ROSEVILLE

REQUEST FOR COUNCIL ACTION

Date: 1/26/09
Item No.: 13.a

Department Approval

City Manager Approval

Item Description: Discuss an Alternative Budgeting Process for 2010

BACKGROUND

Historically, the City of Roseville has followed a budget process the called for the City Council to provide some general budgetary goals, followed by the submittal of a City Manager Recommended Budget. The Council then held subsequent budget discussions which culminated in the passage of a final budget in December of each year.

While this budgeting technique is a familiar process and doesn't necessarily require any added effort than the previous year, it will arguably prove to be inadequate in addressing future budgets. For 2010 and beyond, the City will in effect be forced to confront two principle concerns that it has largely escaped up until now. They include:

- Dealing with the implications resulting from recurring State-imposed levy limits
- Addressing the City's asset replacement programs which remain on an unsustainable course

The urgency in addressing these concerns stems from the knowledge that levy limits are expected to remain in place at least through 2011; and the City's dedicated facility, vehicle, and equipment replacement funds are projected to be drained by as early as late-2009 based on current replacement schedules. In addition, the cost of maintaining current service levels is outpacing available funding sources. Additional information regarding the City's financial picture is shown in the attached draft of the *2010-2019 Financial Plan*.

These financial realities will require a fundamental and swift change in how we allocate resources. We simply cannot afford to allocate new budget monies under the belief that the current budget is the 'right' budget. It is imperative that we prioritize spending based on achievable goals and objectives, and remain disciplined in equating the public's demand for services with their ability or willingness to pay.

This new dynamic requires a different budgeting approach. City Staff is recommending that the Council adopt an outcome-based budgeting process. This process has been presented to the City Council in prior years but to date, has not been adopted. The concept is explained in greater detail below.

Outcome-Based Budgeting Overview

The concept of outcome-based budgeting is not new, but it has received added emphasis in the past few years in response to the numerous financial uncertainties facing governments, as well as the ever-increasing demand for services and accountability.

While many versions of Outcome-based budgeting exist, they are all premised on the fundamental concept of allocating sufficient funds to achieve a desired outcome. For example, if we established a goal of having the Fire Department arrive at the scene of a fire within 3 minutes of the 911 call, then we would determine what that will cost and allocate an appropriate amount of budget dollars. This is in contrast to how we typically allocate new dollars, which is to take what we allocated last year, add some percentage increase, and make our best effort.

In addition to aligning resources with outcomes, outcome-based budgeting can also ensure that those services that matter the most are properly funded. It is conceivable that the City is providing a high level of service for a program that creates nominal value, at the expense of another that creates greater value. An outcome-based budgeting approach would help demonstrate how the City can achieve the greatest value overall.

Generally speaking, the steps under this new budgeting process are as follows:

1) Establish what the customer (taxpayer) is willing to pay overall for services
2) Establish the City's program priorities (outcomes) and rank them
3) Systematically allocate resources sufficient to achieve priority (outcome) #1, then outcome #2, etc.

For Step #2, it is suggested that the City Council assign program priorities in the following general order:

1) Federal and state mandates
2) Adherence to the City's Financial Policies
3) Strengthening funding mechanisms for the replacement of City assets
4) Adequately funding non-discretionary services
5) Providing funding for higher-valued discretionary services

It should be noted that the ranking process can go through many iterations and in most situations shouldn't be done in a vacuum. For example, we may establish an outcome of having a high quality and safe park system. To achieve this, we would likely need to assign a high funding priority for parks and police patrol. In addition, we may find after only one or two iterations that a program with strong intrinsic value isn't funded at an appropriate level. Through the next iteration, we can go back and assign a new budget amount to it and readjust other programs accordingly. The ranking process should remain fluid until a final consensus is reached. But once it's finished, it's important to move forward.

Step #3 is repeated until we've exhausted all available funding. Under this process, we would expect to run out of money before we run out of priorities. When the funding is exhausted, we suspend all unfunded programs. For those programs that don't receive any funding, it's important to keep in mind that while they create value, they create less than those that were funded.

Action Steps

If the Council is interested in pursuing this alternative budgeting process, the next steps would tentatively include:

1) Compile program-specific costs, including variables for different levels of service. **Timeline: March–May**
2) Identify the public's ability or willingness to pay for City services. **Timeline: February – May**
3) Establish a prioritization process where Councilmembers can select from a 'menu' of programs and service levels. **Timeline: June-August**

The calculation of program-specific costs is very labor-intensive and cannot be fully accommodated by City Staff alone. Therefore it is suggested that as part of an outcome-based budgeting process, the City engage an independent firm to assist in this process.

In addition, the Council may find it helpful to approach the budgeting process using other planning tools that have been developed in the past year. As an example of how this might work, a graphic depicting the City of Lynwood, Washington's Performance Management system is attached.

POLICY OBJECTIVE

Establishing a budget process that aligns resources with desired outcomes is consistent with governmental best practices, provides greater transparency of program costs, and ensures that budget dollars are allocated in the manner that creates the greatest value.

FINANCIAL IMPACTS

Not applicable.

STAFF RECOMMENDATION

Staff Recommends the Council adopt an outcome-based budgeting process for 2010 as outlined above and/or as modified by the City Council. If the Council concurs, Staff further recommends that the City hire an independent firm to assist in the calculation of program costs.

REQUESTED COUNCIL ACTION

Provide direction to Staff on whether to pursue an outcome-based budgeting process for 2010.

Prepared by: Chris Miller, Finance Director
Attachments: A: City of Lynwood, Washington Performance Management System
B: 2010-2019 Financial Plan (Draft)

PERFORMANCE MANAGEMENT SYSTEM

The City of Lynnwood has implemented Performance Management as adapted from **National Advisory Council on State and Local Budgeting** recommended guidelines for best practices in local government management. This diagram illustrates the performance management program in Lynnwood.

The links refer to Lynnwood's work in each of the recommended management areas.

1. Stakeholder Input
Citizen Survey

2. Broad Goals
Broad Goals

3. Short Term Goals
Areas of Emphasis
Strategic Plans

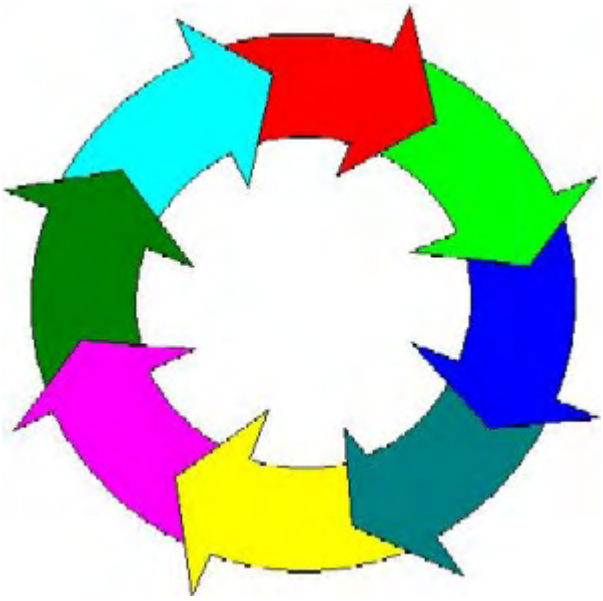
4. Direction to Staff
Macro Workshop
Financial Policies

5. Develop Operating and Capital Budget Requests
Budget Process
Capital Facilities Plan Process (CFP)

6. Adopt Budget/CFP
Biennial Budget
CFP

7. Monitor Results
Financial Reports
Performance Reports
Financial Trends

8. Adjust as Necessary
Mid-Biennium Review



City of ROSEVILLE Minnesota, USA

2010 - 2019 Financial Plan

Submitted _____, 2009

Table of Contents

Executive Summary

Enclosed is the 2010-2019 Financial Plan as prepared in accordance with the goals and strategies identified in the Imagine Roseville 2025 initiative and in consideration of the policies, goals and objectives identified by the City Council. Like the Capital Improvement Plan (CIP), the Financial Plan should not be construed as a request for funding; rather it is designed to serve as a planning tool that can be used to make informed financial decisions.

The Financial Plan is segregated into two portions; operations and capital investments. While both portions are crucial for maintaining services, the potential for alternative funding sources and the flexibility in making operational adjustments can vary significantly for each. Therefore they are looked at separately for financial planning purposes.

In addition, the Financial Plan makes the distinction between general-purpose operations that are used to provide police, fire, streets, and parks & recreation, and are typically funded by property taxes; and enterprise or business-type operations that are used to provide for water, sewer, storm, and golf course operations which are typically funded by user fees. Each of these separate categories is discussed in greater detail below.

If current operational trends continue and if the City makes all planned capital replacements over the next 10 years, it will create a sizeable impact on Roseville property owners. In order to maintain programs and services at existing levels and to replace infrastructure at the optimal time, property tax levies will need to increase by 17% per year for the next 10 years. Water and Sewer rates will need to increase by 10% per year during this same period. Under this scenario, a typical single-family home will see their combined City property tax and utility bill increase from $1,101 in 2009 to $3,018 in 2019, an increase of $192 per year. These impacts can be lessened if the City chooses to eliminate programs, reduce service levels, or delay capital replacements.

With these projections, Roseville would no longer be among the lowest taxed cities in the Twin Cities Metropolitan Area. It is estimated that Roseville will go from having the 7th lowest taxes out of 60 comparative cities, to having the 25th to 30th lowest. This would place Roseville near the median taxation level. For comparison purposes, the cities currently near the median include: Bloomington, St. Louis Park, Burnsville, New Brighton, and Mounds View.

The impacts noted above can also be portrayed as a percentage of household income. Based on the projections above, it is estimated that each household will pay 2.0-2.5% of their income to the City for property taxes and their utility bill in 2019. By comparison, Roseville households paid 1.5% of their income in 2002 and an estimated 1.3% in 2009.

More detailed information is presented below.

Enterprise Operations

The City's enterprise or business-type operations include the City's water, sanitary sewer, storm sewer, solid waste recycling, and golf course operations. They are categorized as enterprise operations because they are run much like a private, stand-alone business that is sustained solely by the direct revenues they receive. These operations do not receive any property tax monies.

Enterprise operations are funded by user fees, a portion of which is set aside for future capital replacements. The remaining is used for day-to-day operations. For financial planning purposes, the City looks at operations and capital investments separately. The financial plan for each of these categories is discussed in greater detail below.

Operations

Over the next 10 years, the City's enterprise operations are projected to collectively grow 5% per year, from $9.8 million in estimated expenditures in 2009 to $14.8 million in 2019. This assumes that the City will continue providing the same services and levels of services as it currently does. The projections incorporate increases in personnel, supplies & materials, and other operating costs including the purchase of water from the City of St. Paul and wastewater treatment costs paid to the Metropolitan Council.

Projected cost increases by major category for the enterprise functions are as follows:

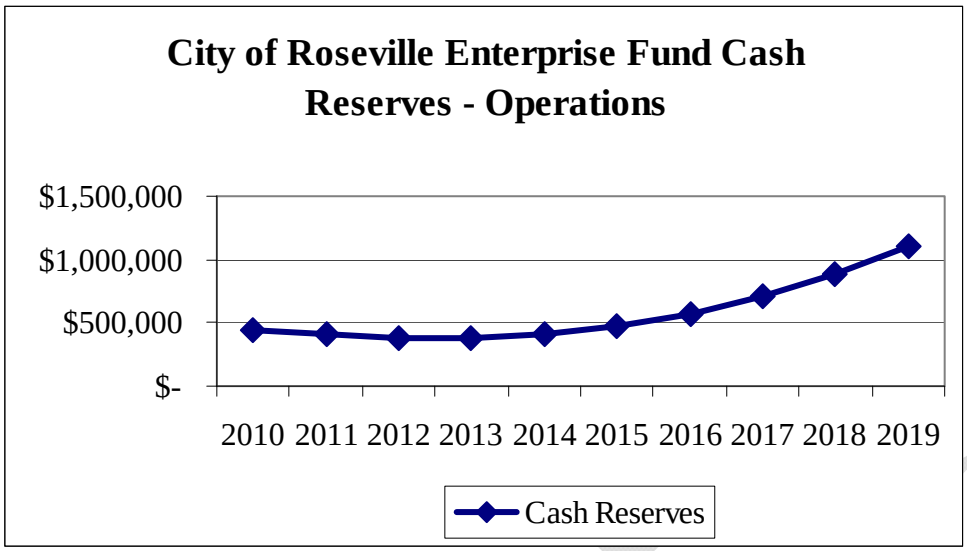
- Personnel costs - 5% thru 2012; and 4% thereafter
- Supplies and materials - 3%
- Other services and charges - 3%

The projected cost increases through 2019 are comparable to actual increases realized in prior years. To accommodate these additional costs, operating revenues rates will need to increase by a corresponding amount. User fee increases will fluctuate greatly depending on the enterprise function, with golf course and recycling fees rising at 3% annually. By contrast, stormwater fees will need to rise at 8% annually to offset projected cost increases and to equate current revenues with current expenditures. Water and sanitary sewer fees will need to rise at approximately 4% per year.

Cash reserves held in the enterprise funds are expected to generate an investment return of 5% annually which can be used to partially offset operational costs.

Additional user fee increases will be needed to offset capital investment needs. These increases are discussed in greater detail below.

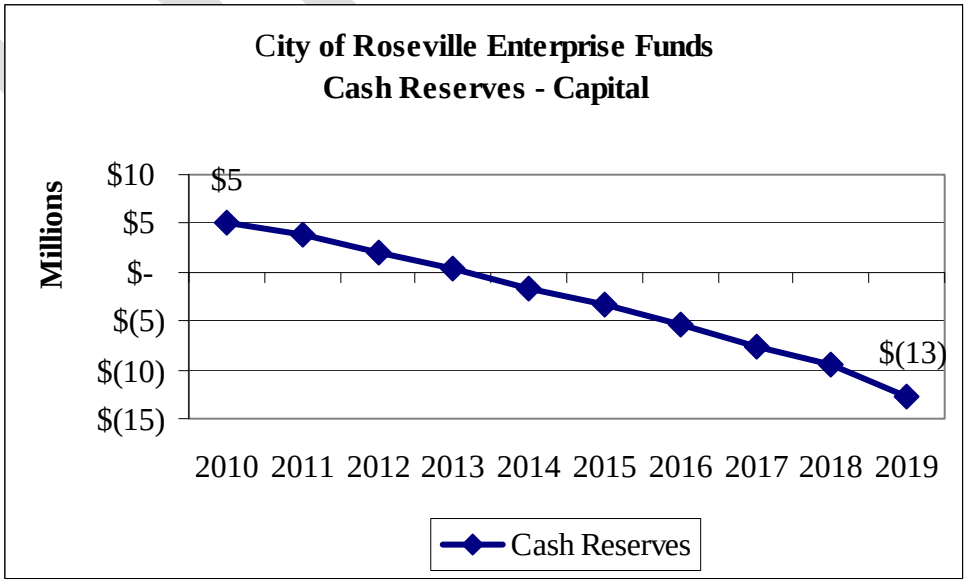
Based on the projected cost increases and added revenues, the cash reserve levels for operations in the City's enterprise-type functions are depicted in the following chart:



Capital Investment

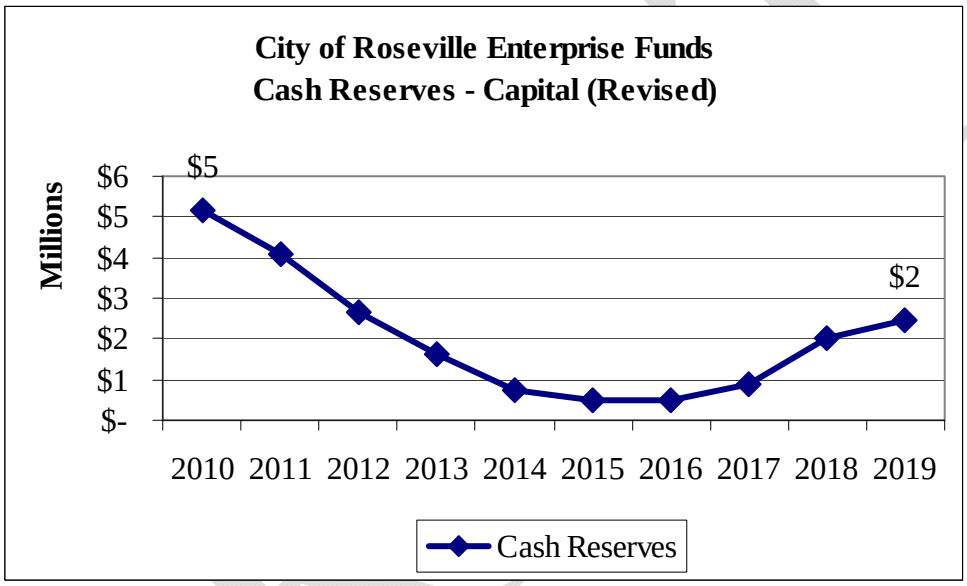
The 2009-2018 CIP identified approximately $26.9 million in asset replacement needs including the replacement of vehicles, water and sanitary sewer mains, stormwater mains and retention ponds, and golf course improvements. By contrast, using the current funding source of asset depreciation charges, only $8.5 million of available monies were identified, leaving a funding gap of $18.4 million over the next 10 years. If existing reserves in the enterprise funds are also applied, the funding gap drops to $12.7 million over the next 10 years.

Based on the CIP, the City will exhaust its dedicated asset replacement funds for its enterprise-type operations by 2014. This is depicted in the following chart.



To prevent a deficit from occurring, the City must; divest some city assets, defer asset replacements, or increase user fees. If the City chooses to rely solely on increased user fees; water and sewer rates will need to increase by 3-5% annually over the next 10 years. This is above and beyond any increase that will be needed to offset increasing operational costs. Green fees at the Golf Course will need to increase by 4.5% annually to afford planned infrastructure improvements. These user fee increases can be somewhat mitigated if the City defers some capital replacements. However, this will likely necessitate greater investment in asset maintenance.

With the user fee increases, and following the asset replacement schedules identified in the CIP, the cash reserves in the City's enterprise funds dedicated for capital needs will be as follows:



Financial Impact

Based on the projections noted above, the following table depicts the annual water, sanitary sewer, storm sewer, and recycling charges for a typical household:

Annual Household Utility Bill

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
$ 519	555	593	634	677	724	774	828	886	948	$ 1,015

As shown in the above table, over the next 10 years a typical household will incur an average increase of $49 or 9.5% annually on their utility bill. Green fees at the golf course will need to increase 7.5% per year. Again, these increases can be mitigated somewhat if the City defers the replacement of some capital assets beyond 10 years.

General Purpose Operations

The City's general purpose operations include the City's police, fire, streets and pathways, parks and recreation, and general administrative and finance functions. For purposes of this financial plan, it excludes general facilities such as City Hall, Public Works Building, and all fire stations. Which have typically been financed with voter-approved bonds.

In contrast to the City's water and sewer operations, general purpose functions are provided for by a variety of funding sources most notably, property taxes.

Each year, a portion of the property tax levy is set aside for future capital replacements. The remaining is used for day-to-day operations. For financial planning purposes, the City looks at operations and capital investments separately. The financial plan for each of these categories is discussed in greater detail below.

Operations

Over the next 10 years, the City's general purpose operations are projected to collectively grow 4.9% per year, from $15.6 million in estimated expenditures in 2009 to $23.3 million in 2019. This assumes that the City will continue providing the same services and levels of services as it currently does. The projections incorporate increases in personnel, supplies & materials, and other operating costs including contracted legal and other professional services.

Projected cost increases by major category for the general purpose functions are as follows:

- Personnel costs - 5% thru 2012; and 4% thereafter
- Supplies and materials - 2%
- Other services and charges - 2%
- Minor equipment – 50% thru 2014; and 25% thereafter

The projected cost increases through 2019 are comparable to actual increases realized in prior years. To accommodate these additional costs, operating revenues rates will need to increase by a corresponding amount. For General Fund activities including police, fire, streets, etc., revenues will need to increase as follows:

- Property taxes – 5%
- Licenses and permits – 2%
- Court fines – 2%
- Intergovernmental – 2%
- Charges for services – 2%
- Other – 1%

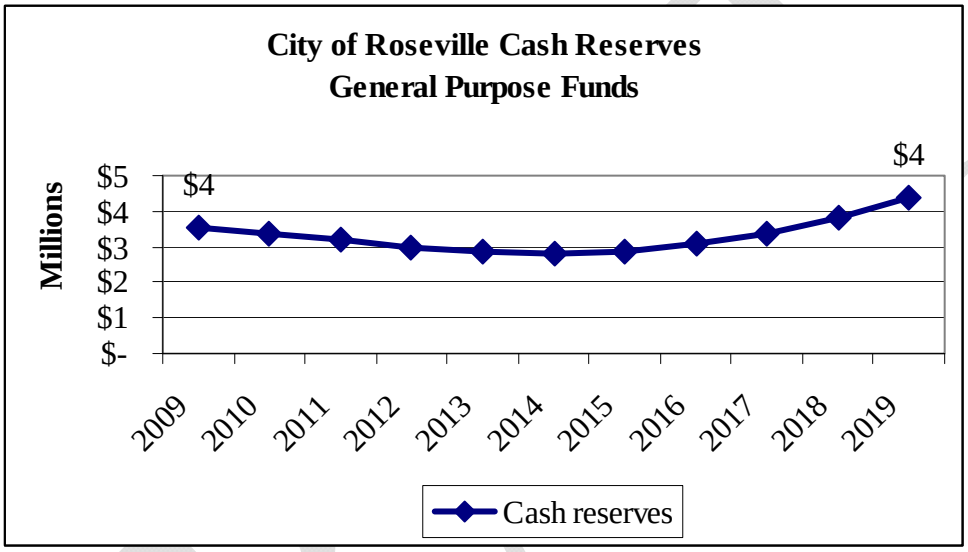
For Parks & Recreation activities including recreation programs and park maintenance, revenues will need to increase as follows:

- Property taxes – 5.5%
- Charges for services – 3%

Property taxes are needed to increase at a faster rate for the Parks & Recreation activities because it lacks any substantive cash reserves to buffer cost increases.

Cash reserves held in the general purpose funds are expected to generate an investment return of 5% annually which can be used to partially offset operational costs. Additional property tax increases will be needed to offset general purpose capital investment needs. These increases are discussed in greater detail below.

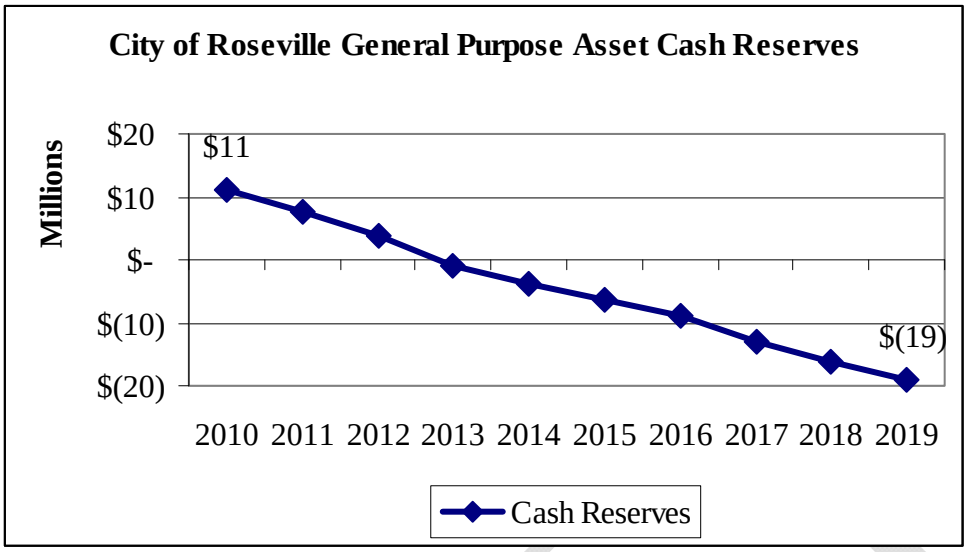
Based on the projected cost increases and added revenues, the cash reserve levels for operations in the City's general purpose functions are depicted in the following chart:



Capital Investments

The 2009-2018 CIP identified approximately $73.4 million in general purpose asset replacement needs including the replacement of buildings, streets, parks and trails, and vehicles and equipment. By contrast, using the current funding sources of property taxes, MSA monies, and interest earnings on the City's Street Infrastructure Replacement Fund, only $34.7 million of available monies were identified, leaving a funding gap of $38.7 million over the next 10 years. If existing reserves in the City's general purpose asset replacement funds are also applied, the funding gap drops to $29.9 million over the next 10 years.

Based on the asset replacement schedules identified in the CIP, the City will exhaust its dedicated asset replacement funds for its general purpose operations by 2013. This is depicted in the following chart.



To prevent this deficit from occurring, the City must; divest some city assets, defer asset replacements, or increase property taxes. If the City chooses to rely solely on increased property taxes; the City's property tax levy will need to increase by 11.9% annually over the next 10 years. This is above and beyond any increase that will be needed to offset operational costs.

Again, this is the amount necessary to fully fund all streets, parks and trails, and vehicles and equipment over the next 10 years while preserving the City's Street Infrastructure Replacement Fund at existing levels. All other asset replacement funds will have nominal reserves by 2019. These property tax increases can be somewhat mitigated if the City defers some capital replacements. However, this will likely necessitate greater investment in asset maintenance.

It may be prudent to rely on voter-approved bonds to finance the replacement of park system assets in addition to general facilities. Removing these two large categories would reduce the need for a tax levy increase of only 5.3% per year.

Financial Impact

Based on the projections noted above, the following table depicts the annual property tax impact necessary to finance the operational and capital needs for the City's general purpose functions including all streets, parks and trails, and vehicles and equipment:

Annual Household Property Tax Bill

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
$ 582	645	716	823	965	1,128	1,303	1,478	1,653	1,828	$ 2,003

As shown in the above table, over the next 10 years a typical household will incur an average increase of $142 or 24.4% annually on their property tax bill – holding all other factors constant.

Appendix A – Financial Plan Schedules

(see attached schedules below)

City of Roseville
2010 - 2019 Financial Plan
For Enterprise Operations

Water Fund

	Final 2009	Estimated 2010	Estimated 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
Revenues											
User fees	$ 5,360,000	$ 5,561,000	$ 5,769,538	$ 5,985,895	$ 6,210,366	$ 6,443,255	$ 6,684,877	$ 6,935,560	$ 7,195,643	$ 7,465,480	$ 7,745,436
Less depreciation	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Interest Earnings	2,000	4,203	7,857	10,978	13,474	15,454	16,841	17,548	17,483	16,543	14,620
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	$ 5,062,000	$ 5,265,203	$ 5,477,395	$ 5,696,873	$ 5,923,840	$ 6,158,709	$ 6,401,718	$ 6,653,108	$ 6,913,126	$ 7,182,023	$ 7,460,055
Expenditures											
Personnel Costs	$ 358,800	$ 376,740	$ 395,577	$ 415,356	$ 431,970	$ 449,249	$ 467,219	$ 485,908	$ 505,344	$ 525,558	$ 546,580
Supplies and Materials	55,250	56,908	58,615	60,373	62,184	64,050	65,971	67,951	69,989	72,089	74,251
Other Services and Charges	4,863,900	5,058,456	5,260,794	5,471,226	5,690,075	5,917,678	6,154,385	6,400,561	6,656,583	6,922,846	7,199,760
Less depreciation	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	$ 4,977,950	$ 5,192,104	$ 5,414,986	$ 5,646,955	$ 5,884,229	$ 6,130,977	$ 6,387,575	$ 6,654,419	$ 6,931,916	$ 7,220,493	$ 7,520,592
Beginning Balance	$ -	$ 84,050	$ 157,149	$ 219,558	$ 269,476	$ 309,087	$ 336,819	$ 350,962	$ 349,651	$ 330,861	$ 292,391
Operating Surplus (Deficit)	84,050	73,099	62,409	49,918	39,611	27,732	14,143	(1,311)	(18,790)	(38,470)	(60,536)
Ending Balance	$ 84,050	$ 157,149	$ 219,558	$ 269,476	$ 309,087	$ 336,819	$ 350,962	$ 349,651	$ 330,861	$ 292,391	$ 231,855

Annual Increase Assumptions

* User Fees - 3.75%
* Interest Earnings - 5% return on cash balance
* Personnel Costs - 5% thru 2012, 4% thereafter
* Supplies and Materials - 3%
* Other Services and Charges - 4%
* Depreciation - 0% increase here (shown on Capital)

City of Roseville
2010 - 2019 Financial Plan
For Enterprise Operations

Sanitary Fund

	Final 2009	Estimated 2010	Estimated 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
Revenues											
User fees	$ 3,600,000	$ 3,744,000	$ 3,893,760	$ 4,049,510	$ 4,211,491	$ 4,379,950	$ 4,555,148	$ 4,737,354	$ 4,926,849	$ 5,123,923	$ 5,328,879
Less depreciation	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)
Interest Earnings	100,000	6,250	7,645	8,924	10,063	11,303	12,654	14,122	15,716	17,446	19,320
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	$ 3,490,000	$ 3,540,250	$ 3,691,405	$ 3,848,435	$ 4,011,553	$ 4,181,254	$ 4,357,802	$ 4,541,476	$ 4,732,565	$ 4,931,368	$ 5,138,200
Expenditures											
Personnel Costs	$ 467,500	$ 490,875	$ 515,419	$ 541,190	$ 562,837	$ 585,351	$ 608,765	$ 633,115	$ 658,440	$ 684,778	$ 712,169
Supplies and Materials	32,350	33,321	34,320	35,350	36,410	37,503	38,628	39,786	40,980	42,209	43,476
Other Services and Charges	3,075,150	3,198,156	3,326,082	3,459,126	3,597,491	3,741,390	3,891,046	4,046,688	4,208,555	4,376,897	4,551,973
Less depreciation	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)
	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	$ 3,365,000	$ 3,512,352	$ 3,665,821	$ 3,825,665	$ 3,986,738	$ 4,154,243	$ 4,328,438	$ 4,509,589	$ 4,697,975	$ 4,893,884	$ 5,097,618
Beginning Balance	$ -	$ 125,000	$ 152,899	$ 178,482	$ 201,252	$ 226,067	$ 253,078	$ 282,442	$ 314,329	$ 348,919	$ 386,403
Operating Surplus (Deficit)	125,000	27,899	25,584	22,770	24,815	27,010	29,364	31,887	34,590	37,484	40,582
Ending Balance	$ 125,000	$ 152,899	$ 178,482	$ 201,252	$ 226,067	$ 253,078	$ 282,442	$ 314,329	$ 348,919	$ 386,403	$ 426,985

Annual Increase Assumptions

* User Fees - 4%
* Interest Earnings - 5% return on cash balance
* Personnel Costs - 5% thru 2012, 4% thereafter
* Supplies and Materials - 3%
* Other Services and Charges - 4%
* Depreciation - 0% increase here (shown on Capital)

City of Roseville
2010 - 2019 Financial Plan
For Enterprise Operations

Storm Sewer Fund

	Final 2009	Estimated 2010	Estimated 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
Revenues											
User fees	$ 740,000	$ 799,200	$ 863,136	$ 932,187	$ 1,006,762	$ 1,087,303	$ 1,174,287	$ 1,268,230	$ 1,369,688	$ 1,479,263	$ 1,597,604
Less depreciation	(310,000)	(310,000)	(310,000)	(310,000)	(310,000)	(310,000)	(310,000)	(310,000)	(310,000)	(310,000)	(310,000)
Interest Earnings	50,000	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	$ 480,000	$ 489,200	$ 553,136	$ 622,187	$ 696,762	$ 777,303	$ 864,287	$ 958,230	$ 1,059,688	$ 1,169,263	$ 1,287,604
Expenditures											
Personnel Costs	$ 232,500	$ 244,125	$ 256,331	$ 269,148	$ 279,914	$ 291,110	$ 302,755	$ 314,865	$ 327,459	$ 340,558	$ 354,180
Supplies and Materials	47,600	49,028	50,499	52,014	53,574	55,181	56,837	58,542	60,298	62,107	63,970
Other Services and Charges	566,975	583,984	601,504	619,549	638,135	657,279	676,998	697,308	718,227	739,774	761,967
Less depreciation	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)
	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	$ 637,075	$ 667,137	$ 698,334	$ 730,711	$ 761,623	$ 793,571	$ 826,589	$ 860,715	$ 895,985	$ 932,439	$ 970,118
Beginning Balance	$ -	$ (157,075)	$ (335,012)	$ (480,210)	$ (588,734)	$ (653,595)	$ (669,864)	$ (632,166)	$ (534,651)	$ (370,947)	$ (134,122)
Operating Surplus (Deficit)	(157,075)	(177,937)	(145,198)	(108,524)	(64,861)	(16,268)	37,698	97,515	163,704	236,825	317,487
Ending Balance	$ (157,075)	$ (335,012)	$ (480,210)	$ (588,734)	$ (653,595)	$ (669,864)	$ (632,166)	$ (534,651)	$ (370,947)	$ (134,122)	$ 183,365

Annual Increase Assumptions

* User Fees - 8%
* Interest Earnings - 5% return on cash balance
* Personnel Costs - 5% thru 2012, 4% thereafter
* Supplies and Materials - 3%
* Other Services and Charges - 3%
* Depreciation - 0% increase here (shown on Capital)

City of Roseville
2010 - 2019 Financial Plan
For Enterprise Operations

Recycling Fund

	Final 2009	Estimated 2010	Estimated 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
Revenues											
User fees	$ 310,000	$ 319,300	$ 328,879	$ 338,745	$ 348,908	$ 359,375	$ 370,156	$ 381,261	$ 392,699	$ 404,480	$ 416,614
Revenue sharing	125,000	126,250	127,513	128,788	130,076	131,376	132,690	134,017	135,357	136,711	138,078
County grant	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Interest Earnings	-	2,373	3,621	4,677	5,521	6,157	6,565	6,723	6,608	6,196	5,461
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	$ 510,000	$ 522,923	$ 535,012	$ 547,210	$ 559,504	$ 571,908	$ 584,411	$ 597,001	$ 609,664	$ 622,387	$ 635,152
Expenditures											
Personnel Costs	$ 46,900	$ 49,245	$ 51,707	$ 54,293	$ 56,464	$ 58,723	$ 61,072	$ 63,515	$ 66,055	$ 68,697	$ 71,445
Supplies and Materials	200	204	208	212	216	221	225	230	234	239	244
Other Services and Charges	435,450	448,514	461,969	475,828	490,103	504,806	519,950	535,549	551,615	568,163	585,208
Less depreciation	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	$ 482,550	$ 497,963	$ 513,884	$ 530,333	$ 546,784	$ 563,750	$ 581,247	$ 599,293	$ 617,905	$ 637,100	$ 656,898
Beginning Balance	$ 20,000	$ 47,450	$ 72,410	$ 93,538	$ 110,415	$ 123,135	$ 131,294	$ 134,457	$ 132,165	$ 123,924	$ 109,211
Operating Surplus (Deficit)	27,450	24,960	21,128	16,877	12,720	8,158	3,164	(2,292)	(8,241)	(14,713)	(21,745)
Ending Balance	$ 47,450	$ 72,410	$ 93,538	$ 110,415	$ 123,135	$ 131,294	$ 134,457	$ 132,165	$ 123,924	$ 109,211	$ 87,466

Annual Increase Assumptions

* User Fees - 3%
* Revenue sharing - 1%
* County grant - 0%
* Interest Earnings - 5% return on cash balance
* Personnel Costs - 5% thru 2012, 4% thereafter
* Supplies and Materials - 3%
* Other Services and Charges - 3%

City of Roseville
2010 - 2019 Financial Plan
For Enterprise Operations

Golf Course Fund

	Final 2009	Estimated 2010	Estimated 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
Revenues											
User fees	$ 393,000	$ 404,790	$ 416,934	$ 429,442	$ 442,325	$ 455,595	$ 469,263	$ 483,340	$ 497,841	$ 512,776	$ 528,159
Less depreciation	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)
Interest Earnings	8,000	19,890	20,092	19,998	19,572	18,928	18,041	16,887	15,439	13,670	11,547
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	$ 377,000	$ 400,680	$ 413,025	$ 425,440	$ 437,897	$ 450,522	$ 463,303	$ 476,227	$ 489,280	$ 502,445	$ 515,706
Expenditures											
Personnel Costs	$ 267,650	$ 281,033	$ 295,084	$ 309,838	$ 322,232	$ 335,121	$ 348,526	$ 362,467	$ 376,966	$ 392,044	$ 407,726
Supplies and Materials	50,550	52,067	53,628	55,237	56,894	58,601	60,359	62,170	64,035	65,956	67,935
Other Services and Charges	85,000	87,550	90,177	92,882	95,668	98,538	101,494	104,539	107,675	110,906	114,233
Less depreciation	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)
	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	$ 379,200	$ 396,649	$ 414,889	$ 433,957	$ 450,795	$ 468,261	$ 486,380	$ 505,176	$ 524,676	$ 544,906	$ 565,894
Beginning Balance	$ 400,000	$ 397,800	$ 401,831	$ 399,967	$ 391,450	$ 378,553	$ 360,814	$ 337,738	$ 308,789	$ 273,392	$ 230,931
Operating Surplus (Deficit)	(2,200)	4,031	(1,864)	(8,517)	(12,897)	(17,738)	(23,077)	(28,949)	(35,396)	(42,461)	(50,188)
Ending Balance	$ 397,800	$ 401,831	$ 399,967	$ 391,450	$ 378,553	$ 360,814	$ 337,738	$ 308,789	$ 273,392	$ 230,931	$ 180,743

Annual Increase Assumptions

* User Fees - 3%
* Interest Earnings - 5% return on cash balance
* Personnel Costs - 5% thru 2012, 4% thereafter
* Supplies and Materials - 3%
* Other Services and Charges - 3%
* Depreciation - 0% increase here (shown on Capital)

City of Roseville
2010 - 2019 Financial Plan
For Enterprise Capital Replacements

Enterprise Asset Replacements - current financing

Revenues	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Water deprec. charges	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000
San. Sewer deprec. charges	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000
Storm Sewer deprec. charges	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000
Golf Course deprec. charges	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000
	-	-	-	-	-	-	-	-	-	-
Total	848,000	848,000	848,000	848,000	848,000	848,000	848,000	848,000	848,000	848,000
Capital Expenditures (CIP)										
Water system	$ 345,500	$ 645,500	$ 1,110,500	$ 710,500	$ 965,500	$ 915,500	$ 970,500	$ 1,172,000	$ 1,148,500	$ 1,128,300
Sanitary Sewer system	510,000	725,500	850,500	925,500	1,025,500	1,095,500	1,338,500	1,108,500	1,008,500	1,000,500
Storm Sewer system	615,500	696,000	680,000	882,900	745,000	576,200	525,960	723,000	608,000	865,800
Golf Course	18,000	33,000	57,000	50,000	50,000	36,000	65,000	-	13,800	1,045,000
	-	-	-	-	-	-	-	-	-	-
Total	1,489,000	2,100,000	2,698,000	2,568,900	2,786,000	2,623,200	2,899,960	3,003,500	2,778,800	4,039,600
Beg. Cash Reserves - Water	100,000	54,500	(291,000)	(1,101,500)	(1,512,000)	(2,177,500)	(2,793,000)	(3,463,500)	(4,335,500)	(5,184,000)
End Cash Reserves	$ 54,500	$ (291,000)	$ (1,101,500)	$ (1,512,000)	$ (2,177,500)	$ (2,793,000)	$ (3,463,500)	$ (4,335,500)	$ (5,184,000)	$ (6,012,300)
Beg. Cash Reserves - San Swr	3,000,000	2,700,000	2,184,500	1,544,000	828,500	13,000	(872,500)	(2,001,000)	(2,899,500)	(3,698,000)
End Cash Reserves	$ 2,700,000	$ 2,184,500	$ 1,544,000	$ 828,500	$ 13,000	$ (872,500)	$ (2,001,000)	$ (2,899,500)	$ (3,698,000)	$ (4,488,500)
Beg. Cash Reserves - St Swr	2,300,000	1,994,500	1,608,500	1,238,500	665,600	230,600	(35,600)	(251,560)	(664,560)	(962,560)
End Cash Reserves	$ 1,994,500	$ 1,608,500	$ 1,238,500	$ 665,600	$ 230,600	$ (35,600)	$ (251,560)	$ (664,560)	$ (962,560)	$ (1,518,360)
Beg. Cash Reserves - Golf	400,000	410,000	405,000	376,000	354,000	332,000	324,000	287,000	315,000	329,200
End Cash Reserves	$ 410,000	$ 405,000	$ 376,000	$ 354,000	$ 332,000	$ 324,000	$ 287,000	$ 315,000	$ 329,200	$ (687,800)
Total Reserves	$ 5,159,000	$ 3,907,000	$ 2,057,000	$ 336,100	$ (1,601,900)	$ (3,377,100)	$ (5,429,060)	$ (7,584,560)	$ (9,515,360)	$ (12,706,960)

City of Roseville
2010 - 2019 Financial Plan
For Enterprise Capital Replacements

Enterprise Asset Replacements - adjusted financing

Revenues	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Water deprec. charges	$ 300,000	$ 390,000	$ 507,000	$ 659,100	$ 856,830	$ 1,113,879	$ 1,448,043	$ 1,592,847	$ 1,752,132	$ 1,927,345
San. Sewer deprec. charges	210,000	262,500	328,125	410,156	512,695	640,869	801,086	1,001,358	1,251,698	1,564,622
Storm Sewer deprec. charges	310,000	341,000	375,100	412,610	453,871	499,258	549,184	604,102	664,513	730,964
Golf Course deprec. charges	28,000	36,400	47,320	61,516	79,971	103,962	135,151	175,696	228,405	296,926
	-	-	-	-	-	-	-	-	-	-
Total	848,000	1,029,900	1,257,545	1,543,382	1,903,367	2,357,968	2,933,464	3,374,003	3,896,746	4,519,857
Capital Expenditures (CIP)										
Water system	$ 345,500	$ 645,500	$ 1,110,500	$ 710,500	$ 965,500	$ 915,500	$ 970,500	$ 1,172,000	$ 1,148,500	$ 1,128,300
Sanitary Sewer system	510,000	725,500	850,500	925,500	1,025,500	1,095,500	1,338,500	1,108,500	1,008,500	1,000,500
Storm Sewer system	615,500	696,000	680,000	882,900	745,000	576,200	525,960	723,000	608,000	865,800
Golf Course	18,000	33,000	57,000	50,000	50,000	36,000	65,000	-	13,800	1,045,000
	-	-	-	-	-	-	-	-	-	-
Total	1,489,000	2,100,000	2,698,000	2,568,900	2,786,000	2,623,200	2,899,960	3,003,500	2,778,800	4,039,600
Beg. Cash Reserves - Water	100,000	54,500	(201,000)	(804,500)	(855,900)	(964,570)	(766,191)	(288,648)	132,199	735,830
End Cash Reserves	$ 54,500	$ (201,000)	$ (804,500)	$ (855,900)	$ (964,570)	$ (766,191)	$ (288,648)	$ 132,199	$ 735,830	$ 1,534,875
Beg. Cash Reserves - San Swr	3,000,000	2,700,000	2,237,000	1,714,625	1,199,281	686,477	231,846	(305,568)	(412,710)	(169,512)
End Cash Reserves	$ 2,700,000	$ 2,237,000	$ 1,714,625	$ 1,199,281	$ 686,477	$ 231,846	$ (305,568)	$ (412,710)	$ (169,512)	$ 394,610
Beg. Cash Reserves - St Swr	2,300,000	1,994,500	1,639,500	1,334,600	864,310	573,181	496,239	519,463	400,565	457,078
End Cash Reserves	$ 1,994,500	$ 1,639,500	$ 1,334,600	$ 864,310	$ 573,181	$ 496,239	$ 519,463	$ 400,565	$ 457,078	$ 322,242
Beg. Cash Reserves - Golf	400,000	410,000	413,400	403,720	415,236	445,207	513,169	583,319	759,015	973,620
End Cash Reserves	$ 410,000	$ 413,400	$ 403,720	$ 415,236	$ 445,207	$ 513,169	$ 583,319	$ 759,015	$ 973,620	$ 225,546
Total Reserves	$ 5,159,000	$ 4,088,900	$ 2,648,445	$ 1,622,927	$ 740,294	$ 475,063	$ 508,566	$ 879,069	$ 1,997,016	$ 2,477,272

Annual Increase Assumptions

* Water Depreciation charges - 30% thru 2016, 2% thereafter
San Sewer Depreciation charges - 25%
Storm Depreciation charges - 10%
Golf Depreciation charges - 30%

City of Roseville
2010 - 2019 Financial Plan
For Operations

General Fund

	Final 2009	Estimated 2010	Estimated 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
Revenues											
Property Taxes	$ 8,910,360	$ 9,355,878	$ 9,823,672	$10,314,855	$10,830,598	$11,372,128	$11,940,735	$12,537,771	$13,164,660	$13,822,893	$14,514,038
Licenses & Permits	282,400	288,048	293,809	299,685	305,679	311,792	318,028	324,389	330,877	337,494	344,244
Court Fines	286,000	291,720	297,554	303,505	309,576	315,767	322,082	328,524	335,095	341,796	348,632
Intergovernmental Rev	909,000	927,180	945,724	964,638	983,931	1,003,609	1,023,682	1,044,155	1,065,038	1,086,339	1,108,066
Charges for Services	930,000	948,600	967,572	986,923	1,006,662	1,026,795	1,047,331	1,068,278	1,089,643	1,111,436	1,133,665
Interest Earnings	257,360	171,099	162,651	153,373	142,930	136,038	132,605	134,058	140,834	153,323	171,842
Other	200,000	220,000	242,000	266,200	292,820	322,102	354,312	389,743	428,718	471,590	518,748
Total Revenues	$11,775,120	$12,202,525	$12,732,982	$13,289,180	$13,872,196	$14,488,232	$15,138,775	$15,826,919	$16,554,864	$17,324,871	$18,139,235
Expenditures											
Personnel Costs	$ 9,055,395	$ 9,508,165	$ 9,983,573	$10,482,752	$10,902,062	$11,338,144	$11,791,670	$12,263,337	$12,753,870	$13,264,025	$13,794,586
Supplies and Materials	693,825	707,702	721,856	736,293	751,018	766,039	781,360	796,987	812,927	829,185	845,769
Other Services and Charges	2,083,930	2,125,609	2,168,121	2,211,483	2,255,713	2,300,827	2,346,844	2,393,781	2,441,656	2,490,489	2,540,299
Minor Equipment	20,000	30,000	45,000	67,500	101,250	151,875	189,844	237,305	296,631	370,789	463,486
	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	$11,853,150	$12,371,475	$12,918,549	$13,498,027	$14,010,043	$14,556,885	$15,109,717	$15,691,409	$16,305,084	$16,954,488	$17,644,140
Beginning Balance	$ 3,500,000	$ 3,421,970	$ 3,253,020	$ 3,067,452	$ 2,858,605	$ 2,720,758	$ 2,652,105	$ 2,681,163	$ 2,816,673	$ 3,066,453	$ 3,436,836
Operating Surplus (Deficit)	(78,030)	(168,950)	(185,567)	(208,847)	(137,847)	(68,653)	29,058	135,510	249,780	370,383	495,095
Ending Balance	$ 3,421,970	$ 3,253,020	$ 3,067,452	$ 2,858,605	$ 2,720,758	$ 2,652,105	$ 2,681,163	$ 2,816,673	$ 3,066,453	$ 3,436,836	$ 3,931,932
Deficit as a % of Exp.		1.4%	1.4%	1.5%	1.0%	0.5%	-0.2%	-0.9%	-1.5%	-2.2%	-2.8%
Incremental			0.1%	0.1%	-0.6%	-0.5%	-0.7%	-0.7%	-0.7%	-0.7%	-0.6%

Annual Increase Assumptions

* Property Taxes - 5%
* Licenses & Permits - 2%
* Court Fines - 2%
* Intergovernmental Rev - 2%
* Charges for Services - 2%
* Interest Earnings - 5% return on cash balance
* Other - 1%
* Personnel Costs - 5% thru 2012, 4% thereafter
* Supplies and Materials - 2%
* Other Services and Charges - 2%
* Minor Equipment - 50% thru 2014, 25% thereafter
  (Includes: computer & software replacement)

City of Roseville
2010 - 2019 Financial Plan
For Operations

Recreation Funds

	Preliminary 2009	Estimated 2010	Estimated 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
Revenues											
Property Taxes	$ 1,858,500	$ 1,960,718	$ 2,068,557	$ 2,182,328	$ 2,302,356	$ 2,428,985	$ 2,562,579	$ 2,703,521	$ 2,852,215	$ 3,009,087	$ 3,174,586
Charges for Services	1,890,405	1,947,117	2,005,531	2,065,697	2,127,667	2,191,498	2,257,242	2,324,960	2,394,708	2,466,550	2,540,546
Interest Earnings	1,140	5,000	5,360	5,741	5,879	6,755	7,897	10,009	12,951	16,493	20,287
	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	$ 3,750,045	$ 3,912,835	$ 4,079,448	$ 4,253,765	$ 4,435,902	$ 4,627,238	$ 4,827,719	$ 5,038,490	$ 5,259,874	$ 5,492,130	$ 5,735,420
Expenditures											
Personnel Costs	$ 2,427,915	$ 2,549,311	$ 2,676,776	$ 2,810,615	$ 2,923,040	$ 3,039,961	$ 3,161,560	$ 3,288,022	$ 3,419,543	$ 3,556,325	$ 3,698,578
Supplies and Materials	256,765	261,900	267,138	272,481	277,931	283,489	289,159	294,942	300,841	306,858	312,995
Other Services and Charges	1,049,230	1,070,215	1,091,619	1,113,451	1,135,720	1,158,435	1,181,603	1,205,235	1,229,340	1,253,927	1,279,006
Minor Equipment	16,135	24,203	36,304	54,456	81,683	122,525	153,156	191,446	239,307	299,134	373,917
	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	$ 3,750,045	$ 3,905,628	$ 4,071,837	$ 4,251,003	$ 4,418,374	$ 4,604,410	$ 4,785,479	$ 4,979,645	$ 5,189,031	$ 5,416,243	$ 5,664,495
Beginning Balance	$ 100,000	$ 100,000	$ 107,207	$ 114,817	$ 117,579	$ 135,107	$ 157,935	$ 200,175	$ 259,019	$ 329,862	$ 405,748
Operating Surplus (Deficit)	-	7,207	7,611	2,762	17,528	22,828	42,240	58,844	70,843	75,886	70,925
Ending Balance	$ 100,000	$ 107,207	$ 114,817	$ 117,579	$ 135,107	$ 157,935	$ 200,175	$ 259,019	$ 329,862	$ 405,748	$ 476,673
Deficit as a % of Exp.		-0.2%	-0.2%	-0.1%	-0.4%	-0.5%	-0.9%	-1.2%	-1.4%	-1.4%	-1.3%
Incremental			0.0%	0.1%	-0.3%	-0.1%	-0.4%	-0.3%	-0.2%	0.0%	0.1%

Annual Increase Assumptions

* Property Taxes - 4%
* Charges for Services - 3%
* Interest Earnings - 5% return on cash balance
* Personnel Costs - 5% thru 2012, 4% thereafter
* Supplies and Materials - 2%
* Other Services and Charges - 2%
* Minor Equipment - 50% thru 2014, 25% thereafter

City of Roseville
2010 - 2019 Financial Plan
For Capital Replacements (current)

Vehicle Replacements

Revenues	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Property taxes	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Police depreciation	-	-	-	-	-	-	-	-	-	-
Fire depreciation	-	-	-	-	-	-	-	-	-	-
Street Maint. deprec	-	-	-	-	-	-	-	-	-	-
Park Maint. deprec	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-

Expenditures	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Police	246,095	217,095	239,095	279,055	217,095	217,095	268,095	250,055	217,095	246,095
Fire	516,000	52,500	50,000	1,500,000	525,000	-	77,500	1,700,000	662,000	71,000
Street Maintenance	295,000	231,000	506,000	162,740	297,200	179,000	73,800	9,000	32,500	394,500
Park Maintenance	120,000	140,000	60,000	105,000	35,000	-	-	170,000	65,000	30,000
	-	-	-	-	-	-	-	-	-	-
Total	1,177,095	640,595	855,095	2,046,795	1,074,295	396,095	419,395	2,129,055	976,595	741,595
Beg. Cash Reserves	300,000	(877,095)	(1,517,690)	(2,372,785)	(4,419,580)	(5,493,875)	(5,889,970)	(6,309,365)	(8,438,420)	(9,415,015)
Cash Transfer In	-	-	-	-	-	-	-	-	-	-
End Cash Reserves	$ (877,095)	$ (1,517,690)	$ (2,372,785)	$ (4,419,580)	$ (5,493,875)	$ (5,889,970)	$ (6,309,365)	$ (8,438,420)	$ (9,415,015)	$ (10,156,610)

City of Roseville
2010 - 2019 Financial Plan
For Capital Replacements (current)

Street Infrastructure Replacement (non MSA roads)

Revenues	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Property taxes	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest earnings	600,000	678,500	668,639	655,335	641,267	626,390	604,908	582,190	558,166	532,760
	-	-	-	-	-	-	-	-	-	-
Total	600,000	678,500	668,639	655,335	641,267	626,390	604,908	582,190	558,166	532,760

Expenditures	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Mill & Overlay	$ 800,000	$ 850,000	$ 900,000	$ 900,000	$ 900,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
	-	-	-	-	-	-	-	-	-	-
Total	800,000	850,000	900,000	900,000	900,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Beg. Cash Reserves	12,000,000	11,800,000	11,628,500	11,397,139	11,152,474	10,893,741	10,520,132	10,125,039	9,707,229	9,265,395
Cash Transfer Out	-	-	-	-	-	-	-	-	-	-
End Cash Reserves	$11,800,000	$11,628,500	$11,397,139	$11,152,474	$10,893,741	$ 10,520,132	$ 10,125,039	$ 9,707,229	$ 9,265,395	$ 8,798,155

Park Infrastructure Replacement (PIP)

Revenues	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Property taxes	$ 215,000	$ 215,000	$ 215,000	$ 215,000	$ 215,000	$ 215,000	$ 215,000	$ 215,000	$ 215,000	$ 215,000
Park Dedication Fees	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
Total	215,000	215,000	215,000	215,000	215,000	215,000	215,000	215,000	215,000	215,000

Expenditures	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
PIP	$ 545,000	3,030,000	2,755,000	2,800,000	1,855,000	2,026,000	1,802,500	1,799,000	1,807,000	1,887,500
	-	-	-	-	-	-	-	-	-	-
Total	545,000	3,030,000	2,755,000	2,800,000	1,855,000	2,026,000	1,802,500	1,799,000	1,807,000	1,887,500
Beg. Cash Reserves	300,000	(30,000)	(2,845,000)	(5,385,000)	(7,970,000)	(9,610,000)	(11,421,000)	(13,008,500)	(14,592,500)	(16,184,500)
End Cash Reserves	$ (30,000)	$ (2,845,000)	$ (5,385,000)	$ (7,970,000)	$ (9,610,000)	$ (11,421,000)	$ (13,008,500)	$ (14,592,500)	$ (16,184,500)	$ (17,857,000)

City of Roseville
2010 - 2019 Financial Plan
For Capital Replacements (revised)

Vehicle Replacements

Revenues	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Property taxes	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Police depreciation	59,900	119,800	179,800	239,700	239,700	239,700	239,700	239,700	239,700	239,700
Fire depreciation	128,900	257,700	386,600	515,400	515,400	515,400	515,400	515,400	515,400	515,400
Street Maint. deprec	54,500	109,000	163,600	218,100	218,100	218,100	218,100	218,100	218,100	218,100
Park Maint. deprec	18,100	36,300	54,400	72,500	72,500	72,500	72,500	72,500	72,500	72,500
	-	-	-	-	-	-	-	-	-	-
Total	261,400	522,800	784,400	1,045,700	1,045,700	1,045,700	1,045,700	1,045,700	1,045,700	1,045,700

Expenditures	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Police	246,095	217,095	239,095	279,055	217,095	217,095	268,095	250,055	217,095	246,095
Fire	516,000	52,500	50,000	1,500,000	525,000	-	77,500	1,700,000	662,000	71,000
Street Maintenance	295,000	231,000	506,000	162,740	297,200	179,000	73,800	9,000	32,500	394,500
Park Maintenance	120,000	140,000	60,000	105,000	35,000	-	-	170,000	65,000	30,000
	-	-	-	-	-	-	-	-	-	-
Total	1,177,095	640,595	855,095	2,046,795	1,074,295	396,095	419,395	2,129,055	976,595	741,595
Beg. Cash Reserves	300,000	684,305	566,510	495,815	(505,280)	(533,875)	115,730	742,035	(341,320)	(272,215)
Cash Transfer In	1,300,000	-	-	-	-	-	-	-	-	-
End Cash Reserves	$ 684,305	$ 566,510	$ 495,815	$ (505,280)	$ (533,875)	$ 115,730	$ 742,035	$ (341,320)	$ (272,215)	$ 31,890

City of Roseville
2010 - 2019 Financial Plan
For Capital Replacements (revised)

Street Infrastructure Replacement (non MSA roads)

Revenues	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Property taxes	$ -	$ -	$ -	$ -	$ 261,400	$ 522,800	$ 784,200	$ 1,045,600	$ 1,307,000	$ 1,568,400
Interest earnings	600,000	603,750	589,591	571,742	552,867	547,938	552,005	571,337	606,811	659,355
	-	-	-	-	-	-	-	-	-	-
Total	600,000	603,750	589,591	571,742	814,267	1,070,738	1,336,205	1,616,937	1,913,811	2,227,755

Expenditures	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Mill & Overlay	$ 800,000	$ 850,000	$ 900,000	$ 900,000	$ 900,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
	-	-	-	-	-	-	-	-	-	-
Total	800,000	850,000	900,000	900,000	900,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Beg. Cash Reserves	12,000,000	10,500,000	10,253,750	9,943,341	9,615,083	9,529,350	9,600,088	9,936,293	10,553,229	11,467,040
Cash Transfer Out	(1,300,000)	-	-	-	-	-	-	-	-	-
End Cash Reserves	$10,500,000	$10,253,750	$ 9,943,341	$ 9,615,083	$ 9,529,350	$ 9,600,088	$ 9,936,293	$10,553,229	$11,467,040	$12,694,795

Park Infrastructure Replacement (PIP)

Revenues	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Property taxes	$ 215,000	$ 215,000	$ 215,000	$ 215,000	$ 215,000	$ 215,000	$ 215,000	$ 215,000	$ 215,000	$ 215,000
Add'l property taxes	430,000	860,000	1,290,000	1,720,000	2,150,000	2,365,000	2,365,000	2,365,000	2,365,000	2,365,000
	-	-	-	-	-	-	-	-	-	-
Total	645,000	1,075,000	1,505,000	1,935,000	2,365,000	2,580,000	2,580,000	2,580,000	2,580,000	2,580,000

Expenditures	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
PIP	$ 545,000	3,030,000	2,755,000	2,800,000	1,855,000	2,026,000	1,802,500	1,799,000	1,807,000	1,887,500
	-	-	-	-	-	-	-	-	-	-
Total	545,000	3,030,000	2,755,000	2,800,000	1,855,000	2,026,000	1,802,500	1,799,000	1,807,000	1,887,500
Beg. Cash Reserves	300,000	400,000	(1,555,000)	(2,805,000)	(3,670,000)	(3,160,000)	(2,606,000)	(1,828,500)	(1,047,500)	(274,500)
End Cash Reserves	$ 400,000	$(1,555,000)	$(2,805,000)	$(3,670,000)	$(3,160,000)	$(2,606,000)	$(1,828,500)	$(1,047,500)	$ (274,500)	$ 418,000