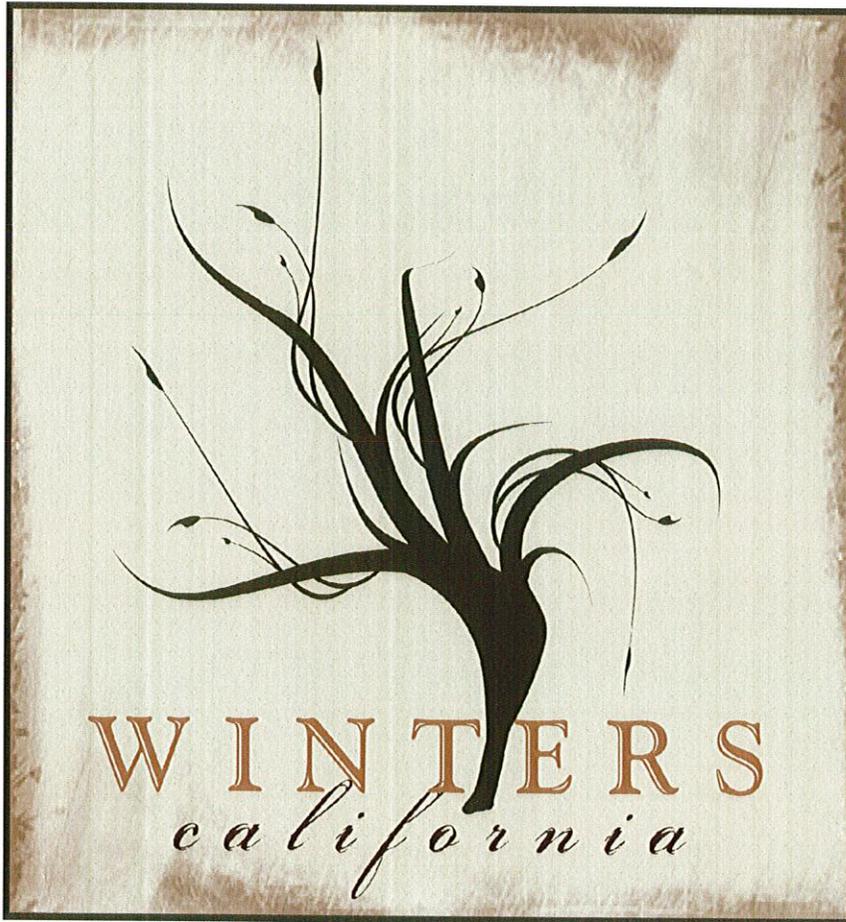
# Recreation

## Recreation Department Organization Chart

Staffing for the Recreation Department is shown in the organizational chart below.



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**Why the tree? Because...**

The stylized nature of the tree is distinctive. It takes its cue from our budding artist community.

**Staffing**



# Staffing

## Staffin Comparison by Department In Full Time Equivalent

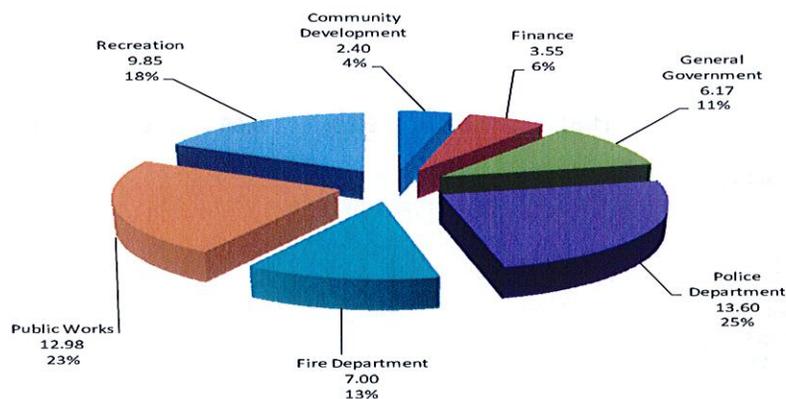
Department	08/09 Adopted	09/10 Adopted	10/11 Adopted	11/12 Adopted	12/13 Adopted	13/14 Adopted	14/15 Approved	15/16 Approved
Community Development Department	3.00	2.50	1.50	1.50	1.20	1.20	2.40	2.40
Community Development Director (0)								
Planner(.2)								
Building Official (1)								
Building Inspector (.5)								
Administrative Assistant (0)								
Counter Tech (.7)								
Finance	3.00	3.00	3.00	3.00	4.00	4.00	3.55	3.55
Director of Financial Management(1)								
Management Analyst (.15)								
Accounting Technician (1)								
Records Clerk (1)								
Associate (.24)								
Intern (.16)								
General Government	5.00	5.00	5.00	5.00	5.25	5.25	6.17	6.17
City Manager (1)								
Director of Administrative Services (1)								
Housing & Economic Development Mgr (1)								
Management Analyst (1.85)								
Records Clerk (1)								
Intern (.32)								
Police Department	13.19	12.44	12.44	13.44	13.44	14.44	13.60	13.60
Police Chief (1)								
Sergeant (1)								
Records Supervisor (1)								
Corporal (2)								
Police Officers (7.0)								
Community Services Officer (1)								
Property and Records Clerk (.44)								
Intern (.16)								
Fire Department					7.7	7.7	7.00	7.00
Chief (1)								
Captain (2)								
Firefighter (1)								
Reserves (3.0)								
Public Works	6.82	7.32	7.32	7.32	6.98	6.98	12.98	13.98
Public Works Superintendant (1.0)								
Enviromental Services Manager (1)								
Administrative Assistant (1)								
Senior Maintenance Worker (3)								
Maintenance Worker II (3) (4)								
Maintenance Worker I (3)								
Seasonal Workers (.5)								
Associate (.48)								
Recreation	11.81	11.81	9.85	9.85	9.85	9.85	9.85	9.85
Recreation Supervisor (0)								
Community Center Attendants (.5)								
Swim Coaches (.44)								
Pool Manager (.30)								
Supervising Lifeguard (.30)								
Lifeguard (.89)								
Summer Recreation Leader (.0)								
Summer Recreation Directors (.0)								
After School Coordinator (.44)								
Site Coordinator (.93)								
Instructional Aides (6.05)								
<b>Total FTE's</b>	<b>42.82</b>	<b>42.07</b>	<b>39.11</b>	<b>40.11</b>	<b>48.42</b>	<b>49.42</b>	<b>55.55</b>	<b>56.55</b>

## Staffing

The above charts reflect the following:

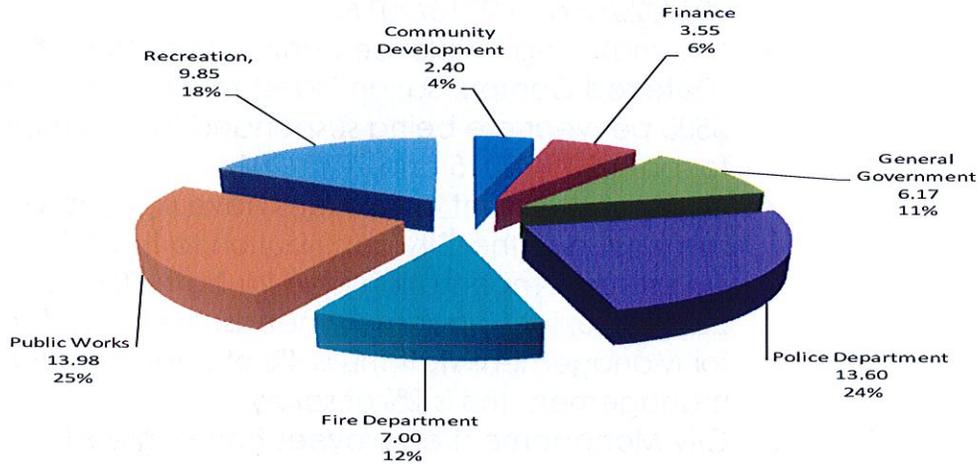
- The Community Development Department increased staffing by 1.2 FTE in 2014-2015 due to the addition of a Contract Building Inspector (.5 FTE) and a part-time Counter Tech (.7 FTE).
- Decrease in Finance Department staffing due to the reorganization of staff with various vacancies.
- Addition of a second Management Analyst Associate in the City Manager Department due to staff reorganizations.
- The reduction of .7 FTE for Fire Department.
- The Police Department has decreased staffing of by .84 FTE in 2014-2015 due to reorganization of staffing.
- Public Works staffing has increased by 6.0 FTE from the prior year, this is due to increased staffing for the City to have City staff operating the wastewater treatment facility that has been operated under a contract with Severn Trent in the past (2.0 FTE), there is also the addition of an Administrative Assistant (1.0 FTE) and 2 Additional Maintenance Workers (2.0 FTE), and the seasonal Maintenance Workers (1.0 FTE). In 2015-2016 the Maintenance Workers for the wastewater treatment facility will be 3.0 FTE's because the contract with Severn Trent doesn't expire until December 2014, so 2 of the workers are expected to be needed for only 6 months of 2014-2015 but will be required for the entire 2015-2016 fiscal year.

2014-2015 Staffing by Department



# Staffing

2015-2016 Staffing by Department



## Employee Compensation

The City of Winters has six employee associations that represent the interests of the employees of the City of Winters:

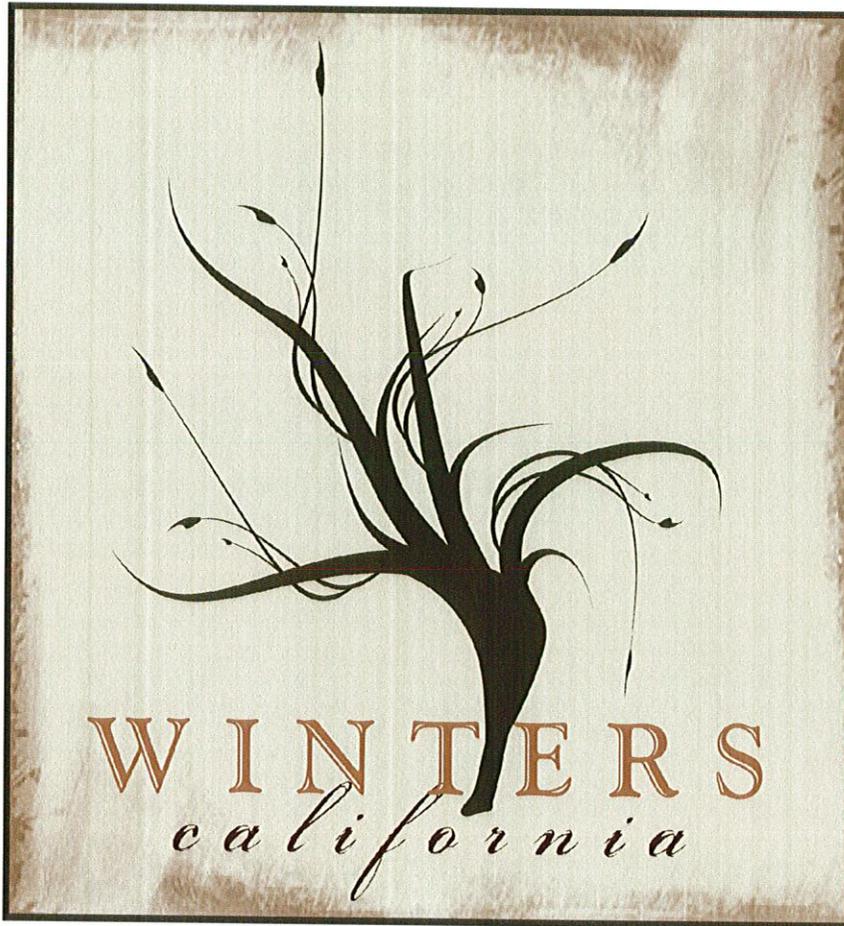
- Winters Employee Association (WEA) is comprised of all non-public safety, non-management employees.
- The Winters Police Officer Association (WPOA) is comprised of the sworn police officers of the City.
- The Winters Police Sergeant Association is comprised of the sworn police sergeants of the City.
- The Winters Mid Management Association is comprised of those individuals whose job title classifies them as mid-managers
- The Winters Management Association is for those individuals whose job title classifies them as managers
- The Winters Department Directors Association is comprised of the Department Directors within the City.

## Staffing

At the time of the preparation of this budget, all associations are still in negotiations with management for salary and benefits. Currently the salary and benefit increases for budgeting purposes are:

- 1.5% cost of living increases are budgeted for 2014/2015 and 2015/2016.
- City matching employee contributions to 457K (Deferred Compensation Plans) to a maximum of \$500 per year are being suspended for all employees for both 2014/2015 and 2015/2016.
- City Management employees have agreed to a suspension of the City contribution to the 457 Deferred Compensation plan for both 2014/2015 and 2015/2016, for Department heads, this is 7% of salary, for Management staff this is 4% of salary and for Mid-management this is 2% of salary.
- City Management employees have agreed to have the ability to take leave time in cash in lieu of time off for both fiscal years for a limit of 27 hours only.
- All Merit step increases earned will be paid, this is a removal of the freeze on all merit increases that have been in effect since February 2009.

Any changes resulting from completion of negotiations approved by the City Council will be adjusted as necessary.



**Why the tree? Because...**

Winters is rooted in history, and there is a commonality amongst the community members, but the branches represent the diversity of our community, reaching out and growing towards the future.

**Policies**





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## FISCAL POLICIES

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### BUDGET

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The City of Winters is adopting the following policies to guide in the preparation of the City of Winters annual budget.

1. The City shall maintain a balanced budget.
  - a. Operating revenues must fully cover operating expenditures, including debt service.
  - b. End of year balance carry forwards shall not be used as a continuing method of balancing the budget
  - c. Ending fund balances must meet minimum policy levels (50% of expenditures for the General Fund and Enterprise Funds
2. One-time revenues will only be used for one-time expenditures.
3. Budgetary procedures that fund current expenditures at the expense of future needs, such as postponing expenditures, accruing future revenues, or rolling over short-term debt, will be avoided.
4. Structural deficits will be avoided by balancing expected annual revenues with expected annual expenditures.
5. Proceeds from long-term debt will not be used for current, ongoing activities.
6. All revenue forecasts shall be conservative. Revenues projections will be evaluated annually to maintain an error rate of less than 5%
7. All non-salary benefits, such as vacation pay, holiday pay, and educational incentives will be costed out, and their impact on future budgets will be assessed. Cost analysis of salary increases will include the effect of such increases on employer share of related fringe benefits.
8. All compensation negotiations will focus on total compensation: direct salary plus employer share of fringe benefits.

9. Future maintenance needs for all new capital facilities will be fully costed out.
10. The budget will provide sufficient funding for adequate maintenance and orderly replacement of capital plant and equipment.
11. Utility rate increases shall be smaller and more frequent (e.g. annually) rather than larger and less frequent.
12. The number and classifications of positions shall be approved in the annual budget. Changes to the number or classification of Full Time Equivalents (FTEs) shall require City Council approval.
13. The City Council will approve the annual budget by resolution that appropriates the funds. New revenue sources and their expenditures identified after the annual budget appropriation must be approved and appropriated by the City Council. Revenues for current sources that exceed their budgeted amounts by more than 10% must be appropriated by the City Council prior to expenditure of those revenues. Expenditures for contract services reimbursed by developers do not require City Council appropriations provided the City Council policies on development reimbursements are followed.

Under this policy, it is allowable for total expenditures to exceed revenues in a given year; however, in this situation, beginning fund balance can only be used to fund capital improvement projects or other "one-time", non-recurring expenditures.

## FINANCIAL REPORTING AND BUDGET ADMINISTRATION

The City of Winters is adopting the following policies to set procedures for monitoring the financial status of the City's various funds and cash flow.

1. **Annual Reporting.** The City will prepare annual financial statements as follows:
  - a. The City will contract for an annual audit by a qualified independent certified public accountant. The City will strive for an unqualified auditor's opinion.
  - b. The City will use generally accepted accounting principles in preparing its annual financial statements and will strive to meet the requirements of the GFOA's Award for Excellence in Financial Reporting program.
  - c. The City will issue audited financial statements within 180 days after year-end.
2. **Interim Reporting** The City will prepare and issue timely reports on the City's fiscal status to the Council and staff. This includes:
  - a. Monthly budget status reports to all Department Heads
  - b. Monthly Investment report to the City Council.
  - c. Monthly budget status and cash flow reports to the City Council
  - d. Mid Year budget reviews
3. **Budget Administration.** The Council may amend or supplement the budget at any time after its adoption by majority vote of the Council members. The City Manager has authority to make transfers between account codes and

departments within a fund, except for contingencies, without City Council approval.

## GENERAL REVENUE MANAGEMENT

The City is establishing the following policies to guide the City in managing the revenues available for current and future programs within the City of Winters.

1. **Stable Base.** The City will seek to maintain a diversified and stable revenue base to protect it from short-term fluctuations in any one revenue source.
2. **Long Range Planning.** The City will institute a five-year projection of revenues beginning in the fiscal year 2003-2004, and will update the projections on an annual basis; therefore, the City will maintain a five-year projection of revenues to assist in long-range financial planning.
3. **Current Revenues for Current Uses.** The City will fund current year expenditures from current year revenues and avoid procedures that balance current budgets by postponing needed expenditures, accruing future revenues or rolling over short-term debt.
4. **Interfund Transfers and Loans.** In order to achieve important public policy goals, the City has established various special revenue, capital project, debt service and enterprise funds to account for revenues whose use should be restricted to certain activities. Accordingly, each fund exists as a separate financing entity from other funds, with its own revenue sources, expenditures and fund equity. Such transfers will be subsequently reported to the City Council in budget reports, mid-year adjustment and other fiscal reports.

Any transfers between funds for operating purposes can only be made during the budget process, as approved by the City Council in the adopted budget, or upon majority vote of the City Council as a budget adjustment. These operating transfers, under which financial resources are transferred from one fund to another, are distinctly different from interfund borrowings, which are usually made for temporary cash flow reasons, and are not intended to result in a transfer of financial resources by the end of the fiscal year.

In summary, interfund transfers result in a change in fund equity; interfund borrowings do not, as the intent is to repay the loan in the near term.

From time to time, interfund borrowings may be appropriate; however, these are subject to the following criteria in ensuring that the fiduciary purpose of the fund is met:

1. The Director of Financial Management is authorized to approve temporary interfund borrowings for cash flow purposes whenever the cash shortfall is expected to be resolved in 60 days. The most common use of interfund borrowing under this circumstance is for grant programs like the

Community Development Block Grant, where costs are incurred before drawdowns are initiated and received. However, receipt of funds is typically received shortly after the request for funds have been made.

2. The Director of Financial Management is authorized to approve temporary interfund borrowing for the City Wide Assessment District Special Revenue Fund. This fund receives revenues in January and May of each year, while expenditures occur relatively evenly throughout the fiscal year, causing temporary cash shortfalls for the City Wide Assessment District Fund.
3. Any other interfund borrowings for cash flow or other purposes require a case-by-case approval of the City Council.
4. Any transfers between funds where reimbursement is not expected within one fiscal year shall not be recorded as interfund borrowings; they shall be recorded as interfund operating transfers that affect equity by moving financial resources from one fund to another.

## **USER FEE COST RECOVERY GOALS**

The City is establishing the following to guide the City in setting fees for services provided by the City of Winters.

### **1. Ongoing Review**

Fees will be reviewed and updated on an ongoing basis to ensure that they keep pace with changes in the cost of living as well as changes in methods or levels of service delivery

### **2. User Fee Cost Recovery Levels**

In setting user fees and cost recovery levels, the following factors will be considered:

#### **a. Community Wide vs. Special Benefit.**

The level of user fee cost recovery should consider the community wide vs. special service nature of the program or activity. The use of general purpose revenue is appropriate for community wide services, while user fees are appropriate for services that are of special benefit to easily identified individuals or group.

#### **b. Service Recipient vs. Service Driver.**

After considering community wide vs. special benefit of the service, the concept of service recipient vs. service driver should be considered. For example, it could be argued that the applicant is not the beneficiary of the City's development review efforts, that the community is the primary beneficiary. However, the applicant is the driver of the development review costs, and therefore, cost recovery from the applicant is appropriate.

#### **c. Effect of Pricing on the Demand for Services**

The level of cost recovery and related pricing of services can significantly affect the demand and subsequent level of services provided. At full cost recovery, this has the specific advantage of ensuring that the City is providing

services for which there is a market that is not overly stimulated by artificially low prices. However, high levels of cost recovery will negatively impact the delivery of services to lower income groups. This negative feature is especially pronounced, and works against public policy, if the services are specifically targeted to low income groups.

d. **Feasibility of Collection and Recovery.**

Although it may be determined that a high level of cost recovery is appropriate for specific services, it may be impractical or too costly to establish a system to identify and charge the user. Therefore, the feasibility of assessing and collecting charges should also be considered in developing user fees, especially if significant program costs are intended to be financed from that source.

3. **Factors Favoring Low Cost Recovery Levels.**

Very low cost recovery levels are appropriate under the following circumstances:

- a. There is no intended relationship between the amount paid and the benefit received. Almost all social service programs fall into this category. It is expected that one group will subsidize another.
- b. Collecting fees is not cost effective, or will significantly impact the efficient delivery of the service.
- c. There is no intent to limit the use of (or entitlement to) the service. Again, most social service programs fit into this category as well as many police and fire emergency response services. Access to neighborhood and community parks fit into this category as well.
- d. The service is non-recurring, generally delivered on a peak demand or emergency basis, cannot be planned for on an individual basis, and is not readily available from a private sector source. Many police and fire services also fall into this category.
- e. Collecting fees would discourage compliance with regulatory requirements and adherence is primarily self-identified, and as such, failure to comply would not be readily detected by the City. Many small scale licenses and permits might fall into this category.

4. **Factors Favoring High Cost Recovery Levels**

- a. The service is similar to services provided through the private sector.
- b. Other private or public sector alternatives could or do exist for the delivery of the service.
- c. For equity or demand management purposes, it is intended that there be a direct relationship between the amount paid and the level and cost of the service received.
- d. The use of the service is specifically discouraged. Police responses to false alarms might fall into this category.
- e. The service is regulatory in nature and voluntary compliance is not expected to be the primary method of detecting failure to meet regulatory

requirements. Building permit, plan checks, and subdivision review fees for large projects would fall into this category.

#### 5. **General Concepts Regarding the Use of Service Charges**

The following general concepts will be used in developing and implementing service charges:

- a. Revenues should not exceed the reasonable cost of providing the service.
- b. Cost recovery goals should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and organization wide support costs such as accounting, personnel, data processing, vehicle maintenance and insurance.
- c. The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.
- d. Rate structures should be sensitive to the "market" for similar services as well as to smaller, infrequent users of the service.
- e. A unified approach should be used in determining cost recovery levels for various programs based on the factors discussed above.

#### 6. **Low Cost Recovery Services**

Based on the criteria discussed above, the following types of services should have very low cost recovery goals. In selected circumstances, there may be specific activities that should have user fees associated with them. However, the primary source of funding for the operation should be general purpose revenues, not user fees.

- a. Delivering public safety emergency response services such as police patrol services and fire suppression.
- b. Maintaining and developing public facilities that are provided on a uniform, community wide basis such as streets, parks and general purpose buildings.
- c. Providing social service programs and economic development activities.

#### 7. **Recreation Programs**

The following cost recovery policies apply to the City's recreation programs:

- a. Cost recovery for activities directed to adults should be relatively high.
- b. Cost recovery for activities directed to youth and seniors should be relatively low. In those circumstances where services are similar to those provided in the private sector, cost recovery levels should be higher.

Although ability to pay may not be a concern for all youth and senior participants, these are desired program activities and the cost of determining need may be greater than the cost of providing a uniform service fee structure for all participants. Further, there is a community wide benefit in encouraging high levels of participation in youth and senior recreation activities regardless of financial status.

- c. Cost recovery goals for recreation activities are set as follows:

##### *High Cost Recovery Activities (60%-100%)*

1. Classes

2. Adult athletics
3. Community Center rentals

*Mid Range Cost Recovery Activities (30%-60%)*

1. City library room rental
2. Youth sports
3. Outdoor facility and equipment rentals

*Low Range Cost Recovery Activities (0%-30%)*

1. Public swim
  2. Swim lessons
  3. Adventure Day Camp
  4. Fun in the Park
- d. For cost recovery activities of less than 100%, there should be a differential in rates between residents and nonresidents. However, the Recreation Supervisor is authorized to reduce or eliminate nonresident fee differentials when it can be determined that the fee is reducing attendance and that there are no appreciable expenditure savings from the reduced attendance.
- e. Absent formalized agreements with youth groups and sports leagues, charges will be assessed for use of the Community Center, ball fields, library rooms and recreation facilities not sponsored or co-sponsored by the City. Such charges will generally conform to the fee guidelines described above.

**8. Development Review Programs**

The following cost recovery policies apply to the development review programs:

- a. Services provided under this category include;
  1. Planning (planned development permits, tentative maps, rezonings, General Plan amendments, variances, use permits.)
  2. Building and safety (building permits and inspections).
  3. Engineering (public improvement plan checks, inspections, subdivision requirements, encroachments)
  4. Fire plan check
- b. Cost recovery for these services should generally be very high. In most instances the City's cost recovery goal should be 100%. However, in charging high cost recovery levels, the City needs to clearly establish and articulate standards for its performance in reviewing developer applications to ensure there is "value for cost"

**9. Comparability With Other Communities**

In setting user fees, the City will consider fees charged by other agencies in accordance with the following criteria:

- a. Surveying the comparability of the City's fees to other communities provides useful background information in setting fees for several reasons:
  1. They reflect the market for these fees and can assist in assessing the reasonableness of the City's fees.

2. They can serve as a benchmark for how cost effective the City provides its services.
- b. Fee surveys should not be the only criteria in setting City fees because many factors affect how communities set their fees, as such, comparing our fees to other communities should only be one factor used to set the City of Winters fees.

## **ENTERPRISE FUND FEES AND RATES**

The City is establishing the following to manage the revenues of the Water and Sewer enterprise funds to provide for current and future operating costs, as well as capital requirements.

### **1. Water and Sewer**

The City will set fees and rates at levels that fully cover the total direct and indirect cost, including operations, capital outlay and debt service of the water and sewer enterprise funds.

### **2. Ongoing Rate Review**

The City will review and adjust enterprise fees and rate structures as required to ensure that they remain appropriate and equitable.

## **REVENUE DISTRIBUTION**

The City is establishing the following to provide a manner of distributing revenue sources received by the City of Winters.

The Council recognizes that generally accepted accounting principles for local governments discourage the “earmarking” of General Fund revenues, and therefore, the practice of designating General Fund revenues for specific programs should be minimized in the City’s management of its fiscal affairs. The following revenue distribution policies do not prevent the City Council from directing General Fund resources to other functions and programs as necessary.

### **1. Property Tax Revenues**

With the passage of Proposition 13 in 1978, California Cities no longer are allowed to set their own property tax rates. Proposition 13 not only limited the annual increases in market value, it placed a ceiling on voter-approved indebtedness and redefined assessed valuations. Proposition 13 established a maximum countywide levy for general revenue purposes of 1% of market value. Under subsequent state legislation, which adopted formulas for the distribution of this countywide levy, the City now receives a percentage of total property tax revenues collected countywide as determined by the County Auditor-Controller.

The Property Tax revenues received by the City of Winters are General Fund revenues.

2. **Gas Tax Revenues**

All gas tax revenues (which are restricted by the State for street related purposes) will be used for maintenance and capital projects. The City expends no General Fund revenues for streets and roads and therefore the fund balance of the Gas Tax Fund is allowed to build up for several years before major projects can be funded from these revenues.

3. **Transportation Development Act Revenues (TDA)**

All TDA revenues will be expended first for the Winters Route of the Yolo County Transportation District, and the remaining unspent revenues will be used in conjunction with the Gas Tax revenue for street and road purposes.



## **City of Winters and City of Winters Community Development Agency Investment Policy**

Updated 1/6/06

The City is establishing the following policies to provide the means for investing the public funds held by the City of Winters and the City of Winters Community Development Agency.

### **1. Policy**

It is the policy of the City of Winters and the City of Winters Community Development Agency to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City and conforming to all Federal, State and local statutes governing the investment of public funds

### **2. Scope**

This investment policy applies to all financial assets of the City of Winters and the City of Winters Community Development Agency. These funds are accounted for in the monthly and annual financial reports as well as in the annual audit performed by an independent certified public accountant.

### **3. Responsibility**

The authority for investment for municipal governments is set forth in Article 1, Chapter 4 of the California Government Code (Section 53600 et.seq.). The responsibilities for investing excess cash and transferring funds for immediate use are assigned to the Director of Financial Management, Director of Administrative Services, or the City Manager.

#### **4. Objectives**

When investing, reinvesting, purchasing, acquiring, exchanging, selling and managing public funds, the objectives of the City shall be to safeguard the principal of the funds invested, to meet the liquidity needs of the City, and to achieve a reasonable rate of return on the invested funds.

#### **5. Ethics and Conflicts of Interest**

Officers and employees involved in the investment process shall refrain from personal business activity that conflicts with the proper execution of the investment program, or impairs their ability to make impartial investment decisions. Additionally, the City Manager, Director of Financial Management, Director of Administrative Services and City Treasurer are required to annually file applicable financial disclosures as required by the Fair Political Practices Commission (FPPC).

#### **6. Authorized Investments**

Investment of City funds is governed by the California Government Code Sections 53600 et.seq. Within the context of the limitations, the following investments are authorized, as further limited herein:

- i. United State Treasury Bills, Bonds and Notes or those for which the full faith and credit of the United States are pledged for payment of principal and interest. There is no percentage limitation of the portfolio that can be invested in this category, although a five-year maturity limitation is applicable.
- ii. Obligations issued by Federal Government Agencies, such as the Government National Mortgage Association (GNMA), the Federal Farm Credit System (FFCB), the Federal Home Loan Bank Board (FHLB), the Federal National Mortgage Association (FNMA), the Student Loan Marketing Association (SLMA), and the Federal Home Loan Mortgage Association (FHLMC). There is no percentage limitation of the portfolio that can be invested in this category, although a five-year maturity limitation is applicable.
- iii. Moneys held by a trustee or fiscal agent and pledged to the payment or security of bonds or other indebtedness, or obligations under a lease, installment sale or other agreement of the City of Winters or City of Winters Community Development Agency, or certificates of participation in those bonds, indebtedness, or lease installment sale or other agreements, may be invested in accordance with the statutory provisions governing the issuance of those bonds, indebtedness, or lease installment sale, or other agreement, or to the extent not inconsistent therewith or if there are no specific statutory provisions, in accordance with the ordinance, resolution, indenture, or agreement of the of the City of Winters, or City of Winters Community Development Agency providing for the issuance.

Investments in items c through j are further restricted to percentage of the cost value of the portfolio in any one issuer name to a maximum of 15%. The total value

invested in any one issuer shall not exceed 15% of the issuer's net worth. A five-year maximum maturity limitation is applicable unless further restricted in this policy.

- iv. Bills of exchange or time drafts drawn on and accepted by commercial banks, otherwise known as banker's acceptances. Bankers acceptances purchased may not exceed 180 days to maturity or 40% of the cost value of the portfolio, however no more than 30% of the agency's money may be invested in the bankers acceptances of any one commercial bank.
- v. Commercial paper of "prime quality of the highest ranking or of the highest letter and number rating as provided for by an nationally recognized statistical –rating organization (NRSRO). The issuer shall meet all of the following conditions in either paragraph (1) or paragraph (2)
  - a. The issuing entity must meet the following criteria:
    - ❖ Is organized and operating in the United States as a general corporation.
    - ❖ Has total assets in excess of five hundred million dollars (\$500,000,000)
    - ❖ Has debt other than commercial paper, if any, that is rated "A" or higher by a nationally recognized statistical rating organization (NRSRO)
  - b. The issuing entity must meet the following criteria.
    - i. Is organized within the United States as a special purpose corporation, trust or limited liability company.
    - ii. Has program wide credit enhancements including, but not limited to, over collateralization, letters of credit or surety bond.
    - iii. Has commercial paper that is rated "A-1" or higher, or the equivalent, by a nationally recognized statistical rating organization (NRSRO). Purchase of eligible commercial paper may not exceed 270 days to maturity nor represent more than 10% of the outstanding paper of the issuing corporation. Purchases of commercial paper may not exceed 25% of the cost value of the portfolio. Purchases of commercial paper from any one issuer cannot exceed 10%.
- vi. Negotiable Certificates of Deposit issued by nationally or state chartered banks or state or federal savings institutions. Purchases of negotiable certificates of deposit may not exceed 30% of total portfolio. A maturity limitation of 5 years is applicable.
- vii. Repurchase agreements that specify terms and conditions may be transacted with banks and broker dealers. The maturity of the repurchase agreements shall not exceed 90 days. The market value of the securities used as collateral for the repurchase agreements shall be monitored by the investment staff and shall not be allowed to fall below 102% of the value of the repurchase agreement. A PSA Master Repurchase Agreement is required between the City of Winters and the broker dealer or financial institution for all repurchase agreements transacted.
- viii. Local Agency Investment Fund (LAIF) which is a State of California managed investment pool may be used up to the maximum permitted by California State Law.

- ix. Time deposits, non-negotiable and collateralized in accordance with the California Government Code, may be purchased through banks or savings and loan associations. Since time deposits are not liquid, no more than 25% of the investment portfolio may be invested in this investment type.
- x. Medium Term Corporate Notes with a maximum maturity of five years may be purchased. Securities eligible for investment shall be rated AA or better by Moody's or Standard & Poor's rating services. Purchase of medium term notes may not exceed 30% of the market value of the portfolio and no more than 15% of the market value of the portfolio may be invested in notes issued by one corporation. Commercial paper holdings should also be included when calculating the 15% maximum.
- xi. Ineligible investments are those that are not described herein, including, but not limited to, common stocks, reverse repurchase agreements, inverse floaters, range notes, mortgage derived interest only strips, derivatives securities, any security that could result in zero interest accrual, and long term (over five years in maturity) notes and bonds are prohibited from use in this portfolio. It is noted that special circumstances arise that necessitate the purchase of securities beyond the five-year limitation. On such occasions, requests must be approved by the City Council prior to purchase.
- xii. Various daily cash funds administered for or by trustees, paying agents and custodian banks contracted by the City of Winters may be purchased as allowed under State of California Government Code. Only funds holding US Treasury or Government agency obligations can be utilized.

## **7. Diversification**

Investments will be diversified by security type and institution. With the exception of U.S. Treasury security and authorized pools, no more than 50% of the total investment portfolio will be invested in single security type or with single financial institution.

## **8. Authorized Financial Dealers and Institutions**

The City of Winters shall transact business only with banks, savings and loans, and with broker/dealers. The broker/dealers will be primary dealers regularly reporting to the New York Federal Reserve Bank.

## **9. Collateral Requirements**

Collateral is required for investments in certificates of deposit and repurchase agreements. In order to reduce market risk, the collateral level will be at least 102% of market value of principal and accrued interest.

In order to conform with the provisions of the Federal Bankruptcy Code which provides for liquidation of securities held as collateral, the only securities acceptable as collateral shall be certificates of deposit, commercial paper, eligible banker's acceptances, medium term notes or securities that are the

direct obligation of, or are fully guaranteed as to principal and interest by the United States or any agency of the United States.

#### **10. Safekeeping of Securities**

To protect against fraud or embezzlement or losses caused by collapse of an individual securities dealer, all securities owned by the City of Winters shall be held in safekeeping by a third party bank trust department, acting as agent for the City under the terms of a custody agreement or PSA agreement (repurchase agreement collateral). All trades executed by a dealer will settle delivery vs. payment (DVP) through the City's safekeeping agent. Securities held in custody for the City shall be independently audited on an annual basis to verify investment holdings.

#### **11. Internal Control**

Existing separation of functions is designed to provide an ongoing internal review to prevent the potential for converting assets or concealing transactions.

Existing procedures require all wire transfers to be confirmed by the appropriate financial institution. Proper documentation obtained from confirmation and cash disbursement wire transfers is required for each investment transaction. Timely bank reconciliation is conducted to ensure proper handling of all transactions.

The investment portfolio and all related transactions are reviewed and balanced to appropriate general ledger accounts by the Director of Financial Management on a monthly basis.

#### **12. Reporting**

The Director of Financial Management will prepare monthly financial and investment reports for the City Manager to review and then report to the City Council.

#### **13. Interest Earnings**

All investment earnings earned and collected from investments authorized in this policy will be allocated monthly to various fund accounts based on the cash balance in each fund as a percentage of the entire pooled portfolio.

#### **14. Legislative Changes**

Any State of California legislative action that further restricts allowable maturities, investment type or percentage allocation, will be incorporated into the City of Winters investment policy and supersede any and all previous applicable language.

## **15. Policy Review**

The City of Winters investment policy has been adopted by Resolution of the City Council, and shall be reviewed at least annually to ensure its consistency with the overall objectives of preservation of principal, liquidity and yield, and its relevance to current law and financial and economic trends. Any amendments to the policy shall be forwarded to the City Council for approval.

## **APPROPRIATION LIMITATION**

The following policies are established to provide for compliance with the Appropriation Limitation requirement of the California Constitution.

1. The City Council will annually adopt a resolution establishing the City of Winters appropriation limit calculated in accordance with Article XIII-B of the Constitution of the State of California, section 7900 of the State of California Government Code, and any other voter approved amendments or state legislation that affect the City's appropriation limit.
2. The supporting documentation used in calculating the City's appropriation limit will be available for public and Council review at least 7 days before Council consideration of a resolution to adopt an appropriation limit.
3. The City will strive to develop revenue sources, both new and existing, which are considered non-tax proceeds in calculating its appropriations subject to limitation.
4. The City will seek voter approval to amend its appropriation limit at such time that tax proceeds are in excess of allowable limits.

## FUND BALANCES RESERVES

The following are established to provide for a prudent reserve policy for the City of Winters.

The City of Winters has established three types of reserves: Contingencies, Capital Reserves, and Cash and Emergency Reserves.

1. The City of Winters has two Contingency Reserves: General Contingency and CalPERs Contingency.
  - a. General contingencies are budgeted in each fiscal year to account for unanticipated expenditures during the year. These are usually smaller amounts and are not for catastrophic emergencies, but rather for unforeseen expenditures at budget time that the City Council deems necessary to allocate funding throughout the fiscal year.
  - b. CalPERs contingencies are budgeted in fiscal years that the City is in a surplus or super funded status with CalPERs for contributions for employee retirement plans. These amounts are included as an expenditure in each fund to which they apply, and the amount not remitted to CalPERs is then transferred to a separate fund in anticipation of contract changes resulting in significant increases in CalPERs rates.
2. Capital Reserves have been established for a variety of reserve purposes. Capital Reserves are used to pay for replacement of infrastructure (such as replacing water mains), renovation of existing infrastructure (such as modernizing a City building), and building new City facilities (such as ball fields). The City has three types of Capital Reserve funds:
  - a. Impact Fee Reserve Funds are fees collected from development established in accordance with AB1600. The specific projects to be funded from the Impact Fees are established in accordance with AB1600 procedures. These funds may only be used for those identified projects, and if not used for those projects must be returned to the developer. Impact fees are used to accommodate facilities required to accommodate new development within the City of Winters.
  - b. Capital Reserves are funds set aside from sources other than development fees to build, renovate, or improve capital assets. Capital Reserves are used for existing or new infrastructure that benefit the community in general. In some cases an improvement is partially funded from Capital reserves, and partially funded by Impact fees. The City Council may designate specific fund balance levels for future development of Capital projects that it has determined to be in the best long-term interest of the City.

- c. An Equipment Replacement fund has been established in the fiscal year 2002-2003 to provide for the timely replacement of vehicles and capital equipment (General Fund assets) with an individual replacement cost of \$15,000 or more. The City of Winters will use revenues received from the reimbursement of mandated costs, sale of any surplus equipment and any City Council approved transfer of year end revenues in excess of expenditures to provide a funding source for replacement of vehicles and capital equipment. The City has also established Equipment Replacement funds for both the Water and Sewer Enterprise Funds in the fiscal year 2002-2003. These equipment replacement funds will account for all assets of the enterprise fund, and the annual amount of depreciation for each asset will transferred as a cash transfer from the individual enterprise fund to its corresponding equipment replacement fund. The City will strive to maintain a fund balance of approximately 20% of the original purchase price of the items accounted for in this fund.
3. Cash and Emergency Reserves-Each year when the City Council approves the annual budget, the budgeted amounts will be appropriated to the various revenue and expenditure accounts in the City's financial system. In the operating funds, the fund balances will be made up of: annual appropriations, money reserves, and unappropriated, unreserved fund balances.
    - a. Annual appropriations are the amounts in the annual budget approved by the City Council for expenditure during the budget year.
    - b. Money Reserves are funds that are specifically reserved by the City Council as a baseline amount for cash and extreme emergency purposes. To avoid short term borrowing, adequate cash must be maintained to cover ongoing expenses. For example, property tax revenues are received by the City twice per year, but the expenses paid with these revenues are fairly constant each month, thus, the fund must maintain a cash balance sufficient to pay for expenses until the revenues are received.
    - c. Unappropriated, unreserved fund balances are also a type of reserve and serve as a cash and/or emergency reserve in each fund. The unappropriated, unreserved fund balances are available to handle the effects of such occurrences as a sudden economic downturn that would result in receiving less revenues than budgeted. (this would give the City time to make appropriate adjustments in subsequent budgets).
    - d. Cash and emergency reserves are established for the following operating funds;
      1. General Fund: The money reserve goal is 50% of annual expenditures and the unappropriated, unreserved end of year estimated fund balance goal is 25% of annual expenditures.

2. City Wide Assessment District: The unappropriated, unreserved end of year estimated fund balance goal is 75% of annual expenditures.
3. Water Enterprise Fund: The unappropriated, unreserved end of year estimated fund balance goal is 50% of annual expenditures. This goal is in addition to transferring adequate funds to meet any City Council directed Water Capital Reserve requirements
4. Wastewater Enterprise Fund: The unappropriated, unreserved end of year estimated fund balance goal is 50% of annual expenditures. This is in addition to any City Council directed Wastewater Capital Reserve Requirements.

In addition to the designations noted above, fund balance levels will be sufficient to meet funding requirements for projects approved in prior years which are carried forward into the new year, debt service requirements, reserves for encumbrances, and other reserves or designations required by contractual obligations, state law, or generally accepted accounting principles.

## **CAPITAL IMPROVEMENT MANAGEMENT**

The following is established to provide for the management of Capital equipment purchases and Construction projects.

1. Construction projects and equipment purchases which cost \$15,000 or more will be included in the Capital Improvement Plan (CIP). Minor equipment purchases of less than \$15,000 will be included in the operating budget.
2. The purpose of the CIP is to systematically plan, schedule and finance capital projects to ensure cost effectiveness as well as conformance with established policies. The CIP is a five-year plan organized into the same functional groupings used for the operating budget. The CIP will reflect a balance between Capital replacement projects that repair, replace, or enhance existing facilities, equipment or infrastructure that significantly expand or add to the City's existing fixed assets.
3. Each CIP project will have a project manager who will prepare the project proposal, ensure that required phases are completed on schedule, authorize all project expenditures, ensure that all regulations and laws are observed, and periodically report project status.
4. The City's annual CIP appropriations for study, design, acquisition and/or construction is adopted through the annual budget process. Having the project appropriations included in the annual budget does not automatically authorize the project for funding. The project is approved for funding when the City Council has reviewed and approved costs for each phase of the project.

## CAPITAL FINANCING AND DEBT MANAGEMENT

The following is established to provide for the basis of when debt financing may be appropriate for the City of Winters, management of the debt, and the establishment of a debt capacity for the City.

1. The City will consider the use of debt financing only for one time capital improvement projects and only under the following circumstances;
  - a. When the projects useful life will exceed the term of the financing.
  - b. When the project revenues or specific resources will be sufficient to service the long- term debt.
2. Debt financing will not be considered appropriate for any recurring purpose such as current operating and maintenance expenditures. The issuance of short-term instruments such as tax revenue bonds or bond anticipation notes is excluded from this limitation.
3. Capital improvements will be financed primarily through user fees, service charges, assessments, special taxes or developer agreements when benefits can be specifically attributed to users of the facility. Accordingly, development impact fees have been created and implemented at levels sufficient to ensure that new development pays its fair share of the cost of constructing necessary community facilities.
4. The City will use the following criteria to evaluate pay as you go vs. long term financing in funding capital projects;
  - A. Factors favoring pay as you go financing:
    1. Current revenues and adequate fund balances are available or project phasing can be accomplished.
    2. Existing debt levels adversely affect the City's credit rating.
    3. Market conditions are unstable or present difficulties in marketing.
  - B. Factors Favoring Long Term Financing
    1. Revenues available for debt service are deemed sufficient and reliable so that long-term financings can be marketed with investment grade credit ratings.
    2. The project securing the financing is of the type, which will support an investment grade credit rating.
    3. Market conditions present favorable interest rates and demand for City financing.
    4. A project is mandated by state or federal requirements, and resources are insufficient or unavailable.
    5. The project is immediately required to meet or relieve capacity needs and current resources are insufficient or unavailable.
    6. The life of the project or asset to be financed is 10 years or more.
5. Debt Management:

- a. The City will not obligate the General Fund to secure long-term financings except when marketability can be significantly enhanced.
  - b. An internal feasibility analysis will be prepared for each long term financing which analyzes the impact on current and future budgets for debt service and operations. This analysis will also address the reliability of revenues to support debt service.
  - c. The City will generally conduct financings on a competitive basis. However, negotiated financings may be used due to market volatility or the use of an unusual or complex financing or security structure.
  - d. The City will seek an investment grade rating (BAA/BBB or greater) on any direct debt and will seek credit enhancements such as letters of credit or insurance when necessary for marketing purposes, availability and cost effectiveness.
  - e. The City will monitor all forms of debt annually coinciding with the preparation of the annual budget.
  - f. The City will diligently monitor its compliance with bond covenants and ensure its adherence to federal arbitrage regulations.
  - g. The City will maintain good, ongoing communications with bond rating agencies about its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus (Official Statement).
6. Debt Capacity:
- a. General Purpose Debt Capacity. The City will carefully monitor its level of general purpose debt. General purpose debt capacity is limited, and should only be used for high priority projects where other financing methods cannot be reasonably used.
    - 1. General purpose funds committed to a project are not available for funding operations
    - 2. In evaluating debt capacity, general purpose debt service payments will not exceed 10% of General Fund Revenues
  - b. Enterprise Fund Debt Capacity. The City will set enterprise fund rates at levels needed to fully cover debt service requirements as well as operations, maintenance, administration and capital improvement costs. The ability to afford new debt for enterprise operations will be evaluated as an integral part of the City's rate review and setting process.
7. The City will retain a Financial Advisor in connection with any debt issuance.



## Fixed Asset Capitalization and Inventory Control Policy

### Purpose:

The purpose of this policy is to ensure adequate control and appropriate use of City Fixed Assets. These procedures are designed to define fixed assets and to establish guidelines for budgeting, purchasing, using, financial reporting, depreciating and disposing of fixed assets. This policy does not apply to infrastructure assets.

### Policy:

It is the policy of the City of Winters that fixed assets be used for appropriate City purposes and be properly accounted for and secured. It is the responsibility of the Finance Department to ensure fixed assets will be tagged, inventoried on a regular basis, and accounted for by fund and asset category. It is the responsibility of Department Heads to ensure that proper budgeting and purchasing guidelines are followed, and that fixed assets are adequately controlled and used for appropriate City purposes, and to secure such fixed assets.

### Scope

All City Departments are subject to the provisions of this policy.

### Objectives

- 1. Accounting and Reporting.** To accurately account for and report fixed assets in financial reports issued to the City Council, external-reporting agencies, granting agencies and the public.

2. **Safeguarding.** To protect the City's fixed assets from loss or theft.

To meet the two objectives above, the City has established a Capitalization Policy and an Inventory control policy, providing guidelines to determine which fixed assets are subject to separate accounting and reporting (capitalization) and safeguarding, (inventory control) respectively.

The Finance Department is responsible for, and has established, systems and procedures through which both objectives are met. These systems and procedures are used to identify, process, track, control and report City fixed assets.

### **Capitalization Policy**

Fixed assets will be identified as:

1. Equipment and Machinery
2. Office Equipment
3. Land
4. Buildings
5. Vehicles

In General, items classified as equipment or machinery, office equipment or vehicles with an original cost of \$5,000 or more will be subject to capitalization. All costs associated with the purchase should be considered, including such costs as freight and transportation charges and installation charges attributable to asset acquisition.

Items classified as Land and Buildings with an original cost of \$50,000 or more will be subject to capitalization. All costs associated with the purchase should be considered, including site preparation, professional fees and legal costs directly attributable to asset acquisition.

Specific capitalization requirements are described below:

- The capitalization threshold is applied to individual units of fixed assets. For example, ten desks purchased through a single purchase order each costing \$1,000 will not qualify for capitalization even though the total cost of \$10,000 exceeds the threshold of \$5,000.
- The capitalization threshold will generally not be applied to components of fixed assets. For example, a keyboard, monitor, and central processing unit purchased as components of a computer system will not be evaluated individually against the capitalization threshold. The entire computer system will be treated as a single fixed asset.
- Repairs to fixed assets will generally not be subject to capitalization unless the repair extends the useful life of the asset. In this case, it represents an

improvement and is subject to the capitalization policy and should be evaluated separately.

- Improvements to existing fixed assets will be presumed (by definition) to extend the useful life of the related fixed asset and, therefore will be subject to capitalization only if the cost of the improvement meets the threshold. In theory, an improvement to a fixed asset that had an original cost of less than the threshold (\$5,000 or \$50,000), but now exceeds the threshold as a result of the improvement, should be combined as a single asset at the total cost (original cost plus the cost of the improvement) and capitalized.
- Capital projects will be capitalized as "construction in progress" until completed. Costs to be capitalized include direct costs, such as labor, materials, and transportation, indirect costs such as engineering and construction management, and ancillary costs such as construction period interest.

### **Inventory Control Policy**

Department heads are responsible for safeguarding fixed assets under their control from theft or loss. However, the Finance Department is responsible for establishing and maintaining systems and procedures that enable Department Heads to properly safeguard assets.

In general, Inventory Control is applied only to movable fixed assets such as machinery and equipment, and office equipment, and not to land, buildings or other immovable fixed assets. Fixed assets subject to inventory control will be accounted for and controlled through the same systems and procedures used to account and control fixed assets subject to capitalization.

Fixed assets will be subject to inventory control if they meet at least one of the following criteria:

1. The original cost of the fixed asset is equal to or greater than \$5,000.
2. All Computers
3. Any asset that cost less than \$5,000 as requested from a Department. This may include certain machinery and equipment that due to portability, value outside the office, or character, are susceptible to theft or loss. It may also include an asset that has been requested by a department to be controlled in order to satisfy an internal or external requirement.
4. An asset required to be controlled and separately reported pursuant to grant conditions or other externally imposed reporting requirements. For example, a grant program that has funded the acquisition of a fixed asset may impose a requirement that the fixed asset be tracked and identified as a grant-funded asset.

## **Tagging**

The purpose for tagging assets is to provide an efficient mechanism for inventorying fixed assets. A tag is a bar coded label that is affixed to each asset that is to be inventoried. The tag should be placed in an inconspicuous, but accessible place on the asset, for example, on the back of a computer component or the inside leg of a chair.

## **Why Tag an Asset**

1. To provide accountability for the assets, ensuring the asset assigned to a Department is controlled and accounted for by a specific department/person.
2. To help determine asset replacement cost and life
3. To provide the City's outside auditors with a mechanism to verify that the City is in control of fixed assets and to provide an accurate record of the City's capital expenditures

## **Should the Asset be tagged?**

1. Yes, if the cost of the asset is greater than \$5,000 and the useful life is greater than one year.
2. Yes, if it is physically possible/practical to tag and meets the dollar and life guidelines.
3. Yes, if it is an asset that is handled frequently, has a high cost, and/or is likely to be stolen.
4. Yes, if the asset needs to be controlled due to high incidence of theft/misplacement/borrowing.
5. Yes, if the asset is a computer, or computer component.
6. Generally no, if the asset cost is less than \$5,000. However, the Department Head and/or Finance may choose to tag items that cost less than \$5,000.
7. No, if the asset will be used up within one year.

## **Who is responsible for tagging the asset?**

The Finance Department with assistance from the other Department Heads will be responsible for tagging fixed assets.

## **Purchasing Fixed Assets**

1. Fill out purchase order. Include information in the comments section indicating whether the item is to be tagged or not.
2. The requested asset should have already been included in the current year's budget. Verify this, by reviewing your department's budget.
3. If the asset is not in the budget, you must contact Finance to determine appropriate action.

## **Disposal of Surplus Property**

Department Heads will submit a list of items to the City Manager to be declared as surplus for purposes of sale or disposal for record keeping purposes. Surplus property, with the approval of the City Manager, can be sold to any public or private person or entity, recycled or disposed of as junk to a landfill or other appropriate waste removal facility.

Proceeds from the disposal of surplus property will be allocated to the City's Equipment Replacement Fund.

## **Depreciable Lives**

<b>Category Description</b>	<b>Depreciable Life</b>
Land	n/a
Buildings	50
Improvements other than Buildings	50
Machinery and Equipment	10
Vehicles	5
Furniture and Fixtures	5
Office Equipment	3
Capital Improvement Project (CIP) in progress	n/a

## **Depreciation Convention**

Depreciation is computed using the half-month convention. Depreciation is computed from the beginning of the month it is placed in service if it was acquired

by the 15<sup>th</sup> of the month, if not it is depreciated from the beginning of the next month. Similarly, depreciation for the month of disposition is computed for that month if it is disposed of after the 15<sup>th</sup>.



## **Infrastructure Asset Capitalization and Inventory Control Policy**

### **Purpose**

The purpose of this policy is to ensure adequate control and appropriate use of City Infrastructure assets and to establish guidelines for budgeting, purchasing, using, financial reporting, logging, inventorying, depreciating, and disposing of infrastructure. This policy does not apply to fixed assets.

### **Policy**

It is the policy of the City of Winters that infrastructure assets be used for appropriate City purposes and be properly accounted for and secured. It is the responsibility of the Public Works Department to ensure infrastructure assets are identified and inventoried on a regular basis. It is the responsibility of the Finance Department to assure that infrastructure assets are accounted for by fund and asset category. It is the responsibility of all Department Heads to ensure that proper budgeting and purchasing guidelines are followed, that infrastructure assets are adequately controlled and used for appropriate City purposes, and to secure such infrastructure assets.

### **Scope**

All City Departments are subject to the provisions of this policy.

## **Objectives**

The City of Winters infrastructure asset policy has 2 objectives:

1. **Accounting and Reporting.** To accurately account for and report infrastructure assets in financial reports to the City Council, external-reporting agencies, granting agencies and the public.
2. **Safeguarding.** To maintain its infrastructure assets for the use and enjoyment of its citizens.

In meeting the two objectives, the City has established a Capitalization Policy and an Inventory Control Policy, providing specific guidance to determine which infrastructure assets are subject to capitalization and safeguarding.

The Finance Department is responsible for, and will establish systems and procedures through which both objectives are met. These systems are used to identify, process, control, track and report City infrastructure.

## **Capitalization Policy**

In general, all infrastructure assets, including streets, roads, sewer lines, water lines, sidewalks, traffic signals, with an original cost of \$200,000 or more will be subject to capitalization. All costs associated with the purchase or construction should be considered, including ancillary costs such as design engineering, construction management, inspection, permits, insurance, freight and transportation charges, site preparation expenditures, installation charges, professional fees, and legal costs directly attributable to asset acquisition. Specific capitalization requirements are described below.

1. The capitalization threshold is applied to major general infrastructure assets.
2. The capitalization threshold will generally not be applied to components of infrastructure assets. For example, a manhole which is a component of a sewer system will not be evaluated individually against the capitalization threshold. The sewer system will be treated as a single infrastructure asset.
3. Repairs to infrastructure assets will generally not be subject to capitalization unless the repair extends the useful life of the asset. In this case, it represents an improvement and is subject to the capitalization policy and should be evaluated separately.

4. Capital projects will be capitalized as "construction in process" until completed. Costs to be capitalized include direct costs, such as labor, materials, and transportation, indirect costs such as engineering and construction management, and ancillary costs such as construction period interest.

### ***Inventory Control***

The Public Works Department is responsible for safeguarding infrastructure assets. However, the Finance Department is responsible for establishing and maintaining systems and procedures that enable the Public Works Department to properly safeguard assets.

### ***Purchasing Infrastructure Assets***

The construction or acquisition of infrastructure assets are approved by the City Council.

### **How to Retire/Dispose of an Infrastructure Asset**

An infrastructure asset is usually only disposed of in connection with its replacement or reconstruction. The Public Works Department and the Finance Department must coordinate the identification of the new and old assets so the proper financial reporting may be accomplished.

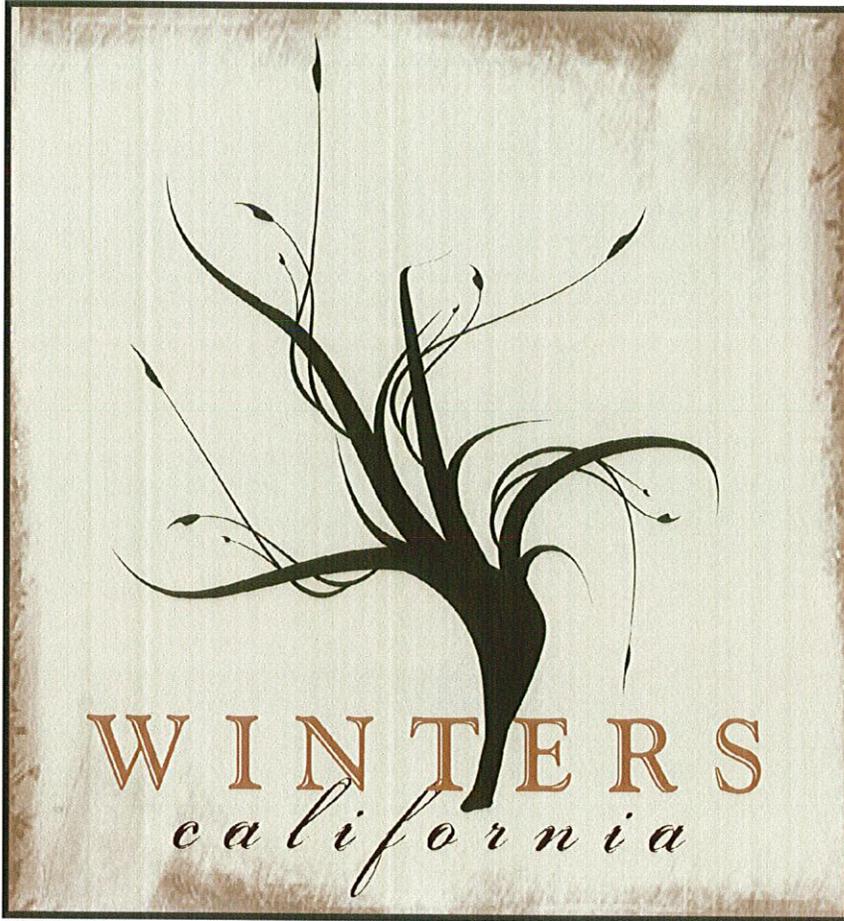
### **Depreciation**

Infrastructure assets will be depreciated using the following guidelines:

<b>Category Description</b>	<b>Depreciable Life</b>
Streets, including grading, base, paving and striping	50
Sidewalks, curb, and gutter	50
Street trees	50
Traffic Signals	30
Landscaped Medians	50
Signs, street name, directional, caution, stop etc	30
Sewer laterals and mains	50
Water lines	50
Storm Drains	50

**Depreciation convention.**

Depreciation is computed using the half-month convention. Depreciation is computed from the beginning of the month it is placed in service if it was acquired by the 15<sup>th</sup> of the month, if not it is depreciated from the beginning of the next month. Similarly, depreciation for the month of disposition is computed for that month if it is disposed of after the 15<sup>th</sup>.



**Why the tree? Because...**

The tree represents fresh food, green living and environmental stewardship.

**Capital Improvement Plan**



## Capital Improvement Plan

Included in the budget are capital expenditures and capital improvements. The following information is the City of Winters capital improvement plan for 2014-2015 and 2015-2016.

The City had begun a 5-year capital improvement plan that was placed on hold until policies regarding certain development issues were put in place. Those policies are now in place, and an update of the prior plan is now in process. This plan includes detailed policies and procedures for budgeting and managing the projects included in the plan. The 5-Year Capital Improvement Plan is a separate document that will be available once approved by the City Council.

Included in this document are draft project budget sheets (pbs) for projects included in this year's budget. Some sheets do not contain approving signatures at this point due to the fact that the City Council has not reviewed and approved the entire project, and that the costs are estimates only at this time.

The budgeted amounts for each project are included in the appropriate General Fund, Special Revenue Fund or Capital Fund as indicated on the project budget sheet.

Funds identified with "099" are grants or other sources of funding that have been applied for but not approved at the time of the preparation of this budget. As the funding is approved, budget adjustments will be requested as the project is approved and contracts issued.

## W. MAIN AND GRANT (HWY. 128) SIGNAL

### Project Budget Sheet

**CIP#: 13-01**

**MTIP #**

**Last Updated:**

**Original Approval:** April-14

**Project Owner:** Public Works

**Project Manager:** Alan Mitchell

**Project Resource:** Consultant

**Description:**

Preliminary engineering, environmental review, design, construction document, and permits for the installation of a traffic signal and associated improvements (i.e. sidewalks, bike lanes, crosswalks) at the intersection of Grant Avenue (SR 128) and West Main Street.

**Authority:**

As part of the environmental review process in identifying traffic impacts associated with proposed new development along W. Main Street, one key mitigation requirement was to construct a traffic signal and make geometric modifications at Grant Avenue and W. Main Street.

<b>Budget:</b>						
Item	%	Amount	Item	%	Amount	
Project Management		\$30,000	Design		\$75,000	
Testing and Inspection		\$35,000	Permits		\$5,000	
Pre-Design		\$5,000	Construction		\$670,000	
Right of Way/Utility Relocation		\$5,000	Other			
CEQA/NEPA		\$10,000	<b>Project Total:</b>		<b>\$835,000</b>	

<b>Financing Schedule:</b>							
		Project Start: 2014			Project Completion: 2015		
Phases: Pre-Design, Design, NEPA, Right of Way, Construction							
Fund Code:	411						
Name:	Impact Fee	Blank	Blank	Blank	Blank	Blank	FY Totals
Previous							\$ -
FY 14/15:	\$ 100,000						\$ 100,000
FY 15/16:	\$ 735,000						\$ 735,000
Fund Totals:	\$ 835,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 835,000

**Recommended for Submittal**

\_\_\_\_\_  
Carol Scianna, Public Works (date)

**Recommended for Approval**

\_\_\_\_\_  
Alan Mitchell, City Engineer (date)

**Finance Department Approval**

\_\_\_\_\_  
Shelly Gunby, Director of Finance (date)

**City Manager Approval**

\_\_\_\_\_  
John Donlevy, City Manager (date)

# Grant Ave/Walnut Ln Roundabout Project Budget Sheet - Construction

CIP#: 12-04

MPFP#(s):

Last Updated: May 2014

Original Approval: June 2012

Project Owner: Public Works

Project Manager: Alan Mitchell

Project Resource: City Engineer

**Description:**

Construct a Roundabout at the intersection of Grant Avenue (State Route 128) and Walnut Lane. The project further includes construction of curb, gutter, sidewalk, landscaping, and ADA ramps.

**Authority:**

General authority to maintain the existing city circulation infra-structure. The proposed project is an element of the adopted City of Winters Grant Avenue/SR128/Russell Blvd. Complete Streets Concept Plan, adopted in February, 2010 by the Winters City Council.

<b>Budget:</b>					
Item		Amount	Item		Amount
CEQA/NEPA/Permitting		\$ 10,000	Caltrans Coordination		\$ 6,000
Design		\$ 101,000	Construction		\$ 672,000
CM/Inspection/Testing		\$ 70,000	Contingency		\$ 66,226
			<b>Project Total:</b>		<b>\$ 925,226</b>

<b>Financing Schedule:</b>		Project Start: 2012	Project Completion: 2015				
Phases: Pre-Design, CEQA, Design, NEPA, Utility Coord., Permitting, Bidding/Award, Construction							
Fund Code:	099	221	294	262			
Name:	SACOG Grant <sup>1</sup>	Gas Tax	LOCAL	Fed CMAQ			<b>FY Totals</b>
12/13	\$ 40,000	\$ 5,183					<b>\$ 45,183</b>
13/14	\$ 60,000	\$ 17,774					<b>\$ 77,774</b>
14/15			\$ 156,000	\$ 646,269			
<b>Fund Totals:</b>	<b>\$ 100,000</b>	<b>\$ 22,957</b>	<b>\$ 156,000</b>	<b>\$ 646,269</b>			<b>\$ 925,226</b>

1. Community Design Grant

**Recommended for Submittal**

Alan Mitchell, City Engineer

**Recommended for Approval (Dept. Head)**

**Finance Department Approval**

Shelly Gunby, Director of Finance

**City Manager Approval**

John Donlevy, City Manager

(date)

(date)

(date)

## Railroad Avenue Pavement Rehabilitation Project Budget Sheet

**CIP#: 13-02**

**MPFP#(s):**

**Last Updated:** March 2014

**Original Approval:** March 2014

**Project Owner:** Public Works

**Project Manager:** Alan Mitchell

**Project Resource:** Contract City Engineer

**Description:**

Funding will be utilized for environmental review, design, and construction of improvements on Railroad Avenue, between Grant Ave. and Niemann St. Specifically, the improvements will include rehabilitation of deficient pavement, curb ramps, signs and str

**Authority:**

General authority to maintain the existing city street infra-structure. This project will generally enhance the community amenities and ridability for this segment.

<b>Budget:</b>						
Item	%	Amount	Item	%	Amount	
Testing and Inspection		\$ 13,000	CEQA		\$ 1,000	
Pre-Design/Utility Coord.		\$ 5,000	Bidding/Construction		\$ 115,000	
Design/Construction Docs		\$ 6,000				
<b>Project Total:</b>					<b>\$ 140,000</b>	

<b>Financing Schedule:</b>		Project Start: 2014		Project Completion: 2014			
Phases:							
Fund Code:	304	294					
Name:	SACOG Grant	TDA	Blank	Blank	Blank	Blank	FY Totals
Prior FY:	\$ -						\$ -
FY 13/14:	\$ 12,000	\$ 5,000					\$ 17,000
FY 14/15:	\$ 88,000	\$ 35,000					\$ 123,000
Fund Totals:	\$ 100,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 140,000

**Recommended for Submittal**

**Recommended for Approval (Dept. Head)**

**Finance Department Approval**

**City Manager Approval**

\_\_\_\_\_  
Alan Mitchell, Project Manager (date)

\_\_\_\_\_  
Nicholas J Ponticello, City Engineer (date)

\_\_\_\_\_  
Shelly Gunby, Director of Finance (date)

\_\_\_\_\_  
John Donlevy, City Manager (date)

# RAILROAD AVE./DRY SLOUGH BRIDGE REPLACEMENT

## Project Budget Sheet - Construction

CIP#: 11-02

MTIP # YOL19291

Last Updated:

Original Approval: December-11

Project Owner: Public Works

Project Manager: Alan Mitchell

Project Resource: Consultant

**Description:**

This project is included in the SACOG MTIP and has been approved for Highway Bridge Program funds. Project will replace structurally deficient 2-lane bridge with a functional, safe 2-lane bridge.

**Authority:**

General authority to maintain the existing city street infra-structure, and provide safe travel for the community.

<b>Budget:</b>						
Item	%	Amount	Item	%	Amount	
Project Management		\$45,000	Design		\$195,000	
Testing and Inspection		\$110,000	Permits		\$8,000	
Pre-Design		\$117,000	Construction		\$1,311,830	
Right of Way		\$50,000	Other			
CEQA/NEPA		\$69,000	<b>Project Total:</b>		<b>\$1,905,830</b>	

<b>Financing Schedule:</b>		Project Start: 2011		Project Completion: 2015			
Phases: Pre-Design, Design, NEPA, Right of Way, Construction							
Fund Code:	289	221					
Name:	Federal Aid Pass Through - HBP	Gas Tax	Local	Blank	Blank	Blank	FY Totals
<b>Previous</b>	\$ 181,560	\$ 23,441					\$ 205,001
<b>FY 13/14:</b>	\$ 117,963	\$ 65,393					\$ 183,356
<b>FY 14/15:</b>	\$ 1,341,229	\$ 176,244	\$ -				\$ 1,517,473
<b>Fund Totals:</b>	<b>\$ 1,640,752</b>	<b>\$ 265,078</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,905,830</b>

**Recommended for Submittal**

\_\_\_\_\_  
Carol Scianna, Public Works (date)

**Recommended for Approval**

\_\_\_\_\_  
Alan Mitchell, City Engineer (date)

**Finance Department Approval**

\_\_\_\_\_  
Shelly Gunby, Director of Finance (date)

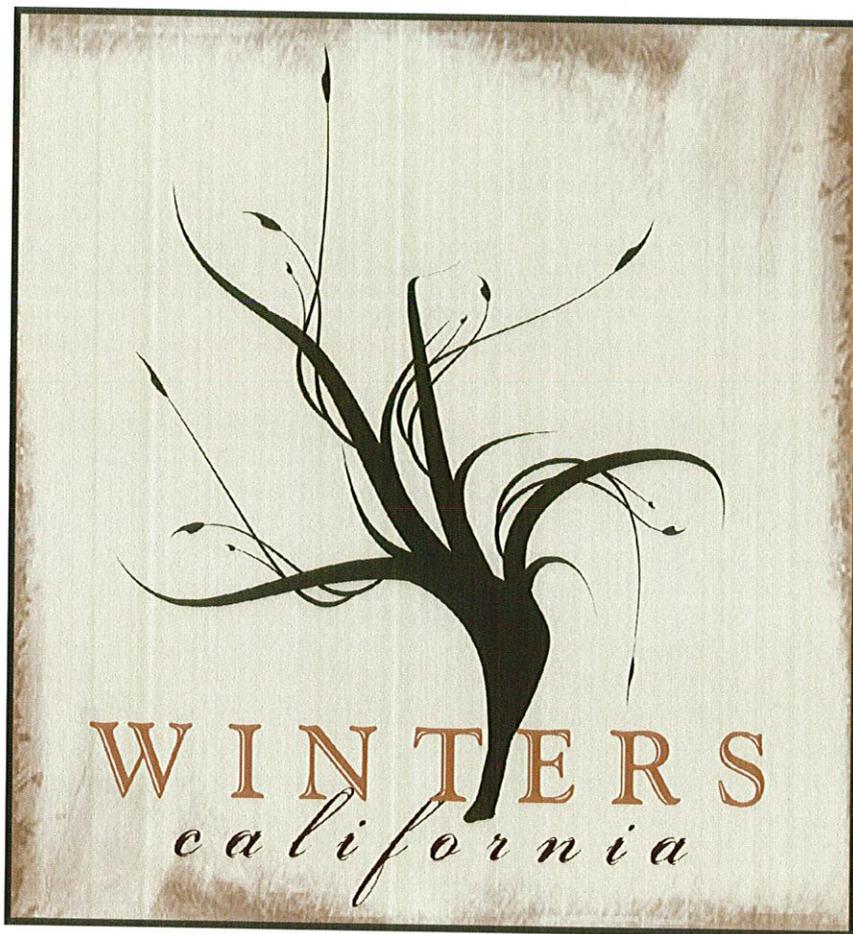
**City Manager Approval**

\_\_\_\_\_  
John Donlevy, City Manager (date)

## Capital Improvement Plan

Some of the above detailed items will include some on-going maintenance when completed. The following is a summary of how the on-going maintenance is to be addressed within the City of Winters' operating budget.

- Signal at West Main and Grant Ave (Hwy 128)- This project will include preliminary engineering, environmental review, design, construction documents, permits and actual installation of a traffic signal at the intersection of West Main Street and Grant Avenue (Grant Avenue is also California Highway 128). Increased costs after construction is complete will be the power costs of operating the stop light, and maintenance and repair of the stop light and are included in the Gas Tax special revenue fund.
- Grant Avenue and Walnut Lane Round-a-bout-This project is for the construction of a round-a-bout traffic device at the intersection of Grant Avenue and Walnut Lane. The project includes paving, curb, gutter, sidewalk, landscaping and ADA ramps. Road maintenance costs are included in the Gas Tax Fund and in the Transportation Development Act Fund (TDA).
- Railroad Avenue Pavement Rehabilitation Project-This project will provide for the repaving of Railroad Avenue between Grant Avenue and Niemann Street. The project will also include curb ramps, signs and striping, and storm drainage improvements in front of the High School parking lot.
- Railroad Avenue/Dry Slough Bridge Replacement- This project will replace the structurally deficient 2-lane bridge with a functional and safe 2-lane bridge. Once the project is complete, the maintenance of the bridge will be included in the master calendar for street maintenance and costs will be budgeted in the Gas Tax Fund.



**Why the tree? Because...**

The tree is unique . It will provoke an immediate association with Winters and will not be mistaken for another city or location.

**10 Year Financing Plan**



## **Future Financial Forecasting**

As discussed earlier in this document, the City of Winters has been focusing on the financial wellbeing of the community, and in doing so has completed a ten-year forecast for the City's General Fund and City Wide Assessment District as well as the Water and Wastewater Funds.

The purpose of a long-term forecast is to provide a long-term view of the revenues and expenditures for the funds listed above. The four (4) funds listed provide the services that most impact the citizens of the City of Winters. The information provided in this section of the budget will enable the City Council to evaluate the impact of policy choices on the long-term fiscal health of the City.

The City Council can change the City's long-term financial outlook based upon actions taken or policies enacted. The ten-year forecast will enable the City Council to act more strategically and to understand the impact of its decisions.

The City Council is often faced with making decisions that have long-term fiscal impacts. These decisions include but are not limited to:

- Long-term consequence of employee pay and benefit policies.
- Long-term financial responsibilities for increased City maintained park space.
- Financial implications of growth policies adopted by the City Council.
- Long-term consequences of water and sewer rate levels.
- Long-term consequences of economic development policies.

### **Forecasting 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 five-year period. Assumptions include:

## Future Financial Forecasting

- The City will not achieve General Plan ratios for parks or police, but they will significantly improve and service goals will advance.
- Population will reach 8,159 by 2020
- No assumptions are made for increased tax revenues from industrial or commercial sectors.

### **Public Safety Services:**

The General Plan provides for a police officer staffing ratio of 1.7 officers per 1,000 population. The funded staffing ratio is 1.57 based on 11 funded sworn personnel positions (Sworn personnel include the police Chief). At 2020 the Department would be as follows:

- 13 Police officers (Including Chief) ratio is 1.59
- 1 Community Services Officer
- 2 Records Personnel

The General Plan currently does not contain a staffing ratio for fire services. At 2020 the Department would be as follows:

- 7 FTE (ratio .98 with seasonal)
- 2 Seasonal

Additionally, the city has completed the construction of a new public safety facility and consolidated the administrative clerical operations for both police and fire. Staffing at the fire station has increased from five (5) day per week (8am-5pm) to 24 hour staffing now that the Fire Department has moved into the new public safety facility with full living quarters for on duty fire personnel.

### **Parks**

The General Plan goal for parks is seven (7) acres per land per 1,000 population. The City presently operates with seven (8.61) total acres of parks, generating a present ratio of 1.23 acre per 1,000. This fiscal assumption includes a projection that by 2020 a sports park will be developed at the former landfill facility and a 10.68-acre neighborhood park will be developed. At 2020 the parks would include the following:

## Future Financial Forecasting

- 32.68 acres of new parks to a new total of 39.68 acres of parks within the city. A ratio of 4.86 acres per 1,000, a 567% increase.
- Maintenance services will increase proportionally to parkland growth.

### **Infrastructure Improvements**

Based on the overall citywide pavement management system (PMS), staff estimates a current overall deficiency of approximately \$4.5 million of maintenance needs. This includes a combination of need for reconstruction and overlays of current streets and a preventative maintenance program that should be budgeted at approximately \$100,000 annually. Typically, using a 50/50 ratio of expenditures for infrastructure maintenance, you would spend an equal amount of funding toward preventative maintenance. Staff has been unable to identify a source of funding for infrastructure maintenance, and it is not included in this forecasting model.

### **Fiscal Assumptions**

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

1. Revenues
  - Beginning in 2016-2017 Property taxes increase by 2% per year as allowed by law.
  - Each new market rate home projected assessed value at \$325,000
  - Each new affordable home projected at assessed value \$150,000
  - Each new home increases population by 3.248 persons
  - UUT (based on regression analysis) increases by \$754.00 (overall due to the cap in residential property) per unit added due to the increase in the rate from 4.75% to 9.5%
  - Taxable sales (based on regression analysis) increases by \$13,793.07 per person
  - Includes investment earnings of 4.2% for a Guaranteed Investment Contract investment for Development Agreement General Fund one-time fee.

## Future Financial Forecasting

- Building Permit Fees increase by 2.22% 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 by 2.22% per year.
2. Expenditures
- Wages increase by 2.9% per year beginning 7/1/16.
  - Cafeteria Plan increases by 10% per year for those employees accessing city health insurance options.
  - PERS contributions based on actual for 14-15 and 15-16 and increase 5% per year for 16-17, 17-18 and 18-19, leveling off at that point.
  - Parks Cost estimated at \$14,000 per acre for maintenance of new park space.
  - Include \$20,000 annually for Park Equipment Replacement
  - City Wide Assessment deficit fully funded by General Fund.
  - All other expenditures will increase at 2.22% inflationary factor per year.
  - The City has established a Service Reserve Fund and transfers an amount of General Fund revenues equal to a percentage of Development Fees to an investment fund based on the following schedule:
    1. 17-18 10%
    2. 18-19 20%
    3. 19-20 30%
    4. 20-21 40%
    5. 21-22 and thereafter 50%
3. Other Assumptions
- Utility User Tax Rate remains from at 9.5%.
  - No Increase in Municipal Services Tax Rate
  - No Increase in City Wide Assessment District Assessment amount.
  - Services implemented ahead of or in conjunction with development
  - General Plan compliance in 17-18 with development
4. Fiscal Policy Assumptions

## **Future Financial Forecasting**

- 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 16-17
- Fire District revenues increase by 2% per year.
- GIC revenue based on interest rates on GIC for CDA bond reserve account.

### **City Wide Assessment Lighting and Landscaping District**

- Assessments are fixed at \$82.50 per residential unit per year and \$42.50 per commercial unit per year with no inflationary escalator included per voter approval.
- Service levels increase as additional parks are completed and on line.
- No increase in staffing for parks.

### **Water Enterprise Funds**

- Next anticipated rate adjustment is scheduled for 7/1/18 after completion of a new rate study and financial plan.
- Capital projects included in rate computation
- City became fully metered and billed on a metered rate effective January 1, 2012.
- The City issued revenue bonds in 07/08, for major infrastructure work and to install water meters.
- The monthly water rate consists of the following components:
  - Operations & Maintenance
  - Capital Improvement
  - Capital Replacement
  - Debt Service
  - Operating Reserves

## **Future Financial Forecasting**

### **Sewer Enterprise fund**

- Next anticipated rate adjustment is scheduled for 7/1/18 after completion of a new rate study and financial plan.
- Capital projects included in the rate computation
- The City issued revenue bonds in 07/08 for major infrastructure work.
- The monthly sewer rate consists of the following components:
  - Operations and Maintenance
  - Capital Repair and Replacement
  - Debt Service
  - Operating Reserves

# Future Financial Forecasting

## General Fund

City of Winters General Fund Revenue Projections 2014-2015 through 2023-2024										
Description	Budget 2014-2015	Budget 2015-2016	Forecast 2016-2017	Forecast 2017-2018	Forecast 2018-2019	Forecast 2019-2020	Forecast 2020-2021	Forecast 2021-2022	Forecast 2022-2023	Forecast 2023-2024
Property Tax	716,588	753,886	821,597	841,823	890,547	918,917	947,364	975,892	1,004,502	1,033,195
Property Tax in Lieu of Sales	143,238	-	-	-	-	-	-	-	-	-
Property Tax in Lieu of VLF	467,386	476,733	519,551	532,342	563,153	581,093	599,082	617,123	635,214	653,359
Sales & Use Tax	410,262	560,695	582,547	588,373	594,257	600,199	606,201	612,263	618,386	624,570
Prop 172 Sales Tax	40,231	41,438	46,038	51,976	61,852	64,945	66,243	67,953	69,663	71,416
Franchise Tax	233,346	233,579	211,495	211,495	238,445	254,895	322,795	331,545	343,795	356,045
Prop. Trsf Tax	9,000	11,000	21,516	21,516	8,745	9,000	9,000	9,000	9,000	9,000
Utility Tax	697,205	711,149	832,066	832,066	832,066	832,066	832,066	832,066	832,066	832,066
Muni. Ser. Tax	296,760	298,680	302,520	308,760	308,760	308,760	308,760	308,760	308,760	308,760
Bus. Lic. Tax	26,000	26,000	26,285	26,285	26,285	26,285	26,285	26,285	26,285	26,285
Tot Tax	5,100	5,100	5,675	5,675	5,675	5,675	5,675	5,675	5,675	5,675
Motor Veh. in Lieu	6,500	6,500	6,825	7,235	7,452	7,675	7,829	7,985	8,145	8,308
Homeowner Prop Tax Relief	16,300	16,300	17,147	18,302	19,521	20,346	21,127	21,512	21,897	22,282
<b>Total Taxes</b>	<b>3,067,916</b>	<b>3,141,060</b>	<b>3,393,263</b>	<b>3,446,848</b>	<b>3,566,768</b>	<b>3,629,866</b>	<b>3,762,429</b>	<b>3,816,060</b>	<b>3,883,389</b>	<b>3,950,961</b>
Copy Fees	75	75	50	50	50	50	50	50	50	50
Plan Check Fees	193,004	154,742	122,159	133,593	90,114	73,916	47,386	47,386	47,386	47,386
Planning Application Fees	10,000	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717
Sales of Maps/Publications	-	-	-	-	-	-	-	-	-	-
Investigation Fees	1,000	1,000	500	500	500	500	500	500	500	500
Police Reports	500	500	511	522	534	546	558	570	583	596
Fingerprint Fees	3,500	3,500	3,578	3,657	3,738	3,821	3,906	3,993	4,081	4,172
Towing/DUI Reimbursement	1,500	1,500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Ticket Sign Off Fees	250	250	250	250	250	250	250	250	250	250
Recreation Fees	12,100	12,100	12,100	12,100	12,100	12,100	12,100	12,100	12,100	12,100
Youth Drama Revenue	-	-	-	-	-	-	-	-	-	-
Basketball Revenues	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800
Pool Ticket Sales	14,350	14,350	11,350	11,350	11,350	11,350	11,350	11,350	11,350	11,350
Swim Passes	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Swim Lessons	11,000	11,000	11,800	11,800	11,800	11,800	11,800	11,800	11,800	11,800
Swim Team Reimbursement	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Lifeguard class	-	-	-	-	-	-	-	-	-	-
Park Rental	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
Library Hall Rental	-	-	-	-	-	-	-	-	-	-
Community Center Rental	13,650	13,650	12,750	12,750	12,750	12,750	12,750	12,750	12,750	12,750
fun in the Park	-	-	-	-	-	-	-	-	-	-
Summer Field Trips	-	-	-	-	-	-	-	-	-	-
Building Permit Fines	-	-	-	-	-	-	-	-	-	-
Ambulance Charges	3,000	3,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
<b>Total Service Charges</b>	<b>285,129</b>	<b>246,867</b>	<b>214,948</b>	<b>226,677</b>	<b>183,498</b>	<b>167,608</b>	<b>141,391</b>	<b>141,711</b>	<b>142,038</b>	<b>142,371</b>
Rents/Leases	60,000	60,000	38,500	38,500	38,500	38,500	38,500	38,500	38,500	38,500
Interest Revenues	3,000	3,000	3,067	3,135	3,204	3,275	3,348	3,422	3,498	3,576
<b>Total Rents, Interest, Concessi</b>	<b>63,000</b>	<b>63,000</b>	<b>41,567</b>	<b>41,635</b>	<b>41,704</b>	<b>41,775</b>	<b>41,848</b>	<b>41,922</b>	<b>41,998</b>	<b>42,076</b>
Building Permit Surcharge	-	-	-	-	-	-	-	-	-	-
Building Permits	257,339	216,606	285,222	385,303	35,000	35,000	35,000	35,000	35,000	35,000
Encroachment Permits	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Reinspect Fee	250	250	250	250	250	250	250	250	250	250
Other License & Permits	125,454	109,013	100,592	109,828	74,709	61,626	40,197	40,197	40,197	40,197
<b>Total Licenses and Permits</b>	<b>388,043</b>	<b>330,869</b>	<b>391,064</b>	<b>600,380</b>	<b>114,969</b>	<b>101,876</b>	<b>80,447</b>	<b>80,447</b>	<b>80,447</b>	<b>80,447</b>
P.O.S.T Reimbursement	5,000	5,000	5,111	5,224	5,340	5,459	5,580	5,704	5,831	5,960
Calema grant	-	-	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Grants</b>	<b>5,000</b>	<b>5,000</b>	<b>8,111</b>	<b>8,224</b>	<b>8,340</b>	<b>8,459</b>	<b>8,580</b>	<b>8,704</b>	<b>8,831</b>	<b>8,960</b>
Miscellaneous Revenues	29,500	29,500	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Commissions on Coke Machine	-	-	-	-	-	-	-	-	-	-
Contributions	98,777	100,428	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Developer Planning Reimburs	-	-	-	-	-	-	-	-	-	-
<b>Total Other Revenues</b>	<b>128,277</b>	<b>129,928</b>	<b>23,000</b>							
Gic Income transferred in	16,600	16,600	5,000	5,000	94,394	107,961	116,256	124,551	132,847	132,847
Interfund Transfer	-	-	-	-	-	-	-	-	-	-
Fire District Contribution	204,560	208,651	212,824	217,081	221,422	225,851	230,368	234,975	239,674	244,468
Pers Transfer	-	-	-	-	-	-	-	-	-	-
<b>Total Transfer</b>	<b>221,160</b>	<b>226,251</b>	<b>217,824</b>	<b>222,081</b>	<b>315,816</b>	<b>333,811</b>	<b>346,624</b>	<b>359,526</b>	<b>372,521</b>	<b>377,314</b>
<b>Total General Fund Revenues</b>	<b>4,168,525</b>	<b>4,141,975</b>	<b>4,289,776</b>	<b>4,467,844</b>	<b>4,244,076</b>	<b>4,306,385</b>	<b>4,394,319</b>	<b>4,471,371</b>	<b>4,552,224</b>	<b>4,625,130</b>

# Future Financial Forecasting

## General Fund

The General Fund Projected Revenues in excess/(less than) projected expenditures is shown in the table below:

### City of Winters General Fund Revenues in excess/(less than) expenditures

	Budget 2014-2015	Budget 2015-2016	Forecast 2016-2017	Forecast 2017-2018	Forecast 2018-2019	Forecast 2019-2020	Forecast 2020-2021	Forecast 2021-2022	Forecast 2022-2023	Forecast 2023-2024
Projected Revenues	\$4,158,525	\$ 4,141,975	\$ 4,289,776	\$ 4,467,844	\$ 4,244,076	\$ 4,306,385	\$ 4,394,319	\$ 4,471,371	\$ 4,552,224	\$ 4,625,130
Projected Expenditures	4,234,553	4,311,025	4,537,050	4,906,010	5,282,321	5,528,872	5,858,453	5,968,607	6,238,635	6,437,764
Revenue in Excess/(less than Expenditures)	\$ (76,028)	\$ (169,050)	\$ (247,274)	\$ (438,166)	\$(1,038,246)	\$(1,222,487)	\$(1,464,133)	\$(1,497,236)	\$(1,686,411)	\$(1,812,634)

The Chart below shows the impact of the current projections on the general fund balance and the City of Winters ability to meet reserve requirements as adopted in our financial policies. City Staff and City Council will need to review our current policies and projections in order to provide direction to avoid depleting all of the City's General Fund Reserves.

#### Calculation of Reserve Balances

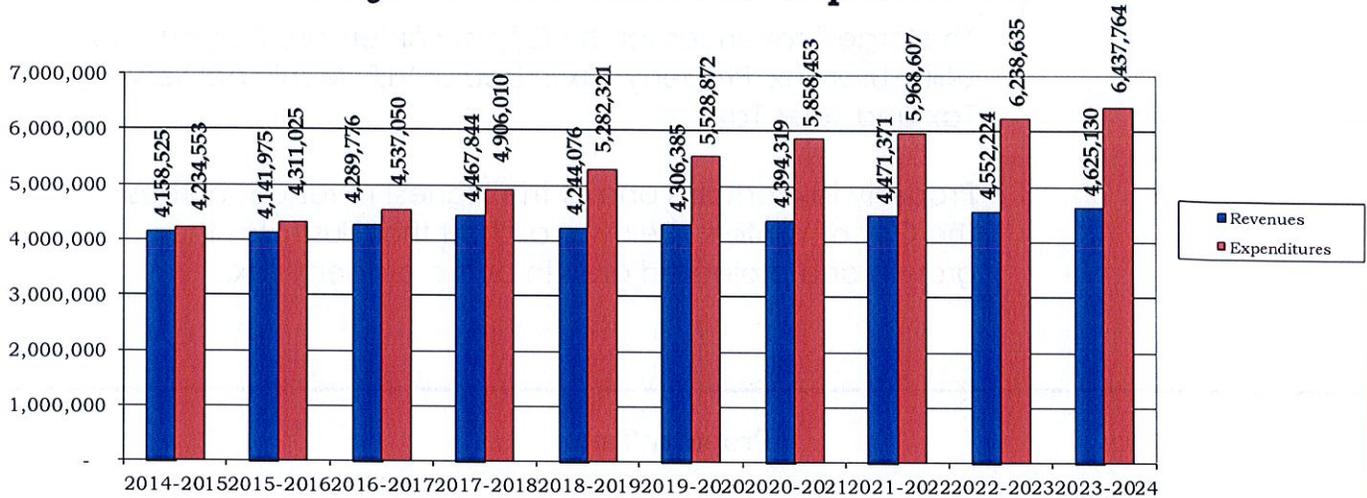
	Budget 2014-2015	Budget 2015-2016	Forecast 2016-2017	Forecast 2017-2018	Forecast 2018-2019	Forecast 2019-2020	Forecast 2020-2021	Forecast 2021-2022	Forecast 2022-2023	Forecast 2023-2024
Estimated Fund Balance										
Prior Year	\$ 833,232	\$ 757,204	\$ 588,154	\$ 340,880	\$ (97,286)	\$(1,135,532)	\$(2,358,018)	\$(3,822,152)	\$(5,319,387)	\$(7,005,799)
Less Reduction due to Deficit	(76,028)	(169,050)	(247,274)	(438,166)	(1,038,246)	(1,222,487)	(1,464,133)	(1,497,236)	(1,686,411)	(1,812,634)
Available Balance	\$ 757,204	\$ 588,154	\$ 340,880	\$ (97,286)	\$(1,135,532)	\$(2,358,018)	\$(3,822,152)	\$(5,319,387)	\$(7,005,799)	\$(8,818,433)
Required Cash Reserve	2,117,277	2,155,512	2,268,525	2,453,005	2,641,161	2,764,436	2,929,226	2,984,304	3,119,318	3,218,882
Fund Balance After Cash Reserve	\$ (1,360,073)	\$(1,567,359)	\$(1,927,645)	\$(2,550,291)	\$(3,776,692)	\$(5,122,454)	\$(6,751,378)	\$(8,303,691)	\$(10,125,116)	\$(12,037,314)
Required Per Policy	208,308	189,301	147,038	85,220	(24,321)	(283,883)	(589,505)	(955,538)	(1,329,847)	(1,751,450)
Deficit Fund Balance	\$ (1,568,381)	\$(1,756,659)	\$(2,074,683)	\$(2,635,511)	\$(3,752,371)	\$(4,838,571)	\$(6,161,873)	\$(7,348,153)	\$(8,795,270)	\$(10,285,865)

## Future Financial Forecasting

### General Fund

The Graph below shows the trend of revenues and expenditures for 2014-2015 through 2023-2024 as projected by staff.

### Projected Revenues and Expenditures



### City of Winters General Fund Revenue and Expenditures

Fiscal Year	Type	Revenues	Expenditures
00-01	Actual	2,417,610	1,557,200
01-02	Actual	2,592,750	2,189,753
02-03	Actual	2,799,279	2,035,205
03-04	Actual	2,807,521	2,015,904
04-05	Actual	2,718,615	2,389,363
05-06	Actual	2,706,843	2,822,716
06-07	Actual	3,152,627	3,147,072
07-08	Actual	3,217,993	3,312,598
08-09	Actual	3,163,400	3,147,222
09-10	Actual	2,593,429	3,343,476
10-11	Actual	3,141,286	3,102,069
11-12	Actual	3,452,254	3,805,022
12-13	Actual	3,753,644	3,820,815
13-14	Estimate	3,560,920	3,763,054
14-15	Projected	4,158,525	4,234,553
15-16	Projected	4,141,975	4,311,025
16-17	Projected	4,289,776	4,537,050
17-18	Projected	4,467,844	4,906,010
18-19	Projected	4,244,076	5,282,321
19-20	Projected	4,306,385	5,528,872
20-21	Projected	4,394,319	5,858,453
21-22	Projected	4,471,371	5,968,607
22-23	Projected	4,552,224	6,238,635
23-24	Projected	4,625,130	6,437,764

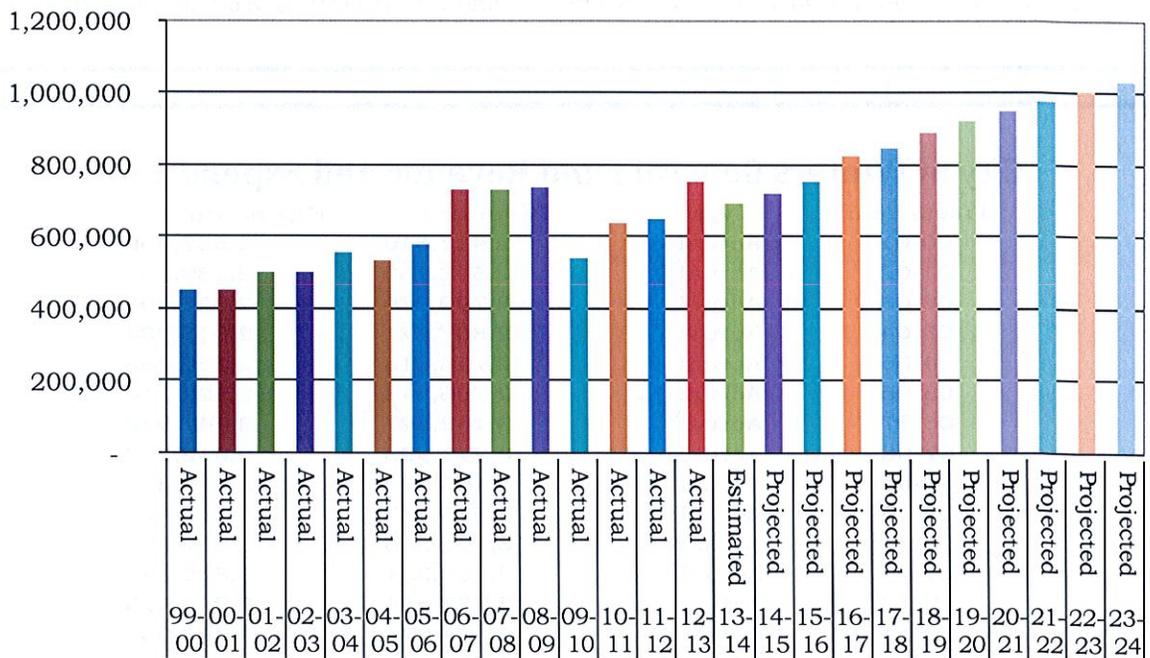
**General Fund**

The projections above show that some revenue creating actions need to be undertaken by the City of Winters. The City is currently implementing Economic Development Plans that will provide additional revenues in the future. The economic impact is not included at this time due to the uncertain nature of timing of the projects. The forecast will be updated as more information is available.

The largest revenues for the City of Winters are Property Tax, Utility User Tax, Property Tax in Lieu of VLF, Municipal Services Tax and Sales Tax.

Property tax remains one of the highest revenue sources for the City of Winters. Below is a chart that illustrates the growth and projected growth of the property tax.

**Property Tax**



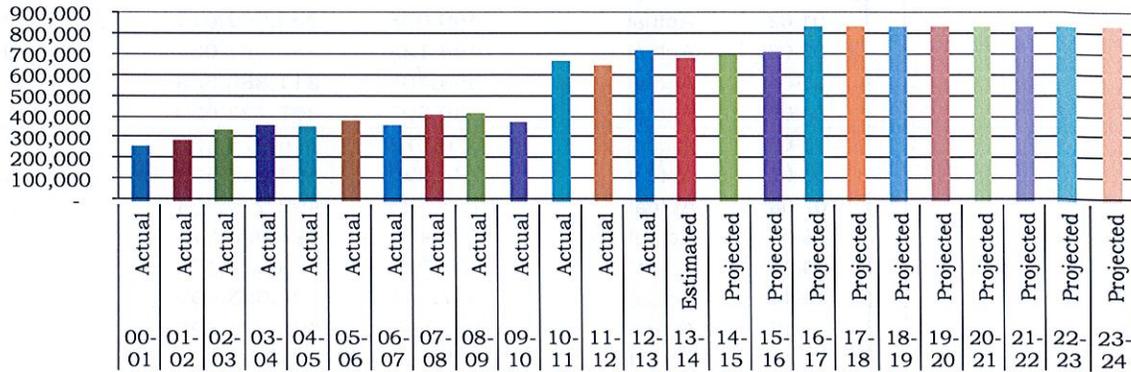
# Future Financial Forecasting

## General Fund

Fiscal Year		Property Tax		Value received in Taxes
		Property Tax	Assessed Value	
99-00	Actual	449,066	216,791,066	0.207%
00-01	Actual	451,629	235,011,728	0.192%
01-02	Actual	499,038	252,992,011	0.197%
02-03	Actual	498,128	280,287,089	0.178%
03-04	Actual	553,104	311,886,568	0.177%
04-05	Actual	530,507	367,722,629	0.144%
05-06	Actual	576,772	376,975,133	0.153%
06-07	Actual	731,220	464,617,473	0.157%
07-08	Actual	728,428	492,219,254	0.148%
08-09	Actual	734,486	498,026,316	0.147%
09-10	Actual	539,322	473,823,122	0.114%
10-11	Actual	637,141	424,952,997	0.150%
11-12	Actual	646,590	429,202,527	0.151%
12-13	Actual	750,163	457,529,894	0.164%
13-14	Estimated	693,387	498,707,584	0.139%
14-15	Projected	716,588	563,539,570	0.127%
15-16	Projected	753,886	591,716,549	0.127%
16-17	Projected	821,597	615,385,211	0.134%
17-18	Projected	841,823	640,000,619	0.132%
18-19	Projected	890,547	665,600,644	0.134%
19-20	Projected	918,917	692,224,670	0.133%
20-21	Projected	947,364	719,913,656	0.132%
21-22	Projected	975,892	748,710,203	0.130%
22-23	Projected	1,004,502	778,658,611	0.129%
23-24	Projected	1,033,195	809,804,955	0.128%

The Utility User Tax is a 9.5% tax imposed on the utilities consumed by the residents of the City of Winters, in prior years the rate was 4.75%. This will make the Utility User Tax the top revenue source for the City of Winters General Fund until such time as the assessed value of real property within the City of Winters recovers. The utility user tax is charged on gas, electricity and telephone services. As the cost of energy increases, so does the tax collected on the utility. Below is a chart with the actual and projected Utility User Tax.

Utility User Tax



Utility User Tax

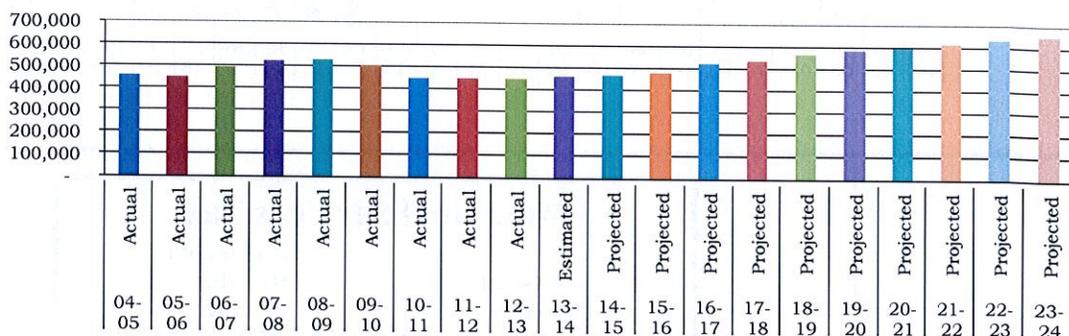
Fiscal Year		Utility User Tax	Units	Utility User Tax per Unit per year
99-00	Actual	223,984	1,889	118.57
00-01	Actual	260,138	1,904	136.63
01-02	Actual	288,538	1,954	147.67
02-03	Actual	332,540	2,000	166.27
03-04	Actual	354,994	2,045	173.59
04-05	Actual	350,033	2,101	166.60
05-06	Actual	377,822	2,116	178.55
06-07	Actual	359,590	2,116	169.94
07-08	Actual	408,243	2,116	192.93
08-09	Actual	414,125	2,116	195.71
09-10	Actual	373,214	2,116	176.38
10-11	Actual	664,280	2,116	313.93
11-12	Actual	648,593	2,187	296.57
12-13	Actual	718,174	2,187	328.38
13-14	Estimated	683,534	2,187	312.54
14-15	Projected	697,205	2,118	329.18
15-16	Projected	711,149	2,118	335.76
16-17	Projected	832,066	2,202	377.87
17-18	Projected	832,066	2,202	377.87
18-19	Projected	832,066	2,202	377.87
19-20	Projected	832,066	2,202	377.87
20-21	Projected	832,066	2,202	377.87
21-22	Projected	832,066	2,202	377.87
22-23	Projected	832,066	2,202	377.87
23-24	Projected	832,066	2,202	377.87

# Future Financial Forecasting

## General Fund

Property tax in lieu of VLF is a new revenue source as of 2004-2005 as a result of the Passage of Prop 1A by the people of the State of California. Prop 1A permanently reduced the Motor Vehicle License Fee from 2% to .65% of the value of the automobile. These fees are from the registration of vehicles throughout the state and are distributed to the cities and counties based largely on population. To replace these constitutionally guaranteed fees, the Property Tax in Lieu of VLF was enacted. Below is a chart that illustrates the amount of Property Tax in Lieu of VLF received and the projected Property Tax in Lieu of VLF.

### Property Tax in Lieu of VLF



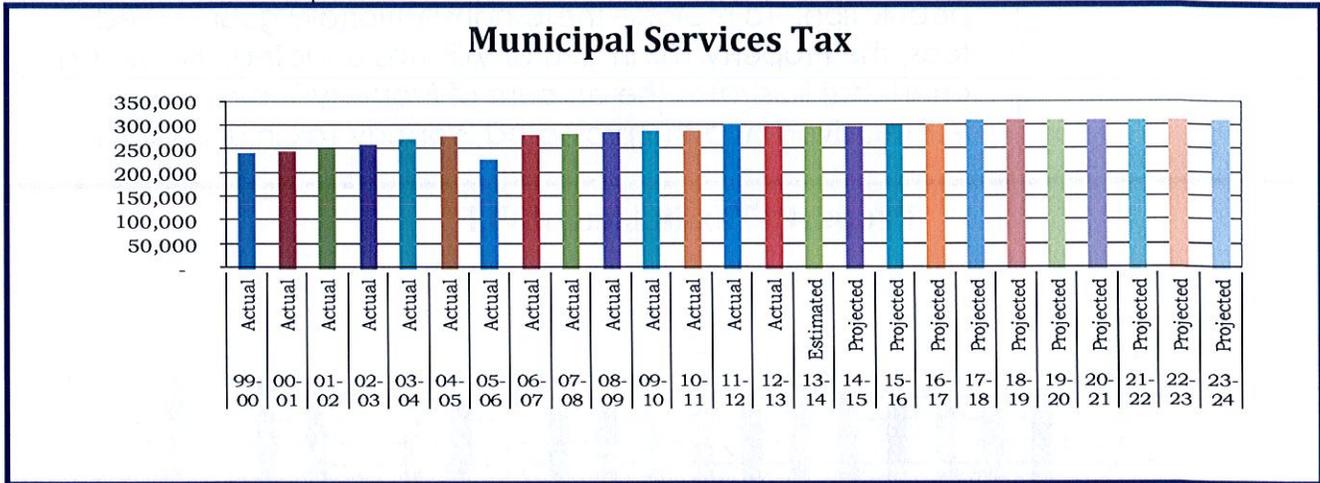
### Property Tax in lieu of VLF

Fiscal Year	Category	Revenues
04-05	Actual	455,002
05-06	Actual	445,055
06-07	Actual	491,360
07-08	Actual	520,373
08-09	Actual	526,512
09-10	Actual	500,924
10-11	Actual	449,263
11-12	Actual	445,184
12-13	Actual	444,463
13-14	Estimated	461,069
14-15	Projected	467,386
15-16	Projected	476,733
16-17	Projected	519,551
17-18	Projected	532,342
18-19	Projected	563,153
19-20	Projected	581,093
20-21	Projected	599,082
21-22	Projected	617,123
22-23	Projected	635,214
23-24	Projected	653,359

# Future Financial Forecasting

## General Fund

The Municipal Services Tax is a \$120 a year tax on every residential and commercial unit within the City of Winters. It is a voter-approved tax, and the tax amount will not increase unless approved by voters. No increase is scheduled to go to the voters at this time. Below is a chart of the actual and projected Municipal Services Tax for the City of Winters.



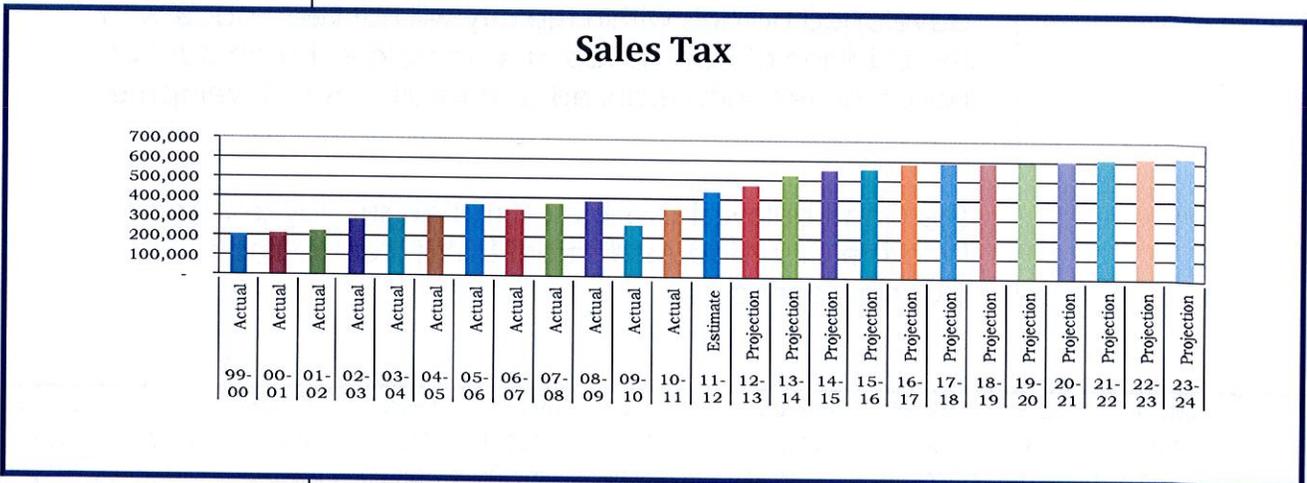
### Municipal Services Tax

Fiscal Year	Actual / Estimated / Projected	Municipal Services Tax
99-00	Actual	239,857
00-01	Actual	244,080
01-02	Actual	248,945
02-03	Actual	258,161
03-04	Actual	268,773
04-05	Actual	275,095
05-06	Actual	227,200
06-07	Actual	277,166
07-08	Actual	282,073
08-09	Actual	285,050
09-10	Actual	286,070
10-11	Actual	286,808
11-12	Actual	301,120
12-13	Actual	296,230
13-14	Estimated	296,760
14-15	Projected	296,760
15-16	Projected	298,680
16-17	Projected	302,520
17-18	Projected	308,760
18-19	Projected	308,760
19-20	Projected	308,760
20-21	Projected	308,760
21-22	Projected	308,760
22-23	Projected	308,760
23-24	Projected	308,760

# Future Financial Forecasting

## General Fund

Sales tax is another major General Fund revenue source for the City of Winters. The City should receive 1% of the sales tax on every sale subject to sales tax, however, with the "Triple Flip" in place, the City receives 75% of the 1% as sales tax, and 25% of the 1% as Property Tax in Lieu of Sales tax. The State of California has pledged the 25% as a dedicated revenue source for the deficit bonds authorized in 2004. Below is chart with the history of Sales Tax revenue and the forecasted sales tax revenues.



Fiscal Year	Revenue Type	Sales Tax	Population	Sales Tax Per Capital
99-00	Actual	203,336	6125	33.20
00-01	Actual	207,815	6160	33.74
01-02	Actual	222,759	6317	35.26
02-03	Actual	285,619	6591	43.33
03-04	Actual	287,769	6899	41.71
04-05	Actual	295,197	7000	42.17
05-06	Actual	361,415	6904	52.35
06-07	Actual	339,616	6936	48.96
07-08	Actual	368,127	7052	52.20
08-09	Actual	385,609	7025	54.89
09-10	Actual	267,204	7052	37.89
10-11	Actual	341,070	7098	48.05
11-12	Estimate	439,059	6839	64.20
12-13	Projection	469,463	6974	67.32
13-14	Projection	522,360	6979	74.85
14-15	Projection	553,500	6979	79.31
15-16	Projection	560,695	6979	80.34
16-17	Projection	582,547	7251	80.34
17-18	Projection	588,373	7251	81.14
18-19	Projection	594,257	7251	81.96
19-20	Projection	600,199	7251	82.77
20-21	Projection	606,201	7251	83.60
21-22	Projection	612,263	7251	84.44
22-23	Projection	618,386	7251	85.28
23-24	Projection	624,570	7251	86.14

## Future Financial Forecasting

### City Wide Assessment District

The City Wide Assessment District finances the park maintenance function of the City. It is a per developed parcel/per unit tax of \$82.50 per year that was approved by a vote of the citizens of the City of Winters. The dollar amount is fixed, with no inflationary factor included in the voter approved proposition. Due to the fixed amount of income coming into the City Wide Assessment District, the City's general fund began subsidizing the costs of maintaining the city parks in 2005-2006, this will continue on into the future, the revenues received from the addition of developed parcels within the city will not keep pace with the addition of park space, and therefore the amount of park maintenance required as a result of the developments.

The Chart below shows the estimated subsidy required to fund the City Wide Assessment District for the financial planning period.

	Budgeted 14-15	Budgeted 15-16	Projected 16-17	Projected 17-18	Projected 18-19	Projected 19-20	Projected 20-21	Projected 21-22	Projected 22-23	Projected 23-24
Expenditures	\$ 302,224	\$ 270,460	\$ 206,104	\$ 211,857	\$ 217,596	\$ 222,626	\$ 380,407	\$ 389,071	\$ 501,114	\$ 513,269
Revenues	198,166	200,186	204,476	204,476	204,476	204,476	204,476	204,476	204,476	204,476
Required Subsidy	\$ 104,058	\$ 70,274	\$ 1,628	\$ 7,381	\$ 13,120	\$ 18,150	\$ 175,931	\$ 184,595	\$ 296,638	\$ 308,793

# Future Financial Forecasting

## Water Fund

The City of Winters contracted for and completed a 10 year financing plan for the water fund, with rates for 5 years. 2014-2015 is the second year of the rate plan, although with the new Chrome 6 levels set by the State of California, a new rate study to include the cost of providing water that meets the new Chrome 6 standard may be necessary in 2015-2016. The chart below shows the projected financing plan for the water fund.

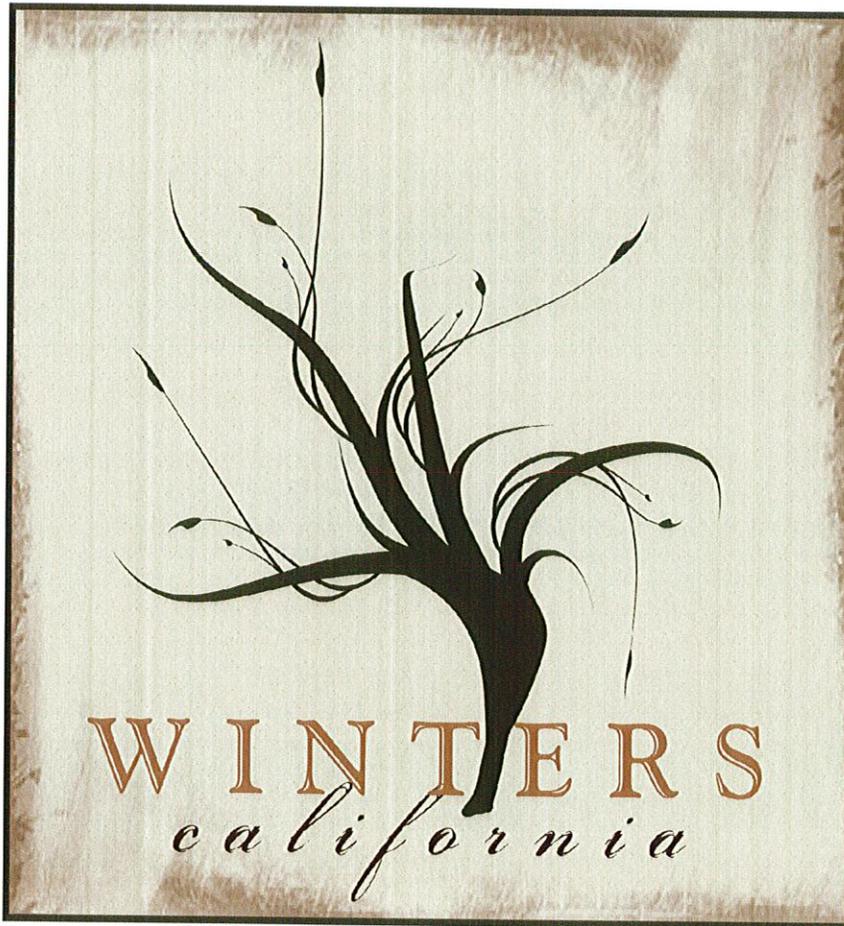
	<b>Water Operating and Maintenance Fund</b>									
	Budget 14-15	Budget 15-16	Projected 16-17	Projected 17-18	Projected 18-19	Projected 19-20	Projected 20-21	Projected 21-22	Projected 22-23	Projected 23-24
Charges for Services	\$ 1,387,434	\$ 1,390,085	\$ 1,431,788	\$ 1,496,090	\$ 1,547,781	\$ 1,668,597	\$ 1,713,549	\$ 1,764,032	\$ 1,815,525	\$ 1,851,835
Other Revenues	18,814	24,007	24,487	24,977	25,476	25,986	26,506	27,036	27,576	28,128
<b>Total Revenues</b>	<b>\$ 1,406,248</b>	<b>\$ 1,414,092</b>	<b>\$ 1,456,275</b>	<b>\$ 1,521,067</b>	<b>\$ 1,573,258</b>	<b>\$ 1,694,583</b>	<b>\$ 1,740,055</b>	<b>\$ 1,791,068</b>	<b>\$ 1,843,101</b>	<b>\$ 1,879,963</b>
Allocated Cost	632,056	647,223	646,757	673,791	714,078	564,352	652,204	670,521	689,403	708,868
Salaries and Benefits	331,443	350,523	377,405	403,143	425,954	438,558	451,584	465,046	478,959	493,338
Contractual Services	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343
Professional Services	53,375	53,375	51,260	52,819	54,378	56,035	57,692	59,448	47,903	47,857
Supplies and Material	25,465	25,465	26,025	26,598	27,183	27,781	28,392	29,017	29,655	30,308
Equipment Leases	-	-	-	-	-	-	-	-	-	-
Utilities	100,008	100,008	102,008	104,048	106,129	108,252	110,417	112,625	114,878	117,175
Insurance	-	-	-	-	-	-	-	-	-	-
Other Operating Expenses	68,146	66,372	67,832	69,324	70,850	72,408	74,001	75,629	77,293	78,994
Depreciation	-	-	-	-	-	-	-	-	-	-
Capital Projects	25,000	-	-	-	-	-	-	-	-	-
Debt Service	244,643	246,509	243,231	244,756	246,001	246,969	242,679	243,179	243,419	243,381
<b>Total Expenditures</b>	<b>\$ 1,482,137</b>	<b>\$ 1,491,476</b>	<b>\$ 1,516,559</b>	<b>\$ 1,576,561</b>	<b>\$ 1,646,695</b>	<b>\$ 1,516,520</b>	<b>\$ 1,619,178</b>	<b>\$ 1,657,717</b>	<b>\$ 1,683,807</b>	<b>\$ 1,722,264</b>
Revenues in Excess of Expenditure	\$ (75,889)	\$ (77,384)	\$ (60,284)	\$ (55,494)	\$ (73,437)	\$ 178,063	\$ 120,877	\$ 133,351	\$ 159,294	\$ 157,699

# Future Financial Forecasting

## Sewer Fund

The City of Winters contracted for and completed a 10 year financing plan for the sewer fund, with rates for 5 years. 2014-2015 is the second year of the rate plan. The chart below shows the projected financing plan for the sewer fund.

<b>Sewer Operating and Maintenance Fund</b>										
	Projected 14-15	Projected 15-16	Projected 16-17	Projected 17-18	Projected 18-19	Projected 19-20	Projected 20-21	Projected 21-22	Projected 22-23	Projected 23-24
Charges for Services	\$1,760,327	\$1,771,079	\$1,806,501	\$1,892,721	\$1,961,149	\$2,126,573	\$2,185,367	\$2,251,843	\$2,319,648	\$2,366,041
Other Revenues	50,221	55,902	57,020	58,160	59,324	60,510	61,720	62,955	64,214	65,498
<b>Total Revenues</b>	<b>\$1,810,548</b>	<b>\$1,826,981</b>	<b>\$1,863,521</b>	<b>\$1,950,881</b>	<b>\$2,020,473</b>	<b>\$2,187,083</b>	<b>\$2,247,088</b>	<b>\$2,314,798</b>	<b>\$2,383,862</b>	<b>\$2,431,539</b>
Allocated Cost	537,532	547,956	517,600	540,777	570,428	541,968	557,028	572,565	588,582	605,092
Salaries and Benefits	333,249	446,069	485,163	526,099	561,287	579,434	598,224	617,681	637,833	658,706
Contractual Services	197,354	5,000	5,110	5,222	5,337	5,455	5,575	5,697	5,823	5,951
Professional Services	88,677	88,677	50,100	51,600	53,100	54,700	56,300	58,000	59,160	60,343
Supplies and Material	25,000	24,000	25,900	26,700	27,500	28,300	29,100	30,000	30,600	31,212
Equipment Leases										
Utilities	150,000	150,000	112,600	116,000	119,500	123,100	126,800	130,600	133,212	135,876
Insurance										
Other Operating Expenses	144,048	142,448	126,200	130,000	133,900	137,900	142,000	146,300	149,226	152,211
Depreciation	-	-	-	-	-	-	-	-	-	-
Capital Projects	959,590	300,000	91,100	93,800	96,600	99,500	102,500	105,600	107,712	109,866
Debt Service	288,766	290,124	291,241	292,054	287,659	288,064	288,089	287,789	287,219	291,255
<b>Total Expenditures</b>	<b>\$2,724,215</b>	<b>\$1,994,273</b>	<b>\$1,705,014</b>	<b>\$1,782,253</b>	<b>\$1,855,311</b>	<b>\$1,858,421</b>	<b>\$1,905,615</b>	<b>\$1,954,233</b>	<b>\$1,999,367</b>	<b>\$2,050,513</b>
Surplus in Excess of Expenditure	\$ (913,667)	\$ (167,292)	\$ 158,507	\$ 168,628	\$ 165,161	\$ 328,663	\$ 341,473	\$ 360,565	\$ 384,495	\$ 381,026



**Why the tree? Because...**

The tree reflects a different approach to the usual logo and that approach involved a desire to create something intellectually stimulating, visually attractive and adaptable and easily identifiable.

**Cost Allocation Plan**



# Cost Allocation

The City of Winters uses a cost allocation plan to allocate costs to the various funds and departments throughout the organization.

All costs are assigned to the department to which the costs are incurred; for example, all finance department staff are charged to the finance department. The costs for the staff is then allocated to the other departments and funds that the finance department supports based upon a plan prepared by an outside consultant that is updated biannually.

Below is the chart that gives the allocation percentages for each department and fund based on the cost allocation plan prepared by our consultant.

City of Winters Cost Allocation Factors

Dept#	Dept Name	Police	Gas Tax Fund (Streets)	Community Ctr	successor Agency	water	reservoir	sewer	cwa	Total Allocation
110	City Council	41%	13%	1%	1%	9%	0%	23%	4%	92%
120	City Clerk									0%
130	Treasurer									0%
150	City Attorney	0%	0%	0%	0%	0%	0%	0%	0%	0%
160	City Manager	4%	0%		12%	44%	0%	31%	0%	91%
170	Admin Services	23%	0%		7%	4%	0%	4%	0%	38%
180	Finance	12%	11%		17%	23%	0%	30%	6%	99%
210	Police		0%							
310	Fire		0%							
410	Comm Dev	0%	0%		0%	3%	0%	3%	0%	6%
420	Comm Dev-Inspection		0%							
610	public works	1%	8%	4%	0%	34%	0%	17%	0%	64%
710	Recreation	0%	0%		0%	0%	0%	0%	0%	0%

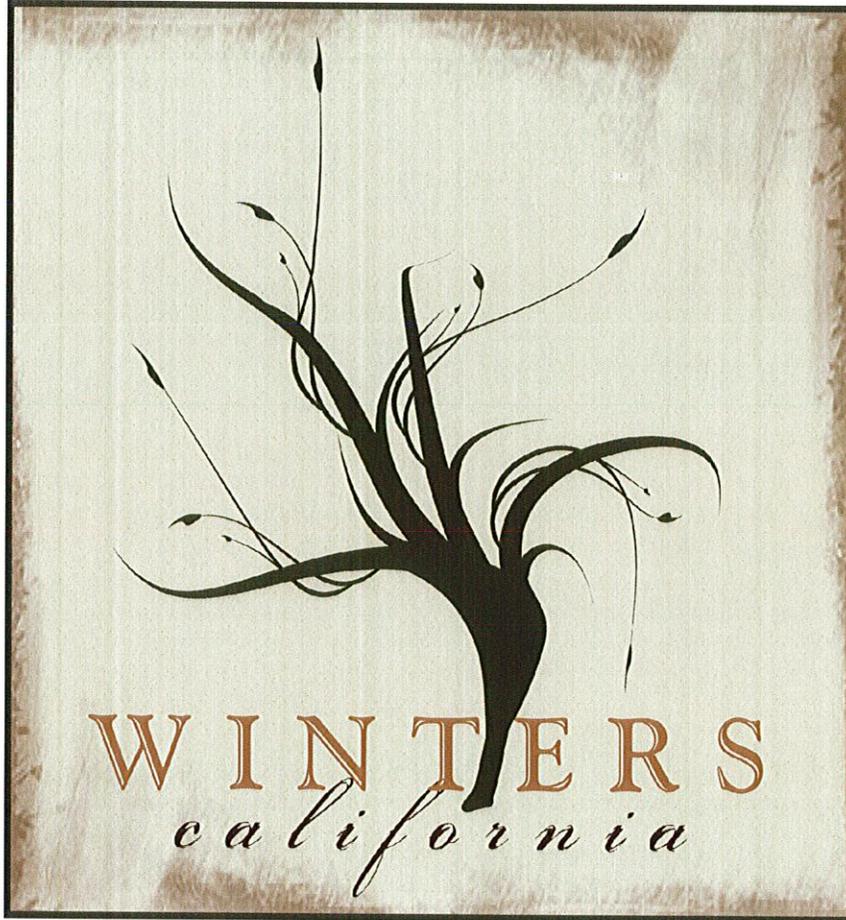
An additional part of the cost allocation process is the charges from the Central Service Overhead Fund (The City's internal service fund) to departments. This is also prepared from the City of Winters cost allocation plan.

Below is a chart that gives all the allocation factors for each department and fund for expenditures made from the central service overhead fund.

# Cost Allocation

## Internal Service Fund

Dept/Fund	Percentage
Administrative Services	4.63%
City Clerk	1.30%
City Manager	0.71%
Community Development	4.63%
Housing & Econ. Dev	0.50%
Public Works	11.20%
Recreation	0.00%
Police	4.61%
Fire	4.45%
Streets	4.45%
Community Center	2.44%
Successor Agency	2.00%
Building Inspector	1.82%
Water	24.32%
Sewer	21.11%
City Wide Assessment	11.01%



Comparison to Other Yolo  
County Cities

**Comparison to Other Yolo  
County Cities**



# Comparison to Other Yolo County Cities

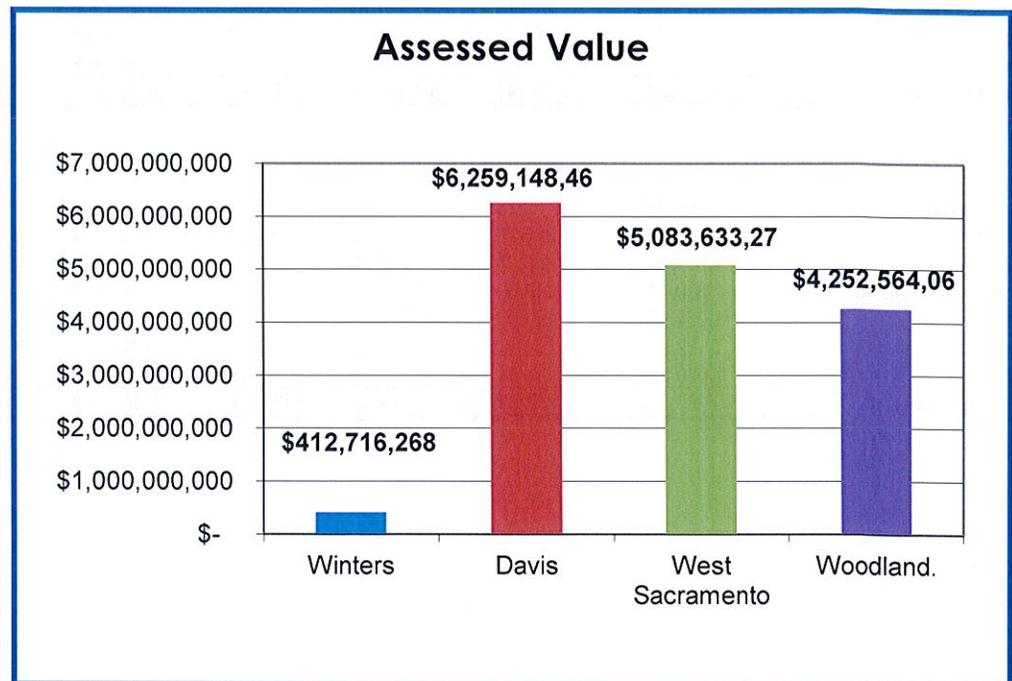
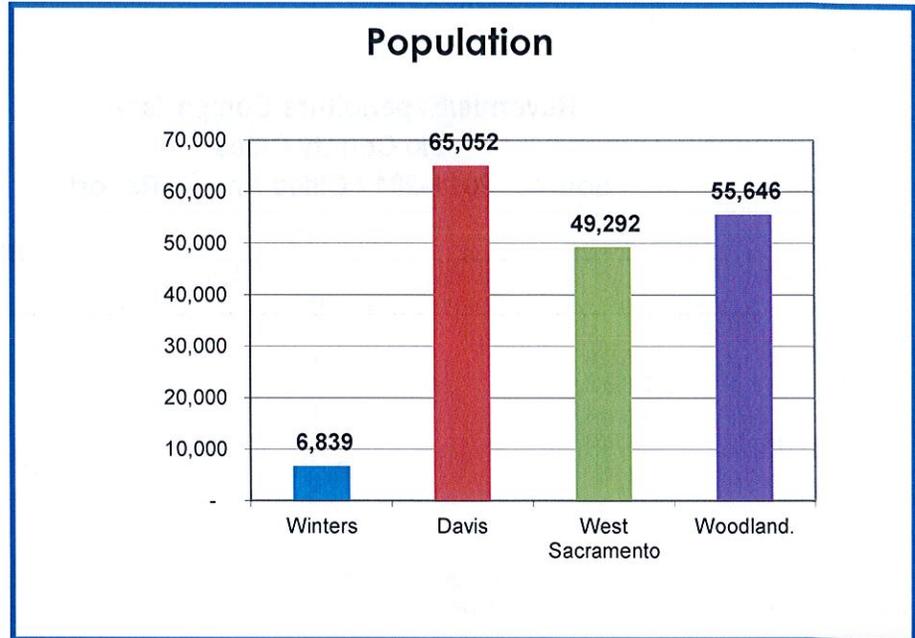
The City of Winters is the smallest City in Yolo County and is the southern most and western most located city. Below is some information that compares the four (4) Yolo County Cities.

## Revenue/Expenditure Comparison Yolo County Cities Source: 2011-2012 Cities Annual Report

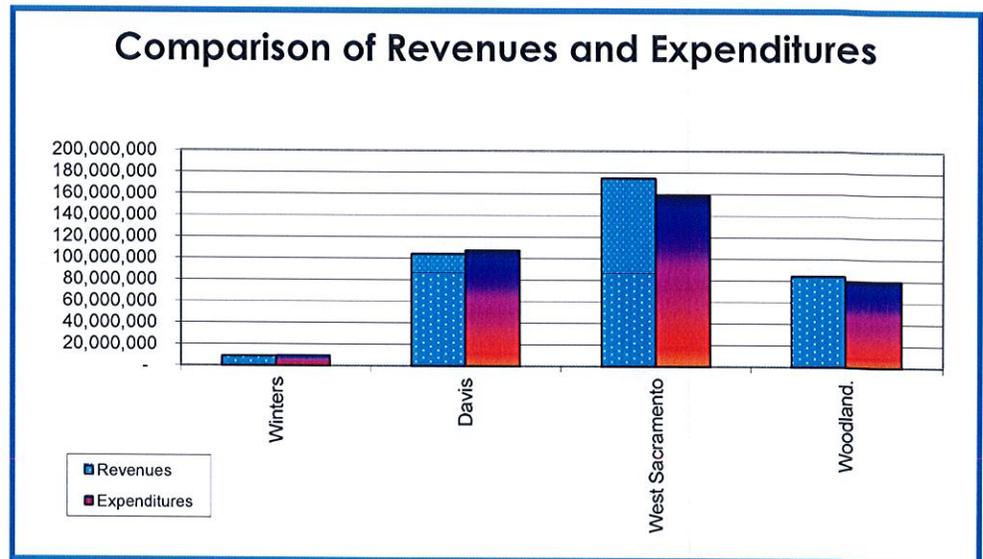
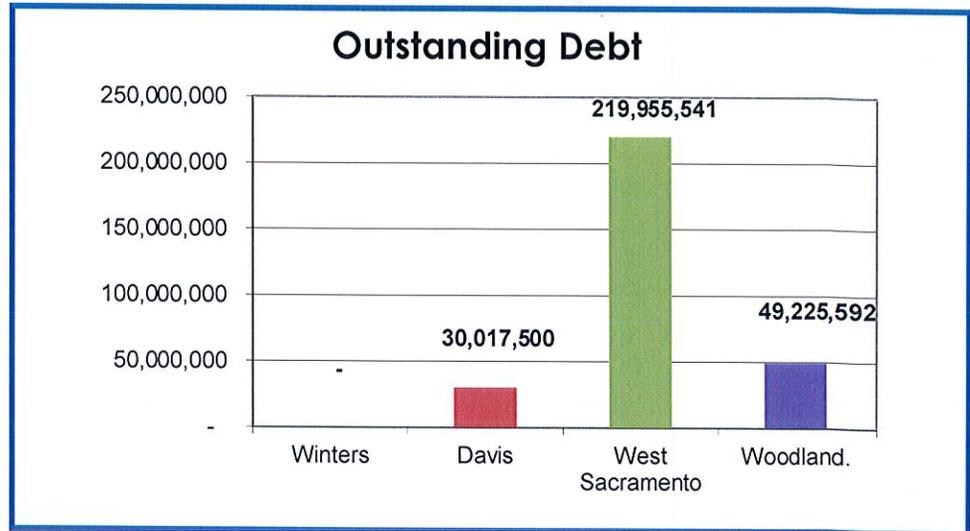
	Winters		Davis		West Sacramento		Woodland	
	City Total	\$ per Capital	City Total	\$ per Capital	City Total	\$ per Capital	City Total	\$ per Capital
Population	6,839		65,052		49,292		55,646	
2012-2013 Assessed Value	412,716,268		6,259,148,462		5,083,633,277		4,252,564,060	
Appropriation Limit	2,830,138		56,256,001		1,006,715,670		51,499,262	
Appropriations Subject to Limit	1,641,159		33,310,380		39,694,900		23,292,162	
Outstanding Debt	-		30,017,500		219,955,541		49,225,592	
<b>City Revenues:</b>								
Taxes	3,086,829	451.36	40,179,910	617.66	47,036,396	954.24	36,169,177	649.99
Special Benefit Assessment	681,784	99.69	-	-	2,448,429	49.67	1,636,170	29.40
Licenses and Permits	37,174	5.44	947,101	14.56	1,131,965	22.96	1,537,148	27.62
Fines and Forfeitures	21,059	3.08	922,682	14.18	139,023	2.82	301,010	5.41
Use of Money & Property	115,469	16.88	794,011	12.21	897,290	18.20	304,901	5.48
Intergovernmental	586,999	85.83	13,182,643	202.65	18,158,815	368.39	11,185,986	201.02
Service Charges	3,618,873	529.15	42,801,817	657.96	31,180,206	632.56	26,970,439	484.68
Other Revenues	601,703	87.98	965,014	14.83	14,233,069	288.75	835,784	15.02
Other Financing Sources	-	-	4,437,053	0.11	59,556,898	1.27	5,212,690	0.14
<b>Total Revenues</b>	<b>8,749,890</b>	<b>1,279.41</b>	<b>104,230,231</b>	<b>1,602.26</b>	<b>174,782,091</b>	<b>3,545.85</b>	<b>84,153,305</b>	<b>1,512.30</b>
<b>City Expenditures</b>								
General Government	466,933	68.28	5,399,075	83.00	23,314,183	472.98	9,929,248	178.44
Public Safety	2,648,561	387.27	24,796,972	381.19	32,949,264	668.45	25,349,857	455.56
Transportation	1,321,303	193.20	11,685,728	179.64	22,748,769	461.51	11,551,954	207.60
Community Development	810,431	118.50	5,141,997	79.04	5,227,147	106.04	5,276,861	94.83
Health	1,264,895	184.95	20,420,532	313.91	13,358,683	271.01	7,676,496	137.95
Culture and Leisure	1,122,533	164.14	23,625,323	363.18	8,714,189	176.79	8,541,778	153.50
Public Utilities	1,650,541	241.34	16,449,480	252.87	52,790,827	1,070.98	11,707,700	210.40
<b>Total Expenditures</b>	<b>9,285,197</b>	<b>1,357.68</b>	<b>107,519,107</b>	<b>1,652.82</b>	<b>159,103,062</b>	<b>3,227.77</b>	<b>80,033,894</b>	<b>1,438.27</b>

## Comparison to Other Yolo County Cities

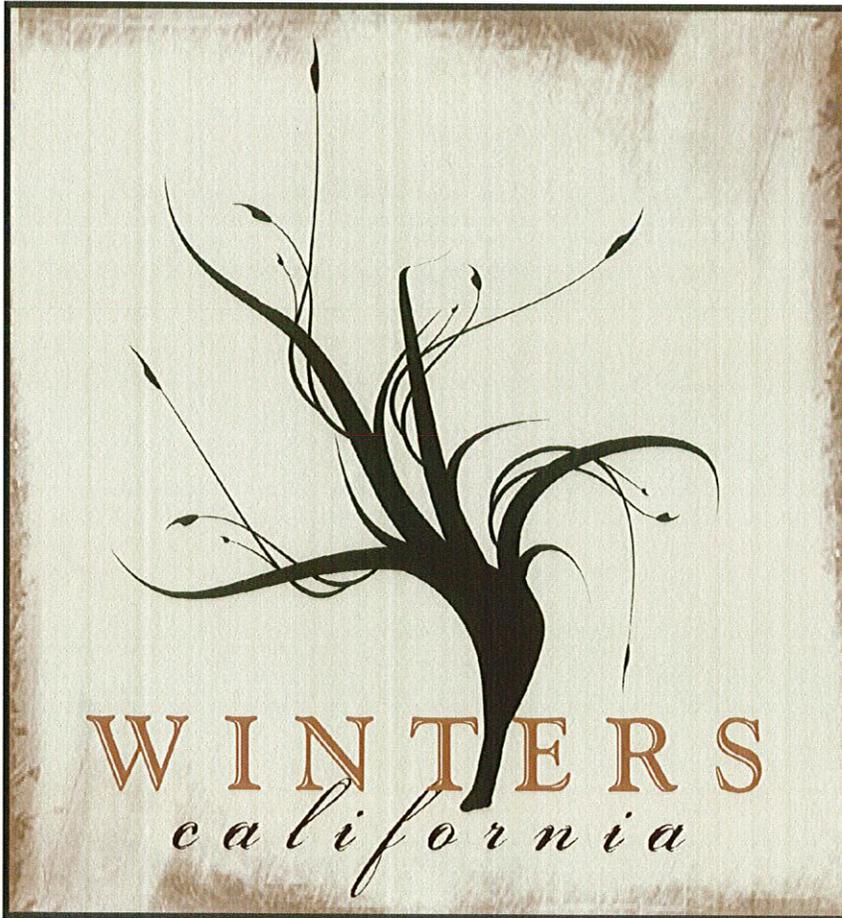
Below are graphs that compare Population, Net Assessed Value, Outstanding Debt and Revenues and Expenditures for the 4 Yolo County Cities according to the 2009-2010 Cities Annual Report.



# Comparison to Other Yolo County Cities



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**Why the tree? Because...**  
The tree is a symbol of life.

**Glossary**



## **Glossary of Budget Terms**

### **Accounting System**

The total set of records and procedures which are used to record, classify and report information on the financial status and operations of an entity

### **Accrual Basis of Accounting**

The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time.)

### **Adjusted Budget**

An adopted budget, after it has been changed (or adjusted) by the City Council.

### **Adopted Budget**

The budget document formally approved by the City Council.

### **Appropriation**

An authorization made by the City Council of the City of Winters which permits officials to incur obligations against and make expenditures of governmental resources. Appropriations are usually made for fixed amounts and typically are granted for a one-year period.

### **Appropriation Limit (Gann Limit)**

A mandated calculation of how much the City is allowed to expend in one(1) fiscal year. It is mandated on government agencies within California by Article XIII B of the California Constitution. The amount of appropriation subject to the limit is the budgeted proceeds of taxes. Some examples of proceeds of taxes are sales and property taxes. The total of these budgeted revenues cannot exceed the total appropriations limit. Annually, local governments may increase the appropriations limit by a factor comprised of the change in population combined with the California inflation rate as determined by the State Finance Department.

## **Glossary of Budget Terms**

### **Assessment District**

A defined area of land that will be benefited by the acquisition, construction, or maintenance of a public improvement.

### **Assessed Valuation**

The appraised valuation less any exemptions on real estate or other property by the County of Yolo as a basis for levying property taxes.

### **Audit**

A systematic examination of resource utilization concluding in a written report. It is a test of management's internal accounting controls and is intended to:

- Ascertain whether financial statements fairly present financial position as a result of operations
- Test whether transactions have been legally performed.
- Identify areas for possible improvements in accounting practices and procedures
- Ascertain whether transactions have been recorded accurately and consistently.
- Ascertain the stewardship of officials responsible for governmental resources

### **Authorized Positions**

Positions approved by the City Council which may or may not have funding.

### **Base Budget**

Under traditional budgeting, the base budget is that amount that is required, at a minimum, to provide resources for the operations of the organization. Each year, approved amounts are added to the base budget.

### **Basis of Budgeting**

The method used for recognizing revenues and expenditures in the budget. The City uses a base budget budgeting method.

## **Glossary of Budget Terms**

### **Beginning Balance**

Unencumbered resources available in a fund from the prior fiscal year after payment of prior fiscal year expenditures.

### **Benefits-Insurance**

The cost to the City for insurance for all regular full-time employees. This includes the City's cost for health, dental, disability, life and workers compensation insurance.

### **Benefits-Leave time**

Compensation for all leave time to employees who are appointed to regular full-time positions.

### **Benefits-Retirement**

Cost to the City for Public Employee's Retirement for all regular full-time employees, The City participated in the California Public Employee's Retirement System (CalPERS), as well as Social Security

### **Bond**

Capital raised by issuing a written promise to pay a specified sum of money, called the face value or principal amount, with interest at predetermined intervals.

### **Budget**

A plan of financial operation embodying an estimate of proposed expenditures for a given time (usually a fiscal year) and the proposed means of financing them (revenue estimates). This term is sometimes used to describe the officially approved expenditure level under which the City of Winters and its departments operate. The budget must be approved by the City Council prior to the beginning of the fiscal year.

### **Budget Adjustment**

A change of expenditures levels and corresponding resources needed to accomplish an existing service level or unanticipated service. All budget adjustments between departments within a fund may be approved by the City Manager. All budget adjustments increasing total expenditures in a fund or funds are approved by the City Council.

## **Glossary of Budget Terms**

### **Budgetary Basis of Accounting**

The method used for recognizing revenues and expenditures in the budget. The City of Winters uses the modified cash basis of accounting for budgetary purposes.

### **Budget Calendar**

The schedule of key dates or milestones that the City of Winters follows in the preparation and adoption of the budget

### **Budget Document**

The official written statement prepared by the Finance Department and supporting departments and staff that presents the proposed budget to the City Council.

### **Budget Message**

A general discussion of the proposed budget presented in writing as part of the budget document. The budget message explains the principal budget issues against the background of financial experience in recent year and presents recommendations by the City Manager.

### **Budgetary Control**

The management of the City of Winters in accordance with the approved budget for the purposes of keeping expenditures within the limitation of the available appropriations and available revenues.

### **Capital Assets**

Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

### **Capital Budget**

A plan of proposed capital expenditures and the means of financing them.

### **Capital Improvement Projects**

A plan for capital expenditures to be incurred each year over a fixed period of several years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended each year and the method of financing those expenditures.

## **Glossary of Budget Terms**

### **Capital Outlay**

Expenditures for the acquisition of capital assets.

### **Capital Projects**

Projects that purchase or construct capital assets. This could include the purchase of land or the construction of a facility.

### **Cash Basis**

The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

### **City Wide Assessment District**

An assessment district encompassing the entire City of Winters, enacted to provide a funding source for the maintenance of city parks, and to provide a funding source for the payment of electricity costs of all streetlights within the City of Winters.

### **Consultants**

Outside individuals who provide advice or services to the City Council and City Staff.

### **Contingency**

An amount, set aside to be used at the discretion of the City Council to fund emergency or extraordinary items.

### **Contractual**

A type of expenditure. Usually a professional consulting service involving a contract for one or more years.

### **Cost**

The amount of money or other consideration exchanged for property, services or expenses.

### **Cost Accounting**

The branch of accounting that provides for the assembling and recording of all elements of the cost incurred to accomplish a purpose, to carry on an activity or operation or to complete a unity of work or a specified job.

## **Glossary of Budget Terms**

### **Debt Service**

The expense of retiring such debts as loans and bond issues. It includes principal and interest payments and the administrative costs for paying agents registrars, and escrow agents.

### **Deficit**

The excess of expenditures over revenues during an accounting period, or in the case of enterprise funds, the excess of expense over income during an accounting period.

### **Department**

An organizational unit comprised of divisions or functions. It is the basic unit of service responsibility encompassing a broad mandate of related activities. It is possible for a department to be comprised of only one division.

### **Depreciation**

That portion of the cost of a capital asset that is charged as an expense during a particular period.

### **Development Impact Fees**

Fees place on the development of land or condition required for the approval of a development project. Fees must be expended on those projects for which the fees were collected.

### **Discretionary Revenue**

Money that the City Council has the authority to allocate for any purpose. Usually refers to the General Fund, as opposed to special or restricted use funds.

### **Division**

A major section of a department indicating management responsibility for a group of related operations within that department.

### **Encumbrance**

A commitment of funds against an appropriation, it may be in the form of a purchase order or contract; until such time as the goods or services are received, the commitment is referred to as an encumbrance.

## **Glossary of Budget Terms**

### **Enterprise Fund**

A type of fund established for the total cost of those governmental facilities and services that are operated in a manner similar to private enterprise. The programs are entirely or predominately self-supporting. The City has two enterprise funds, the Water Fund and the Sewer Fund. This type of fund is also known as a Proprietary Fund.

### **Expenditure**

Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered, whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purchases are made.

### **Expendable Trust Fund**

An expendable trust fund is a fund that is used to hold funds in trust for a particular project; the funds are invested until the project for which it is designated is ready to be implemented. The City of Winters has one expendable trust fund, Winters Library and Arts. This fund was created when one of our citizens passed away and donated funds to the City to build a library and art center. The City is currently seeking additional funding for this project.

### **Expenses**

Decreases in net total assets. Expenses represent the total cost of operations during a period, regardless of the timing of related expenses.

### **Fees**

Charges for services that are based upon the cost of providing the service.

### **Fiscal Year**

A twelve-month period of time to which a budget applies. The City of Winters' fiscal year is July 1-June 30.

### **Fixed Asset**

A tangible item of a long-term character such as land, buildings, furniture, and other equipment with a unit cost in excess of \$5,000.

## **Glossary of Budget Terms**

### **Full Faith and Credit**

A pledge of the general taxing power of a government to repay debt obligations. (Usually used in reference to bonds.)

### **Full-Time Equivalent (FTE)**

A measure of effective authorized positions, indicating the percentage of time a position or group of positions is funded. It is calculated by equating 2,080 hours of work per year with the full-time equivalent of one position; thus one position would have an FTE of 1.0

### **Fund**

An independent fiscal and accounting entity with a self-balancing set of accounts, used to record all financial transactions related to the specific purpose for which the fund was created

### **Fund Balance**

The difference between fund assets and fund liabilities.

### **Funding Source**

Identifies funds that will provide resources for City expenditures.

### **Gann Limit**

See Appropriation Limit.

### **Gas Tax**

A tax on fuel used to propel a motor vehicle or aircraft. Its use is restricted to planning, construction, improvement, maintenance and operation of public streets and highways or public mass transit guideways.

### **Generally Accepted Accounting Principles (GAAP)**

Uniform standards used by state and local governments for financial recording and reporting; established by the accounting profession through the Governmental Accounting Standards Board.

### **General Fund**

The governmental accounting fund supported by property taxes, licenses and permits, service charges, and other general revenues to provide for operating services.

## **Glossary of Budget Terms**

### **General Obligation Bonds**

Bonds backed by the full faith and credit of the City that may be used for various purposes and repaid by the regular revenue raising powers (generally taxes and/or other general revenues) of the City.

### **General Revenue**

General sources of income a city collects and receives for public use. There are no restrictions as to the use of the monies. They are often referred to as Discretionary Revenues. General revenues comprise the General Fund.

### **Goal**

A statement that describes the purpose toward which an endeavor is directed, such as a target or target area.

### **Governmental Accounting Standards Board (GASB)**

The body that sets accounting standards specifically for governmental entities at the state and local level.

### **Governmental Funds**

Self-balancing sets of accounts that are maintained for governmental activities. Financial statements of governmental funds are prepared on the modified accrual basis of accounting and the current financial resource flows measurement focus.

### **Grant**

Contributions or gifts of cash or other assets from another governmental entity or foundation to be used or expended for a specific purpose, activity or facility. An example is the Community Development Block Grant provided by the federal government.

### **Interfund Transfers**

Money transferred from one fund to another such as from a fund receiving revenue to the fund through which the expenditures are to be made.

### **Internal Service Fund**

Funds used to account for the financing of goods or services provided by one department of an agency to other departments of the agency on a cost reimbursement basis.

## **Glossary of Budget Terms**

### **Levy**

The total amount of taxes special assessments, or charges imposed by a government.

### **Material, Supplies and Services**

Expenditures for items that are normally consumed within a fiscal year.

### **Memorandum of Understanding**

The result of labor negotiations between the City of Winters and its various bargaining units.

### **Motor Vehicle License Fee (VLF)**

Based on the market value of a vehicle, VLF is a fee for the privilege of operating a vehicle on public streets. A portion of the fee is returned to cities by the State and its use by a city is unrestricted.

### **Municipal Code**

A book that contains City Council approved ordinances presently in effect. The Muni Code defines City law in various categories. The City of Winters Municipal Code can be found online at the City of Winters website.

### **Objective**

A defined method to accomplish and establish goals.

### **Operating Budget**

Annual appropriation of funds for ongoing program costs, including salaries and benefits, services and supplies. This is the primary means by which most of the financing, acquisition, spending and service delivery of the city are controlled.

### **Operating Expenses**

Expenses incurred as a result of day to day operations.

### **Ordinance**

A formal legislative enactment by the City Council. It has the full force and effect of law within the City boundaries unless it is in conflict with a higher form of law, such as a State statute or constitutional provision. An ordinance has a higher legal standing than a resolution. Adopted

## **Glossary of Budget Terms**

ordinances form the Municipal Code. (See Municipal Code)

### **Public Employee's Retirement System (PERS)**

The retirement system administered by the State of California, to which all permanent City employees belong.

### **Personnel Expenditures**

Salaries, wages and benefits paid to employees.

### **Property Tax**

A tax on the assessed value of property, California State Constitution Article XIII A provides that the combined maximum property tax rate on any given property equal 1% of its assessed value unless an additional amount has been approved by voters for special taxes or general obligation bonds. Yolo County collects and remits the City of Winters share of property taxes.

### **Proposed Budget**

The working document for the fiscal year under discussion.

### **Reserve**

An account used to indicate that a portion of a fund's balance is restricted for a specific purpose and is therefore, not available for general appropriation

### **Resolution**

A special order of the City Council that requires less legal formality than an ordinance in terms of public notice, and the number of public readings prior to approval.

### **Retained Earnings**

The excess of an enterprise fund's assets over its liabilities. A negative retained earnings is sometimes called a deficit.

### **Revenue**

Funds that a city receives as income. Revenues include such items as taxes, licenses, user fees, service charges, fines and penalties and grants.

## **Glossary of Budget Terms**

### **Revenue Estimate**

A formal estimate of how much revenue will be earned from a specific revenue source for some future period, usually a future fiscal year.

### **Salaries and Benefits**

A budget category that generally accounts for full-time and temporary employees, overtime and all employee benefits, such as medical and dental insurance and retirement contributions.

### **Sales Tax**

Taxes assessed on retail sales or leases of tangible personal property in the City. The City of Winters receives 1% of the 8.25% sales tax collected within the City of Winters.

### **Special Assessment**

A compulsory levy imposed on certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

### **Stipend**

A fixed sum of money paid for a specific purpose.

### **Supplies and Services**

Expenditures for materials, supplies and related services which are consumed within a fiscal year.

### **Tax Base**

The total property valuations on which the City of Winters receives property taxes.

### **Tax Increment Financing**

A tax incentive designed to attract business investment by dedicating to the Winters Community Development Agency Project Area (project area) the new property tax revenues generated by redevelopment. The increase in revenues (increment) is used to finance development related costs in the project area.

## **Glossary of Budget Terms**

### **Transfers In and Transfers Out**

Movement of revenue out of one fund to another. The recipient fund uses the money to cover the cost of services provided, or to cover the cost of a contract between two funds.

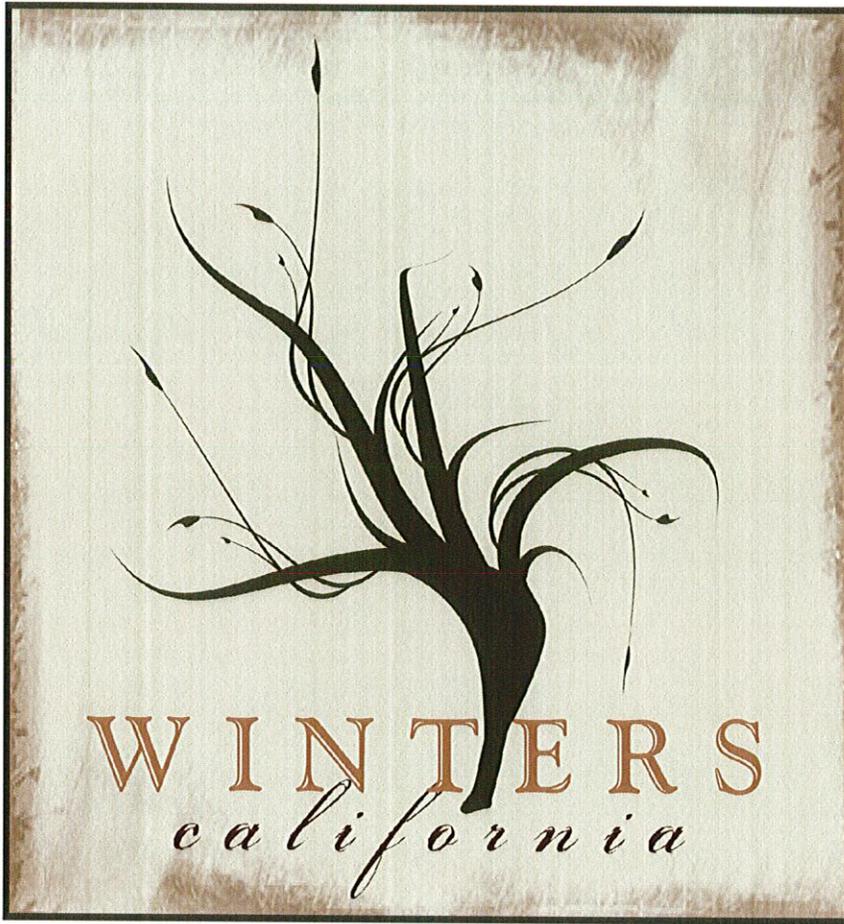
### **Warrant**

An order drawn by a locality's officers directing the treasurer of the locality to pay a specified amount to the bearer, either after the current or some future date.

### **Year-End**

As of June 30th (end of fiscal year)

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**Gann Limit**



## Gann Limit

Article XIII B of the California Constitution was a ballot initiative adopted in 1980 and modified by Proposition 13 that passed in 1990 to limit the amount of tax proceeds state and local governments can spend each year.

The limit is different for each agency and the limit changes each year. Each year's limit is based on the amount of tax proceeds that were authorized to be spent in fiscal 1978-1979 in each agency modified for changes in inflation and population in each subsequent year.

The formula used in calculating the growth rate is:

$\% \text{ change in population} + 100/100$

times either

$\% \text{ change in per capita income} + 100/100$

or

$\text{Change in non-residential assessments} + 100/100$

The calculated rate times the previous appropriation limit equals the new appropriation limit.

The California Department of Finance is mandated to notify each city of the population changes and the per capita personal income factor to be used in calculating the growth rate.

The population of the City of Winters on 1/1/14 was 6,979 compared to 6,938 on 1/1/11, a .59% increase in population.

The change in per capita income for California for 2014/2015 is -.23

# Gann Limit

The factor for determining the year-to-year increase is computed as follows:

$$\frac{-.23+100}{100} \times \frac{.59+100}{100} = 1.0003586$$

The calculation of the 6/30/15 appropriation limits is as follows:

2013-2014 appropriation limit	6,173,686
Calculated growth factor	<u>X 1.003586</u>
Appropriation Limit 2009-2010	\$6,195,828

Appropriations Subject to Limitation for Fiscal Year Ending June 30, 2015		
Proceeds from Taxes		\$ 2,937,162
Less Exclusions		
Capital Outlay	\$ -	
Debt Service	-	
Total Exclusions		<u>0</u>
Appropriations subject to Limitation		\$ 2,937,162
Current Year Limit		<u>5,825,800</u>
Over (Under) Limit		<u>\$ (2,888,638)</u>

As shown in the box below, the city is at 50.42% of its limitation and is not impacted by the appropriation limit at this time.

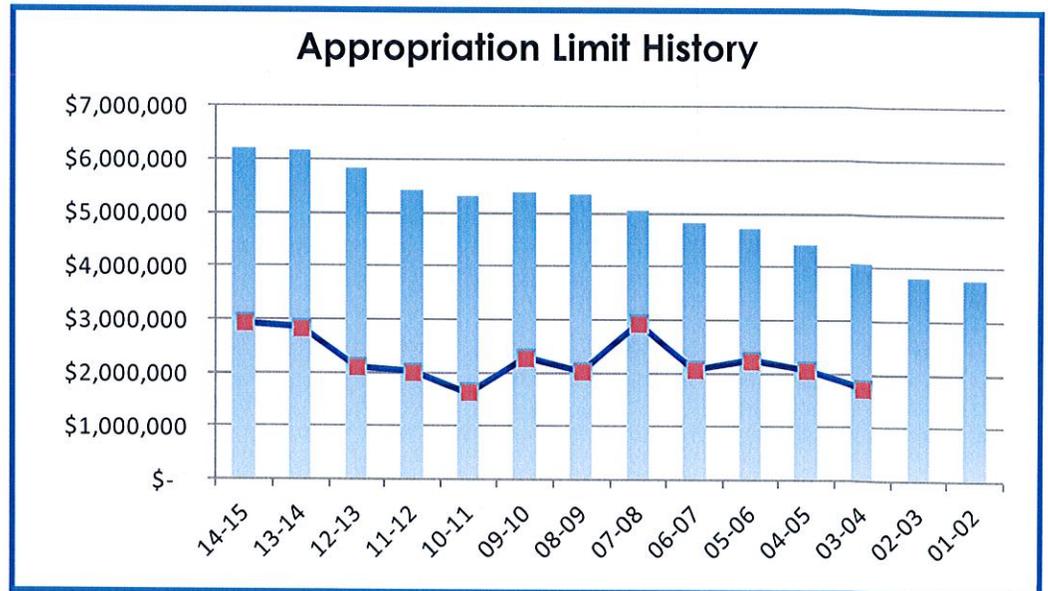
Section 9710 of the California Government Code, added in 1980 by the State Legislature, requires the City Council to adopt the City's Gann Appropriation Limit for the following year by resolution. Resolution 2012-20 was adopted by the City Council on May 15, 2012.

# Gann Limit

Below is information for ten (10) years on the appropriations limit.

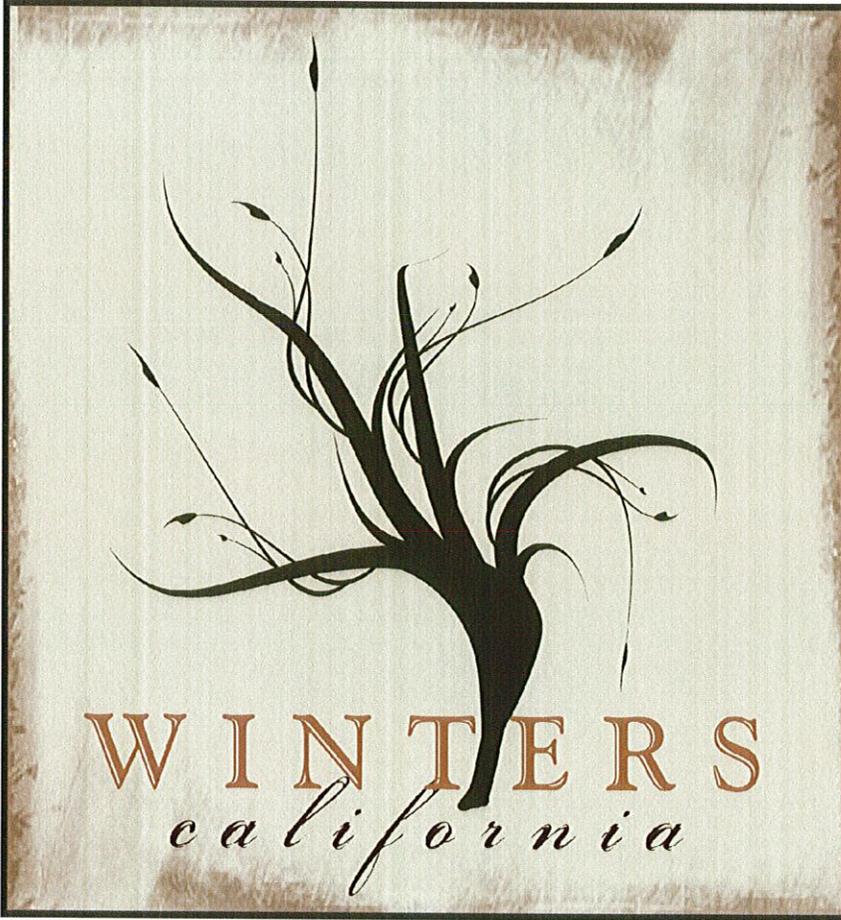
Fiscal Year	Appropriation Limit	Appropriation Subject to Limit	% of Limit Used
14-15	\$ 6,195,828	\$ 2,327,334	37.56%
13-14	6,173,686	2,724,173	44.13%
12-13	5,825,800	2,937,162	50.42%
11-12	5,425,345	2,830,138	52.17%
10-11	5,287,744	2,106,512	39.84%
09-10	5,396,412	2,003,076	37.12%
08-09	5,342,858	1,641,159	30.72%
07-08	5,038,928	2,276,464	45.18%
06-07	4,817,926	2,028,365	42.10%
05-06	4,705,456	2,931,416	62.30%
04-05	4,402,142	2,063,815	46.88%
03-04	4,073,724	2,230,769	54.76%
02-03	3,791,417	2,059,787	54.33%
01-02	3,756,420	1,721,561	45.83%

The graph below shows the appropriation limit and the appropriations subject to the limit.



## **Gann Limit**

The City of Winters has been cautious about adding costs into the budget over the last several years. This cautious approach has been why we have not approached the appropriation limit for expenditures.



**Budget Resolution**



**RESOLUTION No. 2014-20**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF WINTERS  
APPROVING AND ADOPTING A BUDGET OF ESTIMATED EXPENDITURES  
FOR FISCAL YEARS 2014-2015 AND 2015-2016**

**WHEREAS**, every local agency is required to adopt a budget for the subsequent fiscal year for estimated revenues and expenditures; and

**WHEREAS**, every local governmental agency shall file with the county auditor of the county in which the agency conducts its principal operations, a budget for the fiscal year then in progress; and

**WHEREAS**, the City of Winters has determined that a 2 year budget is appropriate for the City to prudently plan it's financial future; and

**WHEREAS**, the City Council and Staff members have thoroughly reviewed and analyzed the proposed budget in order to determine the needs of the City of Winters;

**NOW, THEREFORE BE IT RESOLVED** by the City Council of the City of Winters that:

A budget for the Fiscal Year 2014-2015 and 2015-2016, a copy of which is on file in the City Clerk's Office, is hereby adopted for the City of Winters as follows;

**Section 1.** For the Fiscal Year 2014-2015, General Fund estimated revenues of \$4,158,525, use of available fund balance of \$76,030, for a total source of funds of \$4,234,555 and total appropriations of \$4,234,555.

For the Fiscal Year 2015-2016, General Fund estimated revenues of \$4,141,976, use of available fund balance of \$169,049, for a total source of funds of \$4,311,025 and total appropriations of \$4,311,025.

**Section 2.** For the Fiscal Year 2014-2015, Special Revenues Funds estimated revenues of \$3,705,810 use of available fund balance of \$421,953 for a total source of funds of \$4,127,763, and total appropriations of \$3,777,088.

For the Fiscal Year 2015-2016, Special Revenues Funds estimated revenues of \$1,176,025, use of available fund balance of \$13,768 for a total source of funds of \$1,189,793 and total appropriations of \$1,065,994.

**Section 3.** For Fiscal Year 2014-2015 Capital Revenue Funds estimated revenues of \$3,605,544, use of available fund balance of \$355,023 for total source of funds of \$3,960,567 and total appropriations of \$755,352.

For Fiscal Year 2015-2016 Capital Revenue Funds estimated revenues of \$1,964,480, use of available fund balance of 8,877 for total source of funds of \$1,973,357 and total appropriations of \$841,684.

Section 4. For Fiscal Year 2014-2015 Water O & M Fund estimated revenues of \$1,485,000 use of available fund balance of \$108,989 for total source of funds of \$1,593,989 and total expenses of \$1,533,238.

For Fiscal Year 2015-2016 Water O & M Fund estimate estimated revenues of \$1,492,844, use of available fund balance of \$109,674 for total source of funds of \$1,602,518 and total expenses of 1,542,576.

Section 5. For Fiscal Year 2014-2015 Sewer O & M estimated revenues of \$1,810,548 use of available fund balance of \$913,667 for a total source of funds of \$2,724,215 and total expenses of \$2,724,215.

For Fiscal Year 2015-2016 Sewer O & M estimated revenues of \$1,826,981, use of available fund balance of \$167,293 for a total source of funds of \$1,994,274 and total expenses of \$1,994,274.

Section 6. For Fiscal Year 2014-2015 Successor Agency to the Dissolved Winters Community Development Agency estimated revenues of \$1,308,420 use of available fund balance of \$-0- for a total source of funds of \$1,308,420 and total expenditures of \$1,308,420.

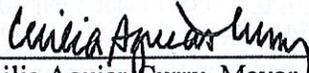
For Fiscal Year 2015-2016 Successor Agency to the Dissolved Winters Community Development Agency estimated revenues of \$1,256,165 use of available fund balance of \$-0- for a total source of funds of \$1,256,165 and total expenditures of \$1,256,165.

Section 7. For Fiscal Year 2014-2015 Winters Housing Fund estimated revenues of \$-0- use of available fund balance of \$-0- for a total source of funds of \$-0- and total expenditures of \$-0-.

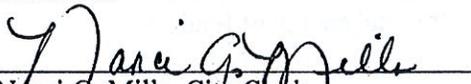
For Fiscal Year 2015-2016 Successor Agency to the Dissolved Winters Community Development Agency estimated revenues of \$-0- use of available fund balance of \$-0- for a total source of funds of \$-0- and total expenditures of \$-0-.

**PASSED AND ADOPTED** by the City of Winters this 17th day of June 2014 by the following vote:

**AYES;** Council Members Anderson, Cowan, Fridae, Neu, Mayor Aguiar-Curry  
**NOES;** None  
**ABSTAIN;** None  
**ABSENT;** None

  
\_\_\_\_\_  
Cecilia Aguiar-Curry, Mayor

**ATTEST:**

  
\_\_\_\_\_  
Nanci G. Mills, City Clerk