

GENERAL FUND TEN-YEAR FINANCIAL PLAN - SCENARIO I (BASE PLAN)

Revenues & Other Sources	Actual 2019-20	Projected 2020-21	TEN YEAR REVENUE PROJECTIONS									
			2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Current Revenue Sources												
Sales Tax - General	1,760,270	1,368,000	1,535,055	1,602,642	1,642,708	1,683,776	1,725,870	1,769,017	1,813,242	1,858,573	1,905,038	1,952,664
Sales Tax - Local	1,813,441	1,600,000	1,916,778	1,986,263	2,035,920	2,086,818	2,138,988	2,192,463	2,247,274	2,303,456	2,361,043	2,420,069
Property Tax	1,045,898	1,133,871	1,250,000	1,284,000	1,309,680	1,335,874	1,362,591	1,389,843	1,417,640	1,445,993	1,474,912	1,504,411
Motor Vehicle In Lieu Tax / VLF	977,801	1,014,114	1,050,000	1,100,000	1,133,000	1,166,990	1,202,000	1,238,060	1,275,201	1,313,458	1,352,861	1,393,447
Transient Occupancy Tax	442,745	360,000	350,000	360,000	367,200	374,544	382,035	401,137	421,193	442,253	451,098	460,120
Other Taxes	20,628	30,000	30,000	30,000	30,600	31,212	31,836	32,473	33,122	33,785	34,461	35,150
Franchise Fees	692,312	608,500	720,000	746,000	768,380	791,431	815,174	839,630	864,818	890,763	917,486	945,010
Business Licenses	99,111	85,000	75,000	75,000	76,500	78,030	79,591	81,182	82,806	84,462	86,151	87,874
Other Licenses	4,583	4,419	4,200	4,200	4,284	4,370	4,457	4,546	4,637	4,730	4,824	4,921
Permits	248,749	281,700	256,000	256,000	261,120	266,342	271,669	277,103	282,645	288,298	294,064	299,945
Use of Money and Property	56,643	43,850	24,000	24,000	24,240	24,482	24,727	24,974	25,224	25,476	25,731	25,989
Intergovernmental	3,781	1,500	4,000	4,000	4,060	4,121	4,183	4,245	4,309	4,374	4,439	4,506
Fines and Penalties	31,480	33,000	36,000	36,000	36,540	37,088	37,644	38,209	38,782	39,364	39,954	40,554
Planning/Building Dept.	296,843	202,500	251,700	251,700	257,993	264,442	271,053	277,830	284,775	291,895	299,192	306,672
Police Department	28,602	31,786	21,500	21,500	22,038	22,588	23,153	23,732	24,325	24,933	25,557	26,196
Fire Department	50,850	45,400	45,000	45,000	46,125	47,278	48,460	49,672	50,913	52,186	53,491	54,828
Aquatics/Recreation Serv.	48,738	9,470	40,000	64,500	66,113	67,765	69,459	71,196	72,976	74,800	76,670	78,587
Other Revenue	63,271	72,300	58,010	43,000	43,645	44,300	44,964	45,639	46,323	47,018	47,723	48,439
Charges to Other Funds	658,342	560,000	460,000	470,000	438,800	456,352	474,606	488,844	503,510	518,615	534,173	550,199
Cannabis License Fee	96,131	210,000	100,000	100,000	150,000	225,000	234,000	241,020	248,251	255,698	263,369	271,270
Cannabis Tax	45,000	60,000	375,000	425,000	650,000	800,000	1,000,000	1,100,000	1,133,000	1,166,990	1,202,000	1,238,060
Subtotal	8,485,219	7,755,410	8,602,243	8,928,805	9,368,944	9,812,804	10,246,462	10,590,814	10,874,969	11,167,120	11,454,238	11,748,909
Revenue Enhancements												
Sale of Property	183,911	787,108	5,000	7,500	-	-	-	-	-	-	-	-
Grants	109,078	272,701	171,500	176,500	90,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Underexpenditure Carryovers	-	-	-	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Subtotal	292,989	1,059,809	176,500	184,000	140,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Total Revenues	8,778,208	8,815,219	8,778,743	9,112,805	9,508,944	9,887,804	10,321,462	10,665,814	10,949,969	11,242,120	11,529,238	11,823,909

GENERAL FUND TEN-YEAR FINANCIAL PLAN - SCENARIO I (BASE PLAN)

Expenditures	Actual 2019-20	Projected 2020-21	TEN YEAR EXPENDITURES PROJECTIONS									
			2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Current Expenditures												
Salaries	2,794,701	2,921,957	3,246,476	3,446,098	3,583,942	3,727,300	3,876,392	3,992,683	4,112,464	4,235,838	4,362,913	4,493,800
PERS	670,575	656,618	644,143	703,087	752,303	804,964	861,312	912,991	967,770	1,025,836	1,077,128	1,130,984
Medical Insurance	410,465	469,822	550,136	545,280	588,902	636,015	686,896	741,847	801,195	865,291	934,514	1,009,275
Other Benefits	273,216	306,856	311,739	328,688	338,549	348,705	359,166	369,941	381,039	392,471	404,245	416,372
Workers' Compensation Ins	319,450	424,443	390,462	390,462	402,176	414,241	426,668	439,468	452,652	466,232	480,219	494,626
Operational Costs	3,548,277	2,785,538	3,139,418	3,151,867	3,230,664	3,311,430	3,394,216	3,479,071	3,566,048	3,655,199	3,746,579	3,840,244
Capital Improvements	-	-	250,000	300,000	575,000	450,000	475,000	475,000	400,000	400,000	400,000	400,000
Transfers Out	265,719	254,993	34,000	35,000	36,000	37,000	38,000	24,000	25,000	26,000	27,000	28,000
Subtotal	8,282,403	7,820,227	8,566,374	8,900,482	9,507,536	9,729,655	10,117,650	10,435,002	10,706,169	11,066,867	11,432,598	11,813,301
Enhancements	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	8,282,403	7,820,227	8,566,374	8,900,482	9,507,536	9,729,655	10,117,650	10,435,002	10,706,169	11,066,867	11,432,598	11,813,301
Revenues Over/Under Exp	495,805	994,992	212,369	212,323	1,409	158,149	203,812	230,811	243,800	175,253	96,640	10,608
Beginning Fund Balance	(1,608,325)	(1,112,520)	(117,528)	94,841	307,164	308,573	466,721	670,533	901,345	1,145,145	1,320,398	1,417,038
Ending Fund Balance	(1,112,520)	(117,528)	94,841	307,164	308,573	466,721	670,533	901,345	1,145,145	1,320,398	1,417,038	1,427,646
Fund Balance % of Budget	-13%	-2%	1%	3%	3%	5%	7%	9%	11%	12%	12%	12%

GENERAL FUND TEN-YEAR FINANCIAL PLAN - SCENARIO I (BASE PLAN)

Projected Increases	Actual 2019-20	Projected 2020-21	TEN YEAR FINANCIAL MODEL PROJECTIONS AND ASSUMPTIONS									
			2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Revenues												
Sales Tax	-	-	-	-	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Property Tax	-	-	-	-	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Motor Vehicle In Lieu Tax	-	-	-	-	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Transient Occupancy Tax	-	-	-	-	2.00%	2.00%	2.00%	5.00%	5.00%	5.00%	2.00%	2.00%
Other Taxes	-	-	-	-	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Franchise Fees	-	-	-	-	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Licenses and Fees	-	-	-	-	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Use of Money and Property	-	-	-	-	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Other Revenues	-	-	-	-	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Department Revenues	-	-	-	-	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Charges to Other Funds	-	-	-	-	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Medical Marijuana Tax CPI	-	-	-	-	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Expenditures												
Salaries	-	-	-	-	4.00%	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%
PERS	-	-	-	-	7.00%	7.00%	7.00%	6.00%	6.00%	6.00%	5.00%	5.00%
Medical	-	-	-	-	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
Other Benefits	-	-	-	-	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Operational Costs	-	-	-	-	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Costs	-	-	-	-	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Capital Projects												
Street Improvements	-	-	100,000	125,000	150,000	175,000	200,000	200,000	200,000	200,000	200,000	200,000
Security Camera System	-	-	50,000	50,000	50,000	50,000	50,000	50,000	25,000	25,000	25,000	25,000
Downtown Streetscape	-	-	50,000	50,000	250,000	100,000	100,000	100,000	50,000	50,000	50,000	50,000
ADA Improvements	-	-	-	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Fire Utility Truck	-	-	50,000	25,000	-	-	-	-	-	-	-	-
Sidewalk Improvements	-	-	-	50,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Total	-	-	250,000	300,000	575,000	450,000	475,000	475,000	400,000	400,000	400,000	400,000

GENERAL FUND TEN-YEAR FINANCIAL PLAN - SCENARIO II (DEFERRED MAINTENANCE PLAN)

Revenues & Other Sources	Actual 2019-20	Projected 2020-21	TEN YEAR REVENUE PROJECTIONS									
			2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Current Revenue Sources												
Sales Tax - General	1,760,270	1,368,000	1,535,055	1,602,642	1,642,708	1,683,776	1,725,870	1,769,017	1,813,242	1,858,573	1,905,038	1,952,664
Sales Tax - Local	1,813,441	1,600,000	1,916,778	1,986,263	2,035,920	2,086,818	2,138,988	2,192,463	2,247,274	2,303,456	2,361,043	2,420,069
Property Tax	1,045,898	1,133,871	1,250,000	1,284,000	1,309,680	1,335,874	1,362,591	1,389,843	1,417,640	1,445,993	1,474,912	1,504,411
Motor Vehicle In Lieu Tax / VLF	977,801	1,014,114	1,050,000	1,100,000	1,133,000	1,166,990	1,202,000	1,238,060	1,275,201	1,313,458	1,352,861	1,393,447
Transient Occupancy Tax	442,745	360,000	350,000	360,000	367,200	374,544	382,035	401,137	421,193	442,253	451,098	460,120
Other Taxes	20,628	30,000	30,000	30,000	30,600	31,212	31,836	32,473	33,122	33,785	34,461	35,150
Franchise Fees	692,312	608,500	720,000	746,000	768,380	791,431	815,174	839,630	864,818	890,763	917,486	945,010
Business Licenses	99,111	85,000	75,000	75,000	76,500	78,030	79,591	81,182	82,806	84,462	86,151	87,874
Other Licenses	4,583	4,419	4,200	4,200	4,284	4,370	4,457	4,546	4,637	4,730	4,824	4,921
Permits	248,749	281,700	256,000	256,000	261,120	266,342	271,669	277,103	282,645	288,298	294,064	299,945
Use of Money and Property	56,643	43,850	24,000	24,000	24,240	24,482	24,727	24,974	25,224	25,476	25,731	25,989
Intergovernmental	3,781	1,500	4,000	4,000	4,060	4,121	4,183	4,245	4,309	4,374	4,439	4,506
Fines and Penalties	31,480	33,000	36,000	36,000	36,540	37,088	37,644	38,209	38,782	39,364	39,954	40,554
Planning/Building Dept.	296,843	202,500	251,700	251,700	257,993	264,442	271,053	277,830	284,775	291,895	299,192	306,672
Police Department	28,602	31,786	21,500	21,500	22,038	22,588	23,153	23,732	24,325	24,933	25,557	26,196
Fire Department	50,850	45,400	45,000	45,000	46,125	47,278	48,460	49,672	50,913	52,186	53,491	54,828
Aquatics/Recreation Serv.	48,738	9,470	40,000	64,500	66,113	67,765	69,459	71,196	72,976	74,800	76,670	78,587
Other Revenue	63,271	72,300	58,010	43,000	43,645	44,300	44,964	45,639	46,323	47,018	47,723	48,439
Charges to Other Funds	658,342	560,000	460,000	470,000	438,800	456,352	474,606	488,844	503,510	518,615	534,173	550,199
Cannabis License Fee	96,131	210,000	100,000	100,000	150,000	225,000	234,000	241,020	248,251	255,698	263,369	271,270
Cannabis Tax	45,000	60,000	375,000	425,000	650,000	800,000	1,000,000	1,100,000	1,133,000	1,166,990	1,202,000	1,238,060
Subtotal	8,485,219	7,755,410	8,602,243	8,928,805	9,368,944	9,812,804	10,246,462	10,590,814	10,874,969	11,167,120	11,454,238	11,748,909
Revenue Enhancements												
Sale of Property	183,911	787,108	5,000	7,500	-	-	-	-	-	-	-	-
Grants	109,078	272,701	171,500	176,500	90,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
1/2 Cent Sales Tax Measure	-	-	-	223,455	1,017,960	1,043,409	1,069,494	1,096,231	1,123,637	1,151,728	1,180,521	1,210,034
Underexpenditure Carryovers	-	-	-	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Subtotal	292,989	1,059,809	176,500	407,455	1,157,960	1,118,409	1,144,494	1,171,231	1,198,637	1,226,728	1,255,521	1,285,034
Total Revenues	8,778,208	8,815,219	8,778,743	9,336,260	10,526,904	10,931,212	11,390,956	11,762,045	12,073,606	12,393,848	12,709,760	13,033,944

GENERAL FUND TEN-YEAR FINANCIAL PLAN - SCENARIO II (DEFERRED MAINTENANCE PLAN)

Expenditures	Actual 2019-20	Projected 2020-21	TEN YEAR EXPENDITURES PROJECTIONS									
			2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Current Expenditures												
Salaries	2,794,701	2,921,957	3,246,476	3,446,098	3,583,942	3,727,300	3,876,392	3,992,683	4,112,464	4,235,838	4,362,913	4,493,800
PERS	670,575	656,618	644,143	703,087	752,303	804,964	861,312	912,991	967,770	1,025,836	1,077,128	1,130,984
Medical Insurance	410,465	469,822	550,136	545,280	588,902	636,015	686,896	741,847	801,195	865,291	934,514	1,009,275
Other Benefits	273,216	306,856	311,739	328,688	338,549	348,705	359,166	369,941	381,039	392,471	404,245	416,372
Workers' Compensation Ins	319,450	424,443	390,462	390,462	402,176	414,241	426,668	439,468	452,652	466,232	480,219	494,626
Operational Costs	3,548,277	2,785,538	3,139,418	3,151,867	3,230,664	3,311,430	3,394,216	3,479,071	3,566,048	3,655,199	3,746,579	3,840,244
Capital Improvements	-	-	250,000	300,000	575,000	450,000	475,000	475,000	400,000	400,000	400,000	400,000
Transfers Out	265,719	254,993	34,000	35,000	36,000	37,000	38,000	24,000	25,000	26,000	27,000	28,000
Subtotal	8,282,403	7,820,227	8,566,374	8,900,482	9,507,536	9,729,655	10,117,650	10,435,002	10,706,169	11,066,867	11,432,598	11,813,301
Enhancements												
Deferred Maintenance Items	-	-	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Street Improvements	-	-	-	-	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Maintain New Parks	-	-	-	30,000	55,000	120,000	124,800	128,544	132,400	136,372	140,463	144,677
Public Works Maintenance	-	-	-	-	75,000	80,250	85,868	91,020	96,481	102,270	107,383	112,752
Public Safety Enhancements	-	-	-	-	150,000	150,000	162,000	174,960	188,957	204,073	220,399	238,031
Community Development Staffing	-	-	-	-	-	-	-	75,000	77,250	79,568	81,955	84,413
Other Needs/Enhancements	-	-	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Subtotal	-	-	-	230,000	880,000	950,250	972,668	1,069,524	1,095,088	1,122,283	1,150,200	1,179,874
Total Expenditures	8,282,403	7,820,227	8,566,374	9,130,482	10,387,536	10,679,905	11,090,317	11,504,526	11,801,257	12,189,150	12,582,798	12,993,175
Revenues Over/Under Exp	495,805	994,992	212,369	205,778	139,368	251,307	300,639	257,519	272,349	204,699	126,961	40,768
Beginning Fund Balance	(1,608,325)	(1,112,520)	(117,528)	94,841	300,619	439,987	691,294	991,933	1,249,452	1,521,801	1,726,500	1,853,461
Ending Fund Balance	(1,112,520)	(117,528)	94,841	300,619	439,987	691,294	991,933	1,249,452	1,521,801	1,726,500	1,853,461	1,894,230
Fund Balance % of Budget	-13%	-2%	1%	3%	4%	6%	9%	11%	13%	14%	15%	15%

GENERAL FUND TEN-YEAR FINANCIAL PLAN - SCENARIO II (DEFERRED MAINTENANCE PLAN)

Projected Increases	Actual 2019-20	Projected 2020-21	TEN YEAR FINANCIAL MODEL PROJECTIONS AND ASSUMPTIONS									
			2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Revenues												
Sales Tax	-	-	-	-	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Property Tax	-	-	-	-	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Motor Vehicle In Lieu Tax	-	-	-	-	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Transient Occupancy Tax	-	-	-	-	2.00%	2.00%	2.00%	5.00%	5.00%	5.00%	2.00%	2.00%
Other Taxes	-	-	-	-	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Franchise Fees	-	-	-	-	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Licenses and Fees	-	-	-	-	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Use of Money and Property	-	-	-	-	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Other Revenues	-	-	-	-	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Department Revenues	-	-	-	-	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Charges to Other Funds	-	-	-	-	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Medical Marijuana Tax CPI	-	-	-	-	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Expenditures												
Salaries	-	-	-	-	4.00%	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%
PERS	-	-	-	-	7.00%	7.00%	7.00%	6.00%	6.00%	6.00%	5.00%	5.00%
Medical	-	-	-	-	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
Other Benefits	-	-	-	-	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Operational Costs	-	-	-	-	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Costs	-	-	-	-	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Capital Projects												
Street Improvements	-	-	100,000	125,000	150,000	175,000	200,000	200,000	200,000	200,000	200,000	200,000
Security Camera System	-	-	50,000	50,000	50,000	50,000	50,000	50,000	25,000	25,000	25,000	25,000
Downtown Streetscape	-	-	50,000	50,000	250,000	100,000	100,000	100,000	50,000	50,000	50,000	50,000
ADA Improvements	-	-	-	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Fire Utility Truck	-	-	50,000	25,000	-	-	-	-	-	-	-	-
Sidewalk Improvements	-	-	-	50,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Total	-	-	250,000	300,000	575,000	450,000	475,000	475,000	400,000	400,000	400,000	400,000