



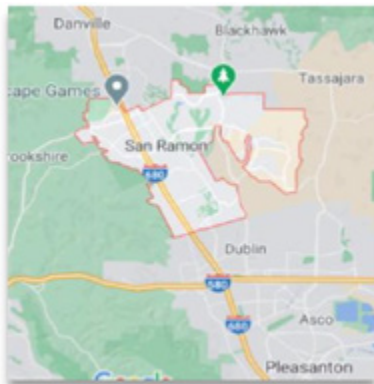
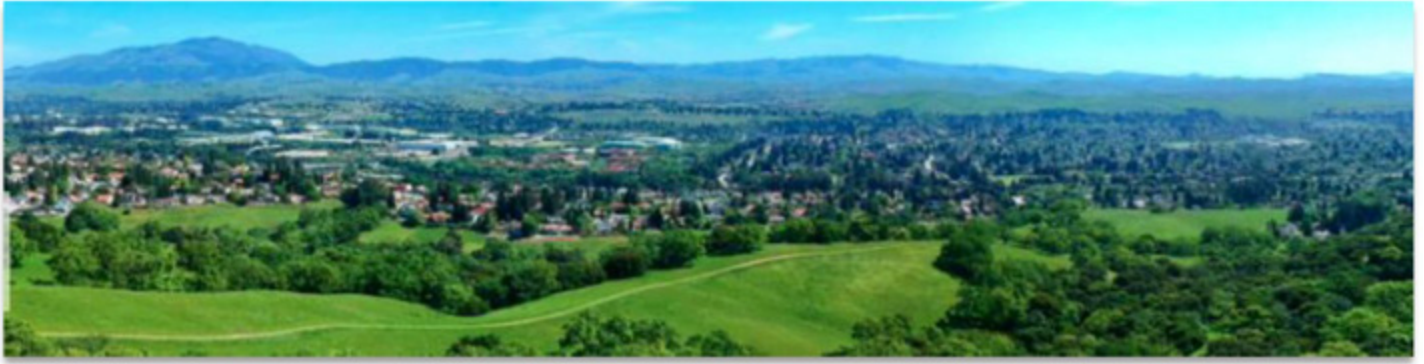
# CITY OF SAN RAMON

Adopted Operating Budget

Fiscal Year 2023-2024



*San Ramon*



## **Elected Officials**

Dave Hudson, Mayor

Mark Armstrong, Vice Mayor

Scott Perkins, Councilmember

Marisol Rubio, Councilmember

Sridhar Verose Councilmember

## **Appointed Officials**

Steven Spedowsfski, City Manager

Martin Lysons, City Attorney

## **Executive Team**

J. Kelly Sessions, Administrative Services Director

Christina Franco, City Clerk

Debbie Chamberlain, Community Development Director

Kathi Heimann, Parks & Community Services Director

Denton Carlson, Police Chief

Maria Fierner, Public Works Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of San Ramon  
California**

For the Fiscal Year Beginning

**July 01, 2022**

*Christopher P. Morill*

Executive Director

*California Society of Municipal  
Finance Officers*

*Certificate of Award*

***Operating Budget Excellence Award  
Fiscal Year 2022-2023***

*Presented to the*

***City of San Ramon***

For meeting the criteria established to achieve the CSMFO Excellence Award in Budgeting.

***February 10, 2023***



*Scott Catlett*

***Scott Catlett  
2022 CSMFO President***

*James Russell-Field*

***James Russell-Field, Chair  
Recognition Committee***

***Dedicated Excellence in Municipal Financial Reporting***

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## Guide to the Budget Document

The budget is both a spending plan for the City’s available financial resources and the legal authority for City departments to spend the resources for public purposes. Through these resources, services are provided to meet the needs of San Ramon residents. The City Council and City staff respond to the community’s needs in part through the budget. It balances not only revenues and costs but also community priorities and interests.

The budget document contains several elements designed to enhance the reader’s knowledge and understanding of the spending plan represented by the budget. In particular, the guide provides an overview of the structure of the budget, the sections contained in it, and the major objectives of each section. The guide also provides an overview of how the financial information contained in the budget document is organized, and how expenditures for personnel, supplies, services, and other expenditure categories are accumulated into the various levels reported in the budget document. This guide also reviews how programs or activities are summarized at the next higher organizational level. Charts showing the various reporting relationships are included for the reader’s review and reference.

## Organization of the Budget Document

### City Manager Budget Message

The primary goal of the Budget Message is to communicate to the reader the major issues facing the City of San Ramon and how those issues impact the City’s financial plan. The Budget Message accomplishes this task by outlining the City’s fiscal status and summarizing the actions being recommended to the City Council to meet the legal requirements for a balanced budget. It describes program impacts and modifications and addresses the City’s financial outlook.

### City Strategic Priorities

This section of the document includes the City’s Mission Statement. It also includes the City Council Priorities and Goals, which are reviewed and updated at the City Council Annual Retreat. The operating budget and each department’s Major Action Plans reflect these guidelines.

### Overview

This section of the document presents a City-wide organization chart, an overall profile of the City, services, and accomplishments, and the City’s budget principles, policies, and process.

### All Funds Summaries

This section of the document presents an overall picture of the City’s budgeted revenues and expenditures for all funds. Local government agencies’ budgets are organized by funds in order to segregate and account for restricted resources. Each fund is a separate accounting entity. In accordance with the Governmental Accounting Standards Board (GASB), there are three groups of funds for which the financial and budget statements are prepared: Governmental, Proprietary, and Fiduciary.

The distinction between how the budgeted resources are accounted for in proprietary funds as compared to governmental funds is discussed in the “Basis of Budgetary Accounting” located in the Budget Policies and Process section of the document. A description and financial summary are provided for each category of other funds within the budget. A listing of the transfers in/out between funds and staffing charts is also included in this section.

### Staffing

This section contains an overview of staffing changes for the budget year, a summary of full-time equivalents (FTE) by department, and a listing of authorized positions by job classification.





## Governmental Funds

This group of funds is where core City services and programs can be found such as police, streets, lighting and landscape maintenance, parks maintenance, recreation services, and so on.

## General Fund

This is the City's chief operating fund. It provides the resources most local governments typically deliver, including public safety, parks & recreation, maintenance, and other general government functions required to support direct services to the community. This section provides an analytical overview of the General Fund for the budget year.

## Special Revenue Funds

Funds are used to account for the proceeds of specific revenue resources that are legally restricted or earmarked to be used for a particular function or activity. For example, grants received for street and roads construction and maintenance, public safety, or special assessments.

## Debt Service Funds

Funds account for the repayment of annual debt and the related debt administration fees.

## Capital Projects Fund Summary

Funds that account for the construction, rehabilitation, and acquisition of capital assets such as buildings, equipment, streets, and roads. The Capital Improvement Program (CIP) document is prepared separately by the Public Works Department/Engineering Services Division. The CIP is adopted annually and includes a comprehensive five-year plan of capital investment projects, which identifies priorities as to need, method of financing, cost, and revenue that will result during the five years. Selected excerpts from the CIP are included with the operating budget to present a comprehensive picture of all the funds of the City and to reflect fund transfers approved between other operating funds and capital funds. This section contains a listing of projects planned for the current fiscal year.

## Proprietary Funds/Internal Service Funds

Funds are used to account for the financing of goods or services provided by one City department or agency to other departments or agencies of the City, or to other governmental units on a cost-reimbursement basis.

## Department Budgets

The majority of the budget document presents information on departmental budgets. Each departmental section provides the following information:

- **Department Statement of Purpose** - The purpose of this information is to give the reader an understanding of the scope of each department's major service areas (divisions) and the organization chart.
- **Department Budget Highlights** - A description of the major budget changes is included that compares the previous year's budget with that for the current year. The major changes narrative includes any changes in salaries, benefits, and contract services.
- **Significant Accomplishments** - A list that highlights each department/division's most noteworthy accomplishments completed in the past year.
- **Major Action Plan Items** - A list of significant objectives or one-time projects aligned with the City Council's goals that help to achieve departmental goals outside the day-to-day services provided by the department for the current budget year.
- **Department Expenditure Summary** - This table shows the salary and benefits, operating, and capital costs associated with the department for the fiscal year. It also provides historical information and trends of previous funding levels.
- **Sources of Funding** - This information is presented both in a table and graphic form, which illustrates the source of funds to fund department spending.

- **Staffing** - A historical staffing graph shows the level of staffing for each department.
- **Expenditure by Division** - This table shows the salary and benefits, operating, and capital costs at the division level. It also provides historical information and trends of previous funding levels.
- **Department Program Revenue** - This table shows revenue collected that is directly attributable to a specific functional activity within the department. Fees are collected from those who benefit from the program.
- **Expenditure by Program and Summary** - This table shows the expenditure at the program level for the fiscal year.

## Reference Materials

This section details the City's budget and financial policies and practices; and includes a glossary of budget terminology and acronyms, and a listing of funds. It contains resolutions approving and adopting the City's annual budget, the appropriation limit for the fiscal year, and any other resolutions approved as part of the budget adoption process.



An aerial photograph of a city during the golden hour of sunset. The sun is low on the horizon, casting a warm glow over the landscape. The city is nestled in a valley, with rolling hills in the background. The foreground shows a residential area with houses, trees with autumn foliage, and a road. A large blue rectangular box is superimposed over the center of the image, containing the text "City Manager Budget Message" in white, bold, sans-serif font.

# City Manager Budget Message



**San Ramon City Hall**

The City Manager provides professional leadership in the management of the City and execution of City Council policies. The City Manager provides effective municipal services through the coordination and direction of all City activities.

***Steven Spedowski***  
***City Manager***





CITY OF SAN RAMON

7000 BOLLINGER CANYON ROAD
SAN RAMON, CALIFORNIA 94583
PHONE: (925) 973-2500
WEB SITE: www.sanramon.ca.gov

June 21, 2023

Honorable Mayor and City Councilmembers
City of San Ramon
7000 Bollinger Canyon Road
San Ramon, CA 94583

SUBJECT: City Manager’s FY 2023-24 Budget Message

SUMMARY

The City of San Ramon’s FY 2023-24 Operating Budget reflects a careful and deliberate planning process with the intent of maintaining quality services and infrastructure while remaining fiscally prudent.

The City’s economy has largely recovered from the effects of the COVID-19 pandemic, which affected all City major revenue sources. Sales tax, licenses & permits, charges for services and miscellaneous revenue have returned to their pre-pandemic levels. Recreation programs, theater events and festivals have also returned to the City and are approaching pre-pandemic levels. However, even with revenue recovery, the City is still experiencing a structural deficit. The budget was balanced with the use of \$3.8 million of reserves and funds from the California Employer’s Benefit Trust (CERBT) to cover healthcare costs for retired employees.

With real foresight, the City Council established a General Reserve policy years ago for the very purpose of mitigating the financial impact of extreme events. That policy, in addition to the City’s healthy reserve fund balance, has afforded the City the ability to maintain core services and quality of life programs important to our community when other cities have struggled to deliver even the most basic of services. The City continues to prioritize core community services and protect essential functions, including public safety.

The adopted budget comprises all City funds and programs, including the General Fund, Special Revenue Funds, Dougherty Valley and North West San Ramon Geological Hazard Abatement Districts, San Ramon Housing Successor, and other special purpose funds. This budget document has been developed to serve as the City’s financial plan of programs and service delivery for the next fiscal year, and includes departmental statements of purpose, service descriptions, major accomplishments, and future major action items. The financial plan for FY 2023-24 described herein provides funding to maintain core service levels within the City.

The Dougherty Valley Geological Hazard Abatement District (DV GHAD) and Northwest San Ramon Geological Hazard Abatement District (NWSR GHAD) are shown separately in the back section of the document as these budgets are approved both by the City Council and independently by the authorizing Boards of these entities. This budget document, together with the Capital Improvement Program (CIP) Budget, provides detailed information for the City Council to evaluate the entire City budget proposal.

Table with contact information for City Council, City Manager, City Attorney, City Clerk, Administrative Services, Planning/Community Development, Engineering Services, Police Services, Public Services, Parks & Community Services, Economic Development, and Permit Center.



## City Manager's Budget Message (continued)

In summary, the FY 2023-24 Adopted Expenditure Budget for all City funds, including the DV GHAD, the NWSR GHAD, and the Capital Budget totals \$131.1 million. The budget is comprised of an Operating Budget of \$92.8 million, a Special Revenue Fund Budget of \$0.3 million, a Debt Service Fund budget of \$5.9 million, a Capital Budget of \$10.6 million, an Internal Services Fund budget of \$16.5 million, a DV and NWSR GHAD budget of \$1.2 million (included in the Operating Budget) and a Housing Successor budget of \$4.9 million. The organization of the City's budget can be most clearly understood by referring to pages 27 and 28.

### BACKGROUND

#### **ECONOMIC OUTLOOK**

Nationally, the Bureau of Labor Statistics reported the unemployment rate at 3.4% for April 2023, with the number of unemployed persons at 5.7 million. The National Association of Realtors recently reported that existing home sales decreased 3.4% from March 2023 to April 2023. Likewise, year over year sales showed a decrease of 23.2% compared to April 2022. Moreover, all four regions of the nation registered month-over-month and year-over-year declines for April.

The State economy has improved greatly over the past two years with unprecedented revenue growth. However, the State experienced a shortfall in monthly revenue compared to estimates during fiscal year 2022-23. Governor Newsom made provisions to address potential shortfalls by paying down debt, building reserves and prioritizing one-time investments. The May Revision proposed a balanced budget that closed a shortfall of \$32 billion while still making healthcare, education, public safety and homelessness a priority.

The FY 2023-24 Operating Funds Revenue Budget (i.e. the General Fund, Special Revenue–Operating, and Special Revenue–GHAD's) totals \$97.3 million. When compared to the Operating Funds Expenditure Budget of \$92.8 million, the total results in a net increase to fund balance of \$4.5 million. In FY 2022-23, these same figures yielded a net increase in fund balance of \$7.5 million.

#### **FINANCIAL PLANNING**

Balancing the FY 2023-24 budget was accomplished by department budget reductions, the use of General Reserves, and funds held in reserve for the California Public Employee's Retiree Benefit Trust (CERBT) for retiree health payments.

To emphasize and facilitate long-range financial planning, City staff annually prepares a five-year financial forecast for the General Fund and the Dougherty Valley CSA fund. The forecast includes a projection of revenues and expenditures for the current fiscal year and the succeeding five fiscal years. Results of the financial forecast are presented to the City Council in March, prior to the City Council receiving the Proposed Budget in April for review and consideration. The forecast was developed for the purpose of generating policy discussion and to receive policy direction to help plan for the City's fiscal health in future years. Revenue projections reflect slowed growth that is aligned with trends in other revenue sources for the City and statewide. Expenditure projections continue to outpace revenues due to the rising costs of employee wages and benefits, utilities, contractual services, and other inflationary costs. The forecast is trend-based and projects ongoing recovery from the COVID-19 pandemic.



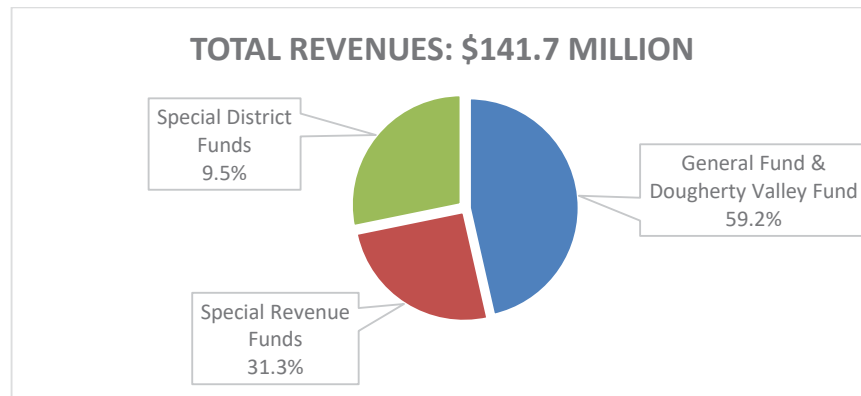


**City Manager’s Budget Message (continued)**

With current assumptions, General Reserves are forecast to have a net decrease of \$32.6 million over the five-year projection, prior to any new staffing or funding unfunded CIP projects. General Reserves are projected to be overspent by 13.3% at the end of FY 2024-25, far below the 36% reserve policy requirement. The City will look for ways to reduce cost and enhance revenue to increase the reserve balance and maintain the minimum requirement.

**RESOURCES FUNDING THE CITY BUDGET**

The FY 2023-24 Budget includes \$141.7 million in revenue, which along with reserve funds accumulated in prior years, provides sufficient funding to finance City services. The manner in which portions of City revenue may be spent is determined by law or other fiscal constraints. As shown on the following graph, 59.2% of City revenue is general purpose and used to support Police, Public Works, recreation programs, Community Development and other general purpose needs. The remaining 40.8% is revenue that is restricted for specific purposes such as the Geologic Hazard Abatement District, capital projects, services in special assessment districts, housing programs and internal services such as equipment replacement.



*\* Special Revenue Funds include Special Revenue Non-Operating Funds, Housing Successor Fund, Debt Service Funds, and Internal Service Funds*

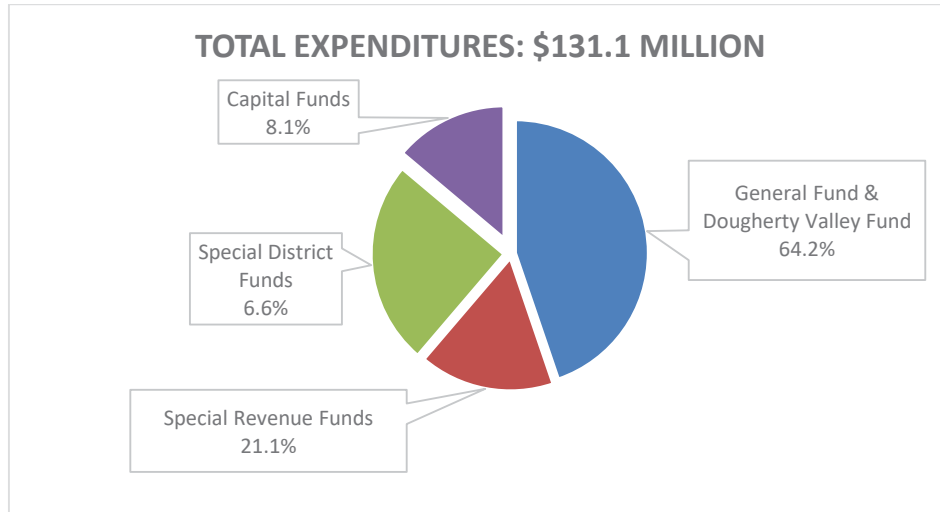
**EXPENDITURE BUDGET**

The \$131.1 million expenditure budget is \$9.0 million (7%) more than the FY 2022-23 Adopted Budget reflecting increases in General Fund, Other Operating Funds, Special Revenue Funds (Non-Operating), Geologic Hazardous Abatement District Funds, Debt Service Funds, and Internal Service Funds; offset by a decrease in the Capital Project Fund. The graph below shows how the expenditure budget is broken out among major fund groups.





**City Manager’s Budget Message (continued)**



The \$9.0 million net increase in the expenditure budget over FY 2022-23 reflects increased spending of \$9.0 million in the General Fund and Dougherty Valley Fund, \$0.01 million in the Other Operating Funds, \$4.8 million in the Special Revenue Funds (Non-Operating), \$0.2 million in the Geologic Hazardous abatement District Funds, and \$2.0 million in the Internal Service Funds, offset by a decrease of \$7.0 million in the Capital Projects Fund. The primary reasons for the expenditure increase were the return of the PERS normal costs and unfunded liability expense to department budgets that had been paid from PARS trust funds in FY 2022-23, as well as a payment made for the Aspenwood Housing project out of the Housing Successor Agency Fund. Other factors increasing the expenditures include inflationary hikes in service contracts, employee wage and benefit costs, and utility costs.

**OPERATING BUDGET**

Revenue

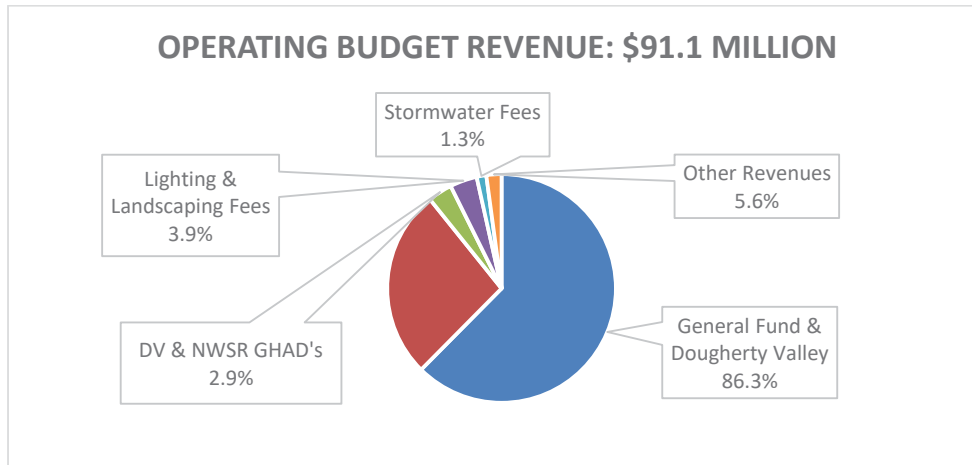
Revenues to be collected in FY 2023-24 and reserves accumulated in prior years are the financial resources used to fund the Operating Expenditure Budget. Revenues of \$97.3 million are available to finance City operating fund budgets in FY 2023-24, including the General Fund, Dougherty Valley Fund, 20 separate lighting and landscaping special district funds, the Stormwater Fund, DV GHAD Fund, NWSR GHAD Fund, and other Special Revenue Funds. Surplus revenue in each fund category will carry forward as fund reserves for future uses, highlighting the City’s commitment to prudent saving for a rainy day as a key strategy for fiscal sustainability. At \$97.3 million, the proportionate breakdown of each type of major operating budget revenue is illustrated in the following chart:







**City Manager’s Budget Message (continued)**



Expenditures

Total expenditures for the combined City Operating budget is \$92.8 million for FY 2023-24. This compares to an Adjusted Operating Budget of \$85.2 million in FY 2022-23, an increase of \$7.6 million. The majority of the increase is attributable to the return of pension expenses that were paid out of the PARS Pension Stabilization 115 Trust in the previous year’s budget and a payment due for the Aspenwood Housing Project.

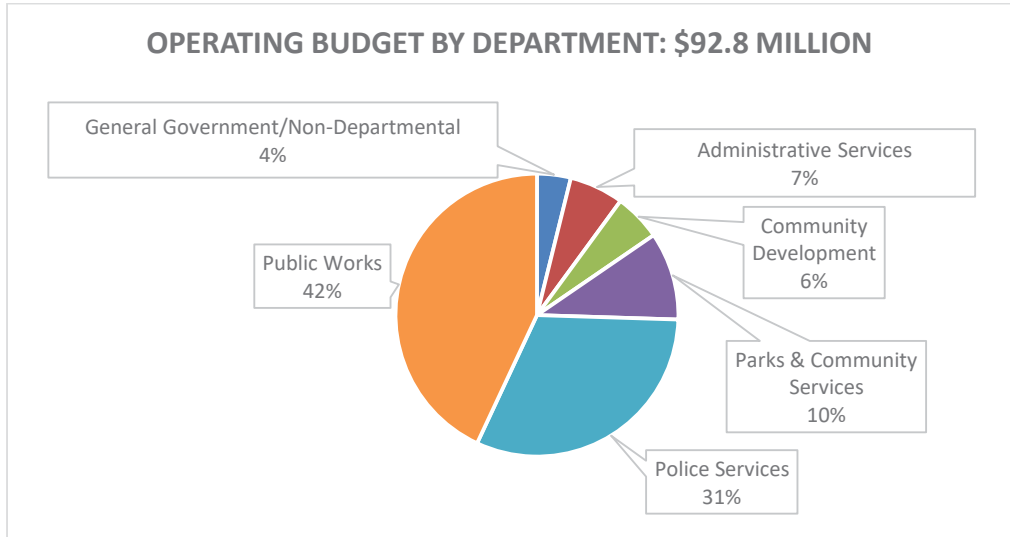
**Table 1  
Operating Budget Expenditures by Department: \$92.8 Million**

Department	FY 2023-24	FY 2022-23*	Difference
General Government	\$3.9	\$3.5	\$0.4
Administrative Services	6.1	5.6	0.5
Community Development	5.4	5.5	(0.1)
Parks & Community Services	9.3	8.5	0.8
Police Services **	28.8	23.8	5.0
Public Works **	39.0	37.9	1.1
Non-Departmental	0.3	0.4	(0.1)
<b>TOTAL</b>	<b>\$92.8</b>	<b>\$85.2</b>	<b>7.6</b>

\* Adjusted Operating Budget



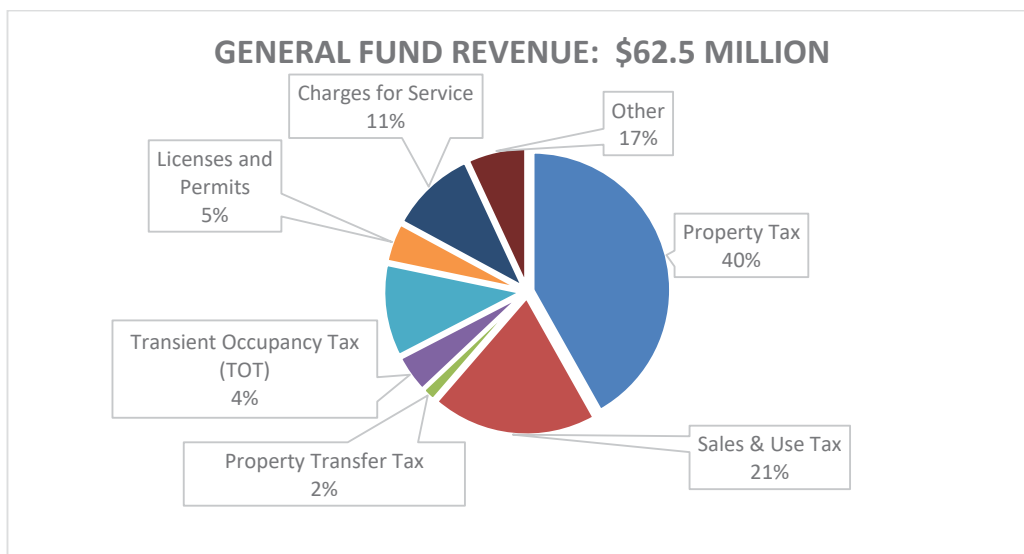
**City Manager’s Budget Message (continued)**



**GENERAL FUND**

General Fund Revenue

The revenue available to finance General Fund services consists primarily of taxes, service fees, and prior year surplus. General Fund revenues are estimated to be \$62.5 million, which is \$4.6 million or 8.0% above the FY 2022-23 revised budget. The \$62.5 million in revenue by source is shown in the graph below.





**City Manager’s Budget Message (continued)**

Sales and property taxes account for more than 60% of all General Fund revenue. Property tax is the City’s single largest revenue source at 40% of the General Fund and is projected at \$25.1 million for FY 2023-24. Assessed property valuation increased 5.9% during FY 2022-23. Actual assessed valuations will not be known until later this summer, but experience shows that similar valuation increases generally result in higher property tax receipts for many years to come, since the City continues to be a highly desirable place to live due to its natural beauty, excellent schools, low crime rate, retail shopping, proximity to jobs, and its reputation for being well-managed.

Sales tax is the City’s second largest revenue source at 21% of the General Fund. Sales tax is trending to end FY 2022-23 with revenue receipts 1.8% higher than budgeted estimates. Sales tax growth for FY 2023-24, however, is estimated to be flat when compared to the \$13.3 million estimated for the current fiscal year.

Strategically, the City recognizes the key role of both property and sales tax and seeks for ways to enhance these revenue sources. Currently, the City is working to add more retail to its destination shopping area in the downtown core, thus directly increasing sales tax and adding value to boost property tax. To this end, a groundbreaking ceremony was held on May 18, 2023 to begin construction of a pedestrian bridge, which would link these areas together and connect foot traffic along the Iron Horse Trail corridor with the restaurant and shopping core at Bishop Ranch.

General Fund Expenditures

The expenditure budget for the General Fund is \$59.9 million, an increase of \$5.7 million or 10.5% more than the FY 2022-23 Amended Budget. All departments are showing increases in expenses, with the largest increase being in Police Services at \$3.3 million. The majority of the increase is due to funding the pension expense in the General Fund, rather than through the PARS Pension Stabilization Trust Fund as was done in the prior fiscal year.

**Table 2  
General Fund Expenditures Budget by Department: \$59.9 Million**

Department	FY 2023-24	FY 2022-23*	Difference
General Government	\$3.7	\$3.4	\$0.3
Administrative Services	6.1	5.6	0.5
Community Development	5.4	5.3	0.1
Parks & Community Services	9.3	8.5	0.8
Police Services **	18.2	14.9	3.3
Public Works **	17.1	16.4	0.7
Non-Departmental	0.1	0.1	-
<b>TOTAL</b>	<b>\$59.9</b>	<b>\$54.2</b>	<b>5.7</b>

\* Adjusted Operating Budget

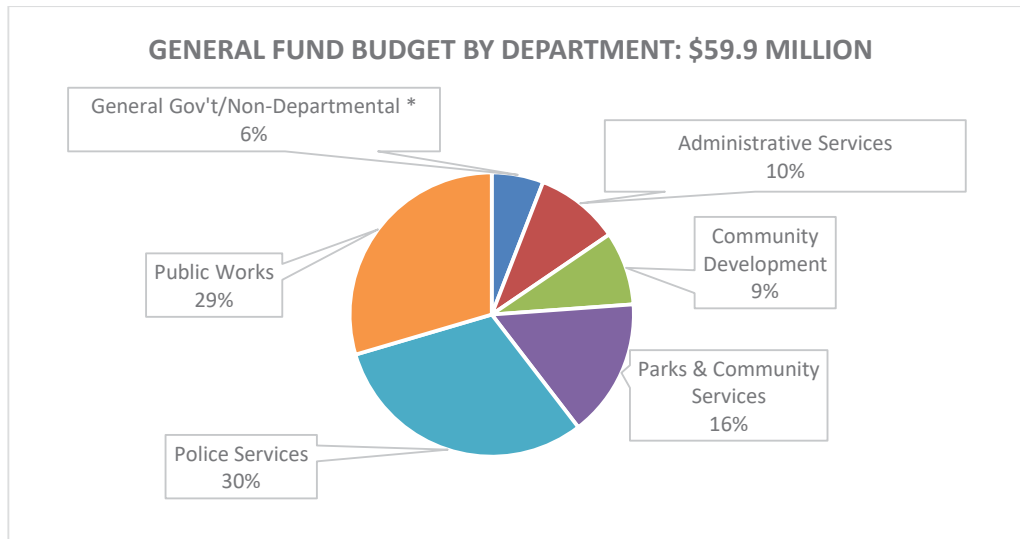
\*\* General Fund only; does not include amounts budgeted in the Dougherty Valley Fund



**City Manager’s Budget Message (continued)**

As shown on the graph below, expenditures are divided as follows: 29% for Public Works, 30% for Police Services, 16% for Parks & Community Services, 9% for Community Development, and 16% between other General Government needs and Administrative Services.

The General Fund budget is consistent with the information presented to the City Council and reflects directions provided by the City Council at the April 11 and May 9, 2023 budget workshops.



*\* Includes City Council, City Manager, City Attorney, City Clerk and Non-Departmental*

**DOUGHERTY VALLEY**

The Dougherty Valley Fund was created to track revenue and expenditures associated with the services provided in the County Service Area (CSA). Per existing agreements with Contra Costa County and the major developers in Dougherty Valley, the City is required to separately budget for and track expenditures to provide services in the area covered in the agreements. As the City has completed annexation of available land in the Dougherty Valley area, future budget growth will be the result of increased property values and expenditures, rather than the addition of annexed territory.

On the expenditure side, the Dougherty Valley Fund tracks expenses that are reimbursable under the agreements, including police patrols, park maintenance, road maintenance, and landscaping services. The City is required to claim reimbursement from the County for these expenses, which are projected at \$25.3 million in FY 2023-24, or \$2.7 million (11.7%) more than the FY 2022-23 amended budget. The \$25.3 million budget includes a \$1.0 million contribution to the Capital Projects Funds for projects within the CSA. CSA revenues, however, have not kept up with the cost of providing services in the area. Sources of funding for the CSA include assessment revenue and other financing sources (i.e. transfers in) from the General Fund.





## City Manager's Budget Message (continued)

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### GENERAL RESERVES

In June 2020, the City Council amended the General Reserve Policy's minimum target to 36% of estimated General Fund expenditures, including the annual General Fund transfer to the Dougherty Valley Fund. The Policy mandates \$20.7 million in General Reserves to satisfy the 36% contingency requirement. The total General Reserve balance is currently estimated to be \$25.1 million for the beginning of the FY 2023-24 budget year. The FY 2023-24 Year-end balance for the General Reserve is estimated to be \$21.3 million, which is sufficient to provide the 36% contingency reserve.

### RETIREE HEALTH CARE FUNDING

Pursuant to City Council direction several years ago and ongoing directives, the City began setting aside funds to cover the future liability of providing health benefits to employees who retire from the City. Government accounting rules (GASB 45) require the City to report this liability in its annual financial statements. Certified on December 5, 2022, the City had \$39.5 million set aside in a Trust fund to cover over 100% of the \$34.9 million liability per the City's most recent actuarial report for FY 2020-21. As of April 30, 2023, the City has \$35.2 million set aside in the Trust. The next updated actuarial valuation is due September 30, 2023. This budget includes a draw-down of \$2.3 million to cover the out-of-pocket costs for retiree health care.

In addition to the City's liability for retiree health coverage, the City also shares a portion of the Dougherty Valley Regional Fire Authority (DRFA) retiree health coverage. The City share of this coverage is 42.49% of the future premiums, amounting to approximately \$0.4 million this budget year. This benefit pool is now closed, meaning that over time pool liability will naturally decrease.

### PENSION FUNDING

CalPERS actuarial reports have changed significantly in recent years with the CalPERS Board lowering the discount rate, changing demographic assumptions, and implementing other changes, all of which have caused the normal cost and the unfunded accrued liability (UAL) to increase. However, as of the most recent actuarial report dated June 30, 2021, the City's UAL actually decreased by \$21.9 million from, \$48.4 million to \$26.5 million over the previous year, because of the sale of the 2021 Pension Obligation Bonds.

The City has implemented several changes to reduce pension cost liability. In 2012, the City created a lower tiered benefit for classic employees hired after July 1, 2012. On January 1, 2013, the City implemented the CalPERS PEPRAs tier as required by law, further reducing pension obligations. In 2017, the City setup an irrevocable Section 115 Trust to pre-fund pension obligations (as of April 30, 2023, the City had \$1.6 million set-aside in the Trust). As of June 30, 2018, all employees are paying the full employee portion of pension cost. In July 2018 following labor group negotiations, City employees agreed to contribute an additional 1%, thus funding an ongoing contribution of 3.0% to the City's pension obligation expense. In November 2021, the City issued Pension Obligation Bonds in the amount of \$23.3 million to fund the CalPERS UAL expense as described above.



## City Manager's Budget Message (continued)

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### **EQUIPMENT REPLACEMENT FUND**

Approximately \$1.6 million of beginning fund reserves and \$0.9 million of equipment replacement charges are available to meet potential funding needs of \$0.8 million. The continued funding of the equipment replacement ensures the availability of funds to replace vehicles and equipment that have reached the end of their useful life, thus creating fiscal stability year to year without significantly impacting the General Fund in any one fiscal year.

### **INFRASTRUCTURE MAINTENANCE FUND**

With the economic downturn resulting from the Great Recession of 2009, some City facilities and infrastructure suffered from deferred maintenance. In order to address this maintenance necessity, create efficiencies, and meet new capital needs, an infrastructure maintenance fund was established several years ago.

The Infrastructure Maintenance Fund is a reserve whereby funds are set aside for future repair costs of City-owned buildings such as the City Hall, Police Station, libraries, community centers, service centers, aquatic centers and other infrastructure-related projects. The budget identifies use of \$1.2 million in FY 2023-24 for maintenance projects. The Public Works Department has developed a multi-year infrastructure maintenance estimate that shows a multi-million dollar need for funding in future years. An ongoing priority will be to continue to identify additional funding for this purpose.

### **STAFFING LEVELS**

This budget reflects staffing resources available to perform City services for FY 2023-24. The City continues to maintain a lean staffing model while delivering a high level of service to the community. At 280.75 full-time equivalents (FTE), no new staff was added to the budget in this fiscal year.

### **CAPITAL IMPROVEMENT PROGRAM**

The City's Five-Year Capital Improvement Program (CIP) budget is separately reported. Funding for the CIP budget is approved by the Council for the first year of the program; the other four years are shown as a planning tool. The FY 2023-24 CIP budget is included in this document at a total cost of \$10.6 million. Some of the major projects undertaken this fiscal year include Pavement Management, Bollinger Canyon/Iron Horse Trail Overcrossing and Open Space Preservation.





## City Manager's Budget Message (continued)

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### FUTURE OUTLOOK

The National economy is suffering from elevated prices, high interest rates and tightening credit conditions, which could affect consumer spending and business investments in the near future. After the 2<sup>nd</sup> quarter of 2023, the UCLA Anderson Forecast presented two scenarios for the remainder of the year. In Scenario 1, there will not be a recession, but the economy will grow at a slow pace, inflation will decrease a little, labor markets will remain strong and the Federal Reserve (Fed) will be less aggressive with monetary policy tightening. In Scenario 2, there will be a mild recession at the end of the year due to the strategies that the Federal Reserve is using to fight inflation. Higher unemployment could also occur as a result. The Federal Reserve's choice in the near future between aggressive monetary tightening and moderation will affect California's economy. Fortunately, the impact is predicted to be mild in spite of the direction which the Fed goes.

FHN Financial, the City's financial advisor, reported similar information in their June 2, 2023 Economic Update. The report stated that there has been some progress in efforts to reduce inflation, but not nearly enough. "In his last Fed press conference Jay Powell explained that the Fed was seriously considering pausing hikes at the June meeting. Powell characterized the decision as a choice between raising rates because inflation is not falling fast enough, or pausing to give the FOMA time to process the degree of bank credit tightening".

#### Long-Range Financial Planning

The City uses multiple tools to forecast trends that will impact the City in future years, which tools include a five-year financial forecast presented annually to the City Council. Additional planning tools include long-range projections of sales and property taxes, estimated housing and economic growth patterns, and legislative trends that may impact the City. The use of these tools allows the City to plan for multiple contingencies, and with robust General Fund reserves, allows for a stable and smooth transition to more sustainable service levels.

For the last several years, the City has experienced a structural deficit and is facing the challenge of closing the budget gap. Strong efforts have been made to mitigate rising costs and improve revenues. The City recently contracted with a consultant to explore the possibility of passing a sales tax measure to increase revenue. To that end, a Request for Proposals will be issued during FY 2023-24 to prepare a general fee study to increase fees to the appropriate cost recovery level. Additionally, the City contracted with HdL Companies for ongoing Business License, Transient Occupancy Tax, and Short-Term Rental compliance management services to capture lost revenue. As mentioned previously, the City has taken action to help reduce pension costs through pension obligation bonds and employee cost-sharing. The City recognizes that more must be done to sustain the high levels of service traditionally delivered to the community.

Under current assumptions, General Reserves are forecast to have a net decrease over the five-year projection, prior to any new staffing or unfunded CIP costs. If left unchecked, this trend would result in overspending General Reserves, a course which is unsustainable. The City Council has, therefore, directed staff to explore opportunities to increase City revenues and ensure spending efficiency to minimize service reductions to the community.

On the revenue side, since property tax is the City's largest revenue source and housing is in such demand in the Bay Area, the City will continue to promote new housing construction as key to long-term financial sustainability. Additionally, the City is actively seeking to build a stronger local economy through sponsorship of the Economic Development Advisory Committee (EDAC) whose goal is to make San Ramon the preferred location in the Tri-

Valley for attracting private business investment, jobs, and economic opportunity. This effort has seen some success. City Center, which houses The Lot movie complex, a mix of restaurants, and a mix of retail, has become a regional destination for shopping and entertainment. City Center is located in the downtown area, thus adding to San Ramon's retail base and boosting sales tax, the City's second largest revenue source.

On the expenditure side, the City strategically plans a healthy expenditure budget, which rarely gets spent out, so that at the end of the fiscal year, excess funds are available to flow back into reserves. Moreover, the City is very cautious in how it spends its tax dollars and prides itself on running a high-service level organization utilizing a smaller than usual staff, including the use of temporary and limited-duration employees for seasonal or periodic work and the use of competitively-bid contracts for routine maintenance of much of the City landscape. The City will continue to explore ways of reducing the cost of labor, which is its largest expenditure.

Looking to the immediate future, the City is projecting General Fund reserves of \$25.1 million to start the 2023-24 Fiscal Year and reserves of \$21.3 million to end it. With a strong General Reserve base, the City is in a position to maintain services in the midst of difficult budget times. The City, therefore, will continue to monitor the impacts of economic uncertainty and will make additional modifications based on new information as it becomes available and as change is needed. Whatever the outcome, the City remains firmly committed to maintain its 36% reserve policy requirement to weather any financial storm that may arise.

## ACKNOWLEDGEMENTS

I would like to acknowledge the efforts of staff in each City department who helped in the development of this year's budget. Specifically, I would also like to acknowledge the efforts of Candace Daniels, Finance Division Manager and Vivian Gong, Program Manager who coordinated the compilation of the budget, and Kelly Sessions, Administrative Services Director who managed overall budget preparation.

Respectfully submitted,



Steven Spedowski  
City Manager





## City Strategic Priorities

### Mission Statement:

Adopted by the City Council in 1997 and exemplifies the City's management and staff daily goal:

**“We provide efficient delivery of quality public services that are essential to those who live, work, and play in San Ramon”**

### City Council Priorities and Goals:

City Council Priorities and Goals represent the areas of emphasis for the upcoming year. The City Council provides direction to the City Manager and his staff through these priorities and goals, which are highlighted and represented in each department's program and major action plans. City Council Priorities and Goals identify where and how public funds will be expended.

At the City Council retreat held in April 2023, the Council identified the following Priorities & Goals for the City in FY 2023/24:

#### 1. **Maintain a Safe and Secure Environment**

- Enhance crime prevention education activities
- Improve vehicle, bicycle, and pedestrian safety through the implementation of capital projects and public education
- Continue the implementation of the Intelligent Transportation System (ITS)

#### 2. **Maintain a Secure Financial Base**

- Efficiently annex and integrate the last part of Dougherty Valley
- Streamline the Dougherty Valley oversight process
- Support the Economic Development Element of the City's General Plan through the implementation of the Economic Development Strategy Plan
- Explore potential revenue enhancements to increase financial stability

#### 3. **Provide Cost Effective and Responsive Services to Sustain Quality of Life**

- Ensure sufficient staffing needs in order to maintain service levels to the community
- Complete integration of the new ERP system into citywide operations
- Continue to work on a succession plan that captures institutional knowledge from long-term City employees who will retire during the fiscal year
- Support and fund the Iron Horse Trail Overcrossing at Bollinger Canyon Road and Crow Canyon Road

#### 4. **Build and Maintain Quality Facilities and Infrastructure**

- Promote deeper partnerships with transit agencies to enhance operations
- Implement capital projects and programs that promote environmental sustainability
- Implement the Parks, Trails, Open Space, and Recreation Master Plan

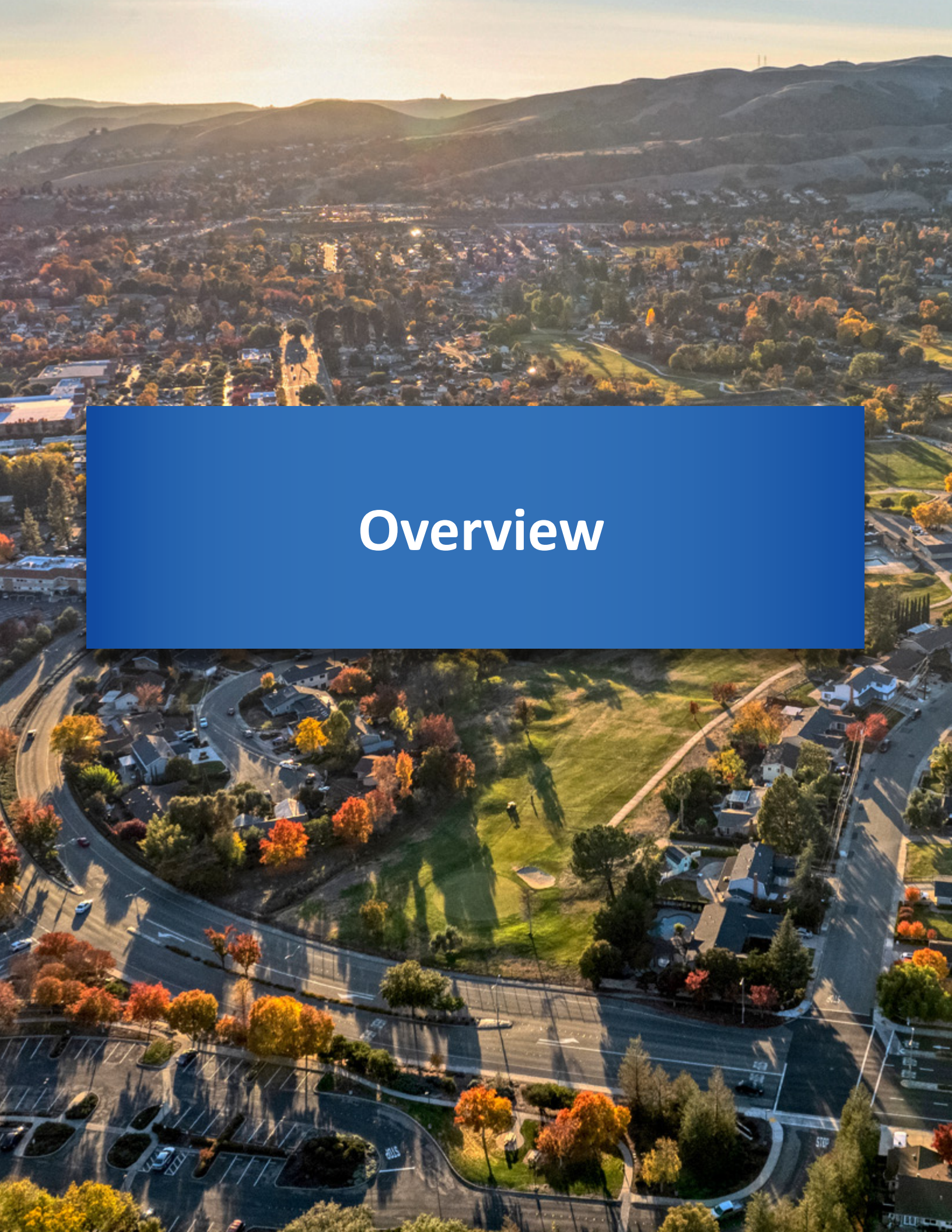
#### 5. **Enhance Engagement and Communication with Residents and Business Community**

- Enhance the content and accessibility of information on the City website
- Explore technology improvements that will broaden accessibility to City Council meetings
- Explore City-sponsored activities and gathering spaces to increase community engagement and promote community building
- Continue to collaborate with organizations that promote tourism and business development

## 6. **Balance Land Use Planning for Housing, Retail, Jobs and Open Space**

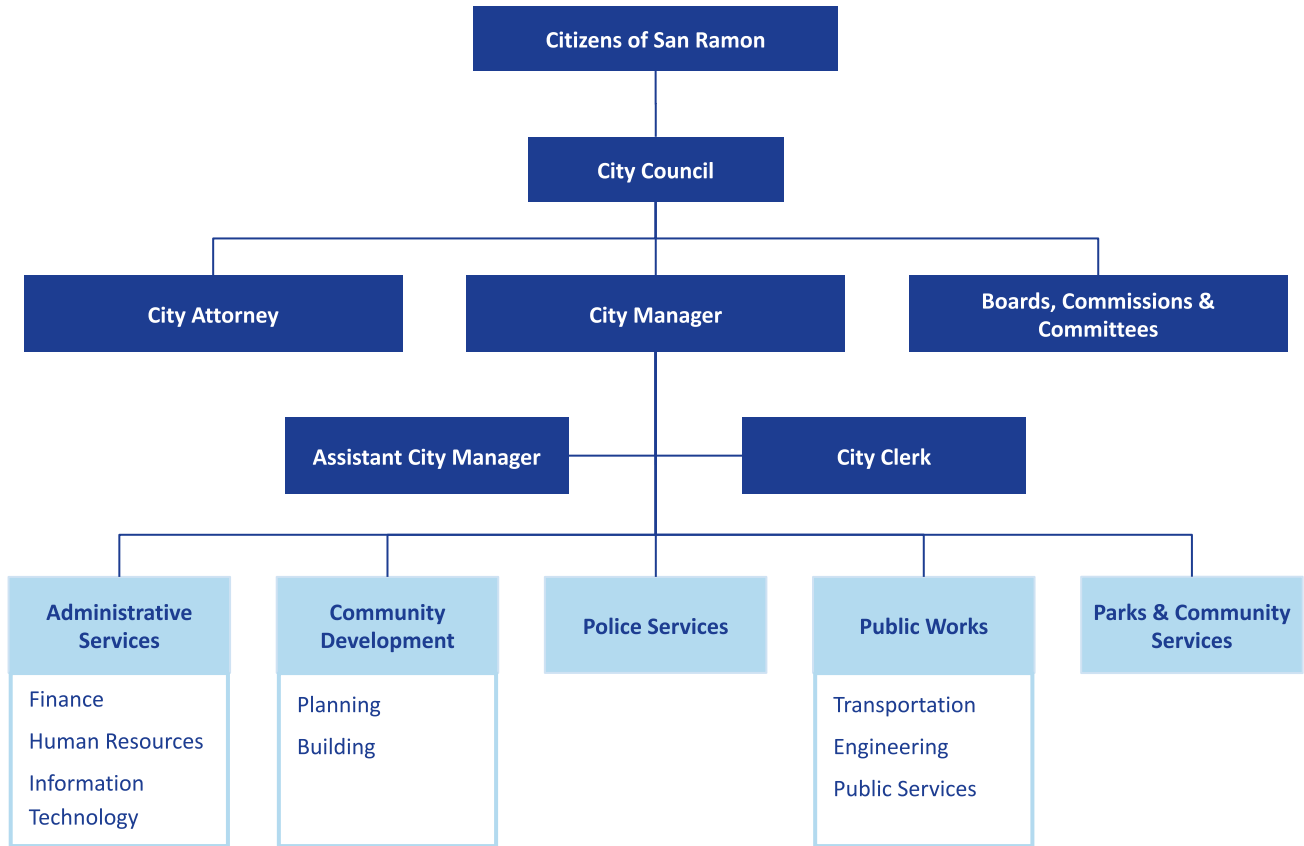
- Prioritize housing growth in the City core while preserving existing retail, commercial and open space
- Preserve permanent Open Space along the City boundaries through partnerships with other agencies
- Promote walkability both within and to local shopping centers and implement the approved Walking District
- Continue to develop the Walking District in San Ramon that connects City Hall, Central Park, the Main Library, and the new City Center
- Complete the General Plan Update



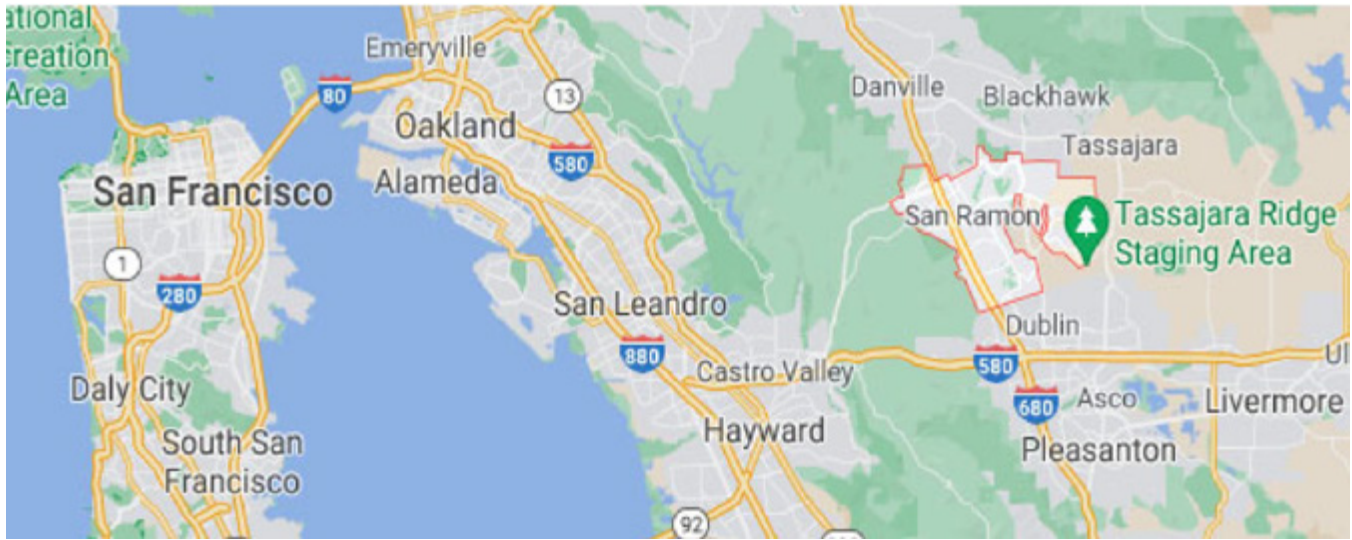


# Overview

### City Organization Chart



### City Profile



Government	Demographics	Ethnic Composition
Incorporated July 1, 1983	18.56 square miles	47.8 % Asian alone*
Charter City	5.2% Persons under 5 years*	38.9% Caucasian alone*
Council/City Manager form of government	28.0% Persons under 18 years*	7.9% Hispanic or Latino*
Mayor elected at large and four City Council Members elected by district	11.2% Persons 65 years and over*	7.5% 2 or more ethnicities*
280.75 Full-time employees	\$173,519 median income*	3.2% African American alone*
	82,870 population as (State 5/1/2023 Est.)	0.2% Alaska Native/American Indian alone*
	49,435 registered voters (5/2023)	0.5% Native Hawaiian/Other Pacific Islander*

\*US Census Bureau July 1, 2022 update

### Education

San Ramon has 12 elementary schools, four middle schools, and two high schools served by the San Ramon Unified School District (SRVUSD) and one Diablo Valley Community College campus served by the Contra Costa Community College District. Below is a summary of the California Assessment of Student Performance and Progress (CASPP) test results.

2021-22	English Language Arts	Mathematics
SRVUSD	79.71% Met or Exceeded Standard	72.05% Met or Exceeded Standard
Contra Costa County	51.16% Met or Exceeded Standard	39.08% Met or Exceeded Standard
State of CA	47.06% Met or Exceeded Standard	33.38% Met or Exceeded Standard

The U.S. Census Bureau data states the following education attainment within the City of San Ramon:

High school graduate or higher, 2017-2021 - 96.5%

Bachelor’s degree or higher, 2017-2021 - 70.3%

**Top 20 Businesses**

Major Employer	Employee	Major Employer	Employee
PG&E	2749	Old Republic Home Protection	308
Chevron USA Inc	2000	Target Corporation	245
Bank of the West	1600	Old Republic Home Protection	218
Robert Half International, Inc.	1285	Home Depot	195
Accenture, LLP	750	Armanino, LLP	190
San Ramon Regional Medical Center	650	CMG Mortgage, Inc	185
General Electric Company	483	Bay Area Restaurant Management	181
Primed Management Consulting	453	Toyota Motor Sales USA, Inc	153
Five9, Inc	392	The Permanente Medical Group	149
United Parcel Service	315	Pacific Bell Telephone Company	145

**Community Service Facilities**

58	Parks (includes 18 School parks)	2	Libraries
4	Community Centers	2	Service Centers
2	Aquatic Centers	12	Elementary Schools
1	Performing Arts Theater	4	Middle Schools
1	Police Station	2	High Schools
1	City Hall/Permit Center	1	Community College
4	Fire Stations	1	Hospital

**Services by Other Special Districts and Private Entities**

Services	Agencies
Animal Control	Contra Costa County
Flood	Contra Costa County Flood Control District
Parks & Trails	City of San Ramon and East Bay Regional Park District
Public Transportation	County Connection and Bay Area Rapid Transit District
Water & Sewer	Dublin San Ramon Service District and East Bay Municipal Utility District
Electricity	Marin Clean Energy (MCE)
Gas & Electricity	Pacific Gas and Electric



## City Profile

The City of San Ramon was incorporated in 1983 and is located in Contra Costa County, a growing area in the eastern portion of the San Francisco Bay Area. The City occupies a land area of 18.56 square miles and serves a population of 82,870 (Department of Finance May 2023 Estimate). San Ramon continues to show strength as a major employer and a community with high-quality residential neighborhoods. The City of San Ramon is considered to be one of the most desirable living areas in the Bay Area

The City of San Ramon is a Charter City that operates under the Council-Manager form of government. Policymaking and legislative authority are vested in the City Council, which consists of an elected Mayor for two years and a four-member Council elected to four-year terms. The Governing Council is responsible for the City's ordinances, operation resolutions, adoption of the annual budget, appointing commissions and committees, and hiring the City Manager and City Attorney.

The City provides a number of services and activities summarized as follows:

- Police protection
- Maintenance of streets, roads, parks, landscaping, and open space
- Recreation and senior activities
- Planning, Building, Transportation, Economic Development, and Engineering services; including stormwater and drainage services

The City has two farmers markets. One market is open year-round on Saturday mornings at the City Center Bishop Ranch. This market is operated and managed by Local Roots, a non-profit organization located in San Ramon. The other market is open on Sunday mornings in front of the Dougherty Station Community Center and Dougherty Station Library. This market is a partnership with the California Farmers' Association. The City also issues a quarterly City Report that is mailed to all City residents, which provides information on City services, transportation, ongoing City projects, and general homeowner information such as property lines, flood zones, voting precincts, and upcoming City events.

Some examples of the City's economic indicators are as follows:

- The San Ramon unemployment rate has been measured by the State Employment Development Department was approximately 3.3% (as of March 2023-Preliminary, data not seasonally adjusted); compared to the Contra Costa County rate of 4.0% and California Statewide unemployment rate of 3.6%.
- San Ramon has a relatively high median household income level of \$173,519 as estimated by the U.S. Census Bureau (7/1/2022 data), which is more than twice the State of California median household income level of \$84,097.
- San Ramon assessed property values increased 5.98% for the 2022-23 tax rolls. This is compared to a Contra Costa County-wide increase in assessed values of 7.79%.

San Ramon has been recognized for proactive transportation planning:

- Recipient of the "Telly" award for the Street Smarts Program
- Recognized by the EPA and the DOT for an outstanding Commuter Program
- Implementation of the TRAFFIX School Bus Program - reduced the number of vehicle trips
- Awarded for continuous flow on ramp at 680

### Significant accomplishments:

- Opened a Performing Arts Center (2007)
- Established its own Police Department (2007)
- Beginning in 2008, and every year since then have received a AAA rating from Standard & Poors
- Opened the new Amador Rancho Community Center (2014)
- Opened the new and first City Hall (April 2016)
- Re-opened the newly renovated San Ramon Library (April 2017)

- Supported the opening of the City Center (November 2018)
- Took ownership of over 2,200 acres of open space through the Dougherty Valley Geologic Hazard Abatement District (1995-2019)
- Created the City's first Bicycle Master Plan (2018-2019)
- Completed the Bollinger Canyon Road Widening from MarketPlace to 680 freeway (2018) which recently includes the Bollinger Canyon Road operational improvements to improve circulation and reduce congestion at the westbound on-ramp to southbound I-680 (2020)
- Established cohesive emergency response protocols for services and safety (2019-2020)
  - Public Safety Shut Off events
  - COVID-19
- Negotiated and executed the new Public Safety Facility agreement at 2401 Crow Canyon Rd (2019-2020)
- Renovated the Alcosta Senior & Community Center and the San Ramon Community Center (2019-2020)
- Created a network of 57 miles of public trails (2018-2020)
- Remodeled City Hall and created one-stop shop for City Services (2021)
- Ranked #11 as one of the State's safest cities, according to SafeWise's annual Safest Cities report (March 2022)
- Received awards for Excellence in Financial Reporting for FY 2003-04 through FY 2020-21
- Received awards for Distinguished Budget Presentation and Operating Budget Excellence for FY 2021-22 through FY 2022-23
- Adopted the San Ramon Walking District Master Plan (2022)
- Broke ground on the Joint Police/Fire San Ramon Public Safety Building (2022)





## Budget Policies and Process

The City reviews and prepares its operating budget and capital improvements plan on an annual basis. There are three major types of expenditures in the City's spending plan: operating, capital improvements, and debt service. Operating expenditures are related to a program's base budget and include such items as salary and benefits costs, materials and supplies, contractual services, and vehicles and equipment costs. Capital improvements are larger project-related expenditures that affect the economic vitality and quality of life in the community. An example would be the construction of a street overpass, resurfacing a city street, or a park. Debt service is similar to a long-term loan. Funding received is used for improvements that are needed, but resources are not available. The debt will be repaid in the future.

### Basis of Budgeting

"Basis of budgeting" refers to the method used to recognize revenues and expenditures in the budget. The City of San Ramon's basis of budgeting is the same basis used for accounting.

The modified accrual basis is followed in the Governmental Funds. Under this basis, revenues are recognized when they become "susceptible to accrual," which means they are both measurable and available. Measurable means the amount of the transaction can be determined. The City considers revenues to be available if they are collected within 365 days of the end of the current fiscal year. Expenditure-driven grants are recognized as revenue when the qualifying expenditures have been incurred and all other eligibility requirements have been met, and the amount is received during the period or within the availability period for this revenue source. Expenditures generally are recorded when a liability is incurred except for debt service expenditures, which are recorded when payment is due. Intergovernmental revenues such as grants that are received as reimbursement for specific purposes or projects are recognized based on when the related expenditures are recorded.

The full accrual basis is used in the Proprietary Fund, which includes Internal Service Funds. Revenues are recognized when earned and expenses are recognized when the related liabilities are incurred.

### Annual Comprehensive Financial Report (ACFR)

**The Annual Comprehensive Financial Report (ACFR)** is prepared according to Generally Accepted Accounting Principles (GAAP). It is presented to the City Council each year in January for review after an audit of the City's financial transactions and reports has been completed by an external audit firm. The City prepares its budget in accordance with GAAP with certain exceptions, for example:

- Loans requiring the use of current resources are budgeted as expenditures; while in the ACFR, the disbursement of loans is presented as a balance sheet item.
- Capital outlay in the internal service funds is capitalized and reported as capital assets in the ACFR; whereas they are accounted for as expenses in the budget.
- Appropriated budgets are not always required for all of the City's funds or expenditures. For example, the City does not budget for funds held in an agency/trust capacity such as the Fiduciary funds. The City does not budget for depreciation expenses, employee vacation leave or sick leave accruals, while the ACFR presents those as long-term liabilities.
- GAAP requires the reporting of investments at fair market value at the end of the fiscal year. The City's policy is to hold investments to maturity, and the changes in fair market value are not a budget item for favorable or unfavorable outcomes.

### Budgetary Principles

The budget is the City Council's primary decision and policy-making tool.

- Budget information should be understandable to the public despite the complexities of accounting and legal requirements.
- Labor costs must reflect productive labor costs and all associated fringe benefits from existing contracts, as well as management forecasts for the future for those individuals working on particular projects and programs.

- Expenses should reflect changes in operations, market conditions, and forecast rate changes, not just a cost of living escalation.
- The difference between one-time or non-recurring costs and ongoing and recurring costs should be acknowledged.
- Revenue should reflect those projected to be generated from existing businesses, and from plans for expansion under existing laws, not desired changes.
- Reserves should be maintained at appropriate levels as established by policy.

Using these principles, we attempt to present a realistic projection of both revenues and expenses that offer a relative picture of the coming fiscal year and future years regardless of whether a deficit or surplus is forecasted.

Neither optimistic assumptions as to new grants nor pessimistic forecasts of new revenue losses are reflected. Forecast expenditures only identify authorized service expansions and consensus growth assumptions.

It is hoped that the budget offers a valid base to measure the performance of City departments against their best plans, as well as the various funds against the policies and direction provided by the City Council.

### Budget Policy & Control

The City operates on a July 1 through June 30 budget year (fiscal year basis). The budget preparation schedule is shown in a separate section below, which includes the interactions between the public, City Council, and City's management and employees in planning and presenting the proposed budget for City Council review and approval.

The City Council is provided a 5-Year General Fund Financial Forecast at the City Council's annual Retreat, prior to presenting the proposed budget at budget workshops for Council review and adoption. The 5-Year General Fund Financial Forecast is a planning tool that helps the City Council and staff identify important trends and anticipate the longer-term consequences of budget decisions. The forecast tools have been instrumental in modeling the effects of such recent budget issues as rising retirement system costs, the short- and long-term consequences of issuing variable rate debt, and potential scenarios for future revenue performance.

After the annual budget is adopted, the City follows established procedures and the related financial policies in spending and monitoring revenues and expenditures. These procedures occur throughout the year and include the City's management team, staff, and as appropriate, boards and commissions, and the City Council. The City's management team and staff also prepare a Mid-Year Budget Review in January. This process includes a comprehensive review of all revenues and expenditures the City has received or incurred during the first 6 months (July-December) and projects out the remainder 6 months of the year (January-June). Any modifications to the adopted budget are once again presented to the City Council for review and approval in February. During the fiscal year, modifications to the adopted budget may also be made on an as needed basis due to a legislative mandate or grant requirements. These modifications are also presented to the City Council for review and approval. The Administrative Services Department/Finance Division coordinates these efforts with all City departments. They are responsible to ensure proper authorization is received and accurate accounting entries are recorded into the City's financial system.

The City's budget is detailed to ensure the City Council, as the governing body, is fully informed and in control of all aspects of the City's financial activities. Information is itemized by fund, department, division, program, and project where applicable. The budget includes personnel costs, materials, supplies, contractual services, equipment costs, debt service costs, as well as capital expenditures such as infrastructures and other capital improvements for the ensuing budget year.

### Citizen Participation

Citizens have an opportunity to participate in the budget process by attending a series of City Council budget study sessions and public hearings. Citizens may also attend Council meetings, which are scheduled on the second and fourth Tuesdays of the month throughout the year. At the Council meetings, citizens may request the City Clerk for an opportunity to speak to the City Council on matters not on the Agenda during the public hearing period. The formal public hearing on the Adopted Budget is usually held annually in late May or early June.



**Budget Calendar**

The City’s annual budget development process begins in December each year with the initial planning of the development cycle and culminates with the adoption of the budget by the City Council in late May or early June. The City Council specifically reviews and updates the City Council Priorities and Goals each year at the City Council Retreat. A 5-Year Financial Forecast of the General Fund and the projected ending reserves are also presented to the City Council at the City Council Retreat. They may also discuss important fiscal issues which may have short-term or long-term effects on how the City provides and maintains services to its citizens and customers in the upcoming budget year.

Below is a high-level, typical budget calendar detailing key steps throughout the process. Actual timeline may change as necessary. Additional City Council Budget Workshops may be added as needed for the City Council, prior to budget adoption. The budget represents the maximum authorized expenditures for the year and cannot legally be exceeded except by subsequent amendments of the budget by the City Council.

After budget adoption, amendments to increase the total level of appropriations for a fund or transfers between funds must be approved by the City Council. Adjustments can be requested in February during the Mid-Year budget review cycle or be requested via a standalone Staff Report to the City Council at a regular City Council meeting as needed during the Fiscal Year.

	Dec	Jan	Feb	Mar	Apr	May	Jun
Budget Kick-Off (5-Year Forecast, Mid-Year Review, & Proposed Budget)	█						
All departments develop budget projections	█	█	█				
Finance prepares payroll projections and reviews departments projections	█	█	█				
Finance presents 5-Year Financial Forecast to City Council		█	█				
Finance presents Mid-Year Review of the current year’s budget to City Council			█				
City Manager reviews department budget requests for the upcoming year				█			
Finance finalizes any changes and prepares for City Council 1st Budget Workshop				█			
City Council 1st Budget Workshop					█		
Finance finalizes any changes and prepares for City Council 2nd Budget Workshop					█		
City Council 2nd Budget Workshop						█	
Finance finalizes any changes and prepares for City Council Adoption						█	
City Council adopts budgets for the new Fiscal Year beginning July 1						█	█



**Budget Revenues**

Revenue is the primary source of monies, which allows the City to pay for the many services provided to its citizens:

- **Property Tax** - Property taxes are imposed on real and tangible personal property located within the City. Property valuation is determined annually on March 1 by the County Assessor. The State Constitution limits the real property tax rate to one percent (1%) of the property’s value, plus rates imposed to fund indebtedness approved by the voters. Cities, counties, school districts and special districts share the revenue from the one percent (1%) property tax. The county generally allocates revenue to these agencies based on their average property tax revenue in the three (3) years preceding and in each year thereafter according to the proportion of property tax revenue allocated to each agency in the previous year. The use of property tax revenue is unrestricted.



- **Special Assessments** - Several districts are funded through the collection of special assessments from property owners within the City. The funds can be used only for the purpose of maintaining or improving the zone from which they are collected.
- **Sales and Use Tax** - The sales and use tax is imposed on retailers for the privilege of selling at retail, or on users in California of property purchased outside the State. The tax is based on the sales price of any taxable transaction of tangible personal property. The tax rate is eight and three quarters percent (8.75%).
- Local sales tax revenue is distributed on a quarterly basis, with monthly estimated “advance” payments and a subsequent “settlement” payment to cover the difference based on actual collections. One percent (1%) is allocated by the California Department of Tax and Fee Administration (CDTFA) and allocated back to the City for general purposes. This revenue is placed in the General Fund for unrestricted use.
- **Property Transfer Tax** - This is a documentary transfer tax imposed on real estate transactions and collected for the City by the County. The tax is \$1.10 per \$1,000 transaction value.
- **Transient Occupancy Tax** - The transient occupancy tax (TOT) is imposed for the privilege of occupying a room or rooms in a hotel, motel, or other lodging facility unless such occupancy is for a period of thirty (30) days or more. The City’s TOT rate is seven and one-quarter percent (7.25%).
- **Franchise Fees** - A franchise fee is imposed on various utilities and organizations, which permits them to use and operate those facilities within the City. The fee is usually computed as a percentage of the gross income of the utility. This revenue source is typically impacted by the addition of new customers as well as changes in rates the utility is allowed to charge.



- **License and Permit Revenue** - The California Constitution gives cities the authority to charge license and permit fees as a means of recovering the cost of the regulation. The fees which make up “Licenses and Permits” include:
  - Building Permits
  - Plumbing Permits
  - Electrical Permits
  - Energy Permits
  - Mechanical permits
  - Business Licenses
- **Inter-Government** - Revenue from Federal, State, and local agencies for grants.
- **Charges for Services** - A fee imposed upon the user of a service provided by the City. Generally a service charge can be levied when the service can be measured and sold to a particular identified user. The rationale is that certain services are primarily for the benefit of individuals rather than the general public. Individuals desiring or benefiting from the service should pay the costs associated with that service. Fees charged are limited to the cost required to provide the service as prescribed by Article XIII B of the State Constitution. These fees are often determined by cities through a cost accounting analysis of the specific service. Service charges differ from license and permit fees in that the latter are designed to reimburse the City for costs related to the regulatory process. Service charges, on the other hand, are imposed to support services to the individual.
- **Fines and Forfeitures** - These are funds received from the County and collected from assessments made by the Municipal Court, in accordance with the Vehicle Code for fines and forfeitures.
- **Investment Income** - Interest income is earned as the City invests its idle funds in various investment instruments. The goal of the City regarding investments is to ensure the safety of each investment and maintain liquidity while achieving a fair rate of return.
- **Development Fees** - Fees generated by building, development, and growth in a community.
- **Miscellaneous Revenue** - Fees generated from facility rentals, telecommunications, contributions, reimbursed costs, and internal services charges (healthcare, retirees, vehicle and computer equipment).
- **Transfer In** - Accounts for the internal transfers received from another fund.

### Budget Expenditures

Expenditures are usually classified and grouped as follow

- **Salaries** - Includes employee wages, City Council and Commissioner monthly stipends, and overtime costs.
- **Benefits** - Includes employee health benefits, pension retirement benefits, and other miscellaneous fringe benefits as called for by employment agreements.
- **Department Internal Charges** - Includes charges to the department to fund and pay for various insurance premiums (workers’ compensation and liability insurance), pension obligation bond debt (POB), and Other Post-Employment Benefits (OPEB) other than pension benefits.
- **Materials & Supplies** - These include various supplies such as office supplies, meeting supplies, program supplies, materials and supplies for maintenance, etc.
- **Contract Services** - These are contractual costs charged by an outside contractor, consultant for services provided to the City.
- **Capital Outlay** - These costs capture the purchases of vehicles and equipment, building improvements, land, and other infrastructures.
- **Debt Services** - Includes payments for principal and interest on an outstanding debt, and the related debt administration fees, etc.
- **Transfer Out** - Accounts for the internal transfers out to another fund.



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An aerial photograph of a town during the golden hour of sunset. The sun is low on the horizon, casting long shadows and a warm glow over the landscape. The town is nestled in a valley, surrounded by rolling hills. The foreground shows a large parking lot with several cars, a road with a stop sign, and a green field. The middle ground is filled with residential buildings and trees with vibrant autumn foliage in shades of orange, yellow, and red. The background features more hills and a clear sky with a few distant structures.

# All Funds Summaries

## All Funds Summaries

The schedules on the following page include all fund categories.

### Governmental Funds:

- General Fund
- Special Revenue Funds - Operating and Non-Operating
- Special Revenue Funds - Geologic Hazard Abatement Districts
- Special Revenue Fund - Housing Successor
- Debt Service Funds
- Capital Projects Fund

### Proprietary Funds:

- Internal Service Funds

The schedules consolidate all funds citywide and present the total available resources and total use of resources, including beginning fund balances, revenues, expenditures, “transfers in,” and “transfers out.” This consolidation is achieved by eliminating all transfers between funds that are within the same fund category and all internal service fund charge transfers. Such eliminations are similar to those made to produce the City’s government-wide financial statements, as mandated by Governmental Accounting Standards Board (GASB) Statement 34. These eliminations avoid the double-counting that would otherwise occur if these adopted transactions were shown as either additional transfers or as additional revenues and expenditures. Therefore, the “Total Revenues” and “Total Expenditures” lines for all funds present the true budgeted revenues and expenditures expected to be received and spent by the entire organization. Please refer to the Governmental Funds and Proprietary Funds of this document for more information.







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Department / Fund Relationship

Fund #		General Government	Admin Svcs	Community Development	Police Services	Public Works	Parks & Community Services	Non-Dept
<b>Fund # Governmental Funds - Major Funds</b>								
101	General Fund	x	x	x	x	x	x	x
343	Dougherty Valley				x	x		
401	Capital Projects					x		
513	COP #13 (2019) Debt Service							x
<b>Fund # Governmental Funds - Non Major Funds</b>								
201	Planning Cost Recovery			x				
202	Geographic Information System					x		
203-207	Development Mitigation			x		x		
208	Gas Tax					x		
209-210	Park Development/ Henry Ranch Park Dev					x		
212	SCCJEPA					x		
213	Street Maintenance & Improvement					x		
214	Traffic Improvement					x		
215	Tri-Valley Transportation Fund					x		
216	Public Education & Govt. (PEG) Fund	x						
217	Refuse Vehicle Impact Fund					x		
218	Open Space Development Fund					x		
219	American Rescue Plan Act of 2021	x	x	x	x	x	x	
251	Community Facilities District 2014-1 (Acres)					x		
252	Community Facilities District 2014-1 (Faria)					x		
301	Citywide Landscaping					x		
302	Citywide Lighting					x		
303-319	Special Landscaping and Lighting Zones					x		



Department / Fund Relationship

		General Government	Admin Svcs	Community Development	Police Services	Public Works	Parks & Community Services	Non-Dept
330	The Preserve Landscaping and Lighting					x		
341	Canyon Park					x		
342	Village Center Common Area					x		
344	Solid Waste					x		
345	Non Point Drainage					x		
346	Street Smarts					x		
347	TDM Programs					x		
349	Police Services Donations				x			
350	Narcotic Asset Forfeiture				x			
351	TRAFFIX Program					x		
352	Abandoned Vehicle Abatement Program				x			
361	Dougherty Valley GHAD				x	x		
362	Northwest San Ramon GHAD					x		
371	Housing Successor			x				
501	Pension Obligation Bond (2010) Debt Services							x
512	COP #12 (2011) ebt Service							x
521	LED Lights (2013) Debt Service							x
<b>Fund #</b>	<b>Proprietary Funds</b>							
601	Investments ISF		x					
602	Vehicle/Equipment Replacement ISF			x	x	x	x	
603	Info Services Equipment Replacement ISF	x	x	x	x	x	x	
610	Insurance Liability ISF	x	x	x	x	x	x	
611	Healthcare ISF	x	x	x	x	x	x	
618	Infrastructure Maintenance ISF					x		

Statement Of Revenues, Expenditures And Changes In Fund Balance

	GOVERNMENTAL FUND				
	General Fund	Special Rev- Operating	Special Rev - Non- Operating	Special Rev - GHADs	Special Rev - Housing Successor
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 25,103,135</b>	<b>\$ 8,161,054</b>	<b>\$ 23,113,337</b>	<b>\$ 14,624,558</b>	<b>\$ 2,218,334</b>
<b>REVENUES</b>					
Property Tax	\$ 25,114,068	\$ -	\$ -	\$ -	\$ -
Special Assessments	-	5,708,997	-	2,751,937	-
Sales and Use Tax	13,262,289	-	-	-	-
Property Transfer Tax	1,317,992	-	-	-	-
Transient Occupancy Taxes (TOT)	2,248,541	-	-	-	-
Franchise Fees	5,688,497	-	-	-	-
Licenses and Permits	3,283,250	-	-	3,000	-
Intergovernmental	526,220	22,693,352	4,493,792	-	-
Charges for Services	6,766,228	1,617,670	594,093	-	-
Fines and Forfeitures	263,000	-	-	-	-
Investment Income	333,167	-	-	63,943	-
Development Fees	-	595,821	12,324,927	-	4,015,500
Miscellaneous Revenue	3,670,772	1,331,444	-	36,988	-
<b>TOTAL REVENUES</b>	<b>62,474,024</b>	<b>31,947,284</b>	<b>17,412,812</b>	<b>2,855,868</b>	<b>4,015,500</b>
<b>EXPENDITURES</b>					
General Government	3,676,647	234,144	-	-	-
Administrative Services	6,108,673	-	-	-	-
Community Development	5,412,638	-	203,504	-	-
Police Services	18,170,314	10,671,942	-	-	-
Public Works	17,153,016	20,575,107	102,732	1,209,496	-
Parks & Community Services	9,311,640	-	-	-	-
Non-Departmental	50,000	250,000	-	-	4,948,387
Housing Programs	-	-	-	-	-
Debt Service	-	-	-	-	-
Capital Improvement Program (CIP)	-	-	-	-	-
Vehicle/IS Replacement	-	-	-	-	-
Insurance	-	-	-	-	-
Healthcare	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>59,882,928</b>	<b>31,731,193</b>	<b>306,236</b>	<b>1,209,496</b>	<b>4,948,387</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Operating Transfers In	5,099,457	4,336,926	-	-	-
Operating Transfers Out	(11,515,021)	(5,654,715)	(5,522,889)	(124,037)	-
<b>TOTAL OTHER FINANCIAL SOURCES (USES)</b>	<b>(6,415,564)</b>	<b>(1,317,789)</b>	<b>(5,522,889)</b>	<b>(124,037)</b>	<b>-</b>
<b>NET INCREASE (DECREASE)</b>	<b>(3,824,468)</b>	<b>(1,101,698)</b>	<b>11,583,687</b>	<b>1,522,335</b>	<b>(932,887)</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 21,278,667</b>	<b>\$ 7,059,356</b>	<b>\$ 34,697,024</b>	<b>\$ 16,146,893</b>	<b>\$ 1,285,447</b>



Statement Of Revenues, Expenditures And Changes In Fund Balance

	GOVERNMENTAL FUND			PROPRIETARY	Grand Total
	Debt Service	Capital Projects	Total	Internal Service Funds	
<b>FUND BALANCE - 07/01/23</b>	\$ 997,823	\$ 3,936,493	\$ 86,426,065	\$ 10,477,091	\$ 96,903,156
<b>REVENUES</b>					
Property Tax	\$ -	\$ -	\$ 25,114,068	\$ -	25,114,068
Special Assessments	-	-	8,460,934	-	8,460,934
Sales and Use Tax	-	-	13,262,289	-	13,262,289
Property Transfer Tax	-	-	1,317,992	-	1,317,992
Transient Occupancy Taxes (TOT)	-	-	2,248,541	-	2,248,541
Franchise Fees	-	-	5,688,497	-	5,688,497
Licenses and Permits	-	-	3,286,250	-	3,286,250
Intergovernmental	-	3,339,313	31,052,677	537,780	31,590,457
Charges for Services	-	-	8,977,991	102,000	9,079,991
Fines and Forfeitures	-	-	263,000	-	263,000
Investment Income	-	300,000	697,110	94,134	791,244
Development Fees	-	-	16,936,248	-	16,936,248
Miscellaneous Revenue	3,485,778	1,000,000	9,524,982	14,111,714	23,636,696
<b>TOTAL REVENUES</b>	<b>3,485,778</b>	<b>4,639,313</b>	<b>126,830,579</b>	<b>14,845,628</b>	<b>141,676,207</b>
<b>EXPENDITURES</b>					
General Government	-	-	3,910,791	-	3,910,791
Administrative Services	-	-	6,108,673	91,461	6,200,134
Community Development	-	-	5,616,142	-	5,616,142
Police Services	-	-	28,842,256	-	28,842,256
Public Works	-	-	39,040,351	-	39,040,351
Parks & Community Services	-	-	9,311,640	-	9,311,640
Non-Departmental	-	-	5,248,387	-	5,248,387
Housing Programs	-	-	-	-	-
Debt Service	5,895,543	-	5,895,543	-	5,895,543
Capital Improvement Program (CIP)	-	10,600,371	10,600,371	-	10,600,371
Vehicle/IS Replacement	-	-	-	1,516,726	1,516,726
Insurance	-	-	-	4,905,471	4,905,471
Healthcare	-	-	-	10,029,356	10,029,356
<b>TOTAL EXPENDITURES</b>	<b>5,895,543</b>	<b>10,600,371</b>	<b>114,574,154</b>	<b>16,543,014</b>	<b>131,117,168</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Operating Transfers In	5,895,543	10,481,154	25,813,080	1,997,327	27,810,407
Operating Transfers Out	(3,692,877)	(100,000)	(26,609,539)	(1,188,368)	(27,797,907)
<b>TOTAL OTHER FINANCIAL SOURCES (USES)</b>	<b>2,202,666</b>	<b>10,381,154</b>	<b>(796,459)</b>	<b>808,959</b>	<b>12,500</b>
<b>NET INCREASE (DECREASE)</b>	<b>(207,099)</b>	<b>4,420,096</b>	<b>11,459,966</b>	<b>(888,427)</b>	<b>10,571,539</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 790,724</b>	<b>\$ 8,356,589</b>	<b>\$ 97,886,031</b>	<b>\$ 9,588,664</b>	<b>\$ 107,474,695</b>

City Revenue by Fund

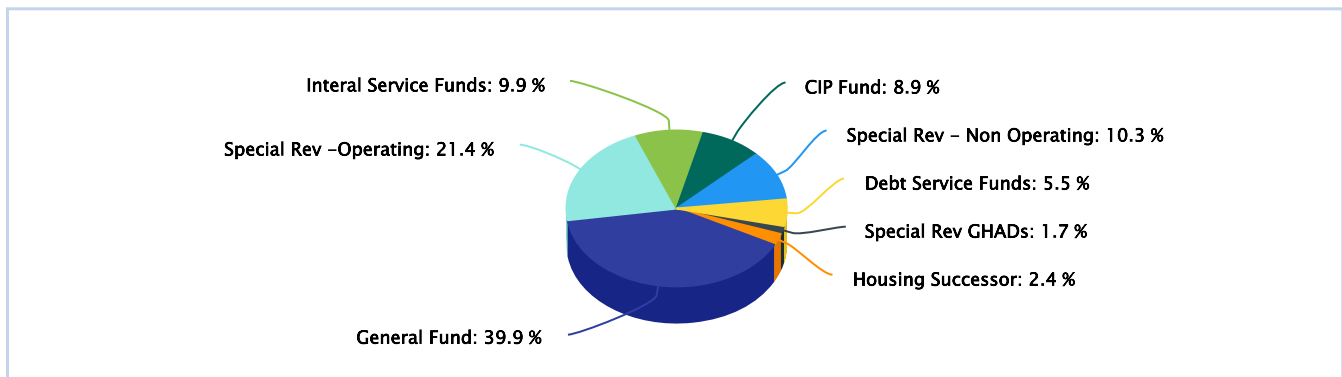
Fund #	Fund Description	22/23		Change	23/24	
		21/22 Actual	Revised Budget		Adopted	Change
101	General Fund	\$ 60,260,390	\$ 62,634,091	3.94%	\$ 67,573,481	7.89%
201	Planning Cost Recovery	235,942	312,157	32.30%	594,093	90.32%
202	Geographic Information System	85,249	95,000	11.44%	125,000	31.58%
203-207	Development Mitigation	735,598	1,235,735	67.99%	2,397,481	94.01%
208	Gas Tax	5,363,923	4,351,860	(18.87%)	4,493,792	3.26%
209-210	Park Development/ Henry Ranch Park Dev	819,831	2,296,662	180.14%	5,610,611	144.29%
211	Crow Canyon Project	30	-	(100.00%)	-	-%
212	SCCJEP A	3,338,112	2,718,509	(18.56%)	2,822,259	3.82%
213	Street Maintenance & Improvement	448,377	1,109,099	147.36%	-	(100.00%)
214	Traffic Improvement	400,861	878,135	119.06%	881,852	0.42%
215	Tri-Valley Transportation Fund	334,759	355,837	6.30%	487,724	37.06%
216	Public Education & Govt. (PEG) Fund	149,952	195,000	30.04%	195,000	-%
217	Refuse Vehicle Impact Fund	887,148	1,615,220	82.07%	1,615,220	-%
218	Open Space Development Fund	65,782	404,179	514.42%	595,821	47.42%
219	American Rescue Plan Act of 2021	4,057,713	-	(100.00%)	-	-%
251-252	Community Facilities District 2014-1	369,998	383,253	3.58%	655,419	71.01%
301	Citywide Landscaping	1,866,025	1,792,480	(3.94%)	1,793,280	0.04%
302	Citywide Lighting	783,544	799,175	1.99%	799,175	-%
303-319	Special Landscaping and Lighting Zones	1,402,895	1,568,168	11.78%	1,528,189	(2.55%)
330	The Preserve Landscaping and Lighting	111,545	114,522	2.67%	127,821	11.61%
341	Canyon Park	6,302	10,990	74.39%	10,990	-%
342	Village Center Common Area	4,156	21,890	426.71%	21,890	-%
343	Dougherty Valley	21,505,825	22,630,128	5.23%	25,281,429	11.72%



City Revenue by Fund

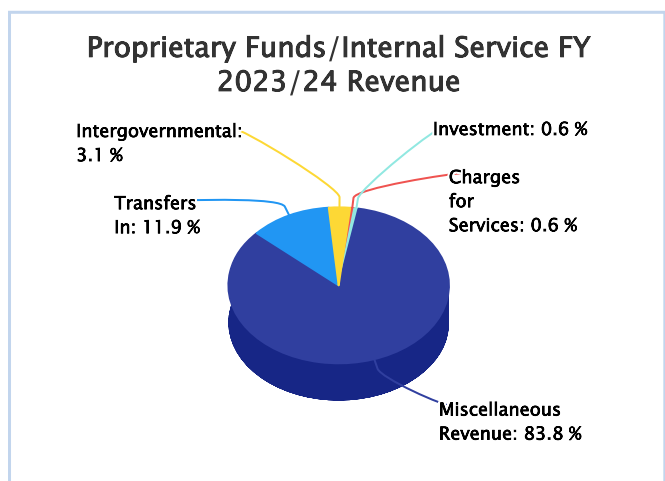
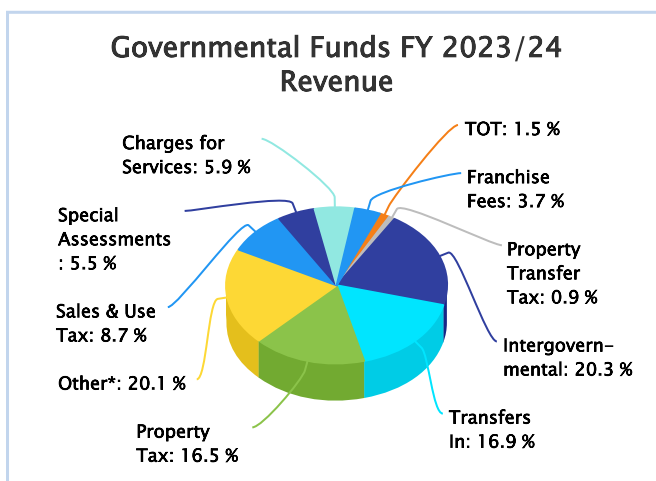
Fund #	Fund Description	21/22	22/23	Change	23/24	Change
		Actual	Revised Budget		Adopted	
344	Solid Waste	1,372,192	1,412,215	2.92%	1,322,938	(6.32%)
345	Non Point Drainage	1,034,245	1,222,015	18.16%	1,226,000	0.33%
346	Street Smarts	184,442	242,750	31.61%	242,750	-%
347	TDM Programs	438,604	646,379	47.37%	656,420	1.55%
348	Law Enforcement Block Grant	(153)	-	(100.00%)	-	-%
349	Police Services Donations	327	-	(100.00%)	-	-%
350	Narcotic Asset Forfeiture	(2,154)	-	(100.00%)	-	-%
351	TRAFFIX Program	144,572	139,759	(3.33%)	211,868	51.60%
361	Dougherty Valley GHAD	1,940,961	2,343,989	20.76%	2,285,226	(2.51%)
362	Northwest San Ramon GHAD	374,143	459,506	22.82%	570,642	24.19%
371	Housing Successor	(25,903)	2,393,320	(9339.55%)	4,015,500	67.78%
401	Capital Projects	19,040,981	18,636,644	(2.12%)	15,120,467	(18.87%)
501-521	Debt Service Funds	28,827,901	8,975,422	(68.87%)	9,381,321	4.52%
<b>TOTAL GOVERNMENTAL FUNDS</b>		<b>156,564,115</b>	<b>141,994,089</b>	<b>(9.31%)</b>	<b>152,643,659</b>	<b>7.50%</b>
601-618	Internal Service Funds	16,695,002	14,374,409	(13.90%)	16,842,955	17.17%
<b>TOTAL PROPRIETARY FUNDS</b>		<b>16,695,002</b>	<b>14,374,409</b>	<b>(13.90%)</b>	<b>16,842,955</b>	<b>17.17%</b>
<b>GRAND TOTAL</b>		<b>\$ 173,259,117</b>	<b>\$ 156,368,498</b>	<b>(9.75%)</b>	<b>\$ 169,486,614</b>	<b>8.39%</b>

\*Includes Transfers In



Revenue by Source

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>GOVERNMENTAL FUNDS</b>					
Property Tax	\$ 20,966,461	\$ 21,833,889	\$ 23,479,914	\$ 24,376,859	\$ 25,114,068
Special Assessments	7,357,516	7,662,724	7,772,816	8,062,579	8,460,934
Sales & Use Tax	10,404,998	10,811,205	12,124,019	11,298,342	13,262,289
Property Transfer Tax	659,048	1,043,996	1,213,062	1,054,696	1,317,992
Transient Occupancy Tax (TOT)	2,316,300	735,224	1,744,152	2,317,261	2,248,541
Franchise Fees	4,994,029	5,434,322	5,444,056	5,737,096	5,688,497
Licenses & Permits*	2,060,876	1,930,271	2,714,502	2,749,750	3,286,250
Charges for Services	6,799,382	4,970,294	6,980,100	8,180,031	8,977,991
Fines & Forfeitures*	303,509	193,634	140,752	289,000	263,000
Investment Income*	2,929,627	192,496	(2,307,880)	540,274	697,110
Development Fees*	1,676,360	3,115,719	2,438,238	9,877,377	16,936,248
Intergovernmental	26,842,767	25,232,058	29,054,407	30,837,683	31,052,677
Debt Proceeds	24,348,385	-	23,361,407	-	-
Miscellaneous Revenue*	4,761,782	4,156,524	6,240,789	9,421,625	9,524,982
<b>Subtotal</b>	<b>116,421,040</b>	<b>87,312,356</b>	<b>120,400,334</b>	<b>114,742,573</b>	<b>126,830,579</b>
Transfers In	33,601,529	43,308,524	36,163,781	27,251,516	25,813,080
<b>TOTAL</b>	<b>\$ 150,022,569</b>	<b>\$ 130,620,880</b>	<b>\$ 156,564,115</b>	<b>\$ 141,994,089</b>	<b>\$ 152,643,659</b>
*Included as Other Revenue					
<b>PROPRIETARY/INTERNAL SERVICE FUNDS</b>					
Charges for Services	\$ 27,362	\$ 46,941	\$ 66,648	\$ 102,000	\$ 102,000
Investment Income	364,655	848,652	(722,968)	65,731	94,134
Intergovernmental	684,336	885,687	730,124	820,203	537,780
Miscellaneous Revenue	10,767,883	11,546,026	14,346,852	11,580,486	14,111,714
<b>Subtotal</b>	<b>11,844,236</b>	<b>13,327,306</b>	<b>14,420,656</b>	<b>12,568,420</b>	<b>14,845,628</b>
Transfers In	5,912,654	738,890	2,274,346	1,805,989	1,997,327
<b>TOTAL</b>	<b>\$ 17,756,890</b>	<b>\$ 14,066,196</b>	<b>\$ 16,695,002</b>	<b>\$ 14,374,409</b>	<b>\$ 16,842,955</b>
<b>GRAND TOTAL</b>	<b>\$ 167,779,459</b>	<b>\$ 144,687,076</b>	<b>\$ 173,259,117</b>	<b>\$ 156,368,498</b>	<b>\$ 169,486,614</b>

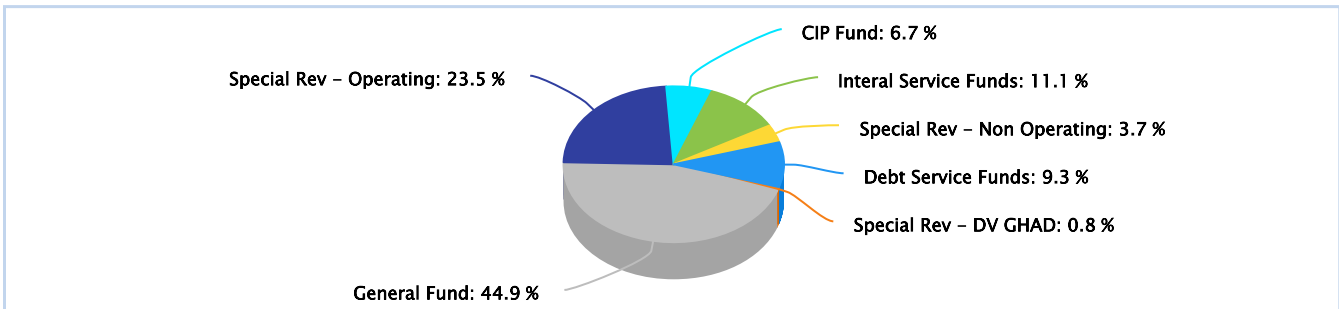




Expenditures By Fund

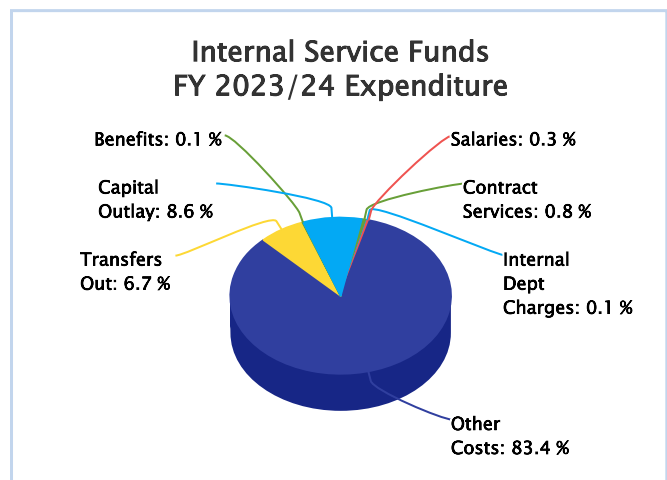
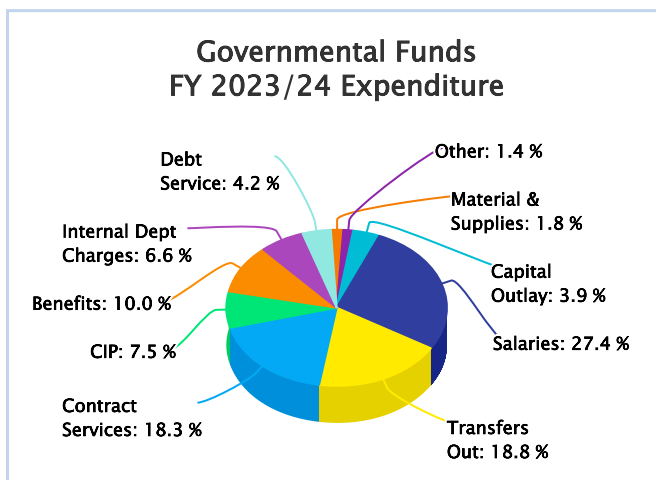
FUND #	FUND DESCRIPTION	22/23		CHANGE	23/24	
		21/22 Actual	Revised Budget		Adopted	CHANGE
101	General Fund	\$ 59,868,172	\$ 64,004,182	6.91%	\$ 71,397,949	11.55%
201	Planning Cost Recovery	480,382	164,422	(65.77%)	203,504	23.77%
202	Geographic Information System	92,042	102,533	11.40%	102,732	0.19%
203-207	Development Mitigation	1,031,484	100,980	(90.21%)	107,871	6.82%
208	Gas Tax	4,102,153	8,319,022	102.80%	3,578,303	(56.99%)
209-210	Park Development	717,293	723,280	0.83%	1,439,145	98.97%
211	Crow Canyon Project	4,497	-	(100.00%)	-	-%
212	SCCJEPA	4,031,484	43,960	(98.91%)	32,871	(25.23%)
213	Street Maintenance & Improvement	1,330,362	440,939	(66.86%)	76,699	(82.61%)
214	Traffic Improvement	265,988	67,990	(74.44%)	288,000	323.59%
215-216	Public Education & Govt. (PEG) Fund	162,229	1,162,000	616.27%	250,000	(78.49%)
217	Refuse Vehicle Impact Fund	1,545,000	750,000	(51.46%)	1,749,996	133.33%
218	Open Space Development Fund	-	-	-%	1,000,000	-%
219	American Rescue Plan Act of 2021	4,057,713	-	(100.00%)	-	-%
251-252	Community Facilities District 2014-1	368,891	383,253	3.89%	655,419	71.01%
301	Citywide Landscaping	1,746,395	1,985,138	13.67%	1,903,219	(4.13%)
302	Citywide Lighting	1,213,503	967,867	(20.24%)	945,915	(2.27%)
303-319	Special Landscaping and Lighting Zones	1,786,876	1,926,396	7.81%	1,726,275	(10.39%)
330	The Preserve Landscaping and Lighting	13,459	69,883	419.23%	110,379	57.95%
341	Canyon Park	12,631	61,943	390.40%	61,613	(0.53%)
342	Village Center Common Area	4,417	6,294	42.49%	10,289	63.47%
343	Dougherty Valley	22,964,648	22,684,735	(1.22%)	25,281,429	11.45%
344	Solid Waste	1,881,481	1,406,472	(25.25%)	1,355,642	(3.61%)
345	Non Point Drainage	1,028,841	1,246,922	21.20%	1,264,551	1.41%
346	Street Smarts	144,260	123,923	(14.10%)	234,144	88.94%
347	TDM Programs	438,601	646,379	47.37%	650,896	0.70%
350	Narcotic Asset Forfeiture	47,273	222,010	369.63%	-	(100.00%)
351	TRAFFIX Program	123,736	139,759	12.95%	186,141	33.19%
361	Dougherty Valley GHAD	707,904	1,108,369	56.57%	1,187,937	7.18%
362	GHAD-NWSR	234	-	(100.00%)	145,596	-%
371	Housing Successor	158,313	146,477	(7.48%)	4,948,387	3278.27%
401	Capital Projects	17,995,813	17,142,001	(4.74%)	10,700,371	(37.58%)
501-521	Debt Service Funds	29,790,073	9,625,422	(67.69%)	9,588,420	(0.38%)
<b>TOTAL GOVERNMENTAL FUNDS</b>		<b>158,116,148</b>	<b>135,772,551</b>	<b>(14.13%)</b>	<b>141,183,693</b>	<b>3.99%</b>
601-618	Internal Service Funds	16,944,777	16,446,043	(2.94%)	17,731,382	7.82%
<b>TOTAL PROPRIETARY FUNDS</b>		<b>16,944,777</b>	<b>16,446,043</b>	<b>(2.94%)</b>	<b>17,731,382</b>	<b>7.82%</b>
<b>GRAND TOTAL</b>		<b>\$ 175,060,925</b>	<b>\$ 152,218,594</b>	<b>(13.05%)</b>	<b>\$ 158,915,075</b>	<b>4.40%</b>

\*Includes Transfers Out



Expenditures By Category

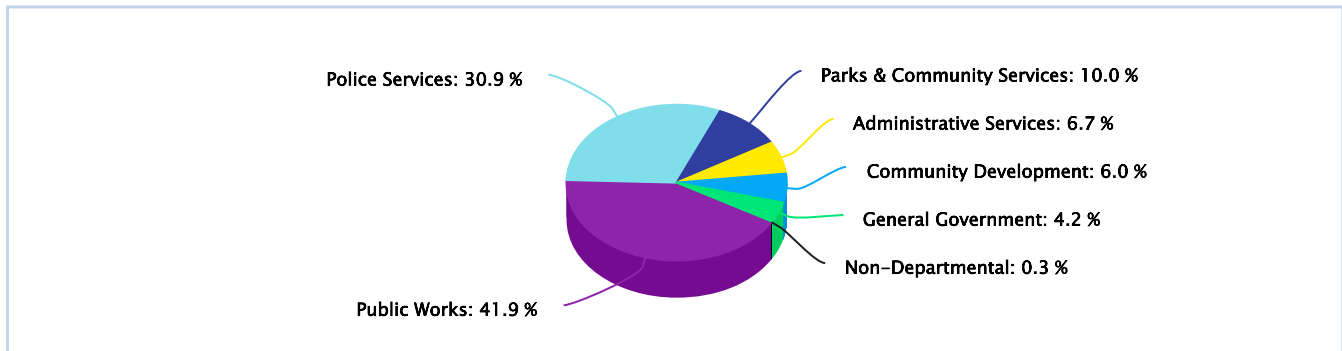
	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>GOVERNMENTAL FUNDS</b>					
Salaries & Benefits	\$ 31,934,792	\$ 32,442,808	\$ 34,420,996	\$ 37,779,186	\$ 38,657,555
Benefits	10,682,057	12,754,923	13,066,036	9,160,198	14,174,641
Internal Department Charges	5,870,508	6,669,764	8,126,766	8,843,682	9,287,034
Contract Services	18,914,686	19,692,745	22,392,943	25,662,062	25,857,591
Material & Supplies	2,049,905	2,018,861	2,515,371	2,689,345	2,527,889
Other Costs	1,541,082	1,234,075	1,918,504	815,173	2,030,904
Capital Outlay	35,390	3,894,290	263,087	446,596	5,542,626
Capital Improvement Program (CIP)	17,761,152	16,221,152	11,705,057	16,778,001	10,600,371
Debt Service	4,515,904	4,859,201	27,140,073	5,687,972	5,895,543
Subtotal	93,305,476	99,787,819	121,548,833	107,862,215	114,574,154
Transfers Out	34,926,760	43,361,118	36,567,315	27,910,336	26,609,539
<b>TOTAL</b>	<b>128,232,236</b>	<b>143,148,937</b>	<b>158,116,148</b>	<b>135,772,551</b>	<b>141,183,693</b>
<b>PROPRIETARY/INTERNAL SERVICE FUNDS</b>					
Salaries	476,143	874,634	688,287	45,422	59,812
Benefits	1,991,611	1,543,377	1,566,730	12,281	19,195
Internal Department Charges	31,104	9,265	68,002	8,028	12,454
Contract Services	15,647	-	18,347	140,000	140,000
Other Costs	10,081,613	11,362,998	12,083,737	12,848,238	14,794,827
Capital Outlay	804,283	1,152,287	602,323	2,275,905	1,516,726
Subtotal	13,400,401	14,942,561	15,027,426	15,329,874	16,543,014
Transfers Out	4,587,422	670,795	1,917,351	1,116,169	1,188,368
<b>TOTAL</b>	<b>17,987,823</b>	<b>15,613,356</b>	<b>16,944,777</b>	<b>16,446,043</b>	<b>17,731,382</b>
<b>GRAND TOTAL</b>	<b>\$146,220,059</b>	<b>\$158,762,293</b>	<b>\$175,060,925</b>	<b>\$152,218,594</b>	<b>\$ 158,915,075</b>



City Expenditures by Department

Governmental Funds	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	Revised Budget	Adopted
General Government	\$ 2,566,731	\$ 2,886,882	\$ 3,136,173	\$ 3,499,106	\$ 3,910,791
Administrative Services	4,536,396	4,738,769	5,137,666	5,647,455	6,200,134
Community Development	3,386,261	4,008,140	4,424,272	5,543,037	5,616,142
Police Services	22,679,007	23,819,826	26,023,422	23,962,929	28,842,256
Public Works	30,925,111	32,400,805	36,028,315	37,817,319	39,040,351
Parks & Community Services	6,850,759	6,892,054	7,774,508	8,460,650	9,311,640
San Ramon Housing	129,936	141,159	149,307	146,477	-
Non-Departmental	6,004	30,293	12,229	385,000	300,000
<b>TOTAL</b>	<b>\$ 71,080,205</b>	<b>\$ 74,917,928</b>	<b>\$ 82,685,892</b>	<b>\$ 85,461,973</b>	<b>\$ 93,221,314</b>

\* Excludes Transfers, CIP, Debt Service, & Internal Service Funds



## Interfund Transfers Schedule

Fund No.	Fund Description	Transfer In	Transfer Out
101	General Fund	\$ 5,099,457	\$ 11,515,021
203-207	Development Mitigation	-	107,871
208	Gas Tax	-	3,578,303
209	Park Development	-	1,439,145
212	SCCJEPA	-	32,871
213	Street Maintenance & Improvement	-	76,699
214	Traffic Improvement	-	288,000
216	Public Education and Government	-	-
217	Refuse Vehicle Impact Fee	-	1,749,996
218	Open Space Development Fund	-	1,000,000
251-252	Community Facilities District 2014-1	-	655,419
301	Citywide Landscaping	-	628,544
302	Citywide Lighting	-	256,044
303-319	Special Landscaping and Lighting Zones	397,869	390,253
330	The Preserve Landscaping and Lighting	13,299	12,411
341	Canyon Park	-	2,517
342	Village Center Common	15,884	3,971
343	Dougherty Valley	3,874,874	955,560
346	Street Smarts	35,000	-
361	Dougherty Valley GHAD	-	124,037
401	Capital Improvement Program	10,481,154	100,000
501	Pension Obligation Bond (2010) Debt Service	1,397,950	1,397,950
512	COP #12 Debt Service	494,150	-
513	COP #13 Debt Service	1,608,450	207,099
514	Pension Obligation Bond (2021) Debt Service	2,087,828	2,087,828
521	LED Light Debt Service	307,165	-
602	Vehicle/Equipment Replacement	-	-
610	Insurance Liability	497,327	-
618	Infrastructure Maintenance	1,500,000	1,188,368
705	Dougherty Valley Performing Arts*	-	12,500
<b>Total</b>		<b>\$ 27,810,407</b>	<b>\$ 27,810,407</b>

\*Trust/Agency Fund





# Staffing

## Staffing

### Citywide Position Changes Overview

The total authorized regular staffing level of 280.75 FTEs for the FY 2023-24, increased 1.0 from the FY 2022-23 Adopted Budget of 279.75 FTEs. While there is an overall increase in staffing, many departments continue to operate at a low level when compared to historical staffing ratios.

#### Community Development Department

- Converted 1 Building Inspector from Limited Term to Permanent during FY 2022-23
- Continue to unfund 1 position:
  - Assistant Planner

#### Parks & Community Services Department

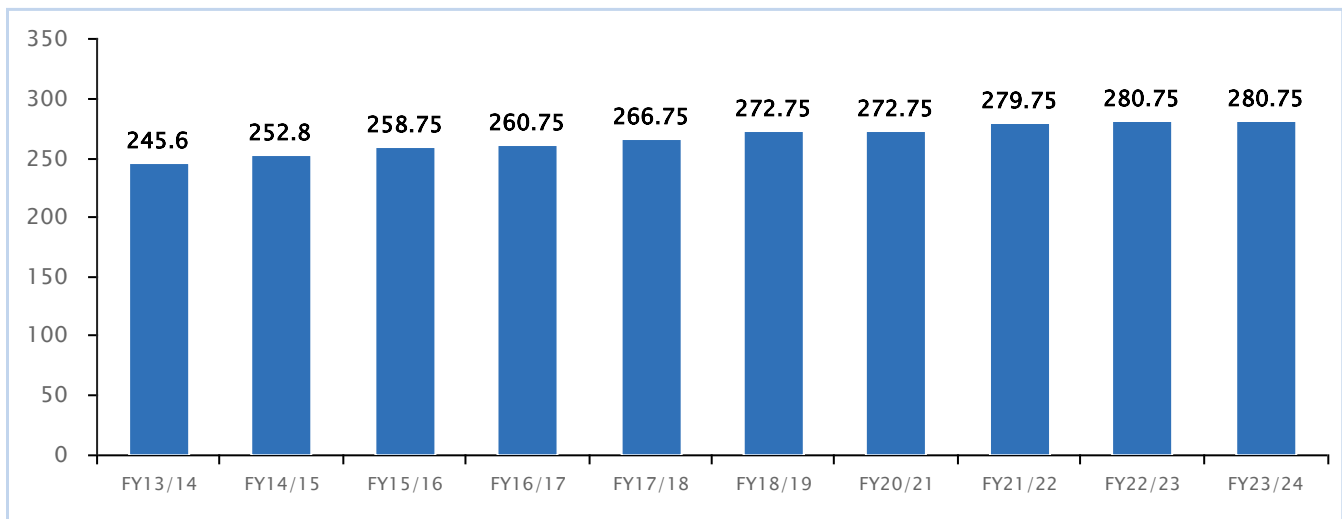
- Continue to unfund 5 positions:
  - 2 Office Technicians
  - 1 Office Specialist
  - 1 Recreation Coordinator
  - 1 Program Manager



**Full Time Equivalents (FTE) by Department**

	19/20		20/21		21/22		22/23		23/24
	Actual	Change	Actual	Change	Actual	Change	Revised Budget	Change	Adopted
General Government	10.00	-	10.00	1.00	11.00	(1.00)	10.00	-	10.00
Administrative Services	20.00	(1.00)	19.00	-	19.00	-	19.00	-	19.00
Community Development	17.00	1.00	18.00	2.00	20.00	2.00	22.00	-	22.00
Public Works	103.75	-	103.75	3.00	106.75	-	106.75	-	106.75
Police Services	88.00	-	88.00	1.00	89.00	-	89.00	-	89.00
Parks & Community Services	34.00	-	34.00	-	34.00	-	34.00	-	34.00
<b>TOTAL</b>	<b>272.75</b>	<b>-</b>	<b>272.75</b>	<b>7.00</b>	<b>279.75</b>	<b>1.00</b>	<b>280.75</b>	<b>-</b>	<b>280.75</b>

**Full Time Equivalents (FTE) Last Ten Fiscal Years & FY 2023/24 Adopted Budget**



### Authorized Personnel by Classification FY 2023-24

Job Classification	FTE Count
Accountant	1.00
Administrative Analyst	7.00
Administrative Coordinator	13.75
Assistant City Attorney	1.00
Assistant City Manager	1.00
Assistant Planner	1.00
Associate Engineer	6.00
Associate Planner	2.00
City Attorney	1.00
City Clerk	1.00
City Manager	1.00
Department Director	4.00
Deputy City Clerk	1.00
Division Manager	10.00
Electrician I I	1.00
Engineering Specialist	2.00
Executive Assistant	1.00
I T Network Analyst	1.00
I T Specialist	4.00
Inspector	6.00
Maintenance Coordinator	15.00
Maintenance Specialist	13.00
Maintenance Supervisor	10.00
Maintenance Technician I	1.00
Maintenance Technician I I	29.00
Office Specialist	15.00
Office Technician I I	11.00
Paralegal	1.00
Planning Specialist	1.00
Plans Examiner	1.00
Police Captain	2.00
Police Chief	1.00
Police Corporal	9.00
Police Lieutenant	5.00
Police Officer	43.00
Police Sergeant	10.00
Police Services Technician I I	4.00
Program Manager	10.00
Recreation Coordinator	11.00
Recreation Supervisor	6.00
Recreation Technician	3.00
Senior Administrative Analyst	4.00
Senior Civil Engineer	4.00





Authorized Personnel by Classification FY 2023-24

Job Classification	FTE Count
Senior Inspector	3.00
Senior Planner	1.00
Supervising Inspector	2.00
<b>TOTAL</b>	<b>280.75</b>

Department Staffing Allocation

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>General Government</b>					
<b>City Manager Office</b>					
Administrative Analyst	1.00	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
<b>City Attorney Office</b>					
Administrative Coordinator	-	-	1.00	1.00	1.00
Assistant City Attorney	1.00	1.00	1.00	1.00	1.00
City Attorney	1.00	1.00	1.00	1.00	1.00
Paralegal	1.00	1.00	1.00	1.00	1.00
<b>City Clerk Office</b>					
City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00	1.00
Office Technician I/II	1.00	1.00	-	-	-
<b>TOTAL</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Administrative Services</b>					
Accountant	-	-	1.00	1.00	1.00
Administrative Analyst	3.00	3.00	3.00	3.00	3.00
Administrative Coordinator	3.00	1.00	1.00	1.00	1.00
Director	1.00	1.00	1.00	1.00	1.00
Division Manager	3.00	3.00	3.00	3.00	3.00
Information Technology Specialist	3.00	4.00	4.00	4.00	4.00
Network Analyst	1.00	1.00	1.00	1.00	1.00
Office Specialist	3.00	5.00	4.00	4.00	4.00
Office Technician I/II*	1.00	-	-	-	-
Program Manager	-	-	1.00	1.00	1.00
Senior Administrative Analyst	2.00	1.00	-	-	-
<b>TOTAL</b>	<b>20.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>

Department Staffing Allocation

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>Community Development</b>					
Administrative Coordinator	-	-	-	-	1.00
Assistant Planner	1.00	1.00	1.00	1.00	1.00
Associate Planner	2.00	2.00	2.00	2.00	2.00
Director	1.00	1.00	1.00	1.00	1.00
Division Manager	2.00	2.00	2.00	2.00	2.00
Inspector	3.00	3.00	4.00	4.00	4.00
Office Specialist	2.00	3.00	4.00	3.00	3.00
Office Technician I/II*	1.00	1.00	2.00	2.00	2.00
Planning Specialist	1.00	1.00	1.00	1.00	1.00
Plans Examiner	1.00	1.00	1.00	1.00	1.00
Senior Engineer	1.00	1.00	1.00	1.00	1.00
Senior Inspector	-	-	-	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00	1.00
Supervising Inspector	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>17.00</b>	<b>18.00</b>	<b>21.00</b>	<b>21.00</b>	<b>22.00</b>
<b>Police Services</b>					
Administrative Analyst	2.00	2.00	1.00	1.00	1.00
Administrative Coordinator	5.00	5.00	6.00	6.00	6.00
Captain	2.00	2.00	2.00	2.00	2.00
Chief	1.00	1.00	1.00	1.00	1.00
Corporals	9.00	9.00	9.00	9.00	9.00
Lieutenant	5.00	5.00	5.00	5.00	5.00
Maintenance Supervisor	-	-	1.00	1.00	1.00
Office Specialist	4.00	4.00	4.00	3.00	3.00
Office Technician I/II	3.00	3.00	3.00	3.00	3.00
Police Officer	42.00	42.00	42.00	43.00	43.00
Police Services Technician I/II	4.00	4.00	4.00	4.00	4.00
Program Manager	1.00	1.00	1.00	1.00	1.00
Sergeant	10.00	10.00	10.00	10.00	10.00
<b>TOTAL</b>	<b>88.00</b>	<b>88.00</b>	<b>89.00</b>	<b>89.00</b>	<b>89.00</b>
<b>Public Works</b>					
<b>Transportation Services</b>					
Division Manager	1.00	1.00	1.00	1.00	1.00
Engineering Specialist	1.00	1.00	1.00	1.00	1.00
Office Specialist	1.00	1.00	1.00	1.00	1.00
Senior Administrative Analyst	1.00	1.00	1.00	1.00	1.00
<b>Engineering Services</b>					
Administrative Analyst	1.00	1.00	1.00	1.00	1.00



Department Staffing Allocation

	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	Revised Budget	Adopted
Administrative Coordinator	-	-	-	-	1.00
Associate Engineer	5.00	5.00	6.00	6.00	6.00
Division Manager	2.00	2.00	2.00	2.00	2.00
Engineering Specialist	1.00	1.00	1.00	1.00	1.00
Inspector	2.00	2.00	2.00	2.00	2.00
Office Specialist	1.00	1.00	2.00	1.00	1.00
Senior Administrative Analyst	2.00	2.00	1.00	1.00	1.00
Senior Engineer	3.00	3.00	3.00	3.00	3.00
Senior Inspector	2.00	2.00	2.00	2.00	2.00
Supervising Inspector	1.00	1.00	1.00	1.00	1.00
<b>Public Services</b>					
Administrative Coordinator	2.75	2.75	2.75	3.75	2.75
Director	1.00	1.00	1.00	1.00	1.00
Division Manager	1.00	1.00	1.00	1.00	1.00
Electrician I/II	-	-	1.00	1.00	1.00
Maintenance Coordinator	14.00	14.00	15.00	15.00	15.00
Maintenance Specialist	14.00	14.00	14.00	13.00	13.00
Maintenance Supervisor	9.00	9.00	9.00	9.00	9.00
Maintenance Technician I/II	29.00	29.00	29.00	30.00	30.00
Office Specialist	-	-	1.00	1.00	1.00
Office Technician I/II	2.00	2.00	1.00	1.00	1.00
Program Manager	5.00	5.00	5.00	5.00	5.00
Senior Administrative Analyst	2.00	2.00	2.00	2.00	2.00
<b>TOTAL</b>	<b>103.75</b>	<b>103.75</b>	<b>106.75</b>	<b>106.75</b>	<b>106.75</b>
<b>Parks &amp; Community Services</b>					
Administrative Analyst	2.00	2.00	2.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00	1.00	1.00
Director	1.00	1.00	1.00	1.00	1.00
Division Manager	1.00	1.00	1.00	1.00	1.00
Office Specialist	2.00	2.00	2.00	2.00	2.00
Office Technician I/II	5.00	5.00	5.00	5.00	5.00
Program Manager	3.00	3.00	3.00	3.00	3.00
Recreation Coordinator	10.00	10.00	10.00	11.00	11.00
Recreation Supervisor	6.00	6.00	6.00	6.00	6.00
Recreation Technician	3.00	3.00	3.00	3.00	3.00
<b>TOTAL</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>
<b>GRANT TOTAL</b>	<b>272.75</b>	<b>272.75</b>	<b>279.75</b>	<b>279.75</b>	<b>280.75</b>



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An aerial photograph of a town during the golden hour of sunset. The sun is low on the horizon, casting long shadows and a warm glow over the landscape. The town is nestled in a valley, surrounded by rolling hills. The foreground shows a large parking lot with several cars, a road with a stop sign, and a green field. The middle ground is filled with residential buildings and trees with vibrant autumn foliage in shades of orange, yellow, and red. The background features more hills and a clear sky with a few distant structures.

# Governmental Funds

## General Fund

The General Fund is the most versatile of all the City’s funds because it has no specific legal restrictions as to its use. It is the City’s main operating fund. General Fund revenue includes property taxes, sales and use taxes, transient occupancy taxes, franchise fees, licenses and permits, intergovernmental charges for services, investment income, and various miscellaneous revenues. The General Fund revenue is primarily used to support public safety, parks, and other administrative services.

### Budget Assumptions for General Revenues

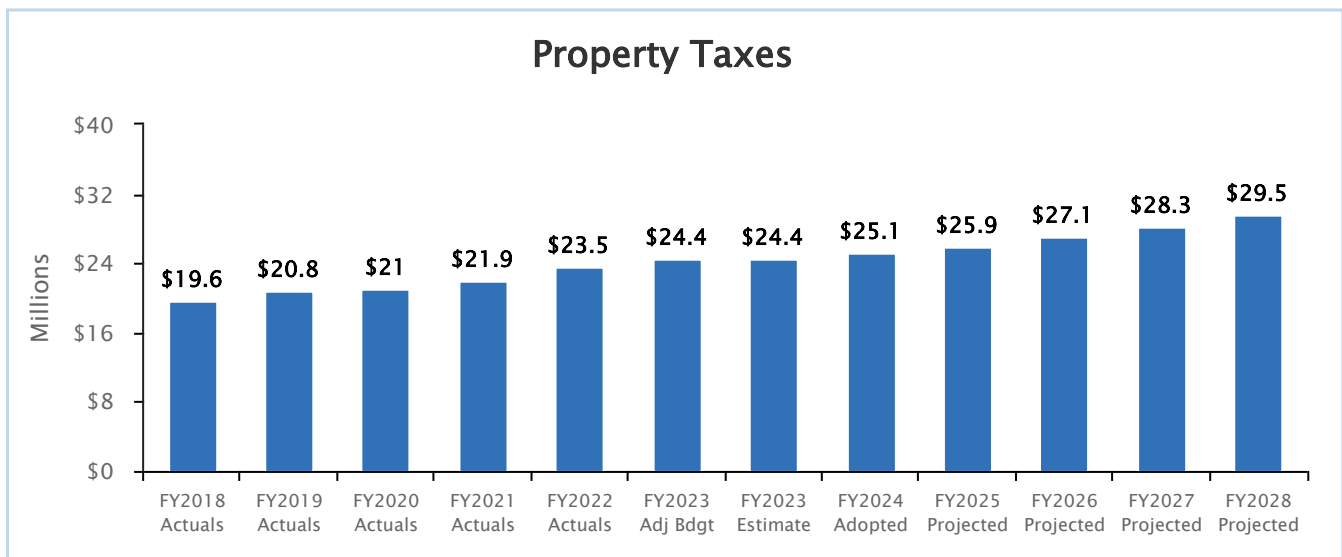
This section provides additional background, history, and forecast information for the following major General Fund revenue categories that together make up 85% of General Fund revenues:

- Property Taxes
- Sales and Use Taxes
- Transient Occupancy Taxes (TOT/Hotel Taxes)
- Franchise Fees
- Charges for Services

### Property Taxes

**Description:** Property tax is an ad valorem tax based on property value imposed on secured real property such as land and permanently attached improvements such as buildings and unsecured (movable) property. Proposition 13 adopted by California voters on June 6, 1978, provided a comprehensive system for the assessment and limitation on growth of real property taxes. Property owners pay the tax based on their real property’s adjusted assessed full value. Proposition 13 also set the FY 1975/76 assessed values as the base year from which future annual inflationary assessed value increases would grow; however, growth is limited to 2% for any given year. The County Assessor is responsible for the reappraisal of each real property parcel when there are purchases, construction, or other statutorily defined improvements as a change in ownership.

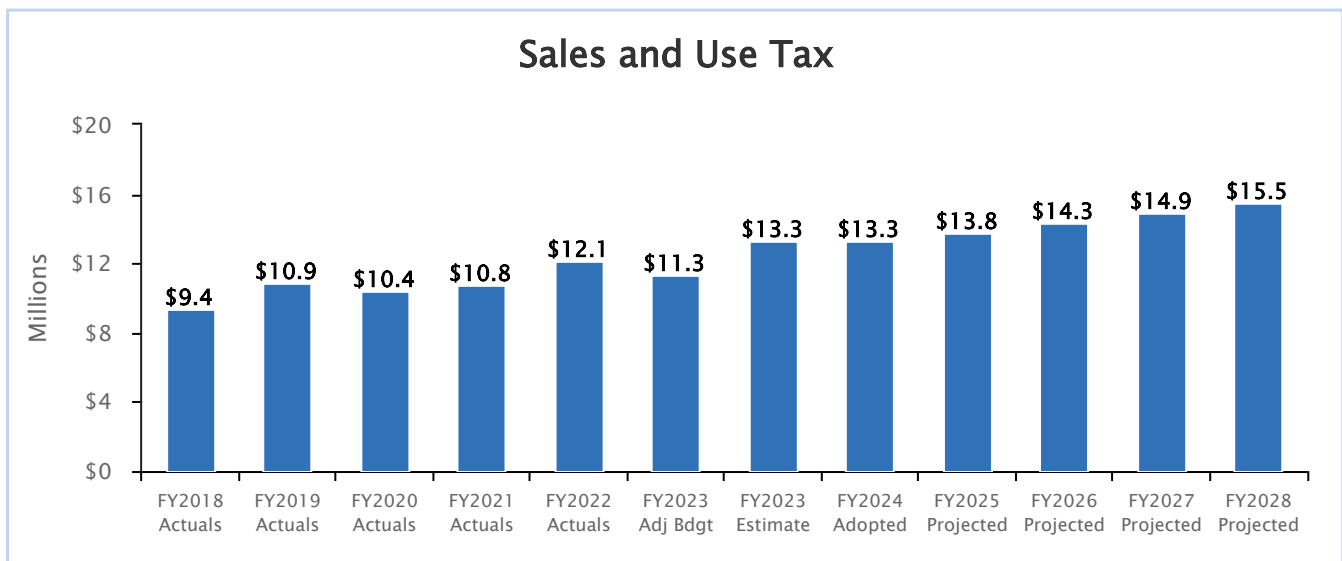
**Forecast:** The most significant property tax revenue indicator is the change in property assessed full values, and the primary influences on that change are the annual inflation adjustment provided by Proposition 13, ownership change, and new construction. Assessed Valuation increase per County Assessor letter for San Ramon for FY 2022-23 was 5.98%. The increases used for FY 2023-24 was 4%. Property taxes are the City’s single largest revenue source; comprising 40% of the total FY 2023-24 projected revenues, or \$25.1 million.



**Sales and Use Taxes**

**Description:** Sales and Use taxes are collected by the State, which then reallocates back to the City its respective share. Sales tax is the 1% allocated to the City collected on the sale of taxable goods within the City of San Ramon. This is the place where the transaction occurs or the order is taken when the goods are located at the time the sales occur. Use tax is the corresponding tax on transactions involving taxable goods purchased out of state for use or storage in the City. It applies when the title to the goods passes to the purchaser at a point outside of California. Goods that ship to a customer from outside the state are generally subject to use tax. It is allocated to the City from a countywide pool based on the place of sale or first functional use.

**Forecast:** City staff work with HDL Companies, the City’s consultant in projecting these revenue resources. The effects of the COVID-19 pandemic on businesses and the shift in consumer spending from brick-and-mortar locations to online purchases are reflected in the growth patterns of these segments. This revenue source is very volatile, depending on both the global and local economy and employment factors. Sales and Use taxes (collectively named Sales Taxes in the budget document are the City’s second-largest revenue source; comprising 21% of the total FY 2023-24 General Fund revenues, or \$13.3 million.

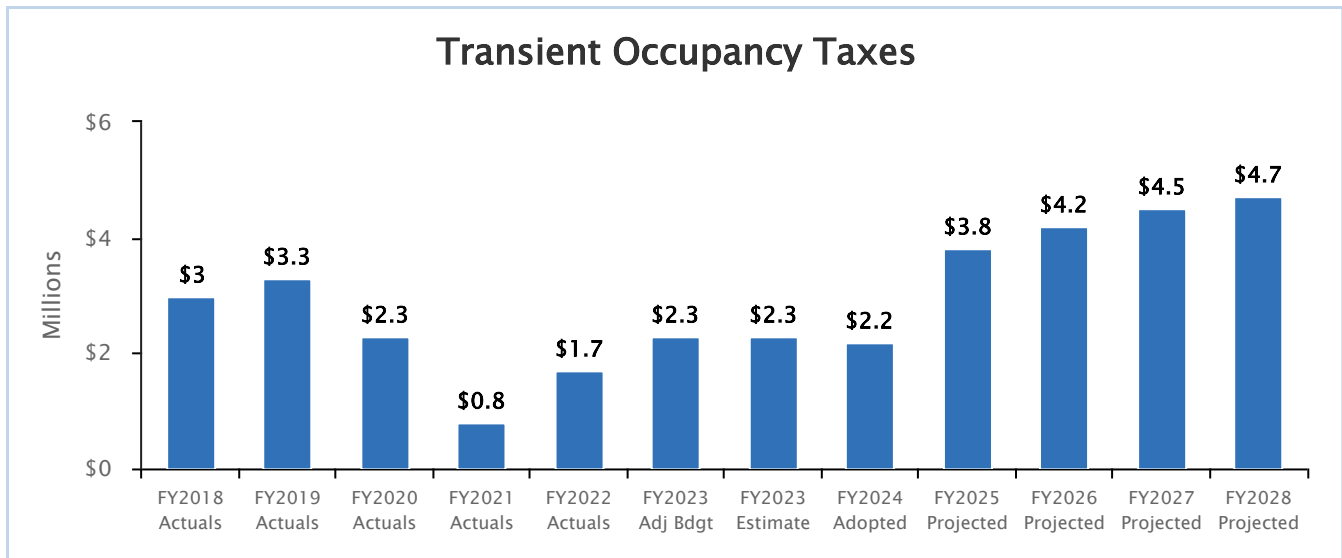


**Transient Occupancy Taxes (TOT/Hotel Taxes)**

**Description:** TOT rate of 7.25% is assessed on occupancies of 30 days or less. It is paid by hotel and motel customers in addition to the room rate so that visitors may contribute to the cost of the public services they enjoy during their stay.

**Forecast:** Occupancy rates have plummeted in FY 2019-20 and FY 20-21 due to the COVID 19 pandemic. Future revenue growth assumes a gradual return of travel activity, however, this revenue source may not return to the pre-pandemic level. The last three years of the forecast are projected to grow at 9.2% in FY 2025-26, and 7% thereafter. TOT is projected at \$2.2 million for FY 2022-23 and \$2.2 million for FY 2023-24.

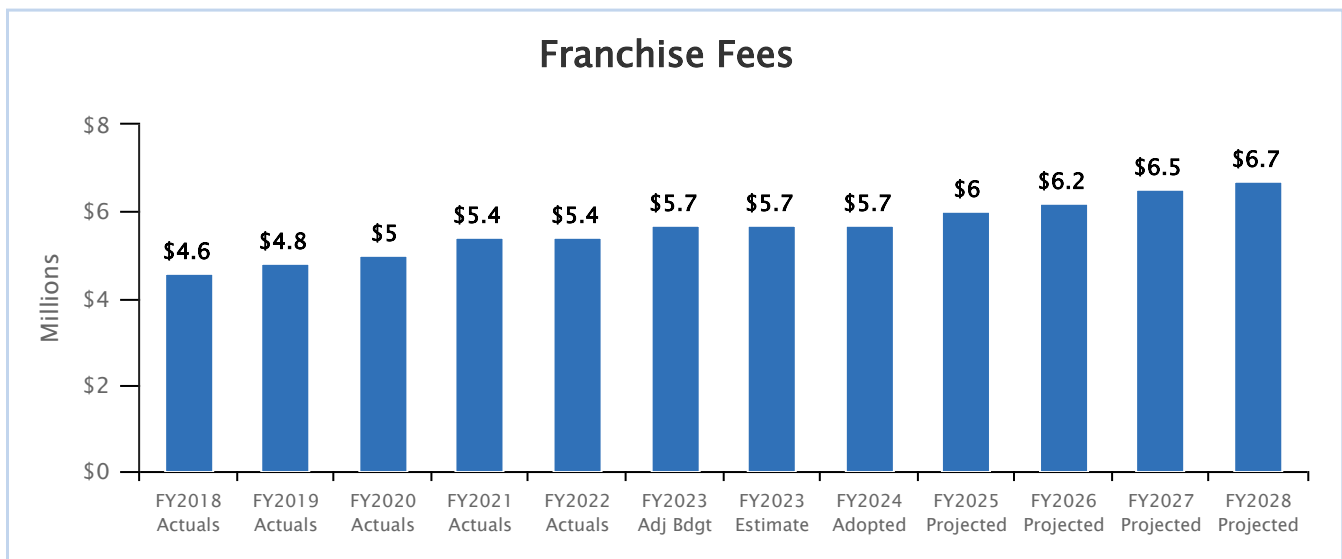




### Franchise Fees

**Description:** State law provides cities with the authority to grant franchises to privately-owned utilities and other companies for their use of the public right-of-way. The City receives franchise fees from the electric and gas utility, the solid waste collection company, local cable companies, and certain other entities for their privilege of using the public right-of-way within the City. The dominant franchise fees are calculated as a percentage of the respective franchisee’s gross revenues, subject to specified statutory adjustments, earned from services delivered or performed by the franchisee within the City. The solid waste collection franchise fees are negotiated between the City and the refuse collector.

**Forecast:** The FY 2022-23 estimate shows a slight increase from the prior year, with a 1% increase projected for FY 2023-24. The projected FY 2023-24 franchise fees revenue of \$5.7 million represents 9% of General Fund revenues.

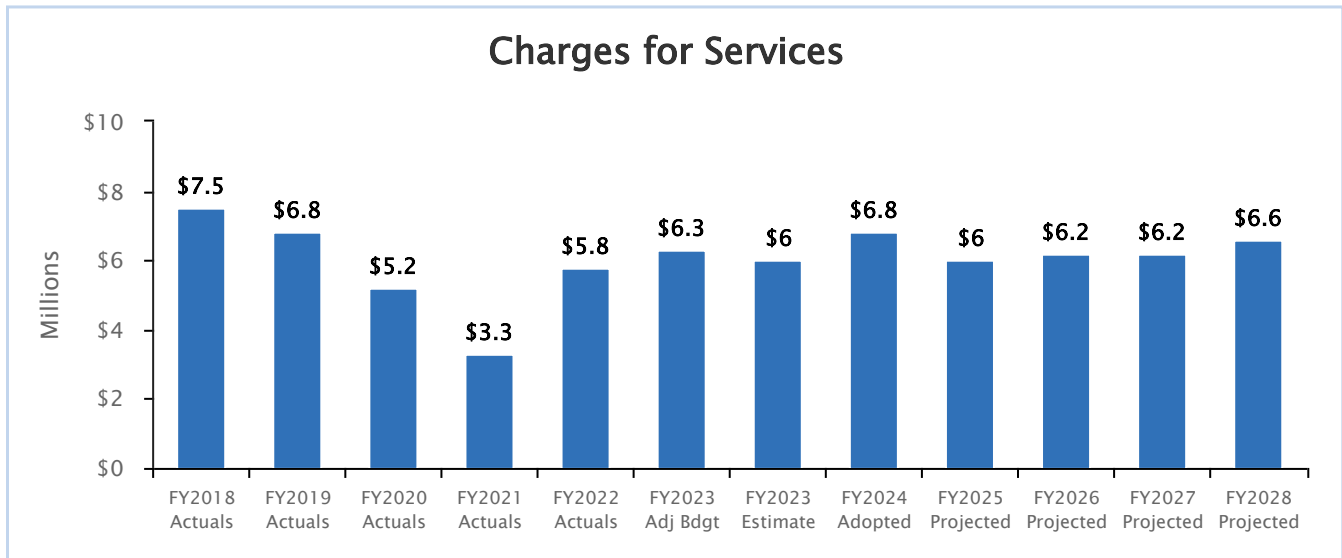




**Charges for Services**

**Description:** Charges for Services are fees imposed upon the user of a service provided by the City’s departments such as fees from the Parks & Community Services department for youth sports, aquatics, or other recreational classes or fees from the Community Development department for plan checking and inspection services. Generally, a service charge can be levied when the service can be measured and sold to a particular identified user. The rationale is that certain services are primarily for the benefit of individuals rather than the general public. Individuals desiring or benefiting from the service should pay the costs associated with that service. Fees charged are limited to the cost required to provide the service as prescribed by Article XIII B of the State Constitution. Service charges are imposed to support services to the individual.

**Forecast:** The FY 2022-23 Estimate shows a 2.8% from the prior year. Due to the COVID-19 pandemic, many programs and services were not available to citizens due to mandated closures per the State and County of Contra Health Orders addressing the COVID-19 pandemic during FY 2019-20 and FY 20-21. Each operating department is responsible for projecting this revenue source. The budget for FY 2023-24 shows a 12% increase from the FY 2022-23 Estimate at \$6.8 million.



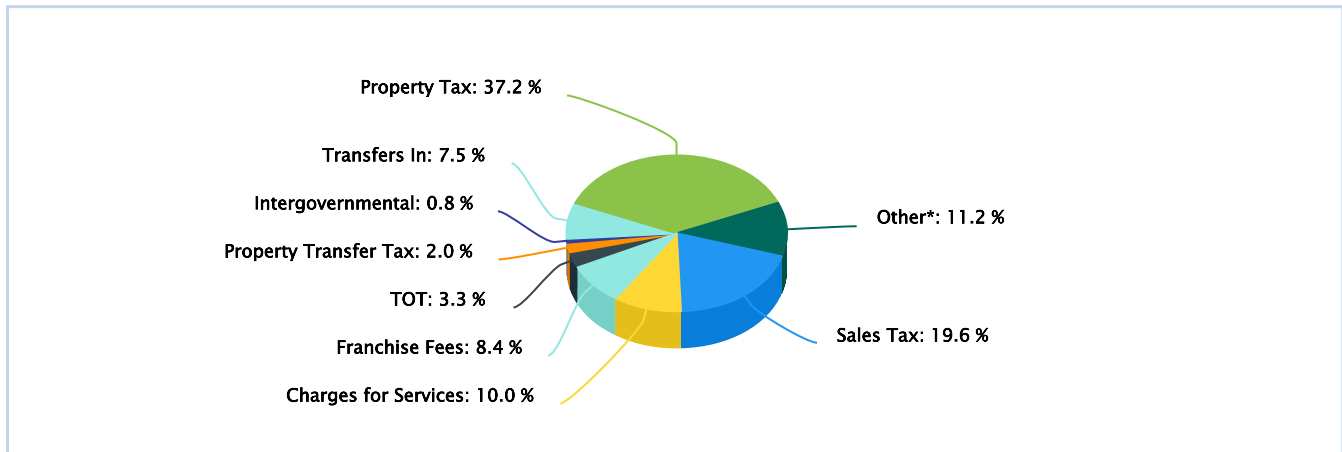
**General Fund**  
**Revenues, Expenditures and Changes in Fund Balance**

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>FUND BALANCE - Beginning</b>	<b>\$ 13,888,558</b>	<b>\$ 19,221,260</b>	<b>\$ 19,221,260</b>	<b>\$ 23,838,680</b>	<b>\$ 25,103,135</b>
<b>REVENUES</b>					
Property Tax	\$ 20,966,460	\$ 21,862,846	\$ 23,479,914	\$ 24,376,859	\$ 25,114,068
Sales and Use Tax	10,404,998	10,778,006	12,124,019	11,298,342	13,262,289
Property Transfer Tax	659,048	1,043,996	1,213,062	1,054,696	1,317,992
Transient Occupancy Taxes (TOT)	2,316,300	768,418	1,744,152	2,317,261	2,248,541
Franchise Fees	4,994,029	5,434,322	5,444,056	5,737,096	5,688,497
Licenses and Permits	2,056,556	1,924,751	2,705,182	2,748,250	3,283,250
Charges for Services	5,134,909	3,283,166	5,860,232	6,251,004	6,766,228
Fines and Forfeitures	226,159	171,855	133,028	289,000	263,000
Investment Income	246,780	(5,670)	(266,707)	105,000	333,167
Intergovernmental	1,435,412	335,787	8,668,465	498,484	526,220
Miscellaneous Revenue	2,059,249	1,559,056	3,067,630	3,176,466	3,670,772
<b>TOTAL</b>	<b>50,499,900</b>	<b>47,156,533</b>	<b>64,173,033</b>	<b>57,852,458</b>	<b>62,474,024</b>
<b>EXPENDITURES</b>					
General Government	2,566,731	2,886,882	3,136,173	3,375,183	3,676,647
Administrative Services	4,484,607	4,696,664	5,077,594	5,581,724	6,108,673
Community Development	3,233,757	3,959,245	4,200,211	5,378,615	5,412,638
Police Services	14,226,581	15,109,710	16,429,678	14,952,835	18,170,314
Public Works	14,088,175	14,747,836	16,002,177	16,358,883	17,153,016
Parks & Community Services	6,850,759	6,892,054	7,774,508	8,460,650	9,311,640
Non-Departmental	(869)	10,000	-	50,000	50,000
<b>TOTAL</b>	<b>45,449,741</b>	<b>48,302,391</b>	<b>52,620,341</b>	<b>54,157,890</b>	<b>59,882,928</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Operating Transfers In	3,653,142	9,946,307	4,338,677	4,781,633	5,099,457
Operating Transfers Out	(7,247,809)	(4,923,239)	(11,273,949)	(9,846,292)	(11,515,021)
<b>TOTAL</b>	<b>(3,594,667)</b>	<b>5,023,068</b>	<b>(6,935,272)</b>	<b>(5,064,659)</b>	<b>(6,415,564)</b>
<b>NET INCREASE/(DECREASE)</b>	<b>\$ 1,455,492</b>	<b>\$ 3,877,210</b>	<b>\$ 4,617,420</b>	<b>\$ (1,370,091)</b>	<b>\$ (3,824,468)</b>
<b>FUND BALANCE - Ending</b>	<b>\$ 15,344,050</b>	<b>\$ 19,221,260</b>	<b>\$ 23,838,680</b>	<b>\$ 22,468,589</b>	<b>\$ 21,278,667</b>

General Fund Revenues by Source

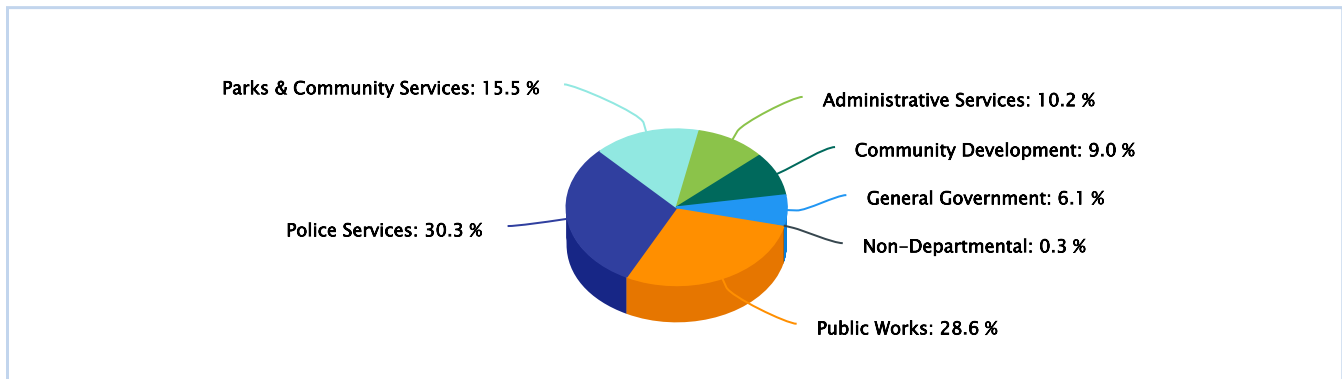
	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
Property Tax	\$ 20,966,460	\$ 21,862,846	\$ 23,479,914	\$ 24,376,859	\$ 25,114,068
Sales Tax	10,404,998	10,778,006	12,124,019	11,298,342	13,262,289
Property Transfer Tax	659,048	1,043,996	1,213,062	1,054,696	1,317,992
Transient Occupancy Tax (TOT)	2,316,300	768,418	1,744,152	2,317,261	2,248,541
Franchise Fees	4,994,029	5,434,322	5,444,056	5,737,096	5,688,497
Licenses & Permits*	2,056,556	1,924,751	2,705,182	2,748,250	3,283,250
Charges for Services	5,134,909	3,283,166	5,860,232	6,251,004	6,766,228
Fines & Forfeitures*	226,159	171,855	133,028	289,000	263,000
Investment Income*	246,780	(5,670)	(266,707)	105,000	333,167
Intergovernmental	1,435,412	335,787	8,668,465	498,484	526,220
Miscellaneous Revenue*	2,059,249	1,559,056	3,067,630	3,176,466	3,670,772
Transfers In	3,653,142	9,946,307	4,338,677	4,781,633	5,099,457
<b>TOTAL</b>	<b>\$ 54,153,042</b>	<b>\$ 57,102,840</b>	<b>\$ 68,511,710</b>	<b>\$ 62,634,091</b>	<b>\$ 67,573,481</b>

\* Included as other revenue



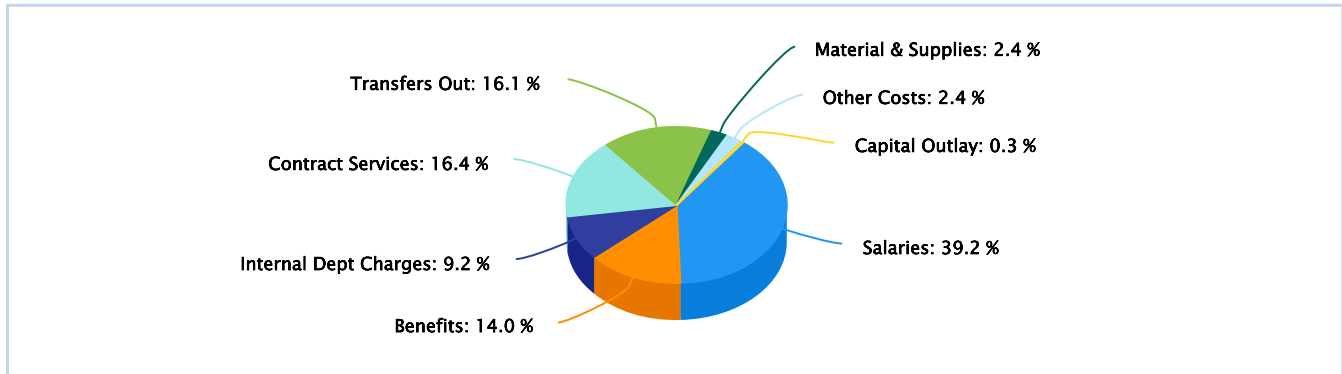
General Fund Expenditures by Department

	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	Revised Budget	Adopted
General Government	\$ 2,566,731	\$ 2,886,882	\$ 3,136,173	\$ 3,375,183	\$ 3,676,647
Administrative Services	4,484,607	4,696,664	5,077,594	5,581,724	6,108,673
Community Development	3,233,757	3,959,245	4,200,211	5,378,615	5,412,638
Police Services	14,226,581	15,109,710	16,429,678	14,952,835	18,170,314
Public Works	14,088,175	14,747,836	16,002,177	16,358,883	17,153,016
Parks & Community Services	6,850,759	6,892,054	7,774,508	8,460,650	9,311,640
Non-Departmental	(869)	10,000	-	50,000	50,000
<b>TOTAL</b>	<b>\$ 45,449,741</b>	<b>\$ 48,302,391</b>	<b>\$ 52,620,341</b>	<b>\$ 54,157,890</b>	<b>\$ 59,882,928</b>



General Fund Expenditures by Category

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
Salaries	\$ 23,059,019	\$ 23,936,544	\$ 24,920,753	\$ 27,218,419	\$ 27,980,321
Benefits	7,574,880	9,033,436	9,137,121	6,538,712	9,972,925
Internal Dept Benefits					
Charges	4,239,663	4,759,878	5,849,830	6,264,588	6,592,914
Contract Services	7,923,419	8,255,290	9,277,748	11,523,879	11,679,242
Material & Supplies	1,361,863	1,294,308	1,619,406	1,828,066	1,725,739
Other Costs	1,269,305	986,157	1,595,970	723,371	1,714,917
Capital Outlay	21,592	36,778	219,513	60,855	216,870
<b>Subtotal</b>	<b>\$ 45,449,741</b>	<b>\$ 48,302,391</b>	<b>\$ 52,620,341</b>	<b>\$ 54,157,890</b>	<b>\$ 59,882,928</b>
Capital Improvement					
Program (CIP)	264,000	129,679	596,847	312,955	-
Debt Service Transfer Out	3,003,772	2,355,291	3,509,719	5,396,500	5,594,521
Other Transfers Out	3,980,037	2,438,269	7,167,383	4,136,837	5,920,500
<b>TOTAL</b>	<b>\$ 52,697,550</b>	<b>\$ 53,225,630</b>	<b>\$ 63,894,290</b>	<b>\$ 64,004,182</b>	<b>\$ 71,397,949</b>



## Special Revenue Funds

These funds account for the proceeds of specific revenues resources that are legally restricted or earmarked toward a specific function or activity or program area. For example, grants received for street and roads constructions and maintenance, grants for police services, lighting and landscaping for a special district, transportation, or funding from the federal government per the American Rescue Plan Act of 2021 in response to the COVID-19 pandemic.

Special Revenue Funds - Operating: Funding for the expenditures in these funds typically come from special fees or assessments collected annually to pay for a specific program of service.

- Canyon Park Fund - Established by agreement with the Canyon Park neighborhood developer and the City. The purpose is to provide a mechanism for the maintenance of property adjacent to the creek which was transferred to the City and which was necessary for the project to have been constructed as it was.
- Dougherty Valley CSA Fund - Per a Memorandum of Understanding with Contra Costa County, the City is required to separately track the cost of service provided in the Dougherty Valley Service Area and submit claims for reimbursement for costs to the County. This fund accounts for revenue received from the County and expenditures for a variety of municipal services provided by the City, such as police protection, park maintenance, road maintenance, and landscaping maintenance.
- Citywide Landscaping and Lighting District 1984-1 Funds - Account for the assessment revenues received for the required routine and deferred maintenance of landscape/hardscape, utilities, and overhead costs citywide.
- Narcotic Asset Forfeiture Fund - Accounts for the shared revenues received from the State and Federal agencies related to the disruption of criminal activities through seizure and forfeiture of the instruments or proceeds of crime. The use of those funds is tracked in this fund in accordance with the program's guidelines.
- Non-Point Drainage/Stormwater Fund - Accounts for the revenues received for the control and treatment of stormwater. The purpose of the Stormwater Program is to efficiently utilize funding received to reduce pollution of the stormwater as it enters into creeks and bays and to maintain public storm drain facilities. Expenditures and program activities are managed in accordance with the National Pollution Discharge Elimination System (NPDES).
- Public Education & Government (PEG) Fund - Accounts for the cable television franchise fee collected from cable TV companies serving customers within City limits. PEG funds are designated only for capital expenditures that finance the day-to-day operations of public-access channels.
- Solid Waste Fund - Accounts for the revenues received through an exclusive franchise agreement for the collection of all solid waste (commercial, industrial, and residential) and collection of residential recyclables and organics and the related expenditures.
- Special Landscaping and Lighting Zones (L&L) Funds - Account for the assessment revenues received for the required routine and deferred maintenance of landscape/hardscape, utilities, and overhead costs for 17 different subdivisions (zones). They are the Canyon Lakes, Vista San Ramon, Summerwood Loop, West Branch, Bent Creek, Deerwood, Country View, Old Ranch Estates, Village Parkway, El Nido, Crown Ridge, Four Oaks, Circle E Ranch, Thomas Ranch, Henry Ranch, Old Ranch Summit, and Glass House subdivisions.
- Street Smarts Fund - Street Smarts Program was established in 2004 following the traffic deaths of three San Ramon Valley children in two separate traffic-related accidents. Realizing that traffic incidents do not stop at political borders, the San Ramon Valley community came together to create the Street Smarts Program, a traffic safety education program. The collaborative multi-agency effort includes the City of San Ramon, Contra Costa County, San Ramon Valley Unified School District, Town of Danville, San Ramon Valley Fire Protection District, and the Street Smarts Advisory Committee. Funds received from federal, state, and local contributions and the uses of those funds are shown here.
- The Preserve Landscaping and Lighting Assessment District Fund - Accounts for the assessment revenues received for the required routine and deferred maintenance of landscape/hardscape, utilities, and overhead costs related to the Preserve (Faria) development.



- TRAFFIX Program Fund - Accounts for the use of Traffic Congestion Relief Funds received from Measure J, a % cent sales tax measure extended for 25 years by the voters of Contra Costa County in 2004. The program is designed to reduce traffic congestion in the community's most congested roadways and intersections.
- Transportation Demand Management (TDM) Program Fund - Accounts for the revenues and expenditures related to the TDM activities. TDM is a series of measures promoting alternatives to the single-occupant vehicle for reducing traffic congestion and improving air quality by maximizing the use of existing transportation infrastructure. These measures include carpooling, vanpooling, transit, walking, bicycle, telecommuting, compressed workweeks, etc.
- Village Center Common Area Fund - Account for the revenues received from Diablo Valley College and Acorn Learning Center for the Village Center common area maintenance per an agreement with the City.

Special Revenue Funds - Non-Operating: These funds are used to account for the revenue received, which by law or administrative action, is restricted and designed to finance particular projects and activities in the City's Capital Improvement Program. The revenues and expenditures in these funds may or may not recur each year.

- Abandoned Vehicle Abatement (AVA) Fund - The AVA Program is a statewide program administered by the California Highway Patrol (CHP). The State administers and operates the local vehicle abatement program pursuant to Section 22710 of the Vehicle Code and the Abandoned Vehicle Program and Plan. Section 9250.7 of the Vehicle Code established the funding source for the abatement of abandoned vehicles by a county-based Service Authority (Authority), pursuant to the provisions of Section 22710 of the Vehicle Code. The Vehicle Code imposes a service fee of one dollar (\$1) on vehicles registered to an owner with an address in the county that establishes the Authority. The fee is paid to the Department of Motor Vehicles (DMV) at the time of registration. The DMV, after deducting its administrative costs, at least quarterly transmits the net amount collected to the State Controller's Office (SCO) for deposit in the Abandoned Vehicle Trust Fund. All money in the fund is continuously appropriated to the SCO for allocation to an Authority that has an approved Program pursuant to Section 22710 of the Vehicle Code, and for payment of the administrative costs of the SCO. County distributes Program funds to participating entities based on the allocations determined in the Vehicle Abatement Services Agreement. This fund accounts for the collection of revenue and expenditures incurred to to manage the AVA program.
- American Rescue Plan Act (ARPA) of 2021 Fund - Federal funding which provides \$350 billion for fiscal recovery to state and local governments nationwide, including \$16 billion for California cities and counties and an estimated \$8.1 million for the City of San Ramon.. Allocation of fiscal recovery funds is based on existing CDBG guidelines for entitlement cities (cities with a population over 50,000) that consider many factors including the extent of poverty, population, housing overcrowding, and age of housing. Funding arrives over two fiscal years (FY 2020-21 and FY 2021-22), and the City will have until December 31, 2024, to spend the funds. ARPA funds can only be used for specific purposes, including: (1) to address negative economic impacts caused by the public health emergency; (2) to replace lost public sector revenue; (3) to provide economic support for essential workers; or (4) to invest in water, sewer, or broadband infrastructure. The funding cannot be used to make supplemental pension payments, fund debt service, or make deposits into rainy day funds or other reserves.
- Community Facilities District 2014-1 Fund - The CFD was created to mitigate the negative fiscal impact of new development on public facilities and services. This fund accounts for the special tax levy revenue and reimbursements to the General Fund for administrative expenses, maintenance, operations, and service costs.
- Crow Canyon Project Fund - Account for the impact fees received from developers for the Crow Canyon Project.
- Development Mitigation Funds - This group of funds includes impact fees collected from development-related activities to fund development-related expenditures.
  - Child Care - Funds are collected from developers for mitigation measures to alleviate the impact of their development as it relates to the school-age children population within the City. Funds are used to provide child care enhancement and child care facilities.
  - City Beautification - Funds are collected from developers for mitigation measures to alleviate the impact of their development for use in beautification efforts throughout the City. Funds will be used for various forms of enhancement including art features, entry statements, and landscaping on main entry points into the City.

- Conditions of Approval - Funds are collected from developers as a condition of approval for a specific application or area of work as deemed necessary through the Planning application review. Funds collected will be used within that specific area.
- Creek Study & Mitigation - Funds are collected from developers for mitigation measures to alleviate the impact of their development as it relates to the drainage facilities within the City infrastructure. The funds will be used to conduct environmental studies, habitat studies and evaluation work to conserve and protect the creeks and waterways within the City.
- Drainage Mitigation - Funds are collected from developers for mitigation measures to alleviate the impact of their development as it relates to the drainage facilities within the City infrastructure. The funds will be used to conduct drainage improvements, remedial work, and mitigation measures within the creeks and waterways within the City to maintain the flow system.
- Geologic Information System (GIS) - Funds are collected from developers and applicants as developments, annexations, and improvements occur throughout the City. Funds are used to geographically update and capture the footprint imaging and updates within the City.
- Gas Tax Fund - This fund collects revenues resulting from a tax on the sale of gasoline. The revenues are allocated to the City by the State under the Streets and Highways Code Section 2105, 2106, 2107, and 2107.5. These resources are dedicated to public streets and highways, public mass transit guideways, and major street and construction projects. Additionally, SB1, the Road Repair and Accountability Act of 2017 signed into law on April 28, 2017, an excise tax on gasoline revenue is also accounted for here. SB1 funds can be used to build new roads and increase capacity on roads and highways, invest in technology and other infrastructure that is proven to reduce congestion on the existing transportation network. SB1 funds will be used to restore the State Transportation Improvement Programs (STIP).
- Open Space Development Fund - Account for the impact fee received and dedicated to City's parks, trails, and open space preservation.
- Park Development Fund - Funds are collected from developers for mitigation measures to alleviate the impact of their development as it relates to City parks and recreation within the City infrastructure. The funds will be used to build, enhance, and maintain the City parks and recreation facilities.
- Planning Costs Recovery - Funded through several building permit surcharges that are intended to support the cost of local planning efforts and the implementation of the General Plan. The basic premise behind the surcharges is that revenues and expenses are directed to a separate, dedicated, self-sustaining fund. The fees collected are tied to the cost of regular updates to the General Plan, Specific Plans, and related policy documents intended to implement the General Plan. Also included in the permitted use of the Fund are nexus fee studies to assess fiscal impacts and document scanning and archiving for required record retention. The basis for the General Plan surcharge is a percentage of building permit valuation on new construction, while the Specific Plan fees are tied to the size and scope of commercial or residential development within the planning area. The use of these funds is subject to budget requests and projectspecific appropriations
- Refuse Vehicle Impact Fund - Account for the franchise fee collected for the maintenance and repairs of the City's streets due to impacts caused by refuse collection vehicles.
- Street Maintenance Fund - Funds received from voter-approved measures based on City's population ratio and used to maintain, repair, and improve roadways throughout the City.
- Traffic Improvement Fund - Funds are collected from developers for mitigation measures to alleviate the impact of the new development within the City roadway structure. The funds will be used for roadway and traffic circulation and traffic signal improvements and enhancements throughout the City.
- Tri-Valley Transportation Fund - The Tri-Valley Transportation Council ("TVTC") is a joint powers authority formed pursuant to a Joint Exercise of Powers Agreement establishing the Tri-Valley Transportation Council, including the County of Alameda, the County of Contra Costa, the City of Livermore, the City of Pleasanton, the City of San Ramon, the City of Dublin, and the Town of Danville. The TVTC periodically evaluates the impacts of projected land uses on regional transportation infrastructure in the Tri-Valley area. Impact fees collected from developers are deposited into this fund and remitted to the TVTC. The TVTC oversees the expenditures of the fund.





**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	Planning Cost Recovery
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 440,051</b>
<b>REVENUES</b>	
Charges for Services	594,093
<b>TOTAL REVENUES</b>	<b>594,093</b>
<b>TOTAL SOURCES OF FUND</b>	<b>594,093</b>
<b>EXPENDITURES</b>	
Community Development	203,504
<b>TOTAL EXPENDITURES</b>	<b>203,504</b>
<b>TOTAL USES OF FUND</b>	<b>203,504</b>
<b>NET INCREASE (DECREASE)</b>	<b>390,589</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 830,640</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	<b>Geographic Information System</b>
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 264,663</b>
<b>REVENUES</b>	
Development Fees	125,000
<b>TOTAL REVENUES</b>	<b>125,000</b>
<b>TOTAL SOURCES OF FUND</b>	<b>125,000</b>
<b>EXPENDITURES</b>	
Public Works	102,732
<b>TOTAL EXPENDITURES</b>	<b>102,732</b>
<b>TOTAL USES OF FUND</b>	<b>102,732</b>
<b>NET INCREASE (DECREASE)</b>	<b>22,268</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 286,931</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	Development Mitigation
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 2,426,288</b>
<b>REVENUES</b>	
Development Fees	2,397,481
<b>TOTAL REVENUES</b>	<b>2,397,481</b>
<b>TOTAL SOURCES OF FUND</b>	<b>2,397,481</b>
<b>TRANSFER OUT</b>	
Capital Projects Fund	75,000
Other	32,871
<b>TOTAL TRANSFER OUT</b>	<b>107,871</b>
<b>TOTAL USES OF FUND</b>	<b>107,871</b>
<b>NET INCREASE (DECREASE)</b>	<b>2,289,610</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 4,715,898</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	<b>Gas Tax</b>
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 2,465,334</b>
<b>REVENUES</b>	
Intergovernmental	4,493,792
<b>TOTAL REVENUES</b>	<b>4,493,792</b>
<b>TOTAL SOURCES OF FUND</b>	<b>4,493,792</b>
<b>TRANSFER OUT</b>	
General Fund	300,000
Capital Projects Fund	3,201,604
Other	76,699
<b>TOTAL TRANSFER OUT</b>	<b>3,578,303</b>
<b>TOTAL USES OF FUND</b>	<b>3,578,303</b>
<b>NET INCREASE (DECREASE)</b>	<b>915,489</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 3,380,823</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	<b>Park Development</b>
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 1,895,512</b>
<b>REVENUES</b>	
Development Fees	5,610,611
<b>TOTAL REVENUES</b>	<b>5,610,611</b>
<b>TOTAL SOURCES OF FUND</b>	<b>5,610,611</b>
<b>TRANSFER OUT</b>	
Capital Projects Fund	1,439,145
<b>TOTAL TRANSFER OUT</b>	<b>1,439,145</b>
<b>TOTAL USES OF FUND</b>	<b>1,439,145</b>
<b>NET INCREASE (DECREASE)</b>	<b>4,171,466</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 6,066,978</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	SCCJEP A
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 6,488,841</b>
<b>REVENUES</b>	
Development Fees	2,822,259
<b>TOTAL REVENUES</b>	<b>2,822,259</b>
<b>TOTAL SOURCES OF FUND</b>	<b>2,822,259</b>
<b>TRANSFER OUT</b>	
Other	32,871
<b>TOTAL TRANSFER OUT</b>	<b>32,871</b>
<b>TOTAL USES OF FUND</b>	<b>32,871</b>
<b>NET INCREASE (DECREASE)</b>	<b>2,789,388</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 9,278,229</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	Street Maintenance
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 7,642,480</b>
<b>TRANSFER OUT</b>	
Other	76,699
<b>TOTAL TRANSFER OUT</b>	<b>76,699</b>
<b>TOTAL USES OF FUND</b>	<b>76,699</b>
<b>NET INCREASE (DECREASE)</b>	<b>(76,699)</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 7,565,781</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	Traffic Improvement
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 965,645</b>
<b>REVENUES</b>	
Development Fees	881,852
<b>TOTAL REVENUES</b>	<b>881,852</b>
<b>TOTAL SOURCES OF FUND</b>	<b>881,852</b>
<b>TRANSFER OUT</b>	
Capital Projects Fund	288,000
<b>TOTAL TRANSFER OUT</b>	<b>288,000</b>
<b>TOTAL USES OF FUND</b>	<b>288,000</b>
<b>NET INCREASE (DECREASE)</b>	<b>593,852</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 1,559,497</b>





**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	Tri-Valley Transportation
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 524,509</b>
<b>REVENUES</b>	
Development Fees	487,724
<b>TOTAL REVENUES</b>	<b>487,724</b>
<b>TOTAL SOURCES OF FUND</b>	<b>487,724</b>
<b>NET INCREASE (DECREASE)</b>	<b>487,724</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 1,012,233</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	<b>Public Education &amp; Govt (PEG)</b>
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 809,191</b>
<b>REVENUES</b>	
Intergovernmental	195,000
<b>TOTAL REVENUES</b>	<b>195,000</b>
<b>TOTAL SOURCES OF FUND</b>	<b>195,000</b>
<b>EXPENDITURES</b>	
Non-Departmental	250,000
<b>TOTAL EXPENDITURES</b>	<b>250,000</b>
<b>TOTAL USES OF FUND</b>	<b>250,000</b>
<b>NET INCREASE (DECREASE)</b>	<b>(55,000)</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 754,191</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	Refuse Vehicle Impact
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 1,800,356</b>
<b>REVENUES</b>	
Charges for Services	1,615,220
<b>TOTAL REVENUES</b>	<b>1,615,220</b>
<b>TOTAL SOURCES OF FUND</b>	<b>1,615,220</b>
<b>TRANSFER OUT</b>	
Capital Projects Fund	1,749,996
<b>TOTAL TRANSFER OUT</b>	<b>1,749,996</b>
<b>TOTAL USES OF FUND</b>	<b>1,749,996</b>
<b>NET INCREASE (DECREASE)</b>	<b>(134,776)</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 1,665,580</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	<b>Open Space Development</b>
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 473,208</b>
<b>REVENUES</b>	
Development Fees	595,821
<b>TOTAL REVENUES</b>	<b>595,821</b>
<b>TOTAL SOURCES OF FUND</b>	<b>595,821</b>
<b>TRANSFER OUT</b>	
Capital Projects Fund	1,000,000
<b>TOTAL TRANSFER OUT</b>	<b>1,000,000</b>
<b>TOTAL USES OF FUND</b>	<b>1,000,000</b>
<b>NET INCREASE (DECREASE)</b>	<b>(404,179)</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 69,029</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	<b>Community Facilities District</b>	
<b>FUND BALANCE - 07/01/23</b>	\$	-
<b>REVENUES</b>		
Assessments	\$	655,419
<b>TOTAL REVENUES</b>		<b>655,419</b>
<b>TOTAL SOURCES OF FUND</b>		<b>655,419</b>
<b>TRANSFER OUT</b>		
General Fund		655,419
<b>TOTAL TRANSFER OUT</b>		<b>655,419</b>
<b>TOTAL USES OF FUND</b>	\$	<b>655,419</b>
<b>FUND BALANCE - 06/30/24</b>	\$	-



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	Citywide Landscaping
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 487,708</b>
<b>REVENUES</b>	
Assessments	1,781,071
Intergovernmental	11,409
Charges for Services	800
<b>TOTAL REVENUES</b>	<b>1,793,280</b>
<b>TOTAL SOURCES OF FUND</b>	<b>1,793,280</b>
<b>EXPENDITURES</b>	
Public Works	1,274,675
<b>TOTAL EXPENDITURES</b>	<b>1,274,675</b>
<b>TRANSFER OUT</b>	
General Fund	158,675
Capital Projects Fund	72,000
Other	397,869
<b>TOTAL TRANSFER OUT</b>	<b>628,544</b>
<b>TOTAL USES OF FUND</b>	<b>1,903,219</b>
<b>NET INCREASE (DECREASE)</b>	<b>(109,939)</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 377,769</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	<b>Citywide Lighting</b>
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 899,420</b>
<b>REVENUES</b>	
Assessments	799,175
<b>TOTAL REVENUES</b>	<b>799,175</b>
<b>TOTAL SOURCES OF FUND</b>	
	<b>799,175</b>
<b>EXPENDITURES</b>	
Public Works	689,871
<b>TOTAL EXPENDITURES</b>	<b>689,871</b>
<b>TRANSFER OUT</b>	
General Fund	87,396
Capital Projects Fund	98,000
Debt Service	70,648
<b>TOTAL TRANSFER OUT</b>	<b>256,044</b>
<b>TOTAL USES OF FUND</b>	
	<b>945,915</b>
<b>NET INCREASE (DECREASE)</b>	<b>(146,740)</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 752,680</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	Special Assessment (Zones)
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 1,234,883</b>
<b>REVENUES</b>	
Assessments	1,130,320
<b>TOTAL REVENUES</b>	<b>1,130,320</b>
<b>TRANSFER IN</b>	<b>397,869</b>
<b>TOTAL SOURCES OF FUND</b>	<b>1,528,189</b>
<b>EXPENDITURES</b>	
Public Works	1,336,022
<b>TOTAL EXPENDITURES</b>	<b>1,336,022</b>
<b>TRANSFER OUT</b>	
General Fund	169,253
Capital Projects Fund	221,000
<b>TOTAL TRANSFER OUT</b>	<b>390,253</b>
<b>TOTAL USES OF FUND</b>	<b>1,726,275</b>
<b>NET INCREASE (DECREASE)</b>	<b>(198,086)</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 1,036,797</b>





**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	The Preserve L&L
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 327,059</b>
<b>REVENUES</b>	
Assessments	114,522
<b>TOTAL REVENUES</b>	<b>114,522</b>
<b>TRANSFER IN</b>	<b>13,299</b>
<b>TOTAL SOURCES OF FUND</b>	<b>127,821</b>
<b>EXPENDITURES</b>	
Public Works	97,968
<b>TOTAL EXPENDITURES</b>	<b>97,968</b>
<b>TRANSFER OUT</b>	
General Fund	12,411
<b>TOTAL TRANSFER OUT</b>	<b>12,411</b>
<b>TOTAL USES OF FUND</b>	<b>110,379</b>
<b>NET INCREASE (DECREASE)</b>	<b>17,442</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 344,501</b>

**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	<b>The Canyon Park</b>
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 206,325</b>
<b>REVENUES</b>	
Assessments	10,990
<b>TOTAL REVENUES</b>	<b>10,990</b>
<b>TOTAL SOURCES OF FUND</b>	<b>10,990</b>
<b>EXPENDITURES</b>	
Public Works	59,096
<b>TOTAL EXPENDITURES</b>	<b>59,096</b>
<b>TRANSFER OUT</b>	
General Fund	2,517
<b>TOTAL TRANSFER OUT</b>	<b>2,517</b>
<b>TOTAL USES OF FUND</b>	<b>61,613</b>
<b>NET INCREASE (DECREASE)</b>	<b>(50,623)</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 155,702</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	<b>Village Center Common Area</b>
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 91,486</b>
<b>REVENUES</b>	
Miscellaneous Revenue	6,006
<b>TOTAL REVENUES</b>	<b>6,006</b>
<b>TRANSFER IN</b>	<b>15,884</b>
<b>TOTAL SOURCES OF FUND</b>	<b>21,890</b>
<b>EXPENDITURES</b>	
Public Works	6,318
<b>TOTAL EXPENDITURES</b>	<b>6,318</b>
<b>TRANSFER OUT</b>	
General Fund	3,971
<b>TOTAL TRANSFER OUT</b>	<b>3,971</b>
<b>TOTAL USES OF FUND</b>	<b>10,289</b>
<b>NET INCREASE (DECREASE)</b>	<b>11,601</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 103,087</b>

**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	<b>Dougherty Valley CSA</b>
<b>FUND BALANCE - 07/01/23</b>	<b>\$ -</b>
<b>REVENUES</b>	
Intergovernmental	\$ 21,405,905
Charges for Services	650
<b>TOTAL REVENUES</b>	<b>21,406,555</b>
<b>TRANSFER IN</b>	<b>3,874,874</b>
<b>TOTAL SOURCES OF FUND</b>	<b>25,281,429</b>
<b>EXPENDITURES</b>	
Police Services	10,671,942
Public Works	13,653,927
<b>TOTAL EXPENDITURES</b>	<b>24,325,869</b>
<b>TRANSFER OUT</b>	
Capital Projects Fund	725,186
Debt Service	230,374
<b>TOTAL TRANSFER OUT</b>	<b>955,560</b>
<b>TOTAL USES OF FUND</b>	<b>\$ 25,281,429</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ -</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	Solid Waste
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 1,035,719</b>
<b>REVENUES</b>	
Intergovernmental	20,000
Miscellaneous Revenue	1,302,938
<b>TOTAL REVENUES</b>	<b>1,322,938</b>
<b>TOTAL SOURCES OF FUND</b>	<b>1,322,938</b>
<b>EXPENDITURES</b>	
Public Works	1,355,642
<b>TOTAL EXPENDITURES</b>	<b>1,355,642</b>
<b>TOTAL USES OF FUND</b>	<b>1,355,642</b>
<b>NET INCREASE (DECREASE)</b>	<b>(32,704)</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 1,003,015</b>

**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	Non-Point Drainage (Stormwater)
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 108,831</b>
<b>REVENUES</b>	
Assessments	1,217,500
Charges for Services	1,000
Miscellaneous Revenue	7,500
<b>TOTAL REVENUES</b>	<b>1,226,000</b>
<b>TOTAL SOURCES OF FUND</b>	<b>1,226,000</b>
<b>EXPENDITURES</b>	
Public Works	1,264,551
<b>TOTAL EXPENDITURES</b>	<b>1,264,551</b>
<b>TOTAL USES OF FUND</b>	<b>1,264,551</b>
<b>NET INCREASE (DECREASE)</b>	<b>(38,551)</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 70,280</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	Street Smarts
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 542,901</b>
<b>REVENUES</b>	
Intergovernmental	192,750
Miscellaneous Revenue	15,000
<b>TOTAL REVENUES</b>	<b>207,750</b>
<b>TRANSFER IN</b>	<b>35,000</b>
<b>TOTAL SOURCES OF FUND</b>	<b>242,750</b>
<b>EXPENDITURES</b>	
General Government	234,144
<b>TOTAL EXPENDITURES</b>	<b>234,144</b>
<b>TOTAL USES OF FUND</b>	<b>234,144</b>
<b>NET INCREASE (DECREASE)</b>	<b>8,606</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 551,507</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	TDM Programs
<b>FUND BALANCE - 07/01/23</b>	<b>\$ -</b>
<b>REVENUES</b>	
Intergovernmental	\$ 656,420
<b>TOTAL REVENUES</b>	<b>656,420</b>
<b>TOTAL SOURCES OF FUND</b>	<b>656,420</b>
<b>EXPENDITURES</b>	
Public Works	650,896
<b>TOTAL EXPENDITURES</b>	<b>650,896</b>
<b>TOTAL USES OF FUND</b>	<b>\$ 650,896</b>
<b>NET INCREASE (DECREASE)</b>	<b>5,524</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 5,524</b>





**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	<b>TRAFFIX Program</b>
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 87,938</b>
<b>REVENUES</b>	
Intergovernmental	\$ 211,868
<b>TOTAL REVENUES</b>	<b>211,868</b>
<b>TOTAL SOURCES OF FUND</b>	<b>211,868</b>
<b>EXPENDITURES</b>	
Public Works	186,141
<b>TOTAL EXPENDITURES</b>	<b>186,141</b>
<b>TOTAL USES OF FUND</b>	<b>\$ 186,141</b>
<b>NET INCREASE (DECREASE)</b>	<b>25,727</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 113,665</b>



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	<b>Total Special Revenue Funds</b>
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 31,274,391</b>
<b>REVENUES</b>	
Assessments	5,806,747
Intergovernmental	27,089,394
Charges for Services	2,211,763
Development Fees	12,920,748
Miscellaneous Revenue	1,331,444
<b>TOTAL REVENUES</b>	<b>49,360,096</b>
<b>TRANSFER IN</b>	<b>4,336,926</b>
<b>TOTAL SOURCES OF FUND</b>	<b>53,697,022</b>
<b>EXPENDITURES</b>	
Non-Departmental	250,000
General Government	234,144
Community Development	203,504
Police Services	10,671,942
Public Works	20,677,839
<b>TOTAL EXPENDITURES</b>	<b>32,037,429</b>
<b>TRANSFER OUT</b>	
General Fund	734,223
Capital Projects Fund	8,869,931
Debt Service	301,022
Other	1,272,428
<b>TOTAL TRANSFER OUT</b>	<b>11,177,604</b>
<b>TOTAL USES OF FUND</b>	<b>43,215,033</b>
<b>NET INCREASE (DECREASE)</b>	<b>10,481,989</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 41,756,380</b>



### Special Revenue Funds - GHADs

Dougherty Valley and Northwest San Ramon Geologic Hazard Abatement Districts:

These funds are used to account for the assessment revenues received which are restricted for use to prevent, mitigate, abate, or control a geologic hazard in the Dougherty Valley and Northwest San Ramon areas.



## Geologic Hazard Abatement Districts Board

David E. Hudson  
Board Chairperson

Mark Armstrong  
Board Vice Chairperson

Marisol Rubio  
Board Member

Scott Perkins  
Board Member

Sidhar Verose  
Board Member

### **GHAD Officers**

Steven Spedowfski  
District Manager

Maria Fierner  
Deputy District Manager

Robin Bartlett  
District Engineer

J. Kelly Sessions  
District Treasurer

Martin Lysons  
District Counsel



## Special Revenue Funds - GHADs

### Dougherty Valley and Northwest San Ramon Geologic Hazard Abatement Districts

#### Statement of Purpose:

The purpose of the GHAD is to provide a funding mechanism to prevent, mitigate, abate, or control a geologic hazard; and to mitigate or abate structural hazards that are partly or wholly caused by geologic hazards. The geologic hazards addressed by the GHAD's Plan of Control include actual or threatened landslides, land subsidence, soil erosion, expansive soils and earthquakes.

#### Background:

The Dougherty Valley GHAD (DV GHAD) was formed in 1990, pursuant to the Public Resource Code of the State of California, Section 26500, and included the West Branch area. The DV GHAD Board subsequently annexed Gale Ranch and Windermere developments into the GHAD in 1997 and, in 2007 and 2008, respectively, the Board voted to annex the Old Ranch Summit development, and Silva Property. The Northwest San Ramon GHAD (NWSR GHAD) was formed in 2017 to provide services to The Preserve (Faria) Project. The City Council serves as the Board of Directors for both GHADs.

Initially, Shapell Industries, developers of the West Branch project, performed the DV GHAD maintenance activities. The DV GHAD assessments began in FY 1995/96 with the adoption of an assessment of \$100 per residential unit and \$0.032 per non-residential square foot, and established an assessment limit of \$250 per residential unit per year and \$0.10 per non-residential square foot per year. The DV GHAD assessments have been periodically raised and the proposed FY 2023/24 assessments will be \$181.69 per residential unit and \$0.058 per square foot for non-residential buildings, based on the most recent Reserve Fund Study. The DV GHAD obtains minor income from access leases, inspection fees, and an agricultural grazing lease.

The NWSR GHAD is anticipated to begin taking ownership and maintenance responsibilities. The assessment will be at \$1,191.56 per assessment unit with individual residences being charged between 0.40 and 1.0 assessment units, depending on type.

#### Budget:

The NWSR GHAD is anticipated to take over certain parcels and maintenance responsibilities this year. No improvements will be turned over that are not in good condition; therefore maintenance costs are expected to be low. Budgets will be determined as acceptances are made.

The DV GHAD budget is expected to be essentially similar to FY 2022-23. The final acceptances for land are expected from the development are expected in 2023-24.

#### Significant Accomplishments for FY 2022-23:

- Completed maintenance inspections and repairs as necessary

Undertook acceptances for both the Faria and DV GHAD's as appropriate

- Completed reserve fund studies and engineer's reports for DV GHAD and NWSR GHAD and set assessments for FY 2023/24

**Dougherty Valley and Northwest San Ramon Geologic Hazard Abatement Districts**

**Major Action Plan Items for FY 2023-24:**

		<b>Completion By</b>	<b>Council Priorities/ Goals</b>
1	Undertake acceptances for NWSR GHAD and DV GHAD, as appropriate	Oct 2023	P1
2	Complete reserve fund studies and engineer’s reports and set assessments for FY 2024/25	May 2023	P2
3	Complete maintenance inspections and repairs, as needed	Ongoing	P1, P4
4	Work with Conservation Easement holders to maintain or enhance environmental benefits	Ongoing	P1

**Budget Highlights for FY 2023-24:**

The DV GHAD will maintain assessment rates at \$181.69 per residential unit and \$0.058 per square foot for non-residential space to recoup the approximately \$5M cost of the landslide repair near Kami Court

The projected reserve balance for the DV GHAD at the end of FY 2022/23 is \$12,234,000



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	Dougherty Valley GHAD	Northwest San Ramon GHAD	Total
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 13,140,871</b>	<b>\$ 1,483,687</b>	<b>\$ 14,624,558</b>
<b>REVENUES</b>			
Assessments	2,190,213	561,724	2,751,937
Licenses & Permits	1,500	1,500	3,000
Interest Revenue	56,525	7,418	63,943
Miscellaneous Revenue	36,988	-	36,988
<b>TOTAL REVENUES</b>	<b>2,285,226</b>	<b>570,642</b>	<b>2,855,868</b>
<b>TOTAL SOURCES OF FUND</b>	<b>2,285,226</b>	<b>570,642</b>	<b>2,855,868</b>
<b>EXPENDITURES</b>			
Public Works	1,063,900	145,596	1,209,496
<b>TOTAL EXPENDITURES</b>	<b>1,063,900</b>	<b>145,596</b>	<b>1,209,496</b>
General Fund	124,037	-	124,037
<b>TOTAL TRANSFER OUT</b>	<b>124,037</b>	<b>-</b>	<b>124,037</b>
<b>TOTAL USES OF FUND</b>	<b>1,187,937</b>	<b>145,596</b>	<b>1,333,533</b>
<b>NET INCREASE (DECREASE)</b>	<b>1,097,289</b>	<b>425,046</b>	<b>1,522,335</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 14,238,160</b>	<b>\$ 1,908,733</b>	<b>\$ 16,146,893</b>



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### Special Revenue Funds – Housing Successor

This fund is used to account for the revenues received to create, preserve, and improve housing in the City of San Ramon.



Affordable Housing Properties



## Special Revenue Fund - Housing Successor

### Statement of Purpose:

The purpose of the Housing Successor Fund is to ensure that housing programs and projects are implemented to create, preserve, and improve housing in the City of San Ramon. On June 11, 2013, Council approved Resolution No. 2013-063 selecting the City as the Housing Successor and formally approved the transferring of all housing assets to the City.

The Housing Program assists the City Council in the development of housing policies and programs, which will facilitate the production of single-family, multi-family, and special needs housing that is affordable to all household income levels of the community. Housing monitors federal, state and local compliance of affordable housing agreements, and provides staff support to the Housing Advisory Committee, which works to develop policies and programs in compliance with the adopted Housing Element of the General Plan.

### Significant Accomplishments for FY 2022-23:

- Continued to monitor the Housing Rehabilitation Program
- Furthered the City’s commitment to affordable housing development through development review and provided for diversity of housing types to meet the needs of our residents
- Adopted a Fee Waiver Program for 100% affordable rental projects
- Completed the resale of 4704 Norris Canyon Road, Unit 202, Park Central Development
- Issued permits for the construction of the Aspen Woods Senior Affordable Housing project.
- Completed the update to the 2023-2031 Housing Element Update including submittal to the State
- Initiated RFP process for third party facilitation and qualification of applicants for purchase of BMR units in approved housing projects
- Pursued reimbursement of existing grants awarded and the tracking of new housing grant opportunities

### Major Action Plan Items FY 2023-24:

		Completion By	Council Priorities / Goals
1	Continue to monitor the Housing Rehabilitation Program	On-going	P6
2	Continue the City’s commitment to affordable housing development through development review and provided for diversity of housing types to meet the needs of our residents	On-going	P6
3	Pursue new housing grant opportunities and reimbursement of existing grants awarded	Ongoing	P2
4	Complete the RFP process and contract for third party facilitation and qualification of applicants for purchase of BMR units in approved housing projects	Sept 2023	P6
5	Initiated efforts to comply with Housing Element Programs following General Plan Adoption. Includes updates to the Inclusionary Housing Ordinance requirements	Sept 2023	P6



**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	Housing Successor
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 2,218,334</b>
<b>REVENUES</b>	
In Lieu Fees	4,015,500
<b>TOTAL REVENUES</b>	<b>4,015,500</b>
<b>TOTAL SOURCES OF FUND</b>	<b>4,015,500</b>
<b>EXPENDITURES</b>	
Non-Departmental	4,948,387
<b>TOTAL EXPENDITURES</b>	<b>4,948,387</b>
<b>TOTAL USES OF FUND</b>	<b>4,948,387</b>
<b>NET INCREASE (DECREASE)</b>	<b>(932,887)</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 1,285,447</b>

Special Revenue Fund  
Housing Successor

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>EXPENDITURES BY CATEGORY</b>					
Salaries & Benefits	\$ 129,892	\$ 141,125	\$ 149,056	\$ 146,477	\$ -
Contract Services	44	34	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 129,936</b>	<b>\$ 141,159</b>	<b>\$ 149,056</b>	<b>\$ 146,477</b>	<b>\$ -</b>

<b>FUNDING SOURCE</b>					
Housing Successor	\$ 175,270	\$ 14,328	\$ (25,903)	\$ 2,393,320	\$ 4,015,500
<b>TOTAL FUNDING SOURCE</b>	<b>\$ 175,270</b>	<b>\$ 14,328</b>	<b>\$ (25,903)</b>	<b>\$ 2,393,320</b>	<b>\$ 4,015,500</b>

<b>FY2022-23 EXPENDITURES BY PROGRAM</b>	Program Expenditure	Program Revenue	Net Cost
Housing Administration	\$ -	\$ 4,015,500	(4,015,500)
<b>Program Total</b>	<b>\$ -</b>	<b>\$ 4,015,500</b>	<b>\$ (4,015,500)</b>



## Debt Service Funds

These are accounts for the accumulation of resources for payment of principal and interest on the City's general long-term debt obligations. The City has adopted a Debt Management Policy that establishes guidelines for debt issuance. The City will consider the issuance of long-term debt obligations only under the conditions outlined in the Debt Management Policy displayed in the Policies and Glossary section of this document.

The City has five debt service funds:

**Pension Obligation Bonds (2010) Debt Service Fund** - This fund is used to budget debt service payments as related to the 2010 Taxable Pension Obligation Bonds (POB) refinancing of unfunded CalPERS pension obligations.

**Pension Obligation Bonds (2021) Debt Service Fund** - This fund is used to budget debt service payment as related to the 2021 Taxable Pension Obligation Bonds (POB) refinancing of the unfunded CalPERS pension obligation.

**COP #12 Debt Service Fund** - This fund is used to budget for debt service activity relating to the 2011 Certificates of Participation (COP). This was the refunding issue of 1996 and 2001 COPs, which were for Central Park North expansion, expansion of City offices, San Ramon Library, Central Park, Crow Canyon interchange improvements, and to purchase City offices.

**COP #13 Debt Service Fund** - This fund is used to budget for debt service activity related to the 2019 Certificates of Participation. This was the funding for various capital improvements, including bicycle network improvements and enhancements, City Hall reconfiguration, citywide drainage and infrastructure improvements, installation of street cameras, trees and landscaping improvements, intelligent transportation system upgrades, San Ramon Community Center renovation, San Ramon Olympic Pool improvements, bicycle pedestrian overcrossing improvements, streets widening, paving and other street improvements.

**LED Lights Debt Service Fund** - This fund is used to budget for debt service activity relating to the LED Lights conversion (CIP 5499).

The following charts and schedules summarize the City's outstanding debt balances, debt service budgeted for FY 2023-24, and its future annual debt service requirements.

### Legal Debt Margin

The Government Code of the State of California provides for a legal debt limit of 15% of gross assessed valuation; however, this provision was enacted when assessed valuation was based upon 25% of market value. With \$68,154,639 of outstanding debt subject to the legal debt limit and a legal debt limit of \$966,203,785, the City is not at risk of exceeding this limit.

<b>Computation of Legal Debt Margin</b>		<b>6/30/2023</b>
Assessed Valuation per County Assessor Office		
Secured		\$ 25,973,744,355
Unsecured		380,127,009
<b>Taxable Assessed Valuation</b>		<b>26,353,871,364</b>
Converted assessed value (at 25% of Taxable Value)		6,588,467,841
Debt limit (15% of assessed value)		988,270,176
<b>Less Outstanding General Obligation Bonds Debt</b>		<b>(22,066,391)</b>
<b>Legal Debt Margin</b>		<b>\$ 966,203,785</b>

### Debt Management Policy

The City's Debt Management Policy, adopted by the City Council on November 24, 2020, requires that debt service generally should not exceed 10% of the General Fund and Dougherty Valley Fund operating revenues; and in no case should they exceed 15%. Further, direct debt will not exceed 2% of assessed valuation; and no more than 60% of capital improvement outlays will be funded from long-term financings. With FY 2023/24 debt service at \$5,888,762, the City is not projected to exceed its debt service limit.

<b>Compliance to Debt Policy</b>		<b>6/30/2024</b>
General Fund Operating Revenues		62,474,024
Dougherty Valley Fund Operating Revenues		21,406,555
<b>Total Operating Revenues</b>		<b>83,880,579</b>
<b>Debt Policy Limit (at 10% of Operating Revenues)</b>		<b>8,388,058</b>
<b>Debt Policy Limit (at 15% of Operating Revenues)</b>		<b>12,582,087</b>
Assessed Valuation		26,353,871,364
<b>Debt Policy Limit (Max 2% of Assessed Valuation)</b>		<b>527,077,427</b>

**Debt Service Funds Revenue - Expenditure - Fund Balance**

	POB 2010	POB 2021	COP #12 2011	COP #13 2019	Led Lights 2012	Total City Debt
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 5,000</b>	<b>\$ 247,641</b>	<b>\$ 2,000</b>	<b>\$ 740,182</b>	<b>\$ 3,000</b>	<b>\$ 997,823</b>
<b>REVENUES</b>						
Department Charges	1,397,950	2,087,828	-	-	-	3,485,778
<b>TOTAL REVENUES</b>	<b>1,397,950</b>	<b>2,087,828</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,485,778</b>
<b>TRANSFER IN</b>	<b>1,397,950</b>	<b>2,087,828</b>	<b>494,150</b>	<b>1,608,450</b>	<b>307,165</b>	<b>5,895,543</b>
<b>TOTAL SOURCES OF FUND</b>	<b>2,795,900</b>	<b>4,175,656</b>	<b>494,150</b>	<b>1,608,450</b>	<b>307,165</b>	<b>9,381,321</b>
<b>EXPENDITURES</b>						
Principal	515,000	1,675,000	470,000	800,000	300,300	3,760,300
Interest	876,800	406,678	21,150	801,450	6,865	2,112,943
Admin & Trustee Costs	6,150	6,150	3,000	7,000	-	22,300
<b>TOTAL EXPENDITURES</b>	<b>1,397,950</b>	<b>2,087,828</b>	<b>494,150</b>	<b>1,608,450</b>	<b>307,165</b>	<b>5,895,543</b>
<b>TRANSFER OUT</b>	<b>1,397,950</b>	<b>2,087,828</b>	<b>-</b>	<b>207,099</b>	<b>-</b>	<b>3,692,877</b>
<b>TOTAL USES OF FUND</b>	<b>2,795,900</b>	<b>4,175,656</b>	<b>494,150</b>	<b>1,815,549</b>	<b>307,165</b>	<b>9,588,420</b>
<b>NET INCREASE (DECREASE)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(207,099)</b>	<b>-</b>	<b>(207,099)</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 5,000</b>	<b>\$ 247,641</b>	<b>\$ 2,000</b>	<b>\$ 533,083</b>	<b>\$ 3,000</b>	<b>\$ 790,724</b>

\* Excludes funds held with trustees

**Debt Service Fund  
Outstanding Debt**

	POB (2010)	POB (2021)	COP #12 (2011)	COP #13 (2019)	LED Lights (2012)	Total
<b>Maturity Date</b>	<b>02/01/39</b>	<b>07/01/35</b>	<b>03/01/24</b>	<b>06/01/39</b>	<b>11/28/24</b>	
Original Issue Amount	17,650,000	23,345,000	11,585,000	20,990,000	2,687,302	76,257,302
Principal	13,700,000	21,925,000	470,000	18,410,000	429,243	54,934,243
Interest	8,762,560	3,114,828	21,150	7,203,000	7,620	19,109,158
<b>Total Debt Outstanding 07/01/23</b>	<b>22,462,560</b>	<b>25,039,828</b>	<b>491,150</b>	<b>25,613,000</b>	<b>436,863</b>	<b>74,043,401</b>

**Debt Service Payment Schedule**

	POB (2010)	POB (2021)	COP NO. 12 (2011)	COP NO. 13 (2019)	Led Lights (2012)	Total
<b>Principal Outstanding 07/01/23</b>	<b>13,700,000</b>	<b>21,925,000</b>	<b>470,000</b>	<b>18,410,000</b>	<b>429,242</b>	<b>54,934,242</b>
Principal Due	(515,000)	(1,675,000)	(470,000)	(800,000)	(300,299)	(3,760,299)
Interest Due	(892,320)	(406,678)	(21,150)	(801,450)	(6,865)	(2,128,463)
<b>Total Annual Debt Service Due</b>	<b>(1,407,320)</b>	<b>(2,081,678)</b>	<b>(491,150)</b>	<b>(1,601,450)</b>	<b>(307,164)</b>	<b>(5,888,762)</b>
<b>Principal Outstanding 06/30/24</b>	<b>13,185,000</b>	<b>20,250,000</b>	<b>-</b>	<b>17,610,000</b>	<b>128,943</b>	<b>51,173,943</b>
Due FY2024-25	1,426,800	2,085,307	-	1,601,450	129,698	5,243,255
Due FY2025-26	1,445,320	2,082,810	-	1,599,450	-	5,127,580
Due FY2026-27	1,463,840	2,085,038	-	1,600,450	-	5,149,328
Due FY2028-32	6,971,080	10,409,090	-	8,002,000	-	25,382,170
Due FY2033-37	6,961,800	6,295,906	-	8,005,800	-	21,263,506
Due FY2038-39	2,786,400	-	-	3,202,400	-	5,988,800
<b>Total Debt Outstanding 06/30/24</b>	<b>21,055,240</b>	<b>22,958,151</b>	<b>-</b>	<b>24,011,550</b>	<b>129,698</b>	<b>68,154,639</b>





## Capital Improvement Program (CIP)

This section of the budget contains a summarized version of the 5-Year Capital Improvement Program (5-Year CIP). The 5-Year CIP document is prepared separately by the Public Works Department / Engineering Services Division. It is a comprehensive five-year plan of the City to identify needed capital projects and to coordinate the financing and timing of improvements that maximizes the return of investment to the public. The 5-Year CIP is a guide for identifying current and future fiscal year requirements and becomes the basis for determining the annual Capital Budget.

The first year of the 5-Year CIP is called the “Capital Budget”. The Capital Budget is incorporated into the annual Budget, which appropriates funds for specific improvements. Projects slated for subsequent years in the program are approved on a planning basis and do not receive ultimate expenditure authority until they are eventually incorporated into a Capital Budget. Each year when the CIP is reviewed, the program moves forward one year and the previous second year of the CIP, as modified after review, becomes the new Capital Budget.

Specific project details can be found within the CIP document. The CIP document can be obtained by visiting the City’s website <https://www.sanramon.ca.gov/>. Questions can be directed to the Public Works Director [https://www.sanramon.ca.gov/our\\_city/departments\\_and\\_divisions/public\\_works](https://www.sanramon.ca.gov/our_city/departments_and_divisions/public_works).



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**Special Revenue Fund  
Revenues, Expenditures And Changes In Fund Balance**

	<b>Capital Projects Fund</b>
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 3,936,493</b>
<b>REVENUES</b>	
Intergovernmental	3,339,313
Interest Revenue	300,000
Miscellaneous Revenue	1,000,000
<b>TOTAL REVENUES</b>	<b>4,639,313</b>
<b>TRANSFER IN</b>	<b>10,481,154</b>
<b>TOTAL SOURCES OF FUND</b>	<b>15,120,467</b>
<b>EXPENDITURES</b>	
Circulation	4,789,600
Facilities	919,803
Landscaping	1,231,186
Parks	1,599,145
Signal	472,280
Other	1,369,217
Public Works Administration	219,140
<b>TOTAL EXPENDITURES</b>	<b>10,600,371</b>
<b>TRANSFER OUT</b>	
Other	100,000
<b>TOTAL TRANSFER OUT</b>	<b>100,000</b>
<b>TOTAL USES OF FUND</b>	<b>10,700,371</b>
<b>NET INCREASE (DECREASE)</b>	<b>4,420,096</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 8,356,589</b>



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**Capital Improvement Program 2023/24 - 2027/28**  
**PROJECTS THAT WILL BE UNDERTAKEN IN FY 2023-24**



No	Prj #	Project Name	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total 5Yr	Beyond 5Yr	Total Proj
1	100001	2023 Storm Damage Repairs	\$1,290,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,290,000
2	300007	Bent Creek Zone Improvements - Zone 7	\$197,500	\$35,500	\$10,000	\$0	\$5,000	\$7,500	\$58,000	\$100,000	\$355,500
3	000010	Bicycle Master Plan Update	\$0	\$88,000	\$0	\$0	\$0	\$0	\$88,000	\$88,000	\$176,000
4	905530	Bollinger Canyon Rd. / Iron Horse Trail Bicycle Pedestrian Overcrossing	\$29,597,279	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$29,597,279
5	5603	Bollinger Canyon Road Frontage Improvements	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
6	300003	Canyon Lakes Zone Improvements - Zone 3	\$190,000	\$80,000	\$30,000	\$0	\$15,000	\$0	\$125,000	\$0	\$315,000
7	300015	Circle E Zone Improvements - Zone 15	\$63,000	\$5,000	\$0	\$5,000	\$0	\$0	\$10,000	\$52,000	\$125,000
8	925425	City Facilities HVAC Duct Cleaning and Equipment Replacement	\$2,460,686	\$50,000	\$180,000	\$90,000	\$160,000	\$154,000	\$634,000	\$4,474,000	\$7,568,686
9	925433	City Facilities Roof Covering Maintenance and Replacement	\$869,791	\$25,000	\$141,194	\$525,000	\$25,000	\$25,000	\$741,194	\$5,075,000	\$6,685,985
10	935465	City Signage Project	\$348,797	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$348,797
11	945485	Citywide Aerial Mapping and GIS Support	\$269,843	\$0	\$10,000	\$0	\$10,000	\$0	\$20,000	\$100,000	\$389,843
12	905613	Citywide Bicycle Network Improvements & Enhancements	\$935,500	\$0	\$52,650	\$52,650	\$52,650	\$52,650	\$210,600	\$50,232,900	\$51,379,000
13	500003	Citywide Dog Park Renovations and Improvements	\$100,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000	\$0	\$150,000
14	915548	Citywide Drainage Infrastructure Repairs	\$3,265,805	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$160,000	\$1,500,000	\$4,925,805
15	200008	Citywide Electric Vehicle Charging Stations	\$325,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$325,000
16	925532	Citywide Exterior Painting & Sealing	\$421,195	\$78,400	\$35,000	\$0	\$0	\$41,000	\$154,400	\$1,344,000	\$1,919,595
17	975594	Citywide Intelligent Transportation System Upgrade	\$2,078,800	\$200,000	\$990,000	\$1,895,400	\$3,159,000	\$3,369,600	\$9,614,000	\$32,238,900	\$43,931,700

## Capital Improvement Program 2023/24 - 2027/28

### PROJECTS THAT WILL BE UNDERTAKEN IN FY 2023-24



No	Prj #	Project Name	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total 5Yr	Beyond 5Yr	Total Proj
18	300002	Citywide Landscaping Zone Improvements - Zone 2	\$330,000	<b>\$72,000</b>	\$72,000	\$97,000	\$72,000	\$42,000	\$355,000	\$300,000	\$985,000
19	300001	Citywide Lighting Zone Improvements - Zone 1	\$138,000	<b>\$48,000</b>	\$48,000	\$48,000	\$48,000	\$30,000	\$222,000	\$1,000,000	\$1,360,000
20	300021	Citywide Lighting Zone Street Lights Improvements - Zone 1	\$175,000	<b>\$50,000</b>	\$50,000	\$50,000	\$0	\$50,000	\$200,000	\$150,000	\$525,000
21	955584	Citywide Parks Amenities Replacement and Improvements	\$2,567,048	<b>\$158,771</b>	\$211,723	\$161,973	\$297,133	\$255,621	\$1,085,221	\$4,570,910	\$8,223,179
22	955423	Citywide Playground Upgrades	\$1,052,147	<b>\$253,500</b>	\$253,500	\$253,500	\$253,500	\$253,500	\$1,267,500	\$2,773,736	\$5,093,383
23	500006	Citywide Trail Amenities Replacement & Improvements	\$0	<b>\$2,574</b>	\$31,148	\$28,500	\$33,648	\$31,148	\$127,018	\$10,077,507	\$10,204,525
24	500002	Cricket Field Installation	\$300,000	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
25	955421	Crow Canyon Gardens Facilities Improvements	\$285,063	<b>\$500,000</b>	\$2,200,000	\$0	\$0	\$0	\$2,700,000	\$0	\$2,985,063
26	905312	Crow Canyon Rd. / Barbados Dr. Intersection	\$175,000	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$175,000
27	905531	Crow Canyon Rd. / Iron Horse Trail Bicycle Pedestrian Overcrossing	\$2,275,350	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$20,700,000	\$22,975,350
28	905328	Crow Canyon Rd. Widening 4 - 6 Lanes (Alcosta to West Branch) (C 1.10)	\$16,821,400	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$3,968,750	\$20,790,150
29	000009	Crow Canyon Road Pavement Repairs (Bollinger Canyon - City Limits)	\$900,000	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$900,000
30	300013	Crown Ridge Zone Improvements - Zone 13	\$73,000	<b>\$8,000</b>	\$3,000	\$3,000	\$3,000	\$0	\$17,000	\$40,000	\$130,000
31	200004	Dougherty Station Community Center Renovations	\$2,150,000	<b>\$278,519</b>	\$0	\$0	\$0	\$0	\$278,519	\$0	\$2,428,519
32	925574	Dougherty Valley Aquatic Center Equipment Replacement	\$1,602,358	<b>\$85,157</b>	\$107,447	\$49,243	\$164,456	\$138,244	\$544,547	\$2,873,286	\$5,020,191
33	300023	Dougherty Valley Steel Fence Replacement	\$100,000	<b>\$50,000</b>	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	\$200,000	\$550,000



## Capital Improvement Program 2023/24 - 2027/28

### PROJECTS THAT WILL BE UNDERTAKEN IN FY 2023-24



No	Prj #	Project Name	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total 5Yr	Beyond 5Yr	Total Proj
34	3	Dougherty Valley Tree Management Program	\$3,576,246	<b>\$540,186</b>	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,540,186	\$0	\$8,116,432
35	300012	El Nido Zone Improvements - Zone 12	\$9,877	<b>\$7,500</b>	\$2,000	\$0	\$0	\$500	\$10,000	\$8,000	\$27,877
36	5585	Faria Preserve Parkway	\$4,500,000	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$4,500,000
37	400008	Fleet Electrification Study	\$200,000	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
38	925418	Forest Home Farms Structures	\$776,406	<b>\$0</b>	\$294,000	\$0	\$0	\$0	\$294,000	\$2,644,143	\$3,714,549
39	955478	Fountain Repairs and Replacement	\$1,279,183	<b>\$0</b>	\$13,080	\$25,940	\$102,648	\$4,000	\$145,668	\$521,660	\$1,946,511
40	969003	General Plan Update	\$1,535,896	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$1,535,896
41	300019	Glass House Zone Improvements - Zone 19	\$35,000	<b>\$5,000</b>	\$0	\$0	\$8,000	\$0	\$13,000	\$9,000	\$57,000
42	925515	Interior Amenities Renovation	\$1,304,034	<b>\$265,357</b>	\$81,000	\$224,638	\$312,259	\$235,042	\$1,118,296	\$4,548,579	\$6,970,909
43	955516	Irrigation Booster Pump Installation	\$705,728	<b>\$125,000</b>	\$165,000	\$125,000	\$165,000	\$40,000	\$620,000	\$842,000	\$2,167,728
44	400003	Kami Court Landslide Repair Project	\$5,500,000	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$5,500,000
45	925527	Middle School Teen Center Portables	\$388,542	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$150,000	\$538,542
46	300010	Old Ranch Estates Zone Improvements - Zone 10	\$155,000	<b>\$25,000</b>	\$0	\$0	\$0	\$12,500	\$37,500	\$0	\$192,500
47	300018	Old Ranch Summit Zone Improvements - Zone 18	\$195,000	<b>\$15,000</b>	\$0	\$5,000	\$0	\$0	\$20,000	\$25,000	\$240,000
48	945572	Open Space Preservation	\$2,350,000	<b>\$1,000,000</b>	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$3,350,000
49	955491	Park Restroom Renovations	\$155,897	<b>\$274,300</b>	\$274,300	\$0	\$400,000	\$0	\$948,600	\$1,670,700	\$2,775,197
50	000008	Pavement Management 2023	\$4,798,850	<b>\$1,275,800</b>	\$0	\$0	\$0	\$0	\$1,275,800	\$0	\$6,074,650
51	000013	Pavement Management 2024	\$0	<b>\$3,025,800</b>	\$1,500,000	\$0	\$0	\$0	\$4,525,800	\$0	\$4,525,800
52	000006	Pavement Repair - Stop Gap 2022/2023	\$400,000	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
53	000014	Pavement Repair - Stop Gap 2024/2025	\$0	<b>\$400,000</b>	\$0	\$0	\$0	\$0	\$400,000	\$0	\$400,000
54	975413	Pedestrian Enhancement Devices	\$1,362,975	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$1,362,975

**Capital Improvement Program 2023/24 - 2027/28**  
**PROJECTS THAT WILL BE UNDERTAKEN IN FY 2023-24**



No	Prj #	Project Name	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total 5Yr	Beyond 5Yr	Total Proj
55	500005	Pickleball Court Conversion	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000	\$0	\$50,000
56	200007	Police and Fire District Joint Public Safety Complex	\$27,735,000	\$0	\$500,000	\$0	\$0	\$0	\$500,000	\$0	\$28,235,000
57	955482	Public Art in Parks	\$304,700	\$60,000	\$40,000	\$0	\$40,000	\$0	\$140,000	\$0	\$444,700
58	200010	Public Meeting Access Enhancements	\$525,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$525,000
59	925590	Recreation Program and Facilities Equipment Replacement	\$360,706	\$12,500	\$87,000	\$0	\$0	\$0	\$99,500	\$0	\$460,206
60	905612	Safe Routes to School (SRTS) Enhancements	\$45,000	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000	\$5,000	\$70,000
61	200003	San Ramon Community Center Renovation	\$2,894,939	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,894,939
62	200006	San Ramon Olympic Pool and Aquatic Park Renovation	\$3,836,074	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,836,074
63	925479	San Ramon Olympic Pool Equipment Replacement	\$2,690,634	\$124,870	\$704,931	\$147,010	\$97,512	\$423,971	\$1,498,294	\$2,603,589	\$6,792,517
64	500007	San Ramon Trails Master Plan	\$0	\$125,000	\$0	\$0	\$0	\$0	\$125,000	\$0	\$125,000
65	200005	San Ramon Transit Center Enhancements	\$568,000	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$618,000
66	400010	Senate Bill 1383 Projects Implementation	\$0	\$119,217	\$0	\$0	\$0	\$0	\$119,217	\$0	\$119,217
67	955566	Shade Structure Improvement	\$418,288	\$0	\$32,500	\$75,000	\$32,500	\$32,500	\$172,500	\$1,452,119	\$2,042,907
68	400005	Sidewalk Repairs 2022/2023	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
69	400009	Sidewalk Repairs 2024/2025	\$0	\$250,000	\$0	\$0	\$0	\$0	\$250,000	\$0	\$250,000
70	935488	Street Landscape Planting Renovation	\$2,172,876	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$991,600	\$4,414,476
71	300005	Summerwood Loop Zone Improvements - Zone 5	\$135,956	\$25,000	\$0	\$0	\$15,000	\$0	\$40,000	\$469,645	\$645,601
72	5619	Sunrise Ridge Park (Preserve Neighborhood Park)	\$8,753,058	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,753,058
73	905381	Traffic Calming Program	\$191,484	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000	\$10,000	\$241,484





**Capital Improvement Program 2023/24 - 2027/28**  
**PROJECTS THAT WILL BE UNDERTAKEN IN FY 2023-24**



No	Prj #	Project Name	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total 5Yr	Beyond 5Yr	Total Proj
74	975526	Traffic Signals Improvements & Enhancements	\$1,747,874	<b>\$272,280</b>	\$194,670	\$188,310	\$191,227	\$193,925	\$1,040,412	\$2,480,310	\$5,268,596
75	300011	Village Parkway Zone Improvements - Zone 11	\$73,400	<b>\$15,000</b>	\$2,000	\$2,000	\$2,000	\$2,000	\$23,000	\$6,700	\$103,100
76	300006	West Branch Zone Improvements - Zone 6	\$174,920	<b>\$0</b>	\$10,000	\$431,900	\$83,500	\$17,000	\$542,400	\$490,000	\$1,207,320
<b>Totals</b>			<b>\$153,964,105</b>	<b>\$10,381,231</b>	<b>\$9,681,143</b>	<b>\$5,839,064</b>	<b>\$7,103,033</b>	<b>\$6,766,701</b>	<b>\$39,771,172</b>	<b>\$160,837,034</b>	<b>\$354,572,311</b>

**\*\*Includes City Funded Projects Only. For complete list of Projects, see Final Five-Year 2023-2028.**



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# Proprietary Funds/ Internal Service Funds

## Internal Service Funds

Internal Service Funds are used to account for the financing of goods and services provided by one City department or agency to other departments or agencies of the City, or to other governmental units on a cost reimbursement basis (including depreciation).

**The Investment Fund** is used to account for the management of investments.

**The Equipment Replacement Fund** is used to account for the replacement of major equipment and vehicles. Revenues are derived from allocated charges to the department's general fund.

**The Information System Replacement Fund** is used to account for the replacement of computer-related equipment.

**The Insurance Liability Fund** is used to administer the City employee's leave payouts, retiree medical benefits, general insurance, and safety programs with the goals of reducing insurance-related costs, maintaining appropriate levels of coverage, and building contingent loss reserves.

**The Healthcare Fund** is used to account for City employees' healthcare premiums and claims.

**The Infrastructure Maintenance Fund** is used to account for the cost of maintaining City buildings.



**Internal Service Funds  
Revenues, Expenditures And Changes In Fund Balance**

	Investment	Equipment & Vehicle Replacement	Information Services Replacement	Insurance Liability	Health Care	Infrastructure Maintenance	Total
<b>FUND BALANCE - 07/01/23</b>	\$ -	\$ 1,589,924	\$ 1,064,051	\$ 898,639	\$ 2,890,443	\$ 1,106,702	\$ 10,477,091
<b>REVENUES</b>							
Intergovernmental	-	-	-	537,780	-	-	537,780
Charges for Services	-	-	90,000	-	-	12,000	102,000
Interest Revenue	94,134	-	-	-	-	-	94,134
Healthcare Charges	-	881,061	303,333	-	7,535,125	-	8,719,519
Leave Liability Charges	-	-	-	686,724	-	-	686,724
Insurance Liability Charges	-	-	-	4,705,471	-	-	4,705,471
<b>TOTAL REVENUES</b>	<b>94,134</b>	<b>881,061</b>	<b>393,333</b>	<b>5,929,975</b>	<b>7,535,125</b>	<b>12,000</b>	<b>14,845,628</b>
<b>TRANSFER IN</b>	-	-	-	497,327	-	1,500,000	1,997,327
<b>TOTAL SOURCES OF FUND</b>	<b>94,134</b>	<b>881,061</b>	<b>393,333</b>	<b>6,427,302</b>	<b>7,535,125</b>	<b>1,512,000</b>	<b>16,842,955</b>
<b>EXPENDITURES</b>							
Equipment	-	102,240	688,486	-	-	-	790,726
Vehicle	-	726,000	-	-	-	-	726,000
Pension Replacement Benefits	-	-	-	140,000	-	-	140,000
Insurance	-	-	-	4,765,471	-	-	4,765,471
Healthcare	-	-	-	-	10,029,356	-	10,029,356
Administrative Services	91,461	-	-	-	-	-	91,461
<b>TOTAL EXPENDITURES</b>	<b>91,461</b>	<b>828,240</b>	<b>688,486</b>	<b>4,905,471</b>	<b>10,029,356</b>	<b>-</b>	<b>16,543,014</b>
<b>TRANSFER OUT</b>							
Capital Projects Fund	-	-	-	-	-	1,188,368	1,188,368
<b>TOTAL TRANSFER OUT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,188,368</b>	<b>1,188,368</b>
<b>TOTAL USES OF FUND</b>	<b>91,461</b>	<b>828,240</b>	<b>688,486</b>	<b>4,905,471</b>	<b>10,029,356</b>	<b>1,188,368</b>	<b>17,731,382</b>
<b>NET INCREASE (DECREASE)</b>	<b>2,673</b>	<b>52,821</b>	<b>(295,153)</b>	<b>1,521,831</b>	<b>(2,494,231)</b>	<b>323,632</b>	<b>(888,427)</b>
<b>FUND BALANCE - 06/30/24</b>	\$ 2,673	\$ 1,642,745	\$ 768,898	\$ 2,420,470	\$ 396,212	\$ 1,430,334	\$ 9,588,664

**Vehicle and Equipment Replacements Listing**

Department	Type	Purpose	#	Unit Cost	Extended Cost
<b>POLICE SERVICES</b>					
	Equipment	Replace bullet proof vests	7	1,429	10,000
	Equipment	Replace drone equipments	11	1,000	11,000
	Vehicle	Replace #408 & #409	2	68,500	137,000
	Vehicle	Replace #134 & #139	2	81,000	162,000
	Vehicle	Replace HHR	1	51,000	51,000
<b>TOTAL POLICE SERVICES</b>					<b>\$ 371,000</b>
<b>PUBLIC WORKS</b>					
	Equipment	Replace 1997 Equipment Trailer RTA #2005	1	16,800	16,800
	Equipment	Replace 1998 Walk Behind Pavement Saw RTA #4232	1	21,000	21,000
	Equipment	Replace 2006 Tow Behind Pressure Washer RTA #5030	1	33,600	33,600
	Equipment	Replace 2000 Gearmore Seed Spreader Asset #2870	1	9,840	9,840
	Vehicle	Replace vehicle #8 - V59652b 1500 Utility Body	1	74,000	74,000
	Vehicle	Replace vehicle #32 - V00266 1500 Utility Body	1	74,000	74,000
	Vehicle	Replace vehicle #43 - V60141 1500 Utility Body	1	74,000	74,000
	Vehicle	Replace vehicle #65 - V17273 Colorado	1	40,000	40,000
	Vehicle	Replace vehicle #83 - V46216 1500 Utility Body	1	74,000	74,000
	Vehicle	Replace vehicle #86 - V00485 Colorado/TBD	1	40,000	40,000
<b>TOTAL PUBLIC WORKS</b>					<b>\$ 457,240</b>
<b>GRAND TOTAL</b>					<b>\$ 828,240</b>



**Info Services Equipment Replacements Listing**

<b>Department/division</b>	<b>Type</b>	<b>#</b>	<b>Unit Cost</b>	<b>Extended Cost</b>
CITY COUNCIL	Workstations	1	1,500	1,500
CITY MANAGER	Surface Computer	1	2,300	2,300
CITY ATTORNEY	Desktop Computer	2	2,300	4,600
CITY CLERK	Surface Computer	1	2,300	2,300
ADMINISTRATIVE SERVICES	Workstations	6	1,500	9,000
	Surface Computer	1	2,300	2,300
	Laptop	1	2,000	2,000
	City Hall backup appliance, 2 firewalls	1	281,108	281,108
	MS 365 and Adobe subscription licenses	1	119,312	119,312
COMMUNITY DEVELOPMENT	Workstations	5	1,500	7,500
	Surface Computer	4	2,300	9,200
	Laptop	1	2,000	2,000
	Energov Annual Support, Communication			
	Orian Disaster Software, Selectron	1	157,266	157,266
POLICE SERVICES	Workstations	19	1,500	28,500
	Surface Computer	4	2,300	9,200
PUBLIC WORKS	Workstations	5	1,500	7,500
	Surface Computer	8	2,300	18,400
	Laptop	1	2,000	2,000
PARKS & COMMUNITY SERVICES	Workstations	15	1,500	22,500
<b>GRAND TOTAL</b>				<b>\$ 688,486</b>



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An aerial photograph of a city during the golden hour of sunset. The sun is low on the horizon, casting a warm glow over the landscape. The city is nestled in a valley, with rolling hills in the background. The foreground shows a large green field, possibly a park or sports field, surrounded by residential areas with houses and trees displaying autumn foliage in shades of orange, yellow, and red. A blue rectangular box is superimposed over the center of the image, containing the text "Department Budgets" in white, bold, sans-serif font.

# Department Budgets



City Council



City Manager



City Attorney



City Clerk



Administrative Services



Community Development



Public Works



Police



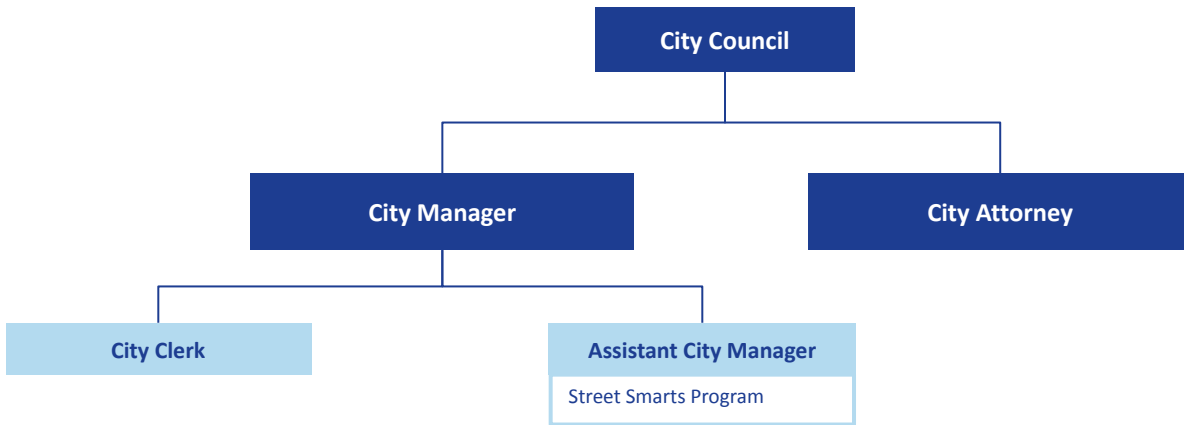
Parks & Community Services



# General Government



City Council Chamber



**Department Budget Highlights for FY 2023-24**

**Department Expenditures: \$4,043,410 (increase \$544,304 or 15.6%; employee benefit costs moved to the OPEB Trust)**

- Revenue effort - \$250k
- Increase in salary and benefits costs - \$460k
- East Bay Economic Development Alliance membership - \$10k
- Leadership San Ramon Valley - \$5k
- Reduced professional services for outside counsel – (\$75k)
- Reduced professional services for elections – (\$100k)

**Reductions Carried Over from Last Year:**

- Reduced professional services budgets
- Reduced travel and training budgets

**Future Budgetary Needs:**

- Administrative Records Coordinator - \$132k
- Assistant City Attorney - \$310k



## City Council

### Statement of Purpose:

The City Council is elected by the citizens to provide overall policy direction to ensure that the business of the City is conducted in an orderly and efficient manner. The City Council enacts ordinances, resolutions and orders necessary for governing the affairs of the City, and promotes the economic, cultural and governmental well-being of the City of San Ramon.

### Ongoing Priorities:

Maintain a Safe and Secure Environment

1. Maintain a Safe and Secure Environment
2. Maintain a Secure Financial Base
3. Provide Cost Effective and Responsive Services to Sustain Quality of Life
4. Build and Maintain Quality Facilities and Infrastructure
5. Enhance Engagement and Communication with Residents and Business Community
6. Balance Land Use Planning for Housing, Retail, Jobs, and Open Space

### Priorities from Goal Setting Workshop:

Identifier#	Priority	Goal
P1/G1	Maintain a Safe and Secure Environment	Enhance crime prevention education activities
P1/G2	Maintain a Safe and Secure Environment	Improve vehicle, bicycle, and pedestrian safety through the implementation of capital projects and public education
P1/G3	Maintain a Safe and Secure Environment	Continue the implementation of the Intelligent Transportation System (ITS)
P2/G1	Maintain a Secure Financial Base	Efficiently annex and integrate the last part of Dougherty Valley
P2/G2	Maintain a Secure Financial Base	Streamline the Dougherty Valley oversight process
P2/G3	Maintain a Secure Financial Base	Support the Economic Development Element of the City's General Plan through implementation of the Economic Development Strategy Plan
P2/G4	Maintain a Secure Financial Base	Explore potential revenue enhancements to increase financial stability
P3/G1	Provide Cost Effective and Responsive Services to Sustain Quality of Life	Ensure sufficient staffing needs in order to maintain service levels to the community
P3/G2	Provide Cost Effective and Responsive Services to Sustain Quality of Life	Complete integration of the new ERP system into citywide operations

**Priorities from Goal Setting Workshop (cont.)**

P3/G3	Provide Cost Effective and Responsive Services to Sustain Quality of Life	Continue to work on a succession plan that captures institutional knowledge from long-term City employees who will retire during the fiscal year
P3/G4	Provide Cost Effective and Responsive Services to Sustain Quality of Life	Support and fund Iron Horse Trail overcrossings at Bollinger Canyon Road and Crow Canyon Road
P4/G1	Build and Maintain Quality Facilities and Infrastructure	Promote deeper partnerships with transit agencies to enhance operations
P4/G2	Build and Maintain Quality Facilities and Infrastructure	Implement capital projects and programs that promote environmental sustainability
P4/G3	Build and Maintain Quality Facilities and Infrastructure	Implement the Parks, Trails, Open Space and Recreation Master Plan
P5/G1	Enhance Engagement and communication with Residents and Business Community	Enhance the content and accessibility of information on the City website
P5/G2	Enhance Engagement and Communication with Residents and Business Community	Explore technology improvements that will broaden accessibility to City Council meetings
P5/G3	Enhance Engagement and Communication with Residents and Business Community	Explore City-sponsored activities and gathering spaces to increase community engagement and promote community building
P5/G4	Enhance Engagement and Communication with Residents and Business Community	Continue to collaborate with organizations that promote tourism and business development
P6/G1	Balance Land Use Planning for Housing, Retail, Jobs, and Open Space	Prioritize housing growth in the City core while preserving existing retail, commercial and open space
P6/G2	Balance Land Use Planning for Housing, Retail, Jobs, and Open Space	Preserve permanent Open Space along the City boundaries through partnerships with other agencies
P6/G3	Balance Land Use Planning for Housing, Retail, Jobs, and Open Space	Promote walkability both within and to local shopping centers and implement the approved Walking District
P6/G4	Balance Land Use Planning for Housing, Retail, Jobs, and Open Space	Continue to develop the Walking District in San Ramon that connects City Hall, Central Park, the Main Library, and the new City Center
P6/G5	Balance Land Use Planning for Housing, Retail, Jobs, and Open Space	Complete the General Plan Update

## City Manager

### Statement of Purpose:

The City Manager provides professional leadership in the management of the City and execution of City Council policies. The City Manager provides effective municipal services through the coordination and direction of all City activities, finances, and personnel.

### Significant Accomplishments for FY 2022-23:

- Continued to work on a succession plan that captures institutional knowledge from long-term City employees who will retire during the fiscal year
- Completed PD construction as part of the Joint Public Safety Building plan with the San Ramon Valley Fire Protection District
- Continued to work with the Open Space Advisory Committee to promote the value and importance of preserving open space in the community
- Continued to implement the City-wide Communication Plan as adopted by Council

### Major Action Plan Items for FY 2023-24:

		<b>Completion By</b>	<b>Council Priorities/ Goals</b>
1	Assist with the development of the EDAC Workplan	Sept 2023	P2/G3
2	Conduct a revenue effort study to determine feasibility for new funding sources	June 2024	P2/G4
3	Continue to work on a succession plan that captures institutional knowledge from long-term City employees who will retire during the fiscal year	On-going	P3 / G3
4	Work with the San Ramon Chamber of Commerce and business community to promote growth and retail development	On-going	P5/G4
5	Work with the Open Space Committee to promote and preserve open space in the community	On-going	P6/G2
6	Continue to improve City-wide communications	On-going	P5/G1&2

## Economic Development

### Statement of Purpose:

The Economic Development Division is responsible for activities that improve and diversify the San Ramon economy. The goals and objectives for the Division are largely defined by the City’s Economic Development Strategic Plan (EDSP). The Economic Development Division provides staff support for the Economic Development Advisory Committee (EDAC) to prioritize and implement the EDSP.

### Significant Accomplishments for FY 2022-23:

- Supported the implementation of the Economic Development Strategic Plan
- Support the implementation of the Discover San Ramon marketing campaign
- Continued to work with real estate partners in San Ramon to promote business growth and retail development in the community

### Major Action Plan Items for FY 2023-24:

		<b>Completion By</b>	<b>Council Priorities / Goals</b>
1	Support the implementation of the Economic Development Strategic Plan	On-going	P2/G3
2	Support the implementation of the Discover San Ramon marketing campaign	On-going	P5/G4
3	Continue to work with real estate partners in San Ramon to promote business growth and retail development in the community	On-going	P2/G3





## City Attorney

### Statement of Purpose:

The City Attorney renders timely, professional legal advice to the City Council and City departments; prepares, amends, and reviews official City documents, laws, and regulations, and represents the City in litigation.

Performance Measures	2022	2023
Number of staff Count / Population	4 / 83,587	4/82,870

### Significant Accomplishments for FY 2022-23:

- Provided timely legal counsel advice, representation and legal services including but not limited to: litigation, contracting, code enforcement, advice and assistance in all areas including elections, ethics, drafting of ordinances, resolutions, and real estate transactions for the City Council, Commissions, Committees and staff

### Major Action Plan Items for FY 2023-24:

	Completion By	Council Priorities / Goals
1 Continue to provide timely legal counsel advice, representation and legal services including but not limited to: litigation, contracting, code enforcement, advice and assistance in all areas including elections, ethics, drafting of ordinances, resolutions, and real estate transactions for the City Council, Commissions, Committees and staff	On-going	P1

## City Clerk

### Statement of Purpose:

The City Clerk acts as a liaison between the City Departments and the general public, outside agencies, and other branches of government. The City Clerk is the local official who administers democratic processes such as municipal elections, access to City records and legislative action, which ensure transparency to the public. The City Clerk acts as the compliance officer for applicable statutes including the Brown Act, the Political Reform Act, the Public Records Act, and Fair Political Practices Commission regulations. The City Clerk preserves and protects the history of the City (e.g. Municipal Code, Ordinances, Resolutions, Minutes, and other City records). The City Clerk promotes community education and outreach to citizens through San Ramon Government 101 and provides school tours. The City Clerk's Office is committed to providing quality, efficient and accurate customer service.

Performance Measures	2022	2023
Number of City Council Agendas published	46	38
Number of City Council Resolutions processed	146	150
Number of Minute Orders processed	10	27
Number of Ordinances processed	5	1
Number of Proclamations processed	24	19
Number of Public Records Requests responded	194	306
Number of FPPC Forms 700 collected	95	109

### Significant Accomplishments for FY 2022-23:

- Hosted Candidate Information Session Prior to the 2022 Municipal Election
- Conducted 2022 Municipal Elections
- Implemented the Upgrade of Electronic Records Management System
- Coordinated Government 101 Class – Spring 2023
- Facilitated Hybrid Council and Commission Meetings
- Prepared and Issued the FY 2022/2023 Fee Resolution

### Major Action Plan Items for FY 2023-24:

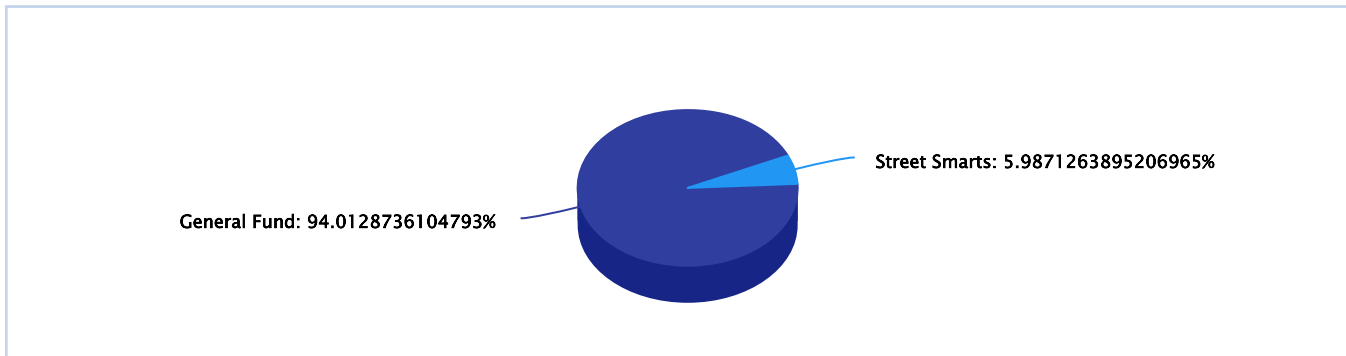
		Completion By	Council Goals / Priorities
1	Update Municipal Code	Jul 2024	P5
2	Prepare and Issue the FY 2024/2025 Fee Resolution	Jun 2024	P2
3	Implement new Agenda Management Software	Jan 2024	P5
4	Coordinate Government 101 Class – Spring 2024	Apr 2024	P5

General Government Department Budget

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>DEPARTMENT EXPENDITURES BY CATEGORY</b>					
Salaries	\$ 1,481,250	\$ 1,509,475	\$ 1,584,906	\$ 1,775,035	\$ 1,937,418
Benefits	485,277	601,791	702,604	557,748	749,849
Department Internal Charges	281,492	338,092	473,367	460,689	447,839
Contract Services	147,981	306,728	187,139	477,219	518,987
Materials and Supplies	125,177	120,718	129,659	156,617	158,234
Other Costs	45,554	10,078	58,498	71,798	98,464
<b>TOTAL</b>	<b>\$ 2,566,731</b>	<b>\$ 2,886,882</b>	<b>\$ 3,136,173</b>	<b>\$ 3,499,106</b>	<b>\$ 3,910,791</b>

<b>FUNDING SOURCE</b>					
General Fund	\$ 2,566,731	\$ 2,886,882	\$ 3,136,173	\$ 3,375,183	\$ 3,676,647
Street Smarts	-	-	-	123,923	234,144
<b>TOTAL</b>	<b>\$ 2,566,731</b>	<b>\$ 2,886,882</b>	<b>\$ 3,136,173</b>	<b>\$ 3,499,106</b>	<b>\$ 3,910,791</b>

General Government FY 2023/24 Expenditures by Fund



Department Staffing Allocation

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>City Manager Office</b>					
Administrative Analyst	1.00	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
<b>City Attorney Office</b>					
Administrative Coordinator	-	-	1.00	1.00	1.00
Assistant City Attorney	1.00	1.00	1.00	1.00	1.00
City Attorney	1.00	1.00	1.00	1.00	1.00
Paralegal	1.00	1.00	1.00	1.00	1.00

Department Staffing Allocation

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>City Clerk Office</b>					
City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00	1.00
Office Technician I/II	1.00	1.00	-	-	-
<b>TOTAL</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>



## General Government Department Budget

	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	Revised Budget	Adopted
<b>EXPENDITURES BY DIVISION</b>					
<b>CITY COUNCIL</b>					
Salaries	\$ 85,037	\$ 88,314	\$ 91,499	\$ 94,515	\$ 94,455
Benefits	56,278	96,047	138,037	84,003	152,724
Department Internal Benefit Charges	14,312	22,917	37,060	64,225	34,626
Contract Services	6,098	7,574	7,956	14,637	14,637
Materials and Supplies	62,394	64,543	64,935	70,173	70,453
Other Costs	15,051	2,219	15,972	28,428	32,193
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 239,170</b>	<b>\$ 281,614</b>	<b>\$ 355,459</b>	<b>\$ 355,981</b>	<b>\$ 399,088</b>
<b>CITY MANAGER</b>					
Salaries	\$ 622,956	\$ 654,089	\$ 668,732	\$ 786,109	\$ 867,869
Benefits	189,665	217,835	236,832	202,695	271,754
Department Internal Benefit Charges	116,490	127,795	173,603	170,310	177,557
Contract Services	85,199	179,239	69,302	139,632	355,632
Materials and Supplies	41,094	37,730	40,361	49,604	62,144
Other Costs	16,334	1,769	13,808	14,420	23,194
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 1,071,738</b>	<b>\$ 1,218,457</b>	<b>\$ 1,202,638</b>	<b>\$ 1,362,770</b>	<b>\$ 1,758,150</b>
<b>CITY ATTORNEY</b>					
Salaries	\$ 465,500	\$ 492,163	\$ 524,118	\$ 649,634	\$ 700,736
Benefits	136,345	159,614	172,988	171,987	214,411
Department Internal Benefit Charges	87,383	106,464	141,648	154,553	159,989
Contract Services	25,774	31,734	80,971	150,200	75,200
Materials and Supplies	13,904	15,260	19,848	29,290	19,387
Other Costs	6,108	5,491	16,944	14,900	23,002
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 735,014</b>	<b>\$ 810,726</b>	<b>\$ 956,517</b>	<b>\$ 1,170,564</b>	<b>\$ 1,192,725</b>
<b>CITY CLERK</b>					
Salaries	\$ 307,757	\$ 274,909	\$ 300,557	\$ 244,777	\$ 274,358
Benefits	102,989	128,295	154,747	99,063	110,960
Department Internal Benefit Charges	63,307	80,916	121,056	71,601	75,667
Contract Services	30,910	98,181	28,910	172,750	73,518
Materials and Supplies	7,785	3,185	4,515	7,550	6,250
Other Costs	8,061	599	11,774	14,050	20,075
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 520,809</b>	<b>\$ 586,085</b>	<b>\$ 621,559</b>	<b>\$ 609,791</b>	<b>\$ 560,828</b>
<b>DEPARTMENT TOTAL</b>	<b>\$ 2,566,731</b>	<b>\$ 2,896,882</b>	<b>\$ 3,136,173</b>	<b>\$ 3,499,106</b>	<b>\$ 3,910,791</b>

General Government Department Budget

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>DEPARTMENT PROGRAM REVENUE</b>					
<b>TOTAL</b>	\$ 47,993	\$ 15,224	\$ 9,673	\$ 293,500	\$ 274,700

FY2023-24 Expenditures by Program

	Program Expenditure	Program Revenue	Net Cost
City Council	\$ 399,088	\$ 1,200	\$ 397,888
City Management	918,251	-	918,251
Communication & Public Affairs	394,720	-	394,720
Economic Development	211,035	-	211,035
Street Smarts	234,144	207,750	26,394
City Attorney	1,192,725	-	1,192,725
City Clerk Administration	437,725	65,750	371,975
Election/Voter Outreach	77,008	-	77,008
Legislative History	46,095	-	46,095
<b>TOTAL</b>	<b>\$ 3,910,791</b>	<b>\$ 274,700</b>	<b>\$ 3,636,091</b>



# Administrative Services





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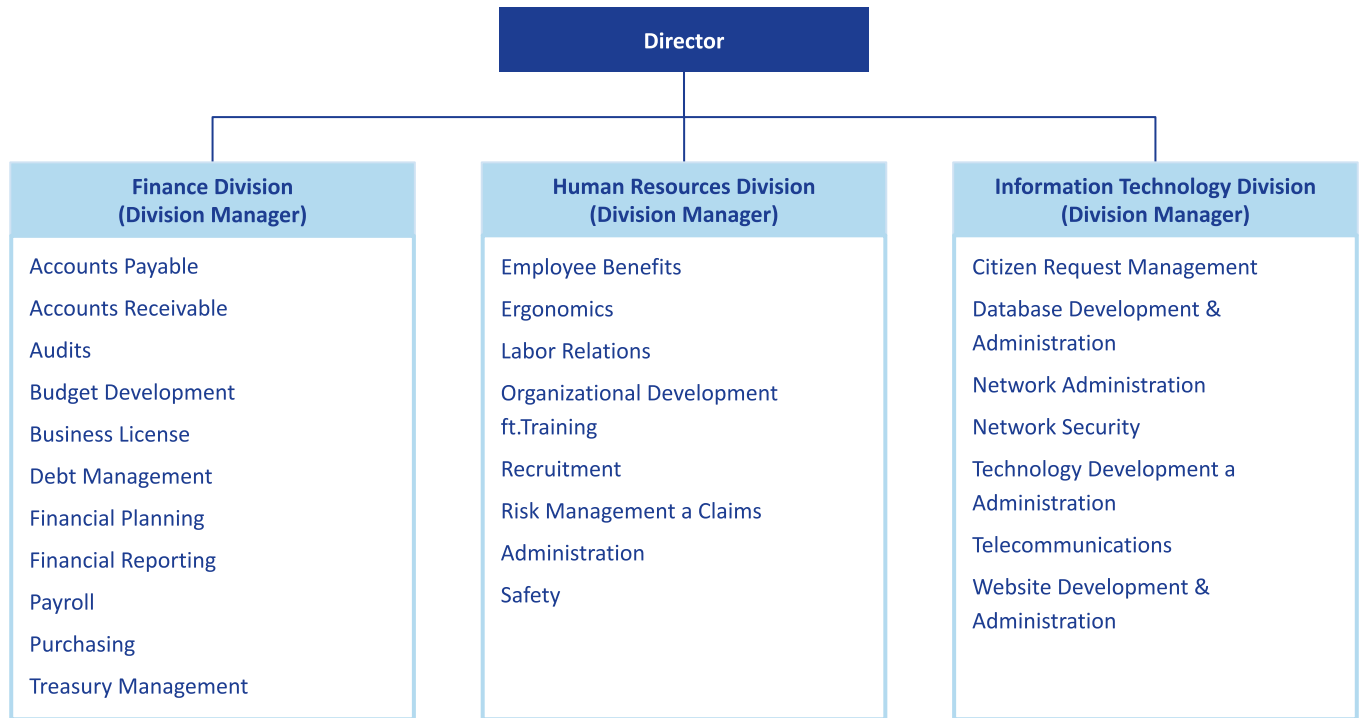




ADMINISTRATIVE SERVICES

**Department Statement of Purpose:**

The Administrative Services Department is responsible for providing administrative support services to other departments, individual employees, and the public. The Department consists of three divisions: the Finance Division, the Information Technology Services Division, and the Human Resources Division. Each division has its own individual purpose as provided in the division “Statement of Purpose”.



**Department Budget Highlights for FY 2023-24:**

**Department Revenues: \$15,946 (increase of \$803 or 5.3%)**

- Inflationary increases to minor revenue sources

**Department Expenditures: \$6,450,022 (increase of \$802,567 or 12.9%)**

- 45% of increase (\$348k) due to personnel expense (no new FTE)
- Contracts account for 24% (\$378k), over 60% of which belongs to IT to enhance system security and \$75K for a Citywide Fee Study
- Materials and supplies are increasing by 10% (\$8k)
- Other services are increasing 20% (\$69k), including reinstatement of Information System charges (\$35k), insurance premiums (\$28k), training (\$5k), and other (\$1k)

**Reductions Carried Over from Last Year:**

- Professional network engineering services for contingency needs (\$20k)

**Future Budgetary Needs:**

- Increase redundancy of network security (\$75k ongoing)
- Increase visibility of potential network intrusions (\$8k ongoing)

## ADMINISTRATIVE SERVICES

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- Develop an IT Master Plan (\$75k one-time)
- Job upgrades for succession planning (\$50k ongoing)
- Convert part-time temporary HR technician into full-time (\$90k additional ongoing)





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## Finance Division

### Statement of Purpose:

The Finance Division acts to ensure that the City maintains its financial stability by monitoring the City's investment portfolio, calculating revenue, preparing and maintaining financial records and the City's payroll, responding to audits, and preparing the Annual City Manager's Operating Budget for the City Council.

Performance Measures	2022	2023
Number of Funds managed	78	79
Number of Purchase Orders issued	1,730	1,539
Number of Accounts Payable transactions processed	19,286	19,936
Number of Accounts Payable checks, wires, & EFTs issued	5,352	6,048
Number of Payroll checks and direct deposits issued	9,394	9,611

### Significant Accomplishments for FY 2022-23:

- Managed the FY 2021-22 annual audit process
- Prepared the Annual Comprehensive Financial Report (ACFR) and submitted the ACFR for the Certificate of Achievement for Excellence in Financial Reporting
- Worked with the Munis consultant on the ERP GAP analysis
- Prepared the updated 5-Year Financial Projection
- Prepared and issued required tax forms - W2 and 1099
- Prepared the Mid-Year Financial Review
- Coordinated the development of the FY 2023-2024 Operating Budget and submitted budget document for the Distinguished Budget Presentation Awards
- Implemented Gravity Budget Software
- Maintained "AAA" rating from Standard & Poor's
- Received both the ACFR award and Budget Award

### Major Action Plan Items for FY 2023-24:

	Completion By	Council Priorities/Goals
1 Manage the FY 2022-2023 annual audit process	Dec 2023	P2
2 Prepare the Annual Comprehensive Financial Report (ACFR) and submit ACFR for the Certificate of Achievement for Excellence in Financial Reporting	Dec 2023	P2
3 Prepare the updated 5-Year Financial Projection	Jan 2024	P2
4 Prepare and issue required tax forms – W2 and 1099 forms	Jan 2024	P2
5 Prepare the Mid-Year Financial Review	Feb 2024	P2
6 Coordinate development of the FY 2024-2025 Operating Budget and submit budget document for the Distinguished Budget Presentation Awards Program	Jun 2024	P2
7 Maintain the City's "AAA" rating from Standard & Poor's	On-Going	P2
8 Complete Implementation of Gravity software and transparency portal	Dec 2023	
9 Conduct audit of business license fee compliance	Jun 2024	P2
10 Launch monitoring of TOT audits of hotels and short-term rentals	Dec 2023	P2

## Human Resources Division

### Statement of Purpose:

The Human Resources Division provides quality personnel services to internal and external customers, adheres to equitable and ethical personnel standards, and effectively manages risk to the City. Services provided include recruitment; classification and compensation; training; labor relations; performance evaluations; organizational development; liability claims management and processing; employee benefits and services; worker's compensation; ergonomics evaluations; and management and oversight to the Employee Safety Committee.

Performance Measures	2022	2023
Total job postings/recruitments	47	46
Total job applications received	1,966	1,360
Total new hires, re-hires, and promotions processed (Permanent)	53	69
Average # of employees on Family and Medical Leave (FML) (per month)	2.25	1.66
Average length of FML (days)	16.98	40.40
Average # of total FML hours (per employee)	127.32	303.00
Total workers' compensation claims processed	28.00	16

### Significant Accomplishments for FY 2022-23:

- Finalized and implemented the new SEIU contract and Unrepresented Miscellaneous Employees Salary and Benefits Resolution
- Reviewed and updated the City's Family and Medical Leave Policy and Tuition Reimbursement Policy
- Created the City's COVID-19 Prevention Program (CPP), Reasonable Accommodation Policy, Lactation Accommodation Policy, Employee Air Quality Protection Policy, and Recruitment Best Practices Guide
- Facilitated planning and monitored budget of Employee Recognition Picnic and Holiday Event
- Facilitated citywide trainings
- Commenced update to the City's Personnel Rules & Regulations and Compensation Policy
- Ensured City-wide compliance with mandatory trainings, including the prevention of sexual harassment in the workplace with the participation of supervisory and non-supervisory -employees and commissioners
- Began building the workflow process in Munis, with plans to implement workflow for all City Departments in Fall 2023

### Major Action Plan Items for FY 2023-24:

	Completion By	Council Priorities/Goals
1 Complete review and update of City's Personnel Rules & Regulations	Mar 2024	P3
2 Complete update of City's Compensation Policy	Mar 2024	P3
3 Create Military Leave Policy for the City	Dec 2023	P3
4 Successfully negotiate and implement new POA contract	Jun 2024	P3
5 Establish Diversity, Equity, Inclusion, & Belonging Committee for City Employees	Feb 2024	P3

## Information Technology Services Division

### Statement of Purpose:

The Information Technology Services Division is responsible for short-range and long-range strategic planning for the City's technology needs and data network. This involves all aspects of design-build-management of information systems including the procurement, replacement and troubleshooting of computer hardware and software. The Division maintains many City information systems, including the public website; internal intranet; financial, personnel, planning and building permits network; electronic document management; e-mail; citizen request management and notification; telecommunications; and the police network system. The Division is responsible for helpdesk and database administration as well as overall network security and intrusion protection. The Division supports all City departments.

Performance Measures	2022	2023
Total count of hardware devices	1,275	1,363
Annual support labor costs	963,802	1,169,197
Support labor costs per hardware device	756	858
Count of IT staff	6	6
Hardware devices maintenance per staff	213	227

### Significant Accomplishments for FY 2022-23:

- Scanned the entire network for known vulnerabilities and configurations that are not set to best practices. Remediated critical issues
- Completed migration to Microsoft 365
- Implemented and configured a backup solution for Microsoft 365
- Installed and configured an updated NDR (Network Detection & Response) system to identify and mitigate malware
- Continued upgrading network security and utilizing tools to increase visibility and to provide for intrusion detection and faster remediation
- Implemented two-factor authentication for all users accessing the City's network remotely via VPN

### Major Action Plan Items for FY 2023-24:

		Completion By	Council Priorities/ Goals
1	Update network infrastructure hardware that is approaching end of support	Apr 2024	P4
2	Update virtual infrastructure hardware at City Hall that is approaching end of support	Jun 2024	P1
3	Expand multi-factor authentication to additional applications further enhancing network security	Dec 2023	P4
4	Upgrade the City Hall backup appliance to increase storage capacity. Relocate the existing appliance to PD	Jan 2024	P4

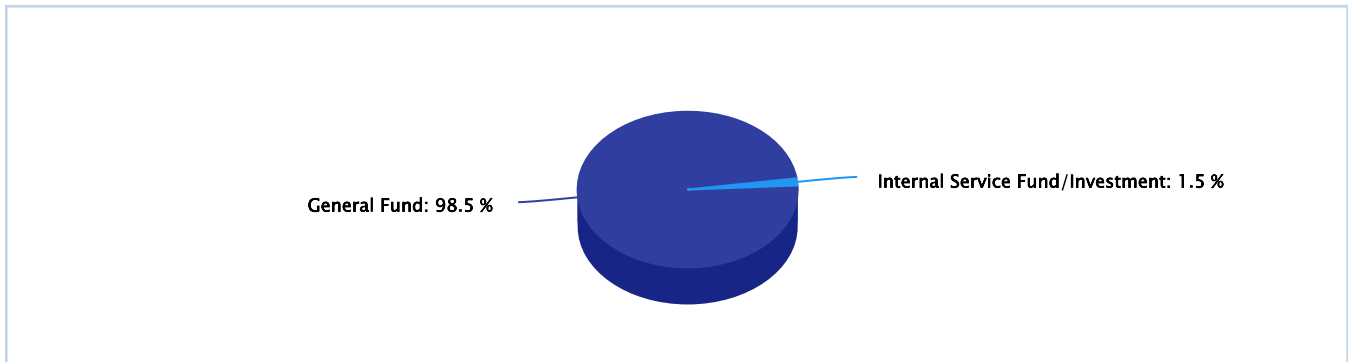


**Administrative Services Department Budget**

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>DEPARTMENT EXPENDITURES BY CATEGORY</b>					
Salaries	\$ 2,221,431	\$ 2,122,723	\$ 2,165,815	\$ 2,459,732	\$ 2,481,534
Benefits	686,459	826,040	836,967	808,527	930,295
Department Internal Charges	482,784	490,614	630,013	700,289	735,362
Contract Services	852,561	1,032,209	1,133,138	1,241,752	1,538,766
Materials and Supplies	57,555	57,177	51,891	89,024	97,457
Other Costs	233,957	208,961	319,842	348,131	416,720
<b>TOTAL</b>	<b>\$ 4,534,746</b>	<b>\$ 4,737,722</b>	<b>\$ 5,137,666</b>	<b>\$ 5,647,455</b>	<b>\$ 6,200,134</b>

<b>FUNDING SOURCE</b>					
General Fund	\$ 4,482,957	\$ 4,695,617	\$ 5,080,094	\$ 5,581,724	\$ 6,108,673
Internal Service Fund/ Investment	51,789	42,105	57,572	65,731	91,461
<b>TOTAL</b>	<b>\$ 4,534,746</b>	<b>\$ 4,737,722</b>	<b>\$ 5,137,666</b>	<b>\$ 5,647,455</b>	<b>\$ 6,200,134</b>

**Administrative Services Department FY 2023/24 Expenditures by Fund**



**Department Staffing Allocation**

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
Accountant	-	-	1.00	1.00	1.00
Administrative Analyst	3.00	3.00	3.00	3.00	3.00
Administrative Coordinator	3.00	1.00	1.00	1.00	1.00
Director	1.00	1.00	1.00	1.00	1.00
Division Manager	3.00	3.00	3.00	3.00	3.00
Information Technology Specialist	3.00	4.00	4.00	4.00	4.00
Network Analyst	1.00	1.00	1.00	1.00	1.00
Office Specialist	3.00	5.00	4.00	4.00	4.00

Department Staffing Allocation

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
Office Technician I/II*	1.00	-	-	-	-
Program Manager	-	-	1.00	1.00	1.00
Senior Administrative Analyst	2.00	1.00	-	-	-
<b>TOTAL</b>	<b>20.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>

\*In FY20/21 reallocated Office Technician position to Community Development Department





## Administrative Services Department Budget

	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	Revised Budget	Adopted
<b>EXPENDITURES BY DIVISION</b>					
<b>FINANCE</b>					
Salaries	\$ 997,401	\$ 975,685	\$ 982,878	\$ 1,092,646	\$ 1,118,066
Benefits	300,854	393,071	394,572	362,935	403,586
Department Internal Benefit Charges	214,299	213,067	278,029	324,548	340,182
Contract Services	155,246	154,887	108,582	113,615	210,243
Materials and Supplies	8,466	9,160	6,375	20,380	20,380
Other Costs	6,781	111	13,030	5,150	20,971
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 1,683,047</b>	<b>\$ 1,745,981</b>	<b>\$ 1,783,466</b>	<b>\$ 1,919,274</b>	<b>\$ 2,113,428</b>
<b>HUMAN RESOURCES</b>					
Salaries	\$ 516,345	\$ 482,674	\$ 439,504	\$ 543,141	\$ 534,620
Benefits	142,714	164,589	148,400	169,913	198,607
Department Internal Benefit Charges	120,457	112,697	132,373	152,943	161,790
Contract Services	247,766	161,306	210,162	87,938	100,474
Materials and Supplies	33,652	33,791	33,704	43,984	52,417
Other Costs	195,685	201,605	285,333	329,024	366,960
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 1,256,619</b>	<b>\$ 1,156,662</b>	<b>\$ 1,249,476</b>	<b>\$ 1,326,943</b>	<b>\$ 1,414,868</b>
<b>INFORMATION TECHNOLOGY</b>					
Salaries	\$ 707,684	\$ 664,364	\$ 743,433	\$ 823,945	\$ 828,848
Benefits	242,891	268,380	293,995	275,679	328,102
Department Internal Benefit Charges	148,028	164,850	219,611	222,798	233,390
Contract Services	449,549	716,015	814,394	1,040,199	1,228,049
Materials and Supplies	15,437	14,226	11,812	24,660	24,660
Other Costs	31,491	7,245	21,479	13,957	28,789
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 1,595,080</b>	<b>\$ 1,835,078</b>	<b>\$ 2,104,724</b>	<b>\$ 2,401,238</b>	<b>\$ 2,671,838</b>
<b>DEPARTMENT TOTAL</b>	<b>\$ 4,534,746</b>	<b>\$ 4,737,722</b>	<b>\$ 5,137,666</b>	<b>\$ 5,647,455</b>	<b>\$ 6,200,134</b>

Administrative Services Department Budget

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>DEPARTMENT PROGRAM REVENUE</b>					
<b>TOTAL</b>	<b>\$ 341,200</b>	<b>\$ 243,170</b>	<b>\$ 262,789</b>	<b>\$ 15,143</b>	<b>\$ 15,946</b>

FY2023-24 Expenditures by Program

	Program Expenditure	Program Revenue	Net Cost
Finance Administration	\$ 352,062	\$ -	\$ 352,062
Accounting	932,963	-	932,963
Payroll	342,991	-	342,991
Cash Management	482,412	15,946	466,466
Business Licensing	3,000	-	3,000
Human Resources Administration	244,707	-	244,707
Labor Relations	72,573	-	72,573
Organizational Development	108,880	-	108,880
Recruitment	249,389	-	249,389
Risk Management/Safety	475,224	-	475,224
Wages & Benefits	264,095	-	264,095
Information Technology Admin	2,090,478	-	2,090,478
Project Development	52,733	-	52,733
Telecommunications	419,710	-	419,710
Web Services	82,445	-	82,445
911 Joint Dispatch Center	26,472	-	26,472
<b>TOTAL</b>	<b>\$ 6,200,134</b>	<b>\$ 15,946</b>	<b>\$ 6,184,188</b>



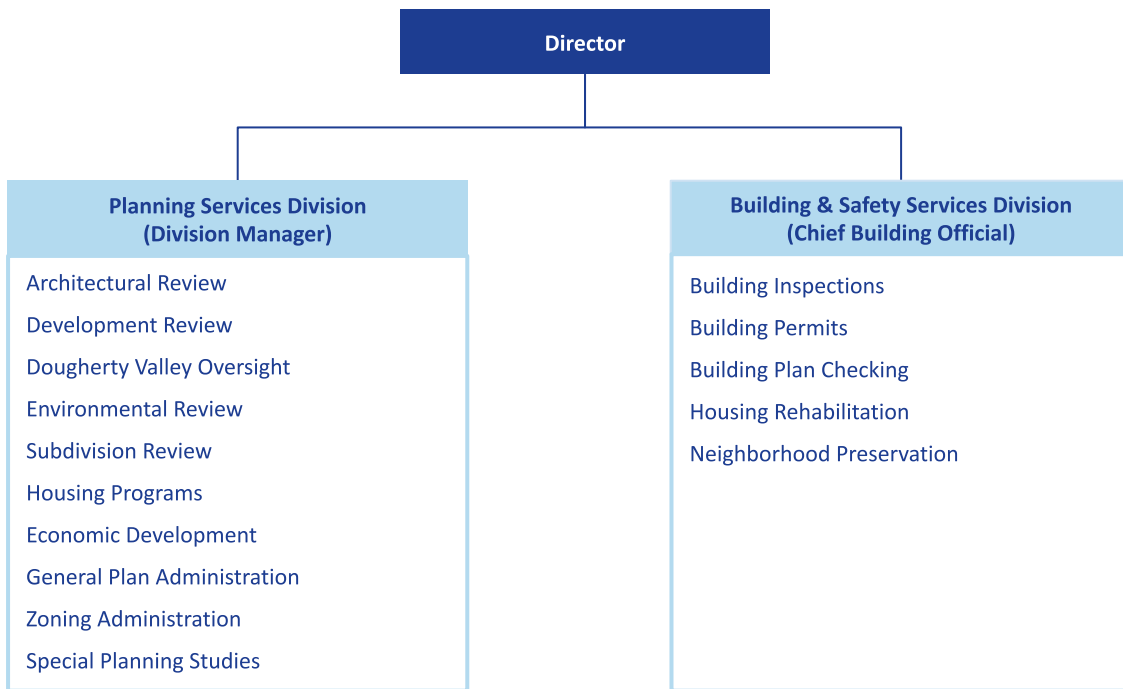
# Community Development

## NEW CONSTRUCTION 2023-24



**Department Statement of Purpose:**

The Community Development Department coordinates and regulates the orderly growth of the City as set forth in the City’s General Plan and other applicable codes, policies, and regulations concerning the physical development of the City. The Department includes the Divisions of Planning Services and Building & Safety Services.



**Department Budget Highlights for FY 2023-24**

**Department Revenues: \$5,398,613 (increase of \$1.03M or 23.7%)**

- Total Revenue Enhancement \$424,363
- Increase Zoning Ordinance Recovery Fee Revenue – additional \$64,363
- Increase Building Division Revenue – additional \$360,000

**Department Expenditures: \$5,635,622 (increase \$1.05M or 23%)**

- Total Budget Reductions \$242,595
- Decreased Building Plan Check Services from \$800K to \$600K - May reduce plan check turnaround times for large scale projects - (\$200,000)
- Removed outside Counsel Contract resulting in an increased burden on CAO to respond to Code Enforcement and Land Use issues (\$30K)
- Reduction in Travel/Training (\$9,595)
- Reduction in LAFCO Charges (\$3,000)
- Increase on-call Planning and Environmental Services (\$200,000)
- Increase Materials and Supplies (\$10,000)
- Increased Salary and Benefit Cost, less additional contribution from Fund 201 of \$31k - (\$684,720)



## COMMUNITY DEVELOPMENT

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### **Future Budgetary Needs:**

- Reduction in Plan Check Contract Services
- May require Mid-Year adjustment of \$200,000 – offset by revenue
- Building Permit and Inspection Revenue collected funds staff over multiple fiscal years

### **Future Staffing Needs:**

- Additional staff will be needed to keep pace with development activity, currently incurring OT
- New Permit Specialist \$145,000
- New Building Inspector \$165,000
- Increased development activity and reporting requirements for new State Housing Law
- Fund existing Associate Planner position \$191,000
- New Planning Specialist \$145,000

## Planning Services Division

### Statement of Purpose:

The Planning Services Division is responsible for planning for a variety and balance of land uses, both commercial and residential, that respond to the needs of the community through the implementation of the General Plan and other specific plans, and planning and zoning laws.

Performance Measures	2022	2023
Number of Planning applications processed	365	313*
Number of Business Licenses issued	3,795	3640*

(\*Estimated for FY 2023)

### Significant Accomplishments for FY 2022-23:

- Conducted the 2022 Citizens Planning Academy
- Completed the update to the 2023-2031 Housing Element Update including submittal to the State
- Completed record retention scanning and initiated document destruction program
- Continued Planning and Business License refinements to Energov Permit System
- Continued processing of the General Plan, Climate Action Plan and Zoning Ordinance update associated with Housing Element Update
- Initiated early engagement for the Chevron Park Redevelopment concept
- Worked with property owners and developers to implement approved plans through the issuance of Building Permits

### Major Action Plan Items for FY 2023-24:

		Completion By	Council Priorities/ Goals
1	Adopt the General Plan update, Climate Action Plan and related Zoning Ordinance Amendments	Sep 2023	P6/G1-G5
2	Citizen's Planning Academy and Government 101	Oct 2023	P5
3	Develop Objective Design Standards in response to General Plan Update	Jun 2024	P6/G1-G5
4	Initiate nexus fees studies for current development and impact fees	Dec 2023	P2
5	Streamline online access to Planning and Business License services	Jun 2024	P2
6	Work With Sunset Development on the refinement of the Chevron Park Master Plan	Jun 2024	P6/G1-G4
7	Work with Property owners to implement approved Development Plans through the permitting process	Jun 2024	P6/ G1,G3,G4
8	Implement Housing program as outline in the General Plan Housing Element	Jun 2024	P6/G1-G5



## Building & Safety Services Division

### Statement of Purpose:

The Building & Safety Services Division promotes health and safety in the construction and maintenance of buildings and structures and the maintenance of property through enforcement of the building codes, energy conservation standards, State regulations and City ordinances.

Performance Measures	2022	2023
Number of building inspections performed	13,900	15,097
Number of building permits issued	3,630	3,200
Number of Code Enforcement cases investigated	431	392

### Significant Accomplishments for FY 2022-23:

- Inspected major development projects – The Preserve single-family and multi-family, Twin Oaks, Aspen Woods Senior Affordable Housing, BR1A Multi-family projects, and BR6 residential development
- Continued proactive monitoring of commercial properties consistent with nuisance and zoning regulations
- Updated Municipal Code with the adoption of the 2022 Building Codes

### Major Action Plan Items for FY 2023-24:

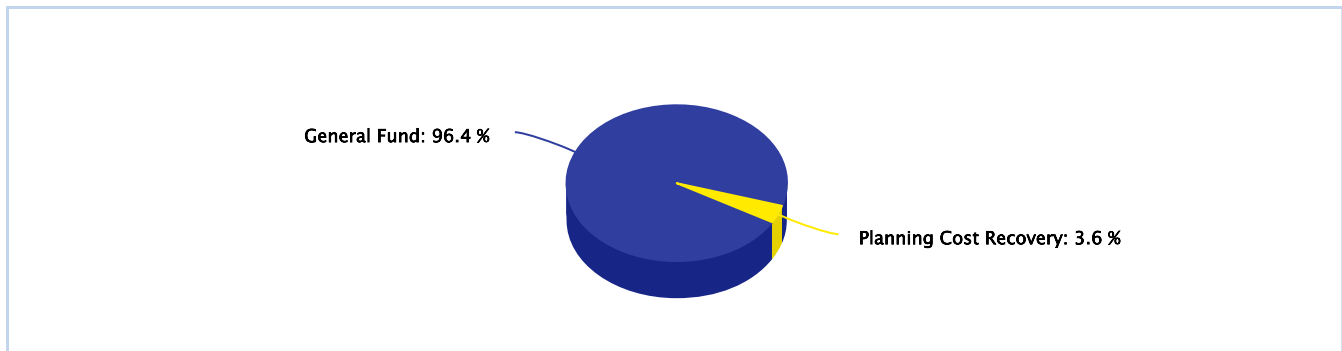
		Completion By	Council Priorities/ Goals
1	Inspect major development projects – The Preserve single-family and multi-family and Twin Oaks and Aspen Woods and BR1A Multi-family projects, BR6 residential development, and Chevron's World Headquarter relocation	On-going	P1/P4/P6
2	Continued proactive monitoring of commercial properties consistent with nuisance and zoning regulations	On-going	P1/P3/P5
3	Update website handouts with 2022 Building Code Updates	On-going	P1/P4/P5

Community Development Department Budget

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>DEPARTMENT EXPENDITURES BY CATEGORY</b>					
Salaries	\$ 2,085,743	\$ 2,256,190	\$ 2,230,235	\$ 2,610,959	\$ 2,790,597
Benefits	621,371	759,302	801,780	764,801	1,008,133
Department Internal Charges	416,274	501,892	622,601	722,877	800,736
Contract Services	187,514	433,064	674,695	1,359,300	937,606
Materials and Supplies	42,785	27,663	44,141	54,710	55,175
Other Costs	32,574	30,029	50,820	30,390	23,895
<b>TOTAL</b>	<b>\$ 3,386,261</b>	<b>\$ 4,008,140</b>	<b>\$ 4,424,272</b>	<b>\$ 5,543,037</b>	<b>\$ 5,616,142</b>

<b>FUNDING SOURCE</b>					
General Fund	\$ 3,233,757	\$ 3,959,245	\$ 4,200,211	\$ 5,378,615	\$ 5,412,638
Planning Cost Recovery	152,504	48,895	224,061	164,422	203,504
<b>TOTAL</b>	<b>\$ 3,386,261</b>	<b>\$ 4,008,140</b>	<b>\$ 4,424,272</b>	<b>\$ 5,543,037</b>	<b>\$ 5,616,142</b>

Community Development Department FY 2023/24 Expenditures by Fund



Department Staffing Allocation

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
Administrative Coordinator	-	-	-	-	1.00
Assistant Planner	1.00	1.00	1.00	1.00	1.00
Associate Planner	2.00	2.00	2.00	2.00	2.00
Director	1.00	1.00	1.00	1.00	1.00
Division Manager	2.00	2.00	2.00	2.00	2.00
Inspector	3.00	3.00	4.00	4.00	4.00
Office Specialist	2.00	3.00	4.00	3.00	3.00
Office Technician I/II*	1.00	1.00	2.00	2.00	2.00
Planning Specialist	1.00	1.00	1.00	1.00	1.00
Plans Examiner	1.00	1.00	1.00	1.00	1.00
Senior Engineer	1.00	1.00	1.00	1.00	1.00





Department Staffing Allocation

	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	Revised Budget	Adopted
Senior Inspector	-	-	-	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00	1.00
Supervising Inspector	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>17.00</b>	<b>18.00</b>	<b>21.00</b>	<b>21.00</b>	<b>22.00</b>

\*In FY21/22rellocate one Office Technician position from Administrative Services Department

## Community Development Department Budget

	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	Revised Budget	Adopted
<b>EXPENDITURES BY DIVISION</b>					
<b>PLANNING SERVICES</b>					
Salaries	\$ 689,119	\$ 752,197	\$ 707,108	\$ 773,826	\$ 853,407
Benefits	223,729	270,137	253,892	233,766	277,056
Department Internal Benefit Charges	142,657	171,340	192,787	202,350	224,230
Contract Services	57,530	234,771	253,674	116,600	307,906
Materials and Supplies	15,462	10,472	20,395	20,400	29,850
Other Costs	7,548	890	3,130	12,000	7,500
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 1,136,045</b>	<b>\$ 1,439,807</b>	<b>\$ 1,430,986</b>	<b>\$ 1,358,942</b>	<b>\$ 1,699,949</b>
<b>BUILDING &amp; SAFETY SERVICES</b>					
Salaries	\$ 1,396,624	\$ 1,503,991	\$ 1,523,127	\$ 1,837,133	\$ 1,937,190
Benefits	397,642	489,163	547,888	531,035	731,077
Department Internal Benefit Charges	273,617	330,553	429,814	520,527	576,506
Contract Services	129,984	198,293	421,021	1,242,700	629,700
Materials and Supplies	27,323	17,191	23,746	34,310	25,325
Other Costs	25,026	29,139	47,690	18,390	16,395
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 2,250,216</b>	<b>\$ 2,568,330</b>	<b>\$ 2,993,286</b>	<b>\$ 4,184,095</b>	<b>\$ 3,916,193</b>
<b>DEPARTMENT TOTAL</b>	<b>\$ 3,386,261</b>	<b>\$ 4,008,140</b>	<b>\$ 4,424,272</b>	<b>\$ 5,543,037</b>	<b>\$ 5,616,142</b>

Community Development Department Budget

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>DEPARTMENT PROGRAM REVENUE</b>					
<b>TOTAL</b>	<b>\$ 3,428,719</b>	<b>\$ 3,145,436</b>	<b>\$ 4,508,615</b>	<b>\$ 4,361,750</b>	<b>\$ 5,398,613</b>

FY2023-24 Expenditures by Program

	Program Expenditure	Program Revenue	Net Cost
Community Development Admin	\$ 57,450	\$ -	\$ 57,450
Planning Administration	891,113	327,000	564,113
Planning Development	488,905	581,363	(92,458)
General Plan Management/Zoning	218,996	11,000	207,996
Special Planning Studies	43,485	10,000	33,485
Building Administration	1,283,865	11,250	1,272,615
Inspection	1,211,318	3,287,000	(2,075,682)
Code Enforcement	283,043	-	283,043
Plan Checking	1,137,967	1,171,000	(33,033)
<b>TOTAL</b>	<b>\$ 5,616,142</b>	<b>\$ 5,398,613</b>	<b>\$ 217,529</b>



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# DEPARTMENT BUDGETS

## Police Services



**Department Statement of Purpose:**

The Police Services Department serves to help maintain a safe and secure environment for all members of the San Ramon Community. The Department operates numerous programs, including Patrol Services, Traffic Enforcement, Investigations, Community Resources and Crime Prevention, amongst many others. All programs focus on professional service, community engagement, and crime suppression while being managed in a fiscally responsible manner.



**Department Budget Highlights for FY 2023-24:**

**Department Expenditures: \$28,842,256 (increase of \$4,879,327 or 20%)**

FY22/23 included \$2,800,000 in one-time funds used to offset personnel costs

- Increased personnel costs of \$4,791,000
  - FY22/23 - \$21,915,000 (\$19,115,000 + \$2,800,000 in one-time funds)
  - FY23/24 - \$23,906,000
- Increased vehicle replacement costs of \$506,000 (\$0 in FY22/23)
- Increased contract costs of \$479,000 (Dispatch, Animal Services, etc.)
  - FY22/23 - \$3,373,000
  - FY23/24 - \$4,216,000
- Patrol vehicle computer replacement - \$130,000 (project deferred for two years)
- Increased camera (body-worn/fleet/etc.) and digital storage costs of \$112,000
  - Asset forfeiture funds (\$100,000) used in FY22/23 (No longer available)
- Evidence refrigeration and storage locker replacement - \$64,000
- Citywide Camera System Connectivity - \$30,000 (No longer funded by CIP)
- Decreases:
  - Temp salaries - \$156,000



## POLICE SERVICES

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- Travel & Training - \$10,000
- New officer start-up costs - \$20,000

### **Department Revenues: \$778,000 (decrease of \$7,000 or -1%)**

- Decrease of \$30,000 due to restructuring of Contra Costa County Vehicle Abatement Program
- Increases:
  - Grant funding (\$14,000)
  - Alarm fees (\$4,000)
  - Service fees (\$3,000)

### **Future Budgetary Needs:**

- We need employees
  - In 2007: 1.31 FTE per 1,000 residents
    - 77 FTEs (56 Sworn and 21 Administrative Staff members)
    - 58,085 Population
  - In 2023: 1.02 FTEs per 1,000 residents
    - 89 FTEs (70 Sworn and 19 Administrative Staff members)
    - 86,974 Population
    - Future focus on Administrative Staff (non-sworn) positions
- Technological Advancements
  - DFR Program (Drones as First Responders)
  - First year start up costs – Estimated at \$675,000 (scalable)
  - Ongoing annual costs – Estimated at \$525,000 (scalable)

POLICE SERVICES

Performance Measures	2022	2023
Average Priority 1 response time	4 minutes 21 seconds	4 minutes 11 seconds
Total calls for service	67854	62365
Community-generated calls for service	24764	24686
Total self-initiated activity calls for service	43090	37679
Total Reports written	3340	3647
Total Citations Issued	2969	4471
Maintain low crime rates (Crimes per 1,000 residents)	11.15	10.51

**Significant Accomplishments for FY 2022-23:**

**Maintain a Safe and Secure Environment**

- Continued to utilize the City-wide camera system to investigate and solve crimes impacting members of the San Ramon Community
- Maintained and enhanced regional partnerships with neighboring public safety agencies to combat crime trends and ensure a high delivery of service to our community
- Continual evaluation of traffic concerns and worked closely with City Departments and Staff to facilitate traffic flow throughout the city.

Implemented a department-wide training plan with the goal of providing over 100 hours of training to every officer and supervisor within the Department.

**Maintain Staffing/Resources to Provide City Services**

- Hired 20 new employees, including 15 Police Officers and 5 administrative staff members during FY 2022-23
- Promoted 18 members of the Department, including promotions at every sworn rank
- Continued to enhance and develop the use of community volunteers to assist staff
- Focused on the leadership development for all department members
- Continual recruitment of hire quality applicants through enhanced recruitment strategies

**Enhance Engagement and Communication with Both Residents and Business Community**

- Continued development of social media and community outreach to educate community members on crime prevention strategies and awareness
- Increased community-wide messaging on department goals and accomplishments to further community trust and transparency

**Major Action Plan Items for FY 2023-24**

		Completion By	Council Priority/Goals
<b>Maintain a Safe and Secure Environment</b>			
1	Continued utilization of the City-wide camera system to investigate and solve crimes committed in our community	On-going	P1/G1
2	Maintain and enhance regional partnerships with neighboring public safety agencies to combat crime trends and ensure a high delivery of service to our community	On-going	P1/G1





## POLICE SERVICES

**Major Action Plan Items for FY 2023-24 (cont.)**

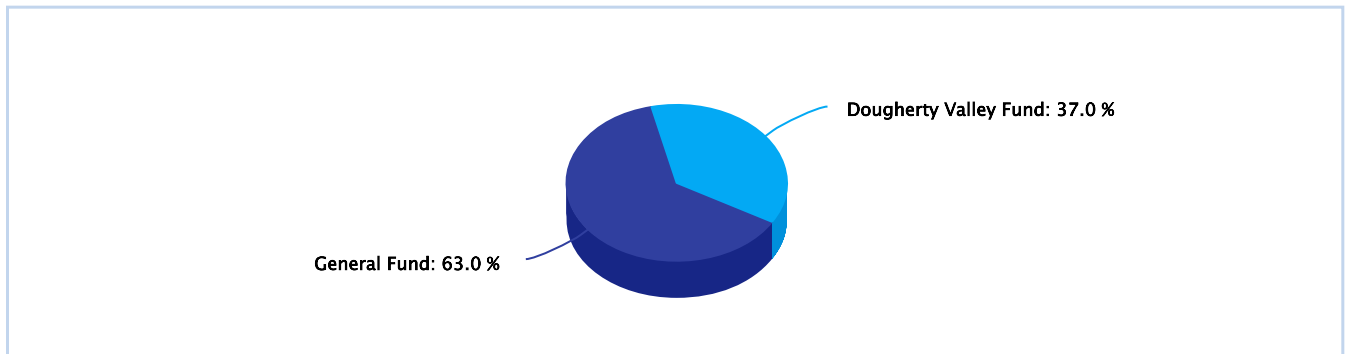
3	Evaluate traffic concerns and work closely with other City staff to facilitate traffic flow throughout the city	On-going	P1/G1
<b>Maintain Staffing/Resources to Provide City Services</b>			
4	Continue to enhance and develop the use of community volunteers to assist staff	On-going	P3/G1
5	Further develop the future and current leaders to foster a stable and structured environment for all employees	On-going	P3/G3
6	Continue to seek out and hire quality applicants by developing and enhancing current recruitment strategies	On-going	P3/G1
<b>Enhance Engagement and Communication With Both Residents and Business Community</b>			
7	Further enhance social media outreach and provide information sharing opportunities to educate community members on crime prevention and awareness	On-going	P5/G3
8	Increased community-wide messaging on department goals and accomplishments to further community trust and transparency	On-going	P5/G3
9	Continue developing and finalizing the SRPD Connect Program to ensure department readiness for housing density changes and increased City Walk Project area development.	Jun 2024	P1

POLICE SERVICES

Police Services Services Department Budget

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>DEPARTMENT EXPENDITURES BY CATEGORY</b>					
Salaries	\$ 12,749,078	\$ 12,790,633	\$ 13,722,377	\$ 14,902,866	\$ 14,907,761
Benefits	4,218,716	4,822,063	4,998,778	2,020,194	5,645,360
Department Internal Charges	1,734,290	1,896,548	2,287,431	2,191,803	2,361,919
Contract Services	2,811,746	3,122,241	3,388,234	3,858,698	4,203,192
Materials and Supplies	422,513	519,542	683,892	613,862	596,875
Other Costs	713,955	628,409	767,486	178,910	782,910
Capital Purchases	28,709	40,390	175,224	196,596	344,239
<b>TOTAL</b>	<b>\$ 22,679,007</b>	<b>\$ 23,819,826</b>	<b>\$ 26,023,422</b>	<b>\$ 23,962,929</b>	<b>\$ 28,842,256</b>

<b>FUNDING SOURCE</b>					
General Fund	\$ 14,226,581	\$ 15,109,710	\$ 16,458,773	\$ 14,952,835	\$ 18,170,314
Dougherty Valley Fund	8,240,721	8,710,116	9,517,376	8,788,084	10,671,942
Asset Forfeiture	211,705	-	47,273	222,010	-
<b>TOTAL</b>	<b>\$ 22,679,007</b>	<b>\$ 23,819,826</b>	<b>\$ 26,023,422</b>	<b>\$ 23,962,929</b>	<b>\$ 28,842,256</b>



Department Staffing Allocation

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
Administrative Analyst	2.00	2.00	1.00	1.00	1.00
Administrative Coordinator	5.00	5.00	6.00	6.00	6.00
Captain	2.00	2.00	2.00	2.00	2.00
Chief	1.00	1.00	1.00	1.00	1.00
Corporals	9.00	9.00	9.00	9.00	9.00
Lieutenant	5.00	5.00	5.00	5.00	5.00
Maintenance Supervisor	-	-	1.00	1.00	1.00
Office Specialist	4.00	4.00	4.00	3.00	3.00
Office Technician I/II	3.00	3.00	3.00	3.00	3.00
Police Officer	42.00	42.00	42.00	43.00	43.00



POLICE SERVICES

Department Staffing Allocation

	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Revised Budget</b>	<b>Adopted</b>
Police Services Technician I/II	4.00	4.00	4.00	4.00	4.00
Program Manager	1.00	1.00	1.00	1.00	1.00
Sergeant	10.00	10.00	10.00	10.00	10.00
<b>TOTAL</b>	<b>88.00</b>	<b>88.00</b>	<b>89.00</b>	<b>89.00</b>	<b>89.00</b>

## POLICE SERVICES

## Police Services Department Budget

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>EXPENDITURES BY DIVISION</b>					
<b>SUPPORT SERVICES DIVISION</b>					
Salaries	\$ 11,322,786	\$ 11,287,407	\$ 11,864,672	\$ 13,088,457	\$ 13,424,385
Benefits	3,746,118	4,328,963	4,503,665	1,731,326	5,099,481
Department Internal Benefit Charges	1,531,228	1,665,875	1,986,891	1,918,559	2,113,706
Contract Services	2,421,504	2,730,961	3,036,559	3,330,233	3,768,640
Materials and Supplies	334,653	447,420	617,820	544,706	513,806
Other Costs	713,955	628,264	763,535	166,910	770,910
Capital Purchases	28,709	40,390	175,224	96,596	339,314
<b>DIVISION TOTAL</b>	<b>\$ 20,098,953</b>	<b>\$ 21,129,280</b>	<b>\$ 22,948,366</b>	<b>\$ 20,876,787</b>	<b>\$ 26,030,242</b>
<b>OPERATIONS DIVISION</b>					
Salaries	\$ 1,426,292	\$ 1,503,226	\$ 1,857,705	\$ 1,814,409	\$ 1,483,376
Benefits	472,598	493,100	495,113	288,868	545,879
Department Internal Benefit Charges	203,062	230,673	300,540	273,244	248,213
Contract Services	390,242	391,280	351,675	528,465	434,552
Materials and Supplies	87,860	72,122	66,072	69,156	83,069
Other Costs	-	145	3,951	12,000	12,000
Capital Purchases	-	-	-	100,000	4,925
<b>DIVISION TOTAL</b>	<b>\$ 2,580,054</b>	<b>\$ 2,690,546</b>	<b>\$ 3,075,056</b>	<b>\$ 3,086,142</b>	<b>\$ 2,812,014</b>
<b>DEPARTMENT TOTAL</b>	<b>\$ 22,679,007</b>	<b>\$ 23,819,826</b>	<b>\$ 26,023,422</b>	<b>\$ 23,962,929</b>	<b>\$ 28,842,256</b>

POLICE SERVICES

Police Services Department Budget

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>DEPARTMENT PROGRAM REVENUE</b>					
<b>TOTAL</b>	<b>\$ 757,990</b>	<b>\$ 451,677</b>	<b>\$ 616,396</b>	<b>\$ 784,925</b>	<b>\$ 777,832</b>

FY2023-24 Expenditures by Program

	Program Expenditure	Program Revenue	Net Cost
Administration	\$ 3,725,331	\$ 88,250	\$ 3,637,081
Dispatch	2,338,175	-	2,338,175
Records Management	1,173,665	-	1,173,665
Crime Prevention	1,328,428	164,082	1,164,346
Professional Standards/Training	1,325,618	-	1,325,618
Evidence	406,510	-	406,510
Investigations	2,970,524	-	2,970,524
Patrol	12,775,401	314,500	12,460,901
Traffic Safety	1,549,460	10,000	1,539,460
School Resources	518,860	201,000	317,860
Emergency Preparedness	108,067	-	108,067
Fleet	622,217	-	622,217
<b>TOTAL</b>	<b>\$ 28,842,256</b>	<b>\$ 777,832</b>	<b>\$ 28,064,424</b>



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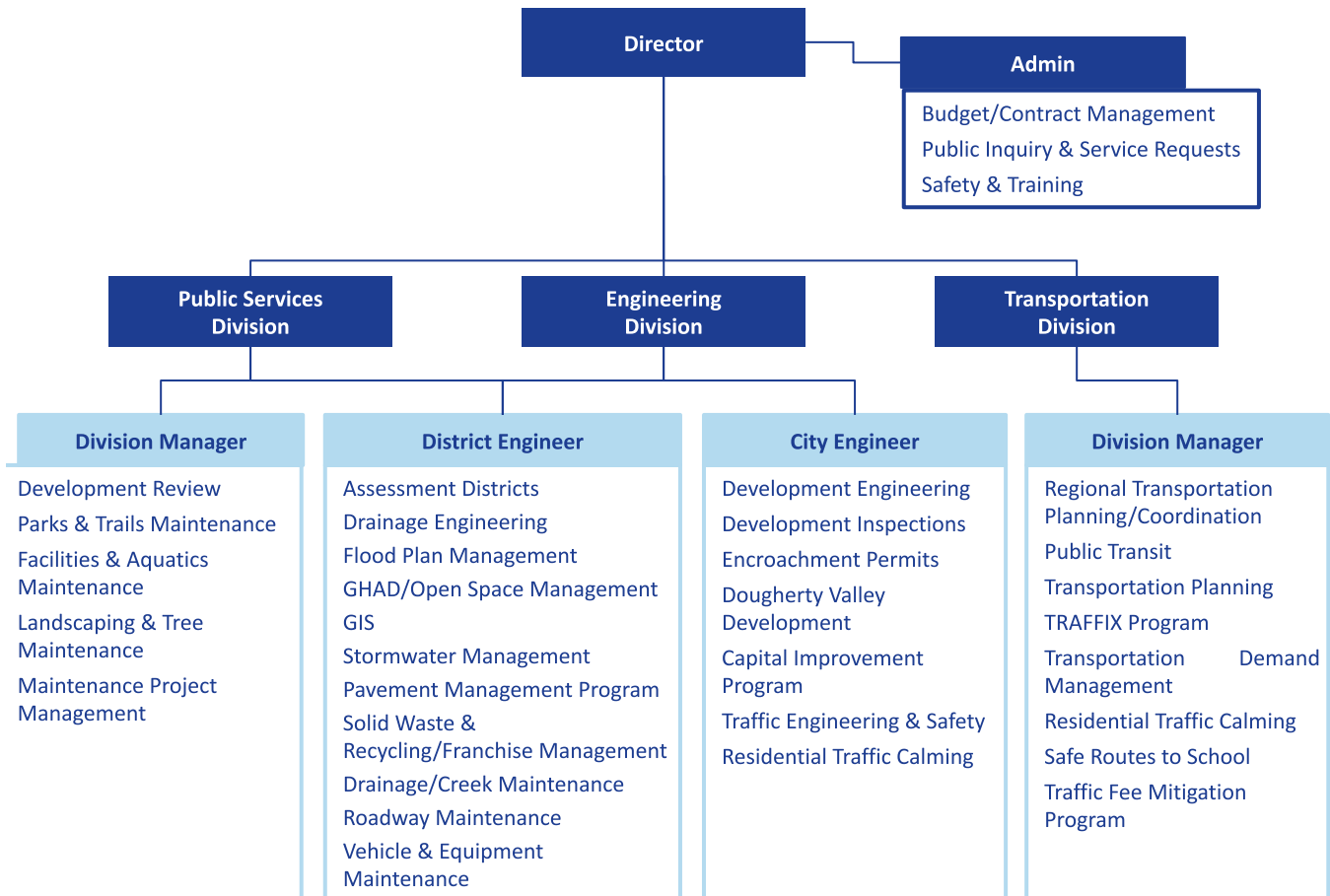
# DEPARTMENT BUDGETS

## Public Works



**Department Statement of Purpose:**

The Public Works Department is responsible for the design, construction, operation, and maintenance of the City’s public infrastructure and facilities. The Department is dedicated to ensuring the safety and welfare of the community by providing quality service and sustainable infrastructure to meet the existing and future needs of the community. The Department includes the Divisions of Engineering Services, Public Services, and Transportation Services.



**Department Budget Highlights for FY 2023-24:**

**Department Revenues: \$4,839,005 (decrease of \$133,151 or -3%)**

- Encroachment Permits – increase in number of permits; utility and cell site work
  - From \$375,000 to \$400,000 (increase of \$25,000)
- Development Plan Check – based on current schedule of proposed development for FY 2023/24
  - From \$364,000 to \$261,000 (decrease of \$103,000)
- Development Inspection Fees – based on current schedule of proposed development for FY 2023/24
  - From \$1,009,000 to \$802,000 (decrease of 207,000)
- Sports Field usage rate increases
  - From \$868,000 to \$996,000 (increase of \$128,000)

**Department Expenditures: \$39,040,351 (increase of \$1,223,032 or 3%)**

- Personnel





## PUBLIC WORKS

- Reduce Park Maintenance Temporary Seasonal Staffing
  - Absorb workload and re-prioritize tasks with current staff; impacts on new park acceptances
- Postpone hiring of Parks Maintenance Supervisor and Maintenance Technicians
  - Impacts on existing staff with new park acceptances
- Streets Maintenance Temporary Seasonal Staff – one-time funding through Gas Tax Fund
- Contracts
  - Removed window cleaning for facilities
  - Defer repairs, floor refinishing, and resurfacing that are aesthetic in nature and are a non-safety issue
  - Reduce various contracts and perform work in-house; reduce frequencies in maintenance and repairs
- Utilities
  - Reduce costs based on actuals of previous year; FY 23/24 Mid-Year Adjustment anticipated
    - DV Landscape and Parks – Water - \$250,000
- Materials & Supplies
  - Maintained costs based on actuals of current year; temporary funding of roadway maintenance through Gas Tax - \$119,000

**Reductions Carried Over from Last Year:**

- Continued reductions in professional services - \$60,000
- Reductions in utilities based on methodology comparing previous year actuals
  - Results in Mid-Year adjustments due to rates and usage
- Shifted FTE allocations from General Fund to other funds - \$100,000
- In-house staff performing more work to minimize contract increases (increasing annually)

**Future Budgetary Needs:**

- Acceptance of Sunrise Ridge Park in FY 2023/24
  - Janitorial services, landscape maintenance, gas & electric, water, maintenance and repair supplies - \$200K (excludes personnel costs)
- Acceptance of Critter Crossroads Park in 2023/24
  - Janitorial services, landscape maintenance, gas & electric, water, maintenance and repair supplies - \$57K (excludes personnel costs)
- Acceptance of Rancho San Ramon Phase 2 in 2024/25
  - Janitorial services, landscape maintenance, gas & electric, water, maintenance and repair supplies - \$71K (excludes personnel costs)
- School park renovations, and trail maintenance
  - Increase irrigation supplies, concrete/stucco repairs, due to aging infrastructure and aesthetics - \$41K
- Facility window cleanings and granite staircase cleaning (Dougherty Valley Performing Arts Center) - Reinstate due to aesthetics - \$75K
- Wood floor refinishing - Reinstate due to safety and aesthetics - \$29K
- Dougherty Valley roadways - Increase temporary employee, concrete shaving, roadway striping, asphalt material, traffic & street name signs due to aging infrastructure and maintenance - \$105K
- Increase shop/vehicle/equipment supplies due to aging infrastructure - \$12K
- Increase irrigation and landscape supplies due to aging infrastructure - \$19K
- GIS Program – GIS specialist fill in 2024/25 – \$116K (GF portion)
- Parks & Trails - Maintenance Specialist to Maintenance Coordinator reclassification in 2023/24 - 12K

## PUBLIC WORKS

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- Parks & Trails - Maintenance Supervisor request in 2023/24 - \$217K
- Parks & Trails - Maintenance Technician request in 2023/24 - \$168K
- Parks & Trails - Maintenance Technician request in 2023/24 - \$168K
- Landscape - Maintenance Supervisor request in 2024/25 - \$217K
- Roadway/Flood Control - Maintenance Technician request in 2024/25 - \$168K
- Roadway/Flood Control Maintenance - Maintenance Supervisor request in 2025/26 - \$217K
- Roadway/Flood Control - Maintenance Technician request in 2026/27 - \$168K
- Roadway/Flood Control - Maintenance Technician request in 2027/28 - \$168K





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## Transportation Services Division

### Statement of Purpose:

The Transportation Services Division is responsible for evaluating and recommending enhancements to the City's transportation infrastructure. The Division is responsible for coordinating transportation-planning goals with the direction outlined in the General Plan, and coordinating the City's participation in regional transportation planning efforts.

Performance Measures	2022	2023
Number of SR TRAFFIX passes sold to students for school bus program participation	1,241	1,298
Number of Transit passes distributed	767	747
Number of GoSanRamon rides (rides on demand)	885	319
Number of Residential Traffic Calming requests	100	22

### Significant Accomplishments for FY 2022-23:

- Implemented the new Tri-Valley Transportation Development Fee Program
- In concert with County Connection and 511 Contra Costa, implemented a Summer Youth Pass Program, which provides unlimited rides for youth ages 6 to 18 from June – August 2022, per COVID restrictions and social distancing requirements, as needed
- In concert with TRAFFIX, First Student, Danville, and the San Ramon Valley Unified School District, implemented an enhanced marketing and outreach campaign for low-ridership routes
- Began implementation of "Pilot" Mobility on Demand (MOD) electric bikeshare and electric scooter Program (Micromobility Program) with the Contra Costa Transportation Authority
- Updated the Tri-Valley Transportation Action Plan for Routes of Regional Significance, forwarded to SWAT for review/approval, and incorporated into the Contra Costa Countywide Transportation Plan
- In concert with 511 Contra Costa, implemented four (4) Adult Bike Educational Classes
- Conducted Traffic Level of Service analysis for all existing TRAFFIX routes
- Continued oversight of the Traffic Calming Program, utilizing the newly adopted Handbook/Toolkit, and process, assess, and implement if warranted, traffic calming public requests Citywide
- Reviewed and assessed Safe Routes to School (SRTS) yearly reporting, as the number of recommended improvements has reduced significantly over the last four years due to no new schools coming on line, and circulation has become more established

### Major Action Plan Items for FY 2023-24

		Completion By	Council Priorities / Goals
1	TRAFFIX - work with Safe Routes to School Program to create a bus user safety welcome email & kit	July 2023	P4, P5
2	Increase TRAFFIX annual ridership from 1,300 to 1,500 bus passes sold with marketing (tabling, PTA Outreach, school signage), pricing promotions such as offering half price for 1/2 year tickets, clearing waitlists more quickly with new protocols	December 2023	P3



**Major Action Plan Items for FY 2023-24**

3	In concert with the City's electric vehicle infrastructure committee create a policy providing rationale and strategy for providing public EV charging at public facilities	December 2023	P4
4	Provide ongoing updates to the Speed Limit Ordinance as additional surveys expire in 2023-2024. Work with consultant team to manage surveys, guide speed setting process, and take updates to City Council as needed. Once approved, update SRPD database and continue coordination on traffic calming and enforcement efforts.	December 2023	P1, P5
5	Develop strategy to apply the findings of TRAFFIX LOS intersection analysis study	January 2024	P3
6	Continue to operate "Pilot" Mobility on Demand (MOD), electric bikeshare and electric scooter Program (Micromobility Program) and provide an evaluation to Council at the 12-month point of the Program	February 2024	P3, P4
7	Continue oversight of the Residential Traffic Calming Program, utilizing the newly adopted Handbook/Toolkit, and process, assess, and implement if warranted, traffic calming public requests Citywide.	May 2024	P1, P4
8	Continue to implement Safe Routes to School program updating school access maps each school year to encourage the use of safe walking and biking routes to school sites. Working directly with school site administrators to enhance school site safety, making targeted improvements at warranted locations. Presenting these improvements to TAC and providing updates on notable changes to council as needed.	May 2024	P1, P4, P5
9	Automated Driving Systems - Coordination with CCTA, BEEP, and Sunset Development for the Development of Infrastructure needs in San Ramon to resume Shared Autonomous Vehicles (SAV) testing on select routes in Bishop Ranch in 2023.	June 2024	P1, P4, P5
10	Conduct and implement a 511 Contra Costa Countywide Commute Survey to employers and/or residents	June 2024	P5
11	Develop an internal Vision Zero policy/plan committee to identify specific strategies to reduce traffic crashes and deaths for all road users	June 2024	P1, P3
12	In concert with 511 Contra Costa and Commute with Enterprise, implement an enhanced marketing and outreach campaign to increase vanpool ridership throughout the County	June 2024	P3, P5
13	Adapt existing 511 Contra Costa Countywide employer outreach and incentive programs to match post-COVID commute behavior	June 2024	P3, P5
14	Continue to facilitate and monitor the installation of four (4) new electric vehicle charging stations in the Dougherty Valley area and City Hall as part of the Citywide Electric Vehicle Charging Stations Project (CIP 200008); due to ongoing supply chain issues, the Project completion date has been extended from December 2022 to December 2023	December 2023	P4

**Division Budget Notes for FY 2023-24:**

- Install four (4) new electric vehicle charging stations in the Dougherty Valley and City Hall – Air District Charge! Program Grant funds and 511 Contra Costa Grant funds
- Implementation of the TRAFFIX Program is funded by Measure J and Contra Costa Transportation Authority
- Mobility on Demand (MOD) Pilot Program funded by Federal Grant and Contra Costa Transportation Authority

- Implementation of 511 Contra Costa programs and incentives is funded by Measure J and the Bay Area Transportation Fund For Clean Air (TFCA).
- As an essential component of the implementation of the Residential Traffic Calming Tool Kit is the use of Radar Speed Display Signs. These signs have a specific lifespan and need to be rebuilt or replaced every five years or so. Staff would like to roll out Radar Speed Display Signs that can download data remotely using a cloud connection. Both Transportation and Engineering have budget to help realize these goals. Grant funding will be pursued, if needed.



## Engineering Services Division

### Statement of Purpose:

Engineering Services Division is responsible for the administration and implementation of the Capital Improvement Program (CIP) and Capital Budget; Assessment Districts engineering; Geologic Hazard Abatement Districts (GHAD); Environmental Services - Stormwater Management Program; Canyon Park Fund; traffic engineering and safety; development engineering and inspection; encroachment permits; Flood Plain Management Program; drainage and open space management; and the City's Geographic Information System (GIS) Program.

Performance Measures	2022	2023
Number of bicycle detection cameras installed at intersections	20	27
Number of encroachment permits issued	Over 450	400
Number of ADA curb ramps upgrade	164	186
Miles of road paved	17.80	19.85
Miles of bike lane restriped and bike infrastructure improvements	3.3	12
Number of pedestrian crosswalk upgrades		+6

### Significant Accomplishments for FY 2022-23:

- Funded by the 2019 Certificate of Participation Debt Service Fund (COP), installed buffered bike lanes on Bollinger Canyon Road from Canyon Lakes Drive to Dougherty Road (S) and other bike infrastructure improvements throughout the City (CIP 905613)
- Completed construction of PMP 2022 (CIP 000005). Locations include Bollinger Canyon Road from Canyon Lakes to Dougherty Road, Dougherty Road from Crow Canyon Road to Bollinger Canyon Road, Harcourt Way and other streets in that area, streets in the upper Morgan Drive area, and streets around Albion Drive, other selected streets and dig outs in preparation of PMP 2023
- Coordinated with Contra Costa County Clean Water Program (CCCWP) to implement responses to MRP 3.0
- Citywide Drainage Infrastructure Project (CIP 915548) – Completed construction of 36-inch culvert repair at Mills Creek, and responded to storm induced flooding in South San Ramon
- Prepared the FY 2023/2024 Capital Budget and Five-Year Capital Improvement Program (FY 2023/24 to FY 2027/28)
- Continued to oversee/inspect the following improvements related to The Preserve (Faria): Sunrise Ridge Park, Aspenwood, Faria Preserve Pkwy Landscape, and Open Space Landscape
- Began fabrication of bridge elements for the Bollinger Canyon Road/Iron Horse Trail Bicycle and Pedestrian Overcrossing (CIP 905530)
- Reviewed and approved private development plans including Windflower Fields Townhomes (former Golden Skate site), and Belmont Village Senior Care (BR1A)
- Completed construction of significant elements of the Crow Canyon Widening Project (CIPs 905312 & 905328) from Alcosta Boulevard to St. George Road
- Continued to oversee/inspect the following improvements related to Dougherty Valley: traffic signal at Old Dougherty Road at Bollinger Canyon Road, Critter Crossroads Park, Rancho San Ramon Park Phase 2, and various subdivisions
- Participated in the Innovate 680 Program studies, with an emphasis on the Shared Mobility Hubs (SMH), Connected Arterial Ramp Metering (CARM), and Bus on Shoulder Projects

- Issued over 400 Encroachment permits overall, including Comcast Xnet project to upgrade high speed internet, AT&T and MCI/Verizon for on-going undergrounding fiber replacement to upgrade services, and Citywide PG&E gas line replacement project.
- Completed the oversight and inspection of the San Ramon Valley Boulevard/Faria Parkway traffic signal and intersection improvements at San Ramon Valley Boulevard and Deerwood Road
- Began design and permitting for repairing storm damage during winter 2022-2023, and continued to work with FEMA and CalOES to obtain reimbursements for the repairs

### Major Action Plan Items for FY 2023-24

		Completion By	Council Priorities/ Goals
1	Complete significant flood damage repairs from the 2022/2023 winter storm event with available funding and within permitting constraints (CIP 100001)	October 2023	P1, P4
2	Crow Canyon Gardens - complete the design of the building and gardens as reviewed and approved by the Parks Commission and City Council (CIP 955421)	December 2023	P1, P4
3	Complete construction of PMP 2023 (CIP 000008) including Bollinger Canyon Road west of San Ramon Valley Blvd and nearby areas; areas near Ensenada Drive; and areas around Harcourt Way, Watervale Way, Silva Way, and Shavano Way	December 2023	P1, P4
4	Complete construction of the Crow Canyon Widening Project (CIPs 905312 & 905328) from Acosta Boulevard to St. George Road	December 2023	P1, P4
5	In coordination with Alameda County Public Works, complete construction of Crow Canyon Road Pavement Repairs from Bollinger Canyon Road to City/Alameda County Limits (CIP 000009)	February 2024	P1, P4
6	Install reflective borders on traffic signal heads per recommendations in the adopted Local Roadway Safety Plan with the Highway Safety Improvement Program (HSIP) grant, if approved (CIP 000011)	May 2024	P1
7	Review and approve private development projects including: Market Place Residential, Iron Horse Village, BR1A Residential, Morgan's Mixed Use Projects, and Omega Hotel	June 2024	P6
8	Continue to oversee/inspect and accept the following improvements related to Dougherty Valley: Traffic signal at Old Dougherty Road at Bollinger Canyon Road, Critter Crossroads Park, Rancho San Ramon Park Phase 2, and various subdivisions	June 2024	P6
9	Continue to oversee/inspect and accept the following improvements related to the Preserve (Faria): Sunrise Ridge Park, Faria Preserve Parkway Landscape, and Open Space Landscape	June 2024	P6
10	Continue to oversee/inspect various private improvements related to Twin Oaks (Promenade/Faria Phase 5), Summerhill Homes (BR6), Belmont Village (BR1A Senior), Aria (Trumark 500 Deerwood), and Serenity Assisted Living (El Nido)	June 2024	P6
11	Fully Implement EnerGov ERP software into Engineering Permitting, Plan Check, and Inspection Processes	June 2024	P3



**Major Action Plan Items for FY 2023-24 (cont.)**

12	Prepare the FY 2024/25 Capital Budget and Five-Year CIP (FY 2024/25 to FY 2028/29)	June 2024	P1, P2, P3, P4
13	Continue construction of major elements of the Bollinger Canyon Road/ Iron Horse Trail Bicycle and Pedestrian Overcrossing (CIP 905530)	June 2024	P1, P3, P4
14	Issue an RFQ for design services for the Crow Canyon Road/Iron Horse Trail Bicycle and Pedestrian Overcrossing (CIP 905531) and complete 65% design	June 2024	P1, P3, P4
15	Continue to participate in the Innovate 680 Program as a key stakeholder for the following projects: part-time transit lanes (bus on shoulder), express lane completion (closing gap in NB HOV at 680/24 interchange), Shared Mobility Hubs (2 locations in San Ramon), Mobility as a Service (Mobility on Demand App), Advanced technologies, and automated driving systems (SAVs, etc.)	June 2024	P1,P4
16	Upgrade in-pavement crosswalk systems to RRFB crosswalk systems at priority locations with TDA grant funds (if approved)	June 2024	P1, P4
17	In line with the ITS Master Plan, install video detection camera systems to replace loop detection with projects such as Pavement Management	June 2024	P1, P4
18	Submit grant applications to secure funding for implementing more phases of the ITS Master Plan and complete extension of the fiber build on Bollinger Canyon Road from Dougherty Road to Albion Road.	June 2024	P4
19	Continue to implement compliance measures for MRP 3.0 including general reporting, financial reporting, and green infrastructure	Ongoing	P4

**Division Budget Notes for FY 2023-24:**

- Revenue from Developments and Encroachment Permits - \$1.44M
- Continue use of contract services and temporary staffing for Development Projects and Capital Improvement Projects
- Continue use of GIS Fund for GIS Software Maintenance Charges

**Major Action Plan Items for FY 2023-24 (cont.)****Public Services Division****Statement of Purpose:**

The Public Services Division is responsible for the maintenance of the City's parks, sports fields, roadway medians, roadway park strips and other open space; City fleet vehicles and equipment, Corporation Yards; City facilities, fountains, and pools; signals and street lights; roadways, signs, pavement markers, and sidewalks; street sweeping; catch basins, creeks and other drainage systems. Public Services is also responsible for the administration of the Landscape and Lighting District program in 20 zones, and the administration of maintenance contracts; and the Environmental Services – Solid Waste Program and administration of the Solid Waste Franchise Agreement.

Performance Measures	2022	2023
Number of catch basins inspected and cleaned	Over 4,000	Over 4,000
Number of streetlight repairs	200	210
Square feet of sidewalk repairs	Over 6,000	Over 6,400
Number of facilities maintained and renovated	16 (294,046 sqft)	16 (294,046 sq. ft.)
Number of parks maintained and renovated	63 (375 acres)	64 (387.7 acres)
Number of soccer fields maintained and renovated	33	34
Number of baseball fields maintained and renovated	38	39
Number of cricket pitches maintained and renovated	2	2
Number of tennis courts maintained and renovated	11	12
Number of Iron Horse Trail rest nodes maintained and renovated	10	10
Number of skate parks maintained and renovated	2	2
Number of dog parks maintained and renovated	1	4
Number of DMX track maintained and renovated	1	1
Miles of trails maintained	53	53

**Significant Accomplishments for FY 2022-23:****Landscape and Irrigation Maintenance and Renovation**

- Completed reserve fund studies for Landscape and Lighting District 1984-1 and the Preserve Landscape and Lighting District
- Began ballot proceedings to increase the assessment rate for Zone 4 – Vista San Ramon
- Began exploratory outreach to the Zone 6 - West Branch Home Owners Associations to discuss an assessment increase regarding budget shortfalls for renovations of the trails, pedestrian bridge and Step and Reflections fountains
- Continued implementation of the Dougherty Valley Tree and Planting Strip Management Plan and completed the FY 2022/23 Annual Work Plan
- Accepted Purdue Road Extension roadway landscape and irrigation on Faria Preserve Parkway for maintenance
- Completed planned FY 22/23 replacement and renovation of declining plant material throughout Landscape and Lighting District Special Assessment Zones and Dougherty Valley
- Continued to implement water management strategies and proactively respond to water usage, and monitor impact on City budget

**Parks Maintenance and Renovation**

- Completed annual sports field renovations Citywide



**Major Action Plan Items for FY 2023-24 (cont.)**

- Completed partial concrete replacement adjacent to the playground at Central Park (CIP 955548)
- Completed tennis court resurfacing at California High School (CIP 955584)
- Trail amenities CIP - Created maintenance plan for trail amenities (example: benches, signs, garbage cans, surfacing) (CIP 500006)
- Completed the turf conversion and renovation of the Bark n Ride Dog Park (CIP 500003)
- Continued to implement water management strategies and proactively respond to water usage, and monitored impact on City budget

**Facilities & Aquatics Maintenance and Renovation**

- Replaced Children's Play Pool recirculation pump and motor and dive stands at the San Ramon Olympic Pool and Aquatic Park (CIP 925479)
- Completed Duct Cleaning at the Dougherty Valley Service Center and Dougherty Valley Aquatic Center (CIP 925425)
- Completed painting of Boone House at Forest Home Farms (CIP 925418)
- Completed Renovation of the Dougherty Station Community Center. Rebranded and renamed this facility as the Dougherty Station Community and Art Center (CIP 200004)
- Completed the design (Phase 1) and bidding for the interior renovation of the San Ramon Olympic Pool and Aquatic Park (CIP 200006)
- Replaced Mecho Shades at the Alcosta Senior and Community Center (CIP 925515)
- Completed the Bollinger Fountain LED Conversion Lighting Project (CIP 955478)
- Replaced the chemical storage doors at the Central Park fountain pump room and the 50-meter acid and chlorine storage shed doors at San Ramon Olympic Pool and Aquatic Park (CIP 955478)
- Completed the replacement of the acid and chlorine exhaust fan at the Central Park fountain pump room (CIP 955478)

**Roadway, Drainage, Streetlights, and Signals Maintenance**

- Continued long-term replacement plan of traffic signal hardware, software, and equipment to enhance and replace outdated traffic signal components that have reached their useful life cycle; this included the repainting of peeling and discolored signal poles at five intersections (CIP 975526)
- Continued to replace overhead illuminated street name sign panels with green diamond grade reflective sheeting signs, which will eliminate and save energy consumption at each signalized intersection while reducing staff hours for on-going, routine maintenance activities
- Assumed additional maintenance responsibilities of new Dougherty Valley civil improvements including additional traffic signs, catch basins, streetlights, and roadways in the 8306, 9300 and 9301 Subdivision areas and along the West Branch of Alamo Creek.
- Continued to crack seal pavement Citywide, in support of current (CIP 000005) and future Pavement Management Programs
- Continued project management of sidewalk maintenance and concrete replacement in areas impacted by trees and other locations, as needed (CIP 400001, CIP 400005, and CIP 935564)
- Performed sediment removal at various locations along Norris Creek, Oak Creek, South San Ramon Creek, and Water Quality Control Ponds/Detention Basins
- Continued to upgrade street name signs in older neighborhoods and in areas receiving pavement treatments (PMP)

**Major Action Plan Items for FY 2023-24 (cont.)**

**City Fleet Vehicles and Equipment/Corporation Yards Fleet/Shop**

- Completed first year of managing all non-safety vehicle maintenance and replacement operations for all departments (excluding Police Dept) (CIP 200009)
- Implemented a new Citywide Fuel Management System for all City vehicles (excluding Police Dept)
- Selected a consultant to perform a Fleet Electrification Study (CIP 400008)

**Environmental Services - Solid Waste**

- Completed initial phases of compliance activities for SB 1383 while developing next steps in both Edible Food Recovery compliance and Organic Materials Procurement plans
- Delivered an updated paper procurement policy to City departments requiring post-consumer recycled-content in office and janitorial paper supply purchasing
- Began implementation of single-use reduction campaign, Trash-Free San Ramon, and certified 19 businesses as Trash-Free because of their reliance on reusable dishware, addressing San Ramon’s desire to move toward zero waste
- Held first one-day recycling drop-off event to accept recyclables, organics, scrap metal, electronics, batteries, light bulbs, reusable items, and confidential documents (for shredding) from San Ramon residents and businesses
- Adjusted solid waste rates for first in-depth and cost based evaluation of ACI of San Ramon services

**Major Action Plan Items for FY 2023-24**

		Completion By	Council Priorities / Goals
<b>Landscape and Irrigation Maintenance and Renovation</b>			
1	Complete ballot measure process for Landscape and Lighting District Special Zone 4 - Vista San Ramon to increase maximum assessment limits and amend the FY 2023/24 Engineer’s Report	June 2023	P2, P3, P4, P5
2	Upon completion of The Preserve (Faria) development, accept Phase 1 and Phase 2 roadway landscape and irrigation on Faria Preserve Parkway for maintenance	October 2023	P4
3	Complete the analysis of funding alternatives for the Landscape and Lighting District Special Zone 6 - West Branch, conduct outreach to HOAs and residents, and complete ballot measure process to increase the maximum per unit assessments for FY 2024/25	March 2024	P2, P3, P4, P5
4	Complete FY 23/24 reserve fund studies and engineer’s reports and set assessments for Landscape and Lighting District 1984-1 and the Preserve Landscape and Lighting District	May 2024	P2, P4
5	Continue implementation of the Dougherty Valley Tree and Planting Strip Management Plan and begin the FY 2023/24 Annual Work Plan	June 2024	P4
6	Continue replacement and/or repair of tubular steel fences in the Dougherty Valley (CIP 300023)	June 2024	P4
7	Continue planned FY 23/24 replacement and renovation of declining plant material throughout Landscape and Lighting District Citywide and Special Assessment Zones and Dougherty Valley	On-Going	P4
8	Continue to implement water management strategies and proactively respond to water usage, and monitor impact on City budget	On-Going	P4



**Major Action Plan Items for FY 2023-24 (cont.)**

<b>Parks Maintenance and Renovation</b>			
9	Upon City acceptance, assume operations and maintenance responsibilities of Sunrise Ridge Park in The Preserve (Faria) Development and Critter Crossroads Park in Dougherty Valley	October 2023	P4
10	Complete the installation of shade structures at Six Pillars, Rancho, Red Willow, Piccadilly, and Creekside Parks funded by Proposition 68 State Grant (CIP 955566)	December 2023	P4
11	Complete annual sports field renovations Citywide	March 2024	P4
12	Complete the resurfacing of the two basketball courts at San Ramon Sports Park as part of Citywide Parks Amenities Replacement and Improvements (CIP 955584)	June 2024	P4
13	Continue parks amenities replacements including picnic tables, drinking fountains, benches, BBQs, garbage cans, concrete repair, and sport court resurfacing (CIP 955584)	June 2024	P4
14	Complete design and installation of new cricket pitch at Quail Run Elementary School (CIP 500002)	June 2024	P4
15	Continue to implement water management strategies and proactively respond to water usage, and monitor impact on City budget	June 2024	P4
16	Install new irrigation booster pump at Bellingham Park (CIP 955516)	June 2024	P4
17	Replace and upgrade playground at Ramona Park (CIP 955423)	June 2024	P4
18	Remove and replace existing restroom facilities at the Alcosta Senior and Community Center Park (CIP 955491)	June 2024	P4
<b>Facilities &amp; Aquatic Maintenance &amp; Renovation</b>			
19	Begin maintenance on the newly constructed Public Safety Complex, which includes the Police Department, San Ramon Fire Protection District Administration, and a new EOC / Joint Dispatch building	September 2023	P1, P3, P4, P5
20	Complete the RFQ process to obtain a historical architect to assist with design and cost estimate for the renovation of the Travis Boone House (CIP 925418)	October 2023	P3,P4
21	Repair and paint dryvit surface at the Alcosta Senior and Community Center (CIP 925532)	October 2023	P4
22	Complete the Renovation of the San Ramon Olympic Pool building Phase I (CIP 200006)		
23	Replace underwater lights in the Lap Pool at the San Ramon Olympic Pool and Aquatic Park (CIP 925479)	April 2024	P4
24	Complete lighting upgrades to LED at the Iron Horse and Pine Valley Gymnasiums (CIP 925515)	June 2024	P4
25	Remove and replace the partition wall and Mecho window shades in all offices and classrooms at the Alcosta Senior and Community Center (CIP 925515)	June 2024	P4
<b>Roadway, Drainage, Streetlights, and Signals Maintenance</b>			

**Major Action Plan Items for FY 2023-24 (cont.)**

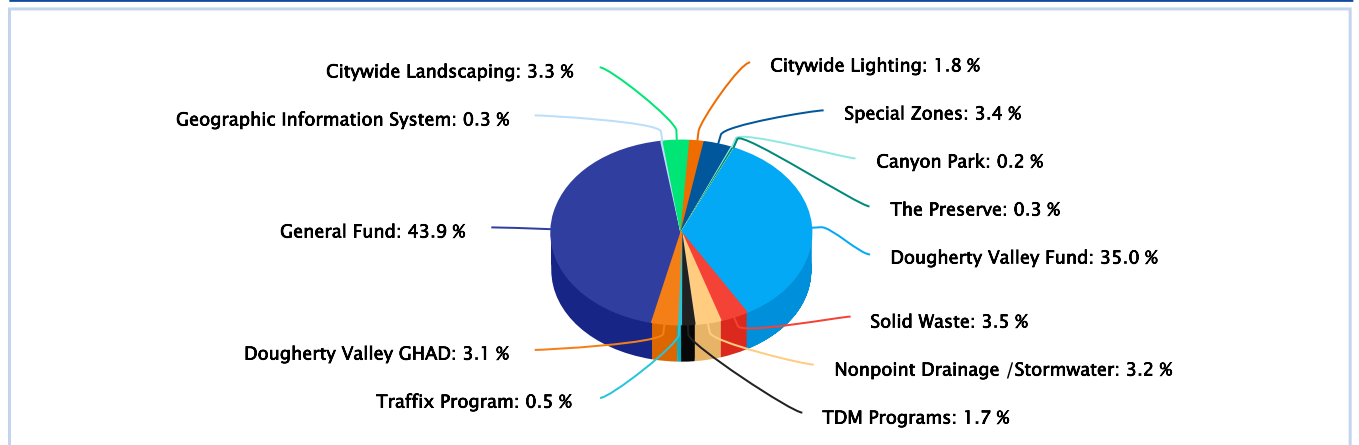
26	Continue long-term replacement plan of traffic signal hardware, software, and equipment to enhance and replace outdated traffic signal components that have reached their useful life cycle; this includes the repainting of peeling and discolored signal poles at five intersections (CIP 975526)	June 2024	P1, P4
27	Continue to replace overhead illuminated street name sign panels with green diamond grade reflective sheeting signs, which will eliminate and save energy consumption at each signalized intersection while reducing staff hours for on-going, routine maintenance activities	June 2024	P1, P4
28	Assume additional maintenance responsibilities of new Dougherty Valley civil improvements including additional traffic signs, catch basins, streetlights, and roadways	June 2024	P1, P4
29	Continue to crack seal pavement Citywide, in support of current (CIP 000008) and future Pavement Management Programs	June 2024	P1, P4
30	Continue project management of sidewalk maintenance and concrete replacement in areas impacted by trees and other locations, as needed (CIP 400005, CIP 400009, and CIP 935564)	June 2024	P1, P4
31	Perform sediment removal at various locations along Norris Creek, Oak Creek, South San Ramon Creek, and Water Quality Control Ponds/ Detention Basins, as needed	June 2024	P1, P4
32	Continue to upgrade street name signs and regulatory signage in older neighborhoods and in areas receiving pavement treatments (PMP)	June 2024	P1, P4
<b>Fleet/Shop</b>			
33	Take over the management of all vehicle maintenance and replacement operations for all departments (excluding Police Dept)	June 2024	P1, P4
34	Implement a new Citywide Fuel Management System for all City vehicles (excluding Police Dept). (CIP 200009)	June 2024	P1, P4
35	Seek EV Fleet replacement solutions and continue to research grant funding to aide in the purchase and installation of EV Fleet vehicles, equipment, and infrastructure	June 2024	P1, P4
36	Receive new Altec Hybrid Bucket Truck and place into service. (CIP 400008)	June 2024	P1, P4
<b>Solid Waste</b>			
37	Perform outreach and education via online Recycling 101 class beginning in September 2023	September 2023	P5
38	Perform Citywide Recycle Drop-Off Event in April	April 2024	P3, P5
39	Reduce single-use food packaging waste further by certifying more businesses as Trash-Free – supporting businesses in using reusable dishware wherever possible	June 2024	P5
40	Continue to implement compliance measures for SB 1383: edible food recovery measures, residential and commercial outreach, procurement and application of compost/mulch, recycled-content paper procurement	On-Going	P3



Public Works Department Budget

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>DEPARTMENT EXPENDITURES BY CATEGORY</b>					
Salaries	\$ 9,852,657	\$ 10,204,801	\$ 10,730,807	\$ 11,379,909	\$ 11,769,467
Benefits	3,640,903	4,294,903	4,516,218	4,074,461	4,593,186
Department Internal Charges	2,303,930	2,639,307	3,205,120	3,718,471	3,871,280
Contract Services	13,555,450	13,711,389	15,571,162	17,004,021	16,856,021
Materials and Supplies	1,175,279	1,176,055	1,427,240	1,530,442	1,369,743
Other Costs	402,154	346,322	577,768	110,015	580,654
Capital Purchases	(5,262)	28,028	66,377	-	-
<b>TOTAL</b>	<b>\$ 30,925,111</b>	<b>\$ 32,400,805</b>	<b>\$ 36,094,692</b>	<b>\$ 37,817,319</b>	<b>\$ 39,040,351</b>

<b>FUNDING SOURCE</b>					
General Fund	\$ 14,088,175	\$ 14,747,836	\$ 16,002,177	\$ 16,358,883	\$ 17,153,016
Geographic Information System	73,533	83,684	92,042	102,533	102,732
Citywide Landscaping	1,156,861	1,128,405	1,165,030	1,246,843	1,274,675
Citywide Lighting	510,374	505,492	594,157	704,259	689,871
Special Zones	1,125,694	1,163,050	1,214,471	1,406,127	1,336,022
Canyon Park	13,557	9,120	10,114	59,426	59,096
The Preserve	-	4,684	13,459	63,101	97,968
Village Center Common Area	3,858	4,887	4,417	6,294	6,318
Dougherty Valley Fund	10,800,074	11,682,375	12,785,304	13,409,666	13,653,927
Solid Waste	857,512	850,657	1,881,481	1,406,472	1,355,642
Nonpoint Drainage / Stormwater	1,164,142	1,130,985	1,028,841	1,246,922	1,264,551
Street Smarts	136,552	114,236	144,260	-	-
TDM Programs	363,654	339,025	414,778	646,379	650,896
Traffix Program	145,247	140,102	123,736	139,759	186,141
Dougherty Valley GHAD	485,878	496,267	620,425	1,020,655	1,209,496
<b>TOTAL</b>	<b>\$ 30,925,111</b>	<b>\$ 32,400,805</b>	<b>\$ 36,094,692</b>	<b>\$ 37,817,319</b>	<b>\$ 39,040,351</b>



## Department Staffing Allocation

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>Transportation Services</b>					
Division Manager	1.00	1.00	1.00	1.00	1.00
Engineering Specialist	1.00	1.00	1.00	1.00	1.00
Office Specialist	1.00	1.00	1.00	1.00	1.00
Senior Administrative Analyst	1.00	1.00	1.00	1.00	1.00
<b>Engineering Services</b>					
Administrative Analyst	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	-	-	-	-	1.00
Associate Engineer	5.00	5.00	6.00	6.00	6.00
Division Manager	2.00	2.00	2.00	2.00	2.00
Engineering Specialist	1.00	1.00	1.00	1.00	1.00
Inspector	2.00	2.00	2.00	2.00	2.00
Office Specialist	1.00	1.00	2.00	1.00	1.00
Senior Administrative Analyst	2.00	2.00	1.00	1.00	1.00
Senior Engineer	3.00	3.00	3.00	3.00	3.00
Senior Inspector	2.00	2.00	2.00	2.00	2.00
Supervising Inspector	1.00	1.00	1.00	1.00	1.00
<b>Public Services</b>					
Administrative Coordinator	2.75	2.75	2.75	3.75	2.75
Director	1.00	1.00	1.00	1.00	1.00
Division Manager	1.00	1.00	1.00	1.00	1.00
Electrician I/II	-	-	1.00	1.00	1.00
Maintenance Coordinator	14.00	14.00	15.00	15.00	15.00
Maintenance Specialist	14.00	14.00	14.00	13.00	13.00
Maintenance Supervisor	9.00	9.00	9.00	9.00	9.00
Maintenance Technician I/II	29.00	29.00	29.00	30.00	30.00
Office Specialist	-	-	1.00	1.00	1.00
Office Technician I/II	2.00	2.00	1.00	1.00	1.00
Program Manager	5.00	5.00	5.00	5.00	5.00
Senior Administrative Analyst	2.00	2.00	2.00	2.00	2.00
<b>TOTAL</b>	<b>103.75</b>	<b>103.75</b>	<b>106.75</b>	<b>106.75</b>	<b>106.75</b>



## Public Works Department Budget

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>EXPENDITURES BY DIVISION</b>					
<b>TRANSPORTATION SERVICES</b>					
Salaries	\$ 691,007	\$ 672,443	\$ 635,958	\$ 653,429	\$ 663,794
Benefits	241,335	277,565	285,720	216,359	234,987
Department Internal Benefit Charges	133,668	134,821	155,396	163,274	176,439
Contract Services	237,898	256,108	365,582	484,552	483,062
Materials and Supplies	17,282	13,740	24,248	19,970	19,970
Other Costs	8,552	1,652	13,530	8,850	16,715
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 1,329,742</b>	<b>\$ 1,356,329</b>	<b>\$ 1,480,434</b>	<b>\$ 1,546,434</b>	<b>\$ 1,594,967</b>
<b>ENGINEERING SERVICES</b>					
Salaries	\$ 2,429,119	\$ 2,536,284	\$ 2,678,269	\$ 2,558,533	\$ 2,655,875
Benefits	772,547	896,644	999,915	812,819	881,109
Department Internal Benefit Charges	478,031	531,353	632,185	677,555	661,103
Contract Services	800,806	638,417	663,713	1,551,191	1,584,828
Materials and Supplies	63,188	37,291	38,274	55,085	75,157
Other Costs	29,476	2,790	42,036	16,650	43,327
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 4,573,167</b>	<b>\$ 4,642,779</b>	<b>\$ 5,054,392</b>	<b>\$ 5,671,833</b>	<b>\$ 5,901,399</b>
<b>PUBLIC SERVICES</b>					
Salaries	\$ 6,732,531	\$ 6,996,074	\$ 7,416,580	\$ 8,167,947	\$ 8,449,798
Benefits	2,627,021	3,120,694	3,230,583	3,045,283	3,477,090
Department Internal Benefit Charges	1,692,231	1,973,133	2,417,539	2,877,642	3,033,738
Contract Services	12,516,746	12,816,864	14,541,867	14,968,278	14,788,131
Materials and Supplies	1,094,809	1,125,024	1,364,718	1,455,387	1,274,616
Other Costs	364,126	341,880	522,202	84,515	520,612
Capital Purchases	(5,262)	28,028	66,377	-	-
<b>DIVISION TOTAL</b>	<b>\$25,022,202</b>	<b>\$ 26,401,697</b>	<b>\$ 29,559,866</b>	<b>\$ 30,599,052</b>	<b>\$ 31,543,985</b>
<b>DEPARTMENT TOTAL</b>	<b>\$30,925,111</b>	<b>\$ 32,400,805</b>	<b>\$ 36,094,692</b>	<b>\$ 37,817,319</b>	<b>\$ 39,040,351</b>

## Public Works Department Budget

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>DEPARTMENT PROGRAM REVENUE</b>					
Transportation Services	\$ 725,330	\$ 708,387	\$ 816,128	\$ 820,318	\$ 901,988
Engineering Services	2,109,782	890,411	1,525,379	1,846,037	1,591,693
Public Services	1,664,970	1,498,813	2,356,145	2,305,801	2,345,324
<b>TOTAL</b>	<b>\$ 4,500,082</b>	<b>\$ 3,097,611</b>	<b>\$ 4,697,652</b>	<b>\$ 4,972,156</b>	<b>\$ 4,839,005</b>

## FY2023-24 Expenditures by Program

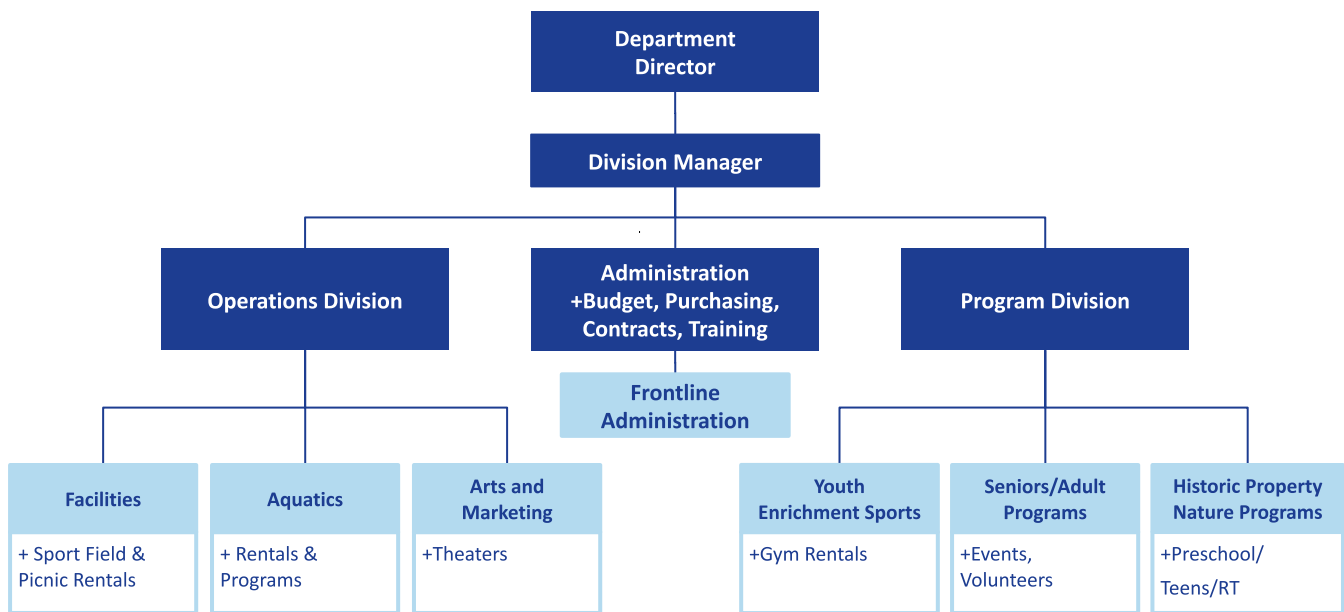
	Program Expenditure	Program Revenue	Net Cost
<b>TRANSPORTATION SERVICES</b>			
Transportation Administration	\$ 369,623	\$ 33,700	\$ 335,923
Residential Traffic Calming	124,658	-	124,658
Traffic Safety	30,904	-	30,904
Transportation Planning	232,745	-	232,745
Professional Standards/Training	650,896	656,420	(5,524)
Transportation Demand Modal (TDM)	186,141	211,868	(25,727)
<b>TOTAL</b>	<b>\$ 1,594,967</b>	<b>\$ 901,988</b>	<b>\$ 692,979</b>
<b>ENGINEERING SERVICES</b>			
Engineering Services Admin	\$ 806,852	\$ 125,150	\$ 681,702
CIP Administration	988,466	-	988,466
Development	2,242,654	1,462,543	780,111
GHAD	1,209,496	3,000	1,206,496
Landscape/Drainage	653,931	1,000	652,931
<b>TOTAL</b>	<b>\$ 5,901,399</b>	<b>\$ 1,591,693</b>	<b>\$ 4,309,706</b>
<b>PUBLIC SERVICES</b>			
Public Services Admin	\$ 2,466,371	\$ 13,500	\$ 2,452,871
Solid Waste	731,719	1,322,938	(591,219)
Aquatics Maintenance	2,236,888	-	2,236,888
Facilities Maintenance	4,040,432	1,950	4,038,482
Landscaping Maintenance	8,227,919	12,209	8,215,710
Parks Maintenance	8,707,269	981,221	7,726,048
Service Center	1,091,353	-	1,091,353
Roadway Maintenance	3,315,216	6,006	3,309,210
Flood Control	726,818	7,500	719,318
<b>TOTAL</b>	<b>\$31,543,985</b>	<b>\$ 2,345,324</b>	<b>\$ 29,198,661</b>
<b>DEPARTMENT TOTAL</b>	<b>\$39,040,351</b>	<b>\$ 4,839,005</b>	<b>\$ 34,201,346</b>

# Parks & Community Services



**Department Statement of Purpose:**

The Parks & Community Services Department provides a wide variety of cultural, sporting, and educational events and programming for all segments of the San Ramon community. The Department is responsible for partnering with Contra Costa County in managing the two San Ramon libraries.



**Department Budget Highlights for FY 2023-24:**

**Department Revenues: \$5,239,539- Increase of \$628K (14%)**

- Revenues fund 56.3% of department expenditures.
- General Fund Subsidy: \$4,072,101 - Increase of \$223K

**Department Expenditures: \$9,311,640 - Increase of \$851K (10%)**

- Increase of \$166K in FT Salary (5%) and \$398K in Benefits (20%) equaling \$564K
- Increase of \$62K in Part Time Salaries due to Minimum Wage (4%)
- Increase of \$167K in Contracts (Library, Senior Van, Venuetech, Equipment rental, etc) (10%)
- Increase in “Other” due to return of I/S Replacement (\$58K), offset by \$6K in dept savings
- Increase of \$6K in Materials and Supplies (2%)
- Total cost of 40th Anniversary Expenses for PCS: \$80K
- Continue to unfund 2 Office Techs, 1 Office Specialist, 1 Coordinator, & 1 Program Manager

**Revenue Enhancements - Total \$100,500**

- Increase parking by \$3 (\$10) at A&W Festival: \$9,534
- Charge for Tennis Court Rental (\$2+ service fee): \$4,800
- Increase senior drop in classes from \$4 to \$5: \$3,600
- Increase in Facility Rentals: \$40,000
- Increase Presenting Series Ticket Price: \$14,074



PARKS & COMMUNITY SERVICES

- Increase Sport Field Sponsorships: \$20,000
- Add Central Park Summer Cart Concessions: \$1,500
- Add VIP \$20 Parking for Summer Concerts: \$8,000 (minus Temp Staffing Costs to man the Parking lot \$1,008)

**Budget reductions included in the proposed budget – Total \$40,691**

- Contracts - Marketing, Repair, Software: \$10,861
- Part Time Staff -Teen, OA, Building Attendant & Nature: \$10,441
- Supplies – Tables, Events, Office, Uniforms, Gallery, Forest Home Farms: \$19,389 (Discontinue Scarecrow Scavenger Hunt to create bandwidth for 40th Anniversary programs)

Performance Measures	July 1, 2022 – March 31, 2023
# of Senior Congregate meals distributed	3,953
# of 30 minute swim lessons	6,103
# Open Gym participants	13,930
# of pool, gym, and field usage hours	65,002
# of facility rentals	1,260
# of ticketed event attendees at the DV Performing Arts Center (*Front Row Theater closed for renovation in 22-23)	10,913*
# of 3rd grade participants for historic property field trips	1,200
# of Forest Home Farm Saturday Program attendees	5,000

**Significant Accomplishment for FY 2022-23:**

- Collaborated with Public Works to develop a recommendation to change one Tennis Court in Central Park into four outdoor pickleball courts MPG 3.1A-3
- Initiated collaboration with County Connection Link Paratransit to offer information sessions at the Alcosta Senior & Community Center and host quarterly paratransit assessments for seniors in and around San Ramon. MPG 3.3A
- Increased the daily attendance average for the Senior lunch program post pandemic from 4 to 20 individuals daily.
- Collaborated with Public Services and the Historic Foundation to renovate the organic garden at Forest Home Farms for expanded educational opportunities and youth programs. MPG 4.3D
- Participated in a Tri-Valley temporary public art project “Picture This” in collaboration with Danville, Dublin, Pleasanton and Livermore. MPG 4.3B
- Developed a plan to rebrand the Dougherty Station Community Center with an arts focus into the Dougherty Station Community Arts Center. MPG 4.3K
- Hosted an Arts Summit to gather community feedback on the delivery of arts programs and to gather feedback to update the 5-Year Cultural Plan. MPG 3.1B-1, 4.3K
- Planned and implemented the 2022 Art & Wind Festival to include an expanded footprint and new attributes including a Veterans’ Art Exhibit, and an enhanced Memorial Day Program at Memorial Park.
- Collaborated with Public Works and local businesses to bring back the Community Tree Lighting event in Central Park. MPG 3.2A, 3.3B
- Activated Crow Canyon Gardens by offering Nature Day Camps and sponsoring Community Clean up days to improve the overall condition of the demonstration garden area. MPG 2.3

## PARKS & COMMUNITY SERVICES

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- Developed a Sports Field Sponsorship program to help build community partnerships in order to offset field maintenance costs. MPG 4.4
- Implemented new facility rental software, Planning Pod, to improve the customers experience and expedite layout changes during the rental process. MPG 3.4
- Expanded Group Picnic rental locations from eight to nine and added an additional area available for reservation at Memorial Park. MPG 3.1A
- Expanded resident no-fee tennis court reservations to include courts at California High School and Dougherty Valley High School. MPG 4.4A
- Worked collaboratively with the Open Space Advisory Committee to offer five guided hikes and one nature photography event. MPG 2.3F
- Increased participation by 94% in youth and teen badminton from 223 participants to 432 participants with the addition of new beginner and advanced levels on multiple days during the week. MPG 3.1A-7
- Reintroduced the Tri-Valley Teen Job and Career Fair for the first time since 2019 with over 435 teen participants. MPG 3.1B-3, 3.1C-3
- Engaged the Teen Council and teen community by conducting a teen program survey to address the future needs of the teen population. MPG 3.1B-3
- Expanded the Teen Service and Leadership program, which provided opportunities to build leadership skills and gain experience in the department for future employment opportunities with the City. MPG 3.1B-3, 3.1C-3



## PARKS &amp; COMMUNITY SERVICES

## Major Action Plan Items for FY 2023-24

		Completion By	Council Priorities/ Goals
1	Restructure and expand the volunteer program at Crow Canyon Gardens to revitalize the park and foster positive community engagement. MPG 2.3C	SEPT 2023	4C, 5C
2	Upgrade and replace the aging pace clock system at the San Ramon Olympic Pool and Dougherty Valley Aquatic Center. MPG 4.3L	SEPT 2023	4C
3	Implement a Sports Field Sponsorship program to help offset field maintenance costs. MPG 4.4A	SEPT 2023	4C
4	Work in partnership with the San Ramon Valley Unified School District to replace the existing Teen Center at Pine Valley Middle School and implement a long-term use agreement. MPG 4.1D	DEC 2023	4C, 5C
5	Partner with East Bay Regional Park District and other organizations to provide additional exploratory nature programs and “green education” for youth, teens and adults. MPG 2.3G, 3.2C	DEC 2023	4C, 5C
6	Create and offer new Eco-Education guided hikes for various ages and demographics. MPG 2.3E, 3.2C	DEC 2023	4C, 5C
7	Implement the ASCC Walks senior walking program and expand the 55+ fitness programs to provide more evening and weekend experiences for an older aging workforce. MPG 3.2C	FEB 2024	4C, 5C
8	Research, plan, and implement new adult sports league opportunities including Bocce and Pickleball leagues. MPG 3.1A-3, 3.1A-4, 3.1A-7, 3.1B-2	MAR 2024	4C, 5C
9	Explore opportunities to connect and collaborate with local agencies to increase social recreation activities for participants with disabilities. MPG 3.1B-3, 3.2A	MAR 2024	4C, 5C
10	Research and advocate for alternative transportation options for seniors in San Ramon. MPG 3.3A	JUN 2024	4C
11	Implement additional diversity, equity and inclusion training for full-time and part time staff to increase cultural sensitivity. MPG 3.1C-1	JUN 2024	4C
12	Implement new arts focused events, presentations, workshops, and programs at the newly rebranded Dougherty Station Community Arts Center. MPG 3.2A	JUN 2024	4C, 5C

### Referenced San Ramon Parks, Trails, Open Space, & Recreation Master Plan Goals

MPG 2.3C:	Consider the opportunities for future and renovated parks such as Henry Ranch, Woodlot, Crow Canyon Gardens, and Laborer's to provide more nature- and adventure-based recreation amenities such as trails, disc golf, mountain biking, and nature walks.
MPG 4.3L:	San Ramon Olympic Pool renovations
MPG 4.4A:	Track sports field and courts usage to determine demand and distribution needs while allowing for appropriate field recovery.
MPG 4.1D:	Maintain and enhance the partnership and joint use agreements with San Ramon Valley Unified School District to maintain community access to neighborhood and community.
MPG 2.3G:	Partner with EBRPD and other nature-based organizations to increase access to and offerings of other outdoor education programs.
MPG 3.2C:	Increase fitness and wellness programming offerings by two to three a year.
MPG 2.3E:	Continue to provide broad-based outdoor education programming such as guided trail hikes.
MPG 3.1A-3:	Accommodate pickleball demand.
MPG 3.1A-4:	Evaluate the demand for additional bocce courts.
MPG 3.1A-7:	Evaluate opportunities to incorporate ping pong and badminton, where appropriate.
MPG 3.1B-2:	Increase senior program offerings by adding one to two senior programs a year that focus on wellness and sports.
MPG 3.1B-3:	Maintain levels of City-provided programming for youth, special needs, and teens.
MPG 3.2A:	Emphasize programming that responds to different cultural segments, focuses on multigenerational and intergenerational opportunities, and brings a geographically diverse community together (movie nights, food trucks and cafes, etc.).
MPG 3.3A:	Coordinate with the Metropolitan Transportation Commission and Central Contra Costa Transit Authority to enhance transit access to parks and facilities for those who choose not to drive or do not have access to a private vehicle.
MPG 3.1C-1:	Conduct staff cultural sensitivity training.
MPG 2.2:	Define and measure the City's open space and trails system.
MPG 2.3:	Provide facilities and programming that connect people to nature.







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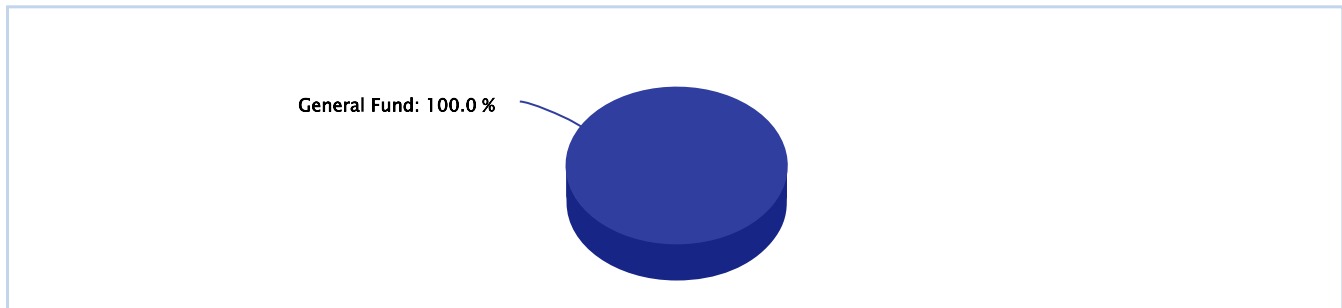


PARKS & COMMUNITY SERVICES

Parks & Community Services Department Budget

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>DEPARTMENT EXPENDITURES BY CATEGORY</b>					
Salaries	\$ 3,497,265	\$ 3,684,746	\$ 3,930,107	\$ 4,602,248	\$ 4,830,590
Benefits	1,010,721	1,315,567	1,188,943	918,366	1,267,013
Department Internal Charges	644,680	713,783	894,245	1,033,345	1,082,352
Contract Services	1,360,258	1,060,040	1,438,575	1,636,072	1,803,019
Materials and Supplies	226,596	117,707	178,548	244,690	250,405
Other Costs	111,239	211	144,090	25,929	78,261
<b>TOTAL</b>	<b>\$ 6,850,759</b>	<b>\$ 6,892,054</b>	<b>\$ 7,774,508</b>	<b>\$ 8,460,650</b>	<b>\$ 9,311,640</b>
<b>FUNDING SOURCE</b>					
General Fund	\$ 6,850,759	\$ 6,892,054	\$ 7,774,508	\$ 8,460,650	\$ 9,311,640
<b>TOTAL</b>	<b>\$ 6,850,759</b>	<b>\$ 6,892,054</b>	<b>\$ 7,774,508</b>	<b>\$ 8,460,650</b>	<b>\$ 9,311,640</b>

Park & Community Services Department FY 2023/24 Expenditures by Fund



Department Staffing Allocation

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
Administrative Analyst	2.00	2.00	2.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00	1.00	1.00
Director	1.00	1.00	1.00	1.00	1.00
Division Manager	1.00	1.00	1.00	1.00	1.00
Office Specialist	2.00	2.00	2.00	2.00	2.00
Office Technician I/II	5.00	5.00	5.00	5.00	5.00
Program Manager	3.00	3.00	3.00	3.00	3.00
Recreation Coordinator	10.00	10.00	10.00	11.00	11.00
Recreation Supervisor	6.00	6.00	6.00	6.00	6.00
Recreation Technician	3.00	3.00	3.00	3.00	3.00
<b>TOTAL</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>

\*In FY20/21 reallocated Office Technician position to Community Development Department



PARKS & COMMUNITY SERVICES

Parks & Community Services Department Budget

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>DEPARTMENT PROGRAM REVENUE</b>					
<b>TOTAL</b>	\$ 2,706,450	\$ 1,682,095	\$ 4,148,148	\$ 4,611,638	\$ 5,239,539

FY2023-24 Expenditures by Program

	Program Expenditure	Program Revenue	Net Cost
Administration	\$ 1,955,944	\$ 105,620	\$ 1,850,324
Adult & Senior Enrichment	541,933	143,007	398,926
Adult & Youth Sports	928,575	1,164,160	(235,585)
Aquatics	1,198,111	980,804	217,307
Cultural Arts	1,212,994	582,802	630,192
Facilities	1,529,086	1,332,113	196,973
Special Programs & Events	1,016,788	283,925	732,863
Youth/Teen Services	928,209	647,108	281,101
<b>TOTAL</b>	<b>\$ 9,311,640</b>	<b>\$ 5,239,539</b>	<b>\$ 4,072,101</b>



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# Non-Departmental



Love art at the San Ramon Community Center

NON-DEPARTMENTAL

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**Non-Departmental**

The non-departmental budget summary includes items related to the City as a whole that cannot be easily allocated to various departments for equipment replacement, healthcare, insurance liability premiums, cablevision, and contingency appropriation.



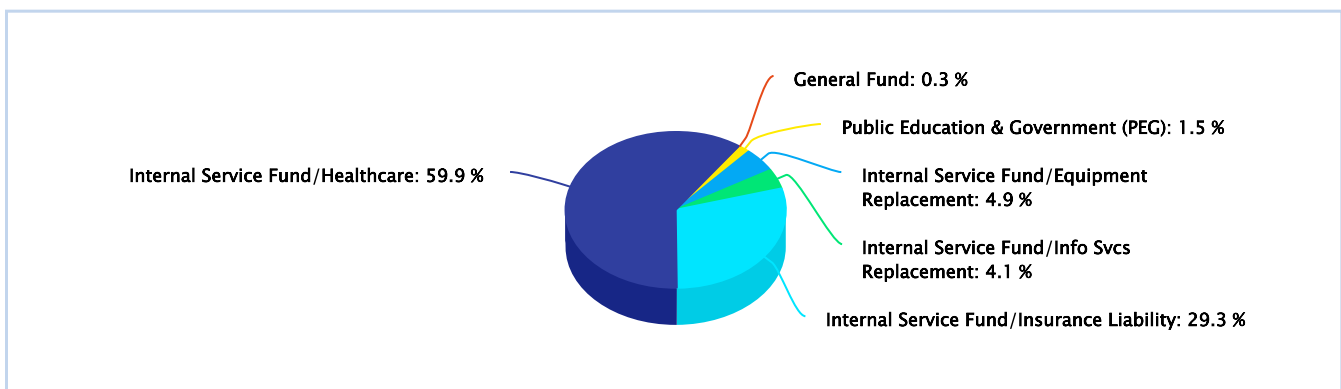
NON-DEPARTMENTAL

Non-Departmental Budget

	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Revised Budget	23/24 Adopted
<b>DEPARTMENT EXPENDITURES BY CATEGORY</b>					
Salaries	\$ 439,867	\$ 850,789	\$ 654,323	\$ -	\$ -
Benefits	2,007,202	1,534,383	1,552,647	-	-
Department Internal Charges	-	-	58,477	-	-
Contract Services	14,778	-	30,576	475,000	390,000
Other Costs	10,088,486	11,393,291	12,083,737	12,898,238	14,844,827
Capital Purchases	804,283	1,152,287	602,323	2,275,905	1,516,726
<b>TOTAL</b>	<b>\$ 13,354,616</b>	<b>\$ 14,930,750</b>	<b>\$ 14,982,083</b>	<b>\$ 15,649,143</b>	<b>\$ 16,751,553</b>

<b>FUNDING SOURCE</b>					
General Fund	\$ (869)	\$ 10,000	\$ -	\$ 50,000	\$ 50,000
Public Education & Government (PEG)	6,873	20,293	12,229	335,000	250,000
Internal Service Fund/ Equipment Replacement	1,426,006	1,969,897	1,518,917	1,851,954	828,240
Internal Service Fund/Info Svc Replacement	282,201	209,379	227,451	423,951	688,486
Internal Service Fund/ Insurance Liability	5,633,937	6,028,791	6,398,004	4,440,150	4,905,471
Internal Service Fund/ Healthcare	6,006,468	6,692,390	6,825,482	8,548,088	10,029,356
<b>TOTAL</b>	<b>\$ 13,354,616</b>	<b>\$ 14,930,750</b>	<b>\$ 14,982,083</b>	<b>\$ 15,649,143</b>	<b>\$ 16,751,553</b>

Non-Departmental FY 2023/24 Expenditures by Fund



NON-DEPARTMENTAL

FY2023-24 Expenditures by Program

	Program Expenditure	Program Revenue	Net Cost
Contingency Reserve	\$ 50,000	\$ -	\$ 50,000
Public Education & Government	250,000	195,000	55,000
Equipment Replacement	828,240	881,061	(52,821)
Info Svcs Replacement	688,486	393,333	295,153
Insurance Liability	4,905,471	5,929,975	(1,024,504)
Healthcare	10,029,356	7,535,125	2,494,231
<b>TOTAL</b>	<b>\$ 16,751,553</b>	<b>\$ 14,934,494</b>	<b>\$ 1,817,059</b>





An aerial photograph of a suburban town during the autumn season. The foreground shows a large parking lot with several cars, a road with a 'STOP' sign, and a green field. The middle ground is filled with residential houses and trees with vibrant orange and yellow foliage. In the background, rolling hills are visible under a clear sky. A large blue rectangular box is overlaid in the center of the image, containing the text 'Reference Material' in white.

# Reference Material

Reference Materials



Central Park Sport Field



Play Pool at the Dougherty Valley Aquatic Center



## Glossary of Terms

**Account Balance:** Total dollars remaining in an account after current expenditures for operations and capital improvements are subtracted.

**Accrual Basis:** A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Activity:** Departmental efforts which contribute to the achievement of a specific set of program objectives.

**Actual:** Actual level of expenditures approved for fiscal year noted.

**Adjusted Budget:** Adjustment to the adopted budget made during the current fiscal year.

**Adopted Budget:** A budget that has been legally approved by the governing body.

**Adoption:** Formal action by the City Council, which sets the spending limits for the fiscal year. The City's budget is adopted by Council Resolution.

**Appropriation:** An authorization by the City Council to make expenditures and to incur obligations for a specific purpose.

**Appropriations Limit:** Article XIII B, of the California Constitution, was amended by Proposition 4, "The Gann Initiative", in 1979. This Article limits growth in government spending to changes in population and inflation, by multiplying the limit for the prior year, by the percentage change in the cost of living (or per capita personal income, whichever is lower); then multiplying the figure resulting from the first step, by the percentage change in population. The base year limit (FY 1978-79) amount consists of all tax proceeds appropriated in that year. The Appropriations Limit calculation worksheet can be found in the Budget Summaries section.

**Assessed Valuation:** The valuation is established upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

**Assessment:** Revenue collected for City services, which benefit properties in specific areas or districts.

**Assets:** Property owned by the City for which monetary value has been established.

**Audit:** Prepared by an independent Certified Public Accountant (CPA), the primary objective of an audit is to determine if the City's Financial Statements present fairly the City's financial position and results of operations in conformity with generally accepted accounting principles. In conjunction with their performance of an audit, it

is customary for an independent auditor to issue a Management Letter stating the adequacy of the City's internal controls, as well as recommending improvements to the City's financial management practices.

**Authorized Positions:** These are employee positions, which are authorized in the adopted budget, to be filled during the year.

**Beginning Fund Balance:** This is the balance that is available in a fund, from the end of the prior year, for the use in the following year.

**Bonds:** A bond is a written promise to pay a specified sum of money (called the face value or principle amount) at a specified date or dates in the future (called the maturity date) together with period interest at a specified rate.

**Budget:** A plan of financial activity for a specified period of time (fiscal year end) indicating all planned revenue and expenses for the budget period.

**Budget Amendment:** The City Council has the sole responsibility for adopting the City's budget, and may amend or supplement the budget at any time after adoption. The City Manager has the authority to approve administrative adjustments to the budget as outlined in the Financial and Administrative Policies set by Council.

**Budget Calendar:** The schedule of key dates which a government follows in the preparation and adoption of the budget.

**Budget Document:** The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body.

**Budget Message:** A general outline of the budget which includes comments regarding the City's financial status at the time of the message, and recommendations regarding the financial policies for the coming period.

**Capital Budget:** The appropriation of funds for improvement to facilities, and other infrastructure.

**Capital Improvement Program (CIP):** The program or schedule of expenditures for major construction of roads, sidewalks, City facilities and/or park improvements and for the purchase of equipment. San Ramon's CIP follows a five-year schedule and includes projects which cost \$25,000 or more to complete. The City adopts the CIP budget in a process which is an ongoing plan of single and multiple year capital expenditures, and is updated annually.

**Capital Outlay:** Fixed assets, which have a value of \$5,000 or more and have a useful economic life of more than one (1) year.

**Capital Project:** Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life; also called capital improvements.

**Contingency:** An appropriation of funds to cover unforeseen events that occur during the fiscal year such as federal mandates, shortfalls in revenue, and similar eventualities.

**Contract Services:** This is an agreement for a specific term in professional or contractual service.

**Debt Service:** The cost of paying principal and interest on borrowed money according to the predetermined payment schedule.

**Defer:** The means to delay expenditure until a future budget year.

**Department:** A major organizational unit of the City with overall management responsibility for an operation or a group of related operations within a functional area. In San Ramon, Department Heads are the chief administrators within a department. Program Managers typically report to either the Department Head or a Division Manager.

**Division:** An organization sub-unit of a department, which encompasses a substantial portion of the duties assigned to a department.

**Encumbrance:** The commitment of appropriated funds for future expenditures.

**Expenditure:** The outflow of funds paid or to be paid for an asset obtained or goods and services obtained. Note: An encumbrance is not an expenditure an encumbrance reserves funds to be expended.

**Fiscal Year:** The period designated by the City for the beginning and ending of financial transactions. In San Ramon, this period of time is July 1 through June 30.

**Fixed Assets:** These are non-consumable assets of a long-term nature such as land, buildings, machinery, furniture, and other equipment. The City has defined such assets as those with an expected life in excess of one (1) year and an acquisition cost in excess of \$5,000.

**Full-Time Equivalent (FTE):** The decimal equivalent of a position converted to a full-time basis. For example, one person working half time would count as 0.50 FTE; one person working full-time would count as 1.0 FTE. Elected positions are budgeted however; they are not included in net FTE totals.

**Fund:** Municipal governments organize and operate their accounting systems on a fund basis. The formal definition of the fund is an independent financial and accounting entity with a self-balancing set of accounts in which cities record financial transactions relating to revenue, expenditures, assets, and liabilities. Each fund has a budget with the exception of the General Fund (which accounts for general-purpose actions and has unrestricted revenue sources). Each remaining fund typically has a unique funding source and purpose. Establishing funds enables the City to account for the use of restricted revenue sources and carry on specific activities or pursue specific objectives.

**Fund Balance:** The fund balance is the excess of the assets of a fund over its liabilities, reserves, and carryover.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompasses the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. The primary authoritative body on the application of GAAP to State and local governments is the Government Accounting Standards Board (GASB).

**General Fund:** The City's principal operating fund, all revenue that is not allocated by law or contractual agreement to a specific fund, which is supported by general taxes and fees and which can be used for any legal purpose.

**Goal:** A statement of broad direction, purpose or intent. In San Ramon's budget, goals are synonymous with mission statements.

**Grant:** A transfer or awarding of funds from either the Federal or State government to the City in order to finance a specific activity or program. The City receiving the grant funds is not required to repay the awarding entity the amount in the future.

**General Obligation (GO) Bonds:** A type of municipal bond in which the bond repayments (principal and interest) are guaranteed by the total revenue generated by the government entity. In other words, the repayment is guaranteed by both tax revenue and operating revenue generated by various projects. GO bonds are primarily used to subsidize the development of public projects. No assets are used as collateral.

**Indirect Costs:** Those elements of cost necessary in the performance of a service, which cannot be accurately or readily allocated to the unit of service. Usually, they



relate to those expenditures, which are not an integral part of the service.

**Infrastructure:** The physical assets of the government (e.g., streets, parks and public buildings).

**Interest:** Income earned on the investment of available cash balances.

**Internal Service:** Accounts for capital equipment purchases, insurance and benefit liability, and investment management.

**Materials and Supplies:** Expendable materials and operating supplies necessary to conduct departmental orientation.

**Non-Departmental:** Program costs that do not relate to any one particular department, but represent costs of a general Citywide nature.

**Objective:** Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific timeframe.

**Operating Budget:** The operating budget provides a plan for current expenditures and the proposed means of financing them. In a broader sense, the annual operating budget is a statement of what services the municipality will deliver to its citizens.

**Other Costs:** Expenditure category which includes employee training and development, insurance and subsidies.

**Personnel Services:** An expenditure category which generally accounts for the salaries of full-time, part-time and temporary employees, overtime expenses, all employee benefits for City employees, such as medical, dental and retirement.

**Program:** Represents major areas or support functions; they are defined as a service provided to citizens, other departments, or other agencies.

**Program Revenue (Income):** This is revenue earned by a program, including fees for services, license and permit fees, and fines.

**Proposed Budget:** Proposed level of expenditures/revenue/FTEs as outlined in the proposed budget document. This is the City Manager's recommended budget, which will be considered by the City Council for approval.

**Reprogram:** The re-appropriation of funds that were previously earmarked for another use.

**Reserve:** An account which the City uses to either set aside revenue that it does not need to spend in the current fiscal year or to earmark revenue for a specific future purpose. Reserves are typically established and budgeted through City Council policy action.

**Resolution:** A special order by the City Council requiring less legal formality than an Ordinance in terms of public notice prior to approval.

**Resources:** Total amount available for appropriation, including estimated revenue, beginning fund balances, and fund transfers.

**Revenue:** Amount of funds received from the collection of taxes, fees, permits, licenses, interest, and grants during the fiscal year.

**Special Revenue Fund:** A fund used to account for revenue sources that are restricted by law or administrative action to expenditures for special purposes.

**Structural Deficit:** The permanent financial gap that results when, discounting economic cycles, ongoing revenue does not match or keep pace with ongoing expenditures.

**Surplus:** An excess of total current resources over total current requirements.

**Transfers In/Out:** Amounts transferred from one fund to another to assist in financing the services for the recipient fund.



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**Acronyms**

<b>AB</b>	Assembly Bill	<b>HVAC</b>	Heating, Ventilation, and Air Conditioning
<b>ADA</b>	American Disabilities Act	<b>IT</b>	Information Technology
<b>ARPA</b>	American Rescue Plan Act of 2021	<b>I/S</b>	Information Services
<b>AT&amp;T</b>	American Telephone & Telegraph (Formerly Pacific Bell)	<b>ISF</b>	Internal Service Fund
<b>BAAQMD</b>	Bay Area Air Quality Management District	<b>L &amp; L</b>	Landscaping and Lighting District
<b>BMX</b>	Bicycle Motocross	<b>LED</b>	Light Emitting Diode
<b>CAFR</b>	Comprehensive Annual Financial Report	<b>LLC</b>	Limited Liability Company
<b>CalPERS</b>	California Public Employees’ Retirement System	<b>LLP</b>	Limited Liability Partnership
<b>CIP</b>	Capital Improvement Program	<b>LOCC</b>	League of California Cities
<b>COP</b>	Certificates of Participation	<b>LUCA</b>	Local Update of Census Addresses
<b>CRM</b>	Citizen Request Management	<b>MOU</b>	Memorandum of Understanding
<b>CSA</b>	County Service Area	<b>MPA</b>	Municipal Pooling Authority
<b>CSMFO</b>	California Society of Municipal Finance Officers	<b>MRP</b>	Municipal Regional Permit
<b>DOT</b>	Department of Transportation	<b>MVLF</b>	Motor Vehicle License Fees
<b>DRFA</b>	Dougherty Regional Fire Authority	<b>NPDES</b>	National Pollutant Discharge Elimination System
<b>DV</b>	Dougherty Valley	<b>NWSP</b>	Northwest Specific Plan
<b>DVOC</b>	Dougherty Valley Oversight Committee	<b>NWSR</b>	Northwest San Ramon
<b>EBMUD</b>	East Bay Municipal Utility District	<b>OBAG</b>	One Bay Area Grant
<b>EBRCS</b>	East Bay Regional Communication System	<b>OPEB</b>	Other Post-Employment Benefits
<b>EBTR</b>	Employer Based Trip Reduction	<b>PCI</b>	Pavement Condition Index
<b>EDAC</b>	Economic Development Advisory Committee	<b>PD</b>	Police Department
<b>EDSP</b>	Economic Development Strategic Plan	<b>PCS</b>	Parks & Community Services
<b>EIR</b>	Environmental Impact Report	<b>PEG</b>	Public Education & Government
<b>EMS</b>	Energy Management System	<b>PEPRA</b>	Public Employees’ Pension Reform Act
<b>ERP</b>	Enterprise Resource Planning	<b>PERS</b>	Public Employees’ Retirement System
<b>EPA</b>	Environmental Protection Agency	<b>PDA</b>	Priority Development Area
<b>FPPC</b>	Fair Political Practice and Commission	<b>PG&amp;E</b>	Pacific Gas & Electric
<b>F/T</b>	Full Time	<b>POB</b>	Pension Obligation Bond
<b>FTE</b>	Full-Time Equivalent	<b>RDA</b>	Redevelopment Agency
<b>FY</b>	Fiscal Year	<b>RFP</b>	Request for Proposal
<b>GAAP</b>	Generally Accepted Accounting Principles	<b>RHNA</b>	Regional Housing Needs Allocation
<b>GASB</b>	Governmental Accounting Standards Board	<b>SCCJEPA</b>	South Contra Costa Joint Exercise Powers Agreement
<b>GFOA</b>	Government Finance Officers Association	<b>SB</b>	Senate Bill
<b>GHAD</b>	Geologic Hazard Abatement District	<b>SRPD</b>	San Ramon Police Department
<b>GIS</b>	Geographic Information System	<b>SRVB</b>	San Ramon Valley Blvd
<b>HOA</b>	Homeowners Association	<b>SRVFPD</b>	San Ramon Valley Fire Protection District

**SRVUSD** San Ramon Valley Unified School District

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**SWAT** Southwest Area Transportation

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**TA** Tax Allocation

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**TAC** Transportation Advisory Committee

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**TDM** Transportation Demand Management

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**TOT** Transient Occupancy Tax

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**TRAFFIX** Congestion relief program aimed at school-related traffic. The program is funded by Measure J, the V cent sales tax approved by Contra Costa voters in 2004

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**TVTC** Tri-Valley Transportation Council

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**UCLA** University of California Los Angeles

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**WAN** Wide Area Network

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Listing of Funds

101	General Fund	314	Four Oaks**
201	Planning Cost Recovery	315	Circle E Ranch**
202	Geographic information System	316	Thomas Ranch**
203	Child Care*	317	Henry Ranch**
204	City Beautification*	318	Old Ranch Summit**
205	Conditions of Approval*	319	Glass House**
206	Creek Study & Mitigation*	330	The Preserve Lighting & Landscaping
207	Drainage Mitigation*	341	Canyon Park
208	Gas Tax	342	Village Center Common Area
209	Park Development	343	Dougherty Valley CSA
211	Crow Canyon Project	344	Solid Waste
212	South Contra Costa Joint Exercise Powers Agreement (SCCJEPA)	345	Non-Point Drainage / Stormwater
213	Street Maintenance and Improvement	346	Street Smarts
214	Traffic Improvement	347	TDM Programs
215	Tri-Valley Transportation	348	Local Law Enforcement Block Grant
216	Public Education & Government (PEG)	349	Police Special Revenue
217	Vehicle Refuse Impact	350	Narcotic Asset Forfeiture
218	Open Space Development	351	TRAFFIX Program
219	American Rescue Plan Act of 2021	352	Abandoned Vehicle Abatement
251	Community Facilities District 2014-1 (Acres)	361	Dougherty Valley GHAD
252	Community Facilities District 2014-1 (Faria)	362	Northwest San Ramon GHAD
301	Citywide Landscaping	371	San Ramon Housing - Unrestricted
302	Citywide Lighting	401	Capital Improvement Projects - Capital Project Fund
303	Canyon Lakes**	501	Pension Obligation Bonds (2010) - Debt Service Fund
304	Vista San Ramon**	512	COP #12 (2011) - Debt Service Fund
305	Summerwood Loop**	513	COP #13 (2019) - Debt Service Fund
306	West Branch**	514	Pension Obligation Bonds (2021) - Debt Service Fund
307	Bent Creek**	521	LED Lights (2012) - Debt Service Fund
308	Deerwood**	601	Investments - Internal Service Fund
309	Country View**	602	Vehicle/Equipment Replacement - Internal Service Fund
310	Old Ranch Estates**	603	Info Services Equipment Replacement - Internal Service Fund
311	Village Parkway**	610	Insurance Liability - Internal Service Fund
312	El Nido**	611	Healthcare - Internal Service Fund
313	Crown Ridge**	618	Infrastructure Maintenance - Internal Service Fund

\*Development Mitigation Funds

\*\*Special Landscaping and Lighting Zones



### Budget Resolution & Appropriation Limit



San Ramon Community Center



The Permit Center at City Hall

**RESOLUTION NO. 2023-064**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAMON  
ADOPTING THE FISCAL YEAR 2023/24 OPERATING AND CAPITAL BUDGET,  
ESTABLISHING AN APPROPRIATIONS LIMIT, AND AUTHORIZING CARRYOVER  
PROJECT APPROPRIATIONS**

**WHEREAS**, in a budget workshop held on April 11, 2023, the City Council reviewed the Proposed Fiscal Year 2023/24 Operating and Capital Budget; and

**WHEREAS**, in a second budget workshop held on May 9, 2023 the City Council reviewed the Proposed Fiscal Year 2023/24 Operating Budget and Capital Improvement Program; and

**WHEREAS**, the Planning Commission, in a meeting held on May 16, 2023, found the Capital Improvement Program consistent with the General Plan; and

**WHEREAS**, the Capital Improvement Program, referred to as the Capital Budget requires annual appropriation approval by the City Council; and

**WHEREAS**, Article XIIB of the State of California Constitution requires local government agencies to annually adopt an appropriations limit.

**NOW, THEREFORE, BE IT RESOLVED**, as follows:

**Section 1.** The City Council approves the Fiscal Year 2023/24 Proposed Operating and Capital Budget totaling \$131,117,168 as summarized on Exhibit 1 and a carryover of unspent Capital Budget appropriations from Fiscal Year 2022/23.

**Section 2.** The City Council approves the Fiscal Year 2023/24 Appropriations Limit as required by Article XIIB of the State Constitution as shown on Exhibit 2.

**Section 3.** Upon finalizing the budget document for publication, a copy of the budget document will be made available for public review at City Hall and other convenient public places.

*Signatures on following page*



**PASSED, APPROVED, AND ADOPTED**, at the meeting of May 23, 2023 by the following votes:

**AYES:** *Cm. Armstrong, Perkins, Verose, and Mayor Hudson*

**NOES:**

**ABSENT:** *Cm. Rubio*

**ABSTAIN:**



David E. Hudson, Mayor

**ATTEST:**

  
Joan Snashall, Acting City Clerk

- Exhibit 1: Statement of Revenues, Expenditures and Changes in Fund Balance
- Exhibit 2: City of San Ramon Appropriate Limit Calculation

Exhibit 1

Statement of Revenues, Expenditures and Changes in Fund Balance

	Governmental Fund				
	General Fund	Special Rev -Operating	Special Rev -Non- Operating	Special Rev -GHADs	Special Rev -Housing Successor
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 25,103,135</b>	<b>\$ 8,161,054</b>	<b>\$ 23,113,337</b>	<b>\$ 14,624,558</b>	<b>\$ 2,218,334</b>
<b>REVENUES</b>					
Property Tax	25,114,068	-	-	-	-
Special Assessments	-	5,708,997	-	2,751,937	-
Sales and Use Tax	13,262,289	-	-	-	-
Property Transfer Tax	1,317,992	-	-	-	-
Transient Occupancy Taxes (TOT)	2,248,541	-	-	-	-
Franchise Fees	5,688,497	-	-	-	-
Licenses and Permits	3,283,250	-	-	3,000	-
Intergovernmental	526,220	22,693,352	4,493,792	-	-
Charges for Services	6,766,228	1,617,670	594,093	-	-
Fines and Forfeitures	263,000	-	-	-	-
Investment Income	333,167	-	-	63,943	-
Development Fees	-	595,821	12,324,927	-	4,015,500
Miscellaneous Revenue	3,670,772	1,331,444	-	36,988	-
<b>TOTAL REVENUES</b>	<b>62,474,024</b>	<b>31,947,284</b>	<b>17,412,812</b>	<b>2,855,868</b>	<b>4,015,500</b>
<b>EXPENDITURES</b>					
General Government	3,676,647	234,144	-	-	-
Administrative Services	6,108,673	-	-	-	-
Community Development	5,412,638	-	203,504	-	-
Police Services	18,170,314	10,671,942	-	-	-
Public Works	17,153,016	20,575,107	102,732	1,209,496	-
Parks & Community Services	9,311,640	-	-	-	-
Non-Departmental	50,000	250,000	-	-	4,948,387
Housing Programs	-	-	-	-	-
Debt Service	-	-	-	-	-
Capital Improvement Program (CIP)	-	-	-	-	-
Vehicle/IS Replacement	-	-	-	-	-
Insurance	-	-	-	-	-
Healthcare	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>59,882,928</b>	<b>31,731,193</b>	<b>306,236</b>	<b>1,209,496</b>	<b>4,948,387</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Operating Transfers In	5,099,457	4,336,926	-	-	-
Operating Transfers Out	(11,515,021)	(5,654,715)	(5,522,889)	(124,037)	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>(6,415,564)</b>	<b>(1,317,789)</b>	<b>(5,522,889)</b>	<b>(124,037)</b>	<b>-</b>
<b>NET INCREASE (DECREASE)</b>	<b>(3,824,468)</b>	<b>(1,101,698)</b>	<b>11,583,687</b>	<b>1,522,335</b>	<b>(932,887)</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 21,278,667</b>	<b>\$ 7,059,356</b>	<b>\$ 34,697,024</b>	<b>\$ 16,146,893</b>	<b>\$ 1,285,447</b>



Exhibit 1

Statement of Revenues, Expenditures and Changes in Fund Balance

	Governmental Fund			Proprietary	Grand Total
	Debt Service	Capital Projects	Total	Internal Service Funds	
<b>FUND BALANCE - 07/01/23</b>	<b>\$ 997,823</b>	<b>\$ 3,936,493</b>	<b>\$ 86,426,065</b>	<b>\$ 10,477,091</b>	<b>\$ 96,903,156</b>
<b>REVENUES</b>					
Property Tax	-	-	25,114,068	-	25,114,068
Special Assessments	-	-	8,460,934	-	8,460,934
Sales and Use Tax	-	-	13,262,289	-	13,262,289
Property Transfer Tax	-	-	1,317,992	-	1,317,992
Transient Occupancy Taxes (TOT)	-	-	2,248,541	-	2,248,541
Franchise Fees	-	-	5,688,497	-	5,688,497
Licenses and Permits	-	-	3,286,250	-	3,286,250
Intergovernmental	-	3,339,313	31,052,677	537,780	31,590,457
Charges for Services	-	-	8,977,991	102,000	9,079,991
Fines and Forfeitures	-	-	263,000	-	263,000
Investment Income	-	300,000	697,110	94,134	791,244
Development Fees	-	-	16,936,248	-	16,936,248
Miscellaneous Revenue	3,485,778	1,000,000	9,524,982	14,111,714	23,636,696
<b>TOTAL REVENUES</b>	<b>3,485,778</b>	<b>4,639,313</b>	<b>126,830,579</b>	<b>14,845,628</b>	<b>141,676,207</b>
<b>EXPENDITURES</b>					
General Government	-	-	3,910,791	-	3,910,791
Administrative Services	-	-	6,108,673	91,461	6,200,134
Community Development	-	-	5,616,142	-	5,616,142
Police Services	-	-	28,842,256	-	28,842,256
Public Works	-	-	39,040,351	-	39,040,351
Parks & Community Services	-	-	9,311,640	-	9,311,640
Non-Departmental	-	-	5,248,387	-	5,248,387
Housing Programs	-	-	-	-	-
Debt Service	5,895,543	-	5,895,543	-	5,895,543
Capital Improvement Program (CIP)	-	10,600,371	10,600,371	-	10,600,371
Vehicle/IS Replacement	-	-	-	1,516,726	1,516,726
Insurance	-	-	-	4,905,471	4,905,471
Healthcare	-	-	-	10,029,356	10,029,356
<b>TOTAL EXPENDITURES</b>	<b>5,895,543</b>	<b>10,600,371</b>	<b>114,574,154</b>	<b>16,543,014</b>	<b>131,117,168</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Operating Transfers In	5,895,543	10,481,154	25,813,080	1,997,327	27,810,407
Operating Transfers Out	(3,692,877)	(100,000)	(26,609,539)	(1,188,368)	(27,797,907)
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>2,202,666</b>	<b>10,381,154</b>	<b>(796,459)</b>	<b>808,959</b>	<b>12,500</b>
<b>NET INCREASE (DECREASE)</b>	<b>(207,099)</b>	<b>4,420,096</b>	<b>11,459,966</b>	<b>(888,427)</b>	<b>10,571,539</b>
<b>FUND BALANCE - 06/30/24</b>	<b>\$ 790,724</b>	<b>\$ 8,356,589</b>	<b>\$ 97,886,031</b>	<b>\$ 9,588,664</b>	<b>\$ 107,474,695</b>

**Exhibit 2**

A. FY 2022-23 APPROPRIATIONS LIMIT		<b>\$ 95,486,122</b>
B. ADJUSTMENT FACTORS		
1. City Population Growth	0.9914	
2. California Per Capita Income	1.0444	
<b>Total Adjustment %</b>	<b>1.0703</b>	
C. ANNUAL ADJUSTMENT		6,712,674
D. OTHER ADJUSTMENTS		-
E. TOTAL ADJUSTMENTS		6,712,674
<b>F. FY 2022-23 APPROPRIATIONS LIMIT</b>		<b>\$ 102,198,796</b>

**FISCAL YEAR 2023-24 APPROPRIATIONS SUBJECT TO LIMITATION**

A. PROCEEDS OF TAXES:		
Property Tax		\$ 25,114,068
Sales & Use Tax		13,262,289
Property Transfer Tax		1,317,992
Transient Occupancy Tax		2,248,541
Motor Vehicle In Lieu		-
Off-Highway Vehicles		-
Interest Earned on Proceeds of Taxes		223,677
<b>Total Proceeds of Taxes</b>		<b>\$ 42,166,567</b>
B. EXCLUSIONS:		
Debt Service		(5,594,521)
Qualified Capital Outlays		-
<b>Total Exclusions</b>		<b>\$ (5,594,521)</b>
C. APPROPRIATIONS SUBJECT TO LIMITATION		\$ 36,572,046
D. CURRENT YEAR LIMIT		\$ 102,198,796
<b>E. OVER (UNDER) LIMIT</b>		<b>\$ (65,626,750)</b>

The local appropriations limit, often referred as the Gann Limit is a result of Proposition 13 (1978) and Proposition 4 (1979), which limit the growth of government spending. As a result, there is a cap on local government revenue that can be appropriated in any given year.

Each year, the City calculates its Gann Limit by adjusting for the costs of living and growth in population estimates as provided by the State Department of Finance in May. For the FY 2023-24, the City’s appropriations subject to limitation is \$36,572,046. With a current year’s limit of \$102,198,796, the City is under the limit by \$65,626,750 and has always been under the spending limit in the prior years.





### General Fund Reserve Policy



Dougherty Station Community Center



City of San Ramon Amador Rancho Center



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**RESOLUTION NO. 2021-037****A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAMON  
APPROVING THE STATEMENT OF THE GENERAL FUND RESERVE POLICY**

**WHEREAS**, the City Council adopted Resolution No. 2004-030 to establish a General Fund Reserve Policy (“Policy”) to promote sound financial management practices in the City; and

**WHEREAS**, it is appropriate to review the Policy periodically and consider making changes when appropriate; and

**WHEREAS**, on June 30, 2010, the City Council approved Resolution No. 2010-078 modifying the Policy and reallocating General Reserves to the Debt Service Fund, the Dougherty Valley Fund and the Healthcare Fund; and

**WHEREAS**, on February 14, 2017, the City Council approved Resolution No. 2017-016 modifying the Policy reserve level from 50% to 40%; and

**WHEREAS**, on June 9, 2020, the City Council approved Resolution No. 2020-043 modifying the Policy to incorporate recommendations from Management Partners as follows:

1. Adjusted the minimum General Fund reserve amount from 40% to 36%
2. Included the annual payment to the Dougherty Valley Fund into the calculation of prior year General Fund operating expenditures
3. Removed any reference to General Fund reserves allocated in the Debt Service Fund, Dougherty Valley Fund and Healthcare Fund, since these funds no longer have allocated General Fund reserves
4. Replaced the word “actual” with “estimate” before the wording “General Fund Operating Expenditures” when describing the minimum reserve level calculation.

**NOW, THEREFORE BE IT RESOLVED**, that the City Council approve the Statement of the General Fund Reserve Policy attached as Exhibit 1.

*Signatures on following page.*

**PASSED, APPROVED AND ADOPTED** at the meeting of March 23, 2021 by the following votes:

**AYES:** *Cm. Armstrong, Perkins, Verose, Zafar, and Mayor Hudson*

**NOES:**

**ABSENT:**

**ABSTAIN:**

  
David E. Hudson, Mayor

**ATTEST:**

  
Christina Franco, City Clerk

Exhibit 1: Statement of the General Fund Reserve Policy





## City Of San Ramon Statement Of General Fund Reserve Policy

### Purpose

To provide guidelines to the City Council and staff for establishing, maintaining, and the annual review of a minimum target General Fund reserve for the City of San Ramon. This policy is developed to consider the minimum level necessary to maintain the City's creditworthiness and to adequately provide for:

- Economic uncertainties and other financial hardships or downturns in the local or national economy
- Extreme events
- Future debt or capital obligations
- Cash flow requirements
- Legal requirements

The General Reserve Policy is an integral part of the City's multi-year financial business plan. The City General Fund Reserve Policy was approved by City Council Resolution No. TBD.

### Introduction

One of the key components of a financially stable organization is the adherence to a policy of maintaining an appropriate level of reserves. Establishing a target minimum General Fund reserve is a mechanism that governments can implement to help ensure adequate levels of fund balance are available to help mitigate current and future risks. A minimum General Fund reserve is generally considered a prudent and conservative fiscal policy to deal with unforeseen situations. Some examples of unforeseen situations include, but are not limited to:

- Extreme Events
- Economic Downturns
- Reduced Revenues
- Federal/State/County Budget Cuts
- Unfunded Legislative or Judicial Mandates
- Cash Flow Requirements
- Capital Obligations
- One-Time City Council Approved Expenditures
- Innovative Opportunities for the Betterment of the Community

The Government Finance Officers Association (GFOA), an international organization that promotes the professional management of governments for the public interest, recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their General Fund of no less than two months of operating revenues or operating expenditures, or a minimum of approximately 16.67% of General Fund operating expenditures. The GFOA further recommends that reserve levels be directly related to the degree of uncertainty the local government faces, specifically, the greater the uncertainty, the greater the financial resources necessary.

Most cities choose General Fund Operating Expenditures as the basis for reserve. Typically, there is less fluctuation and risk in forecasting future expenditures. The General Fund Operating Expenditures methodology is also typically considered the more conservative basis for establishing a General Fund reserve.

There are additional benefits to establishing a minimum General Fund reserve. Credit rating agencies carefully monitor levels of fund balance and unreserved fund balance in a government's General Fund to evaluate a government's continued creditworthiness. Finally, fund balance levels are a crucial consideration in long-term financial planning.

### Policy

For purposes of this policy, the term "reserve" includes undesignated, unreserved fund balance. It is the policy of the City of San Ramon to maintain a minimum target reserve for unforeseen situations that impact the City, and whenever fiscally possible and financially prudent to maintain a greater target reserve. The City will continue to maintain reserve funds to:

1. Stabilize the fiscal base by anticipating fluctuations in revenues and expenditures; and
2. Provide for non-recurring, unanticipated expenditures; and
3. Provide innovative opportunities for the betterment of the community.

The minimum target reserve or the General Fund reserves will be maintained at thirty-six percent (36%) of General Fund Operating Expenditures, plus the annual transfer amount from the General Fund to the Dougherty Valley Fund.

The minimum reserve level will be calculated annually using the prior Fiscal year's estimated General Fund Operating Expenditures and estimated annual transfer amount from the General Fund to the Dougherty Valley Fund. General Fund reserves levels will be evaluated at three different time periods during the fiscal year as described below. Staff recommendations will be made to City Council on the available funds and the appropriate reserve levels. In the event the General Fund reserve balance drops below the minimum reserve level, a response plan will be developed to return the General Fund reserves back to the minimum reserve level.

The minimum General Fund Reserve Policy is intended to be a prudent and conservative fiscal policy, which should help contribute to the fiscal security of the City. Nothing in this policy shall prohibit the City Council from maintaining a higher level of reserves than the established minimum General Fund reserve target of thirty-six percent (36%).

### Designation of General Fund Reserves

1. Committed - \$10.7 million of General Fund reserves are identified and allocated as "committed" to address future revenue stabilization concerns
2. Assigned - \$4 million of General Fund reserves are identified and allocated as "assigned" to address expenditure volatility issues in the future

### Monitoring and Maintenance of Reserves

1. General Fund Reserve Levels are to be monitored at three (3) different time periods during the fiscal year as follows:
  - a) Actual Reserve Levels as of the end of each fiscal year are to be reported to the City Council at the time that audited financial statements are published.
  - b) Estimated Reserve Levels are to be projected as part of the annual mid-year financial review presented to the City Council and projected ending reserve levels shall be measured against the Reserve Policy.
  - c) Budgeted Reserve Levels are to be projected as part of the annual budget adoption process and projected ending reserve levels shall be measured against the Reserve Policy thresholds.
2. If, at any of the three (3) monitoring time periods, total ending reserves fall below, or are estimated to fall below thirty-six percent (36%), the City Manager shall report the amount of reserves remaining below the thirty-six percent (36%) level to the City Council. This report shall be presented to the City Council within thirty (30) days of determining the total combined reserve level is estimated to be below thirty-six percent (36%).
3. If, in any of the three (3) monitoring time periods, total ending reserves actually fall below, or are estimated to fall below thirty-six percent (36%), the City Manager shall prepare an action plan to restore reserves to the thirty-six percent (36%). This action plan shall be presented to the City Council within thirty (30) days of determining that the thirty-six percent (36%) threshold is projected to be breached. The City Council will consider the City Manager's recommended corrective actions.



Debt Management & Disclosure Policy



Dougherty Station Community Center



City of San Ramon Amador Rancho Center



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**RESOLUTION NO. 2020-111****A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAMON  
APPROVING THE STATEMENT OF  
DEBT MANAGEMENT AND DISCLOSURE POLICY**

**WHEREAS**, the City Council adopted Resolution 2014-092 to establish formal written debt management policy; and

**WHEREAS**, the City Council adopted Resolution 2017-026 amending the Statement of Debt Management and Disclosure Policy to comply with Government Code Section 8855(i); and

**WHEREAS**, per the Debt Management Policy, the Administrative Services Director shall conduct a review of the policy and bring forward to the City Council any amendments deemed necessary and appropriate; and

**WHEREAS** a Statement of the Debt Management and Disclosure Policy was submitted and reviewed with the Finance Committee on November 9, 2020; and

**WHEREAS**, the Finance Committee directed staff to forward the Statement of Debt Management and Disclosure Policy to the City Council for consideration of approval.

**NOW, THEREFORE BE IT RESOLVED**, that the City Council approves the Statement of Debt Management and Disclosure Policy that is attached as Exhibit 1.


**PASSED, APPROVED AND ADOPTED** at the meeting of November 24, 2020 by the following votes:

**AYES:** *Cm. Hudson, O'Loane, Perkins, Zafar, and Mayor Clarkson*

**NOES:**

**ABSENT:**

**ABSTAIN:**

  
Bill Clarkson, Mayor

**ATTEST:**


  
Christina Franco, City Clerk

Exhibit 1: Statement of Debt Management and Disclosure Policy 2020



## City Of San Ramon Statement Of Debt Management And Disclosure Policy

### Policy Purpose

This Debt Management Policy (the “Debt Policy”) establishes the parameters within which debt may be issued and administered by the City of San Ramon (the “City”), San Ramon Public Financing Authority, and the San Ramon Successor Agency (collectively, the “Covered Entities”). This Debt Policy is intended to comply with Government Code Section 8855(i), effective on January 1, 2017.

### Policy Statement

While the Covered Entities prefer to finance projects on pay-as-you-go basis, in the event debt is necessary, the Policy confirms the commitment of the Council, Boards, management, staff, advisors, and other decision makers to adhere to sound financial management practices, including full and timely repayment of borrowings, achieving the lowest possible cost of capital within prudent risk parameters.

Priorities of the Debt Policy are:

1. Achieve the lowest cost of capital by balancing the City’s service, infrastructure, and liability obligations;
2. Maintain a prudent level of financial risk;
3. Preserve future financial flexibility;
4. Maintain full and complete financial disclosure and reporting;
5. Obtain highest practical credit ratings and good investor relations; and
6. Ensure compliance with state and federal laws and regulations.

The Debt Policy shall govern, except as otherwise covered by the Investment Policy, the issuance and management of all debt and lease financings funded from the capital markets (including private placement and bank loans), including the selection and management of related financial services and products and investment of bond and lease proceeds. While adherence to this policy is required in applicable circumstances, it is recognized that changes in the capital markets,

agency programs and other unforeseen circumstances may from time to time produce situations that are not covered by this policy and will require modifications or exceptions to achieve policy goals. In these cases, management flexibility is appropriate, provided specific authorization from the City Manager, City Council and other authorizing Boards is obtained.

This Debt Policy may be amended by the City Council as it deems appropriate from time to time in the prudent management of the debt of the City and its Covered Entities. Any approval of debt by the City Council that is not consistent with this Debt Policy shall constitute a waiver of this Debt Policy.

### Responsibilities

The debt program for all City funds shall be operated in conformance with applicable federal, state and other legal requirements, including the Municipal Code.

Responsibility for managing and coordinating all activities related to the structure, issuance, and administration of all long- and short-term debt obligations shall rest with the Administrative Services Director.

No debt obligations shall be presented to the City Council, San Ramon Public Financing Authority Board or San Ramon Successor Agency Board for their authorization without the joint assessment and recommendation of the City Manager and City Attorney. Departments planning debt-financed capital programs or equipment acquisitions



shall work closely with the City Manager and Administrative Services Director to provide information and otherwise to facilitate the issuance and on-going administration of debt.

The Administrative Services Director shall be responsible for maintaining good communication with rating agencies, investors, and other debt related service providers about the City's financial condition and will follow a policy of full disclosure as required by the Securities Exchange Commission's Rule 15c2-12 and in accordance with the specific disclosure reporting requirements detailed in each respective bond transcript.

The Administrative Services Director shall conduct an annual review of this Debt Policy and bring forward to the City Council any amendments deemed necessary and appropriate.

### Types Of Debt

For purposes of this Debt Policy, "debt" shall be interpreted broadly to mean bonds, notes, certificates of participation, financing leases, or other financing obligations, but the use of such term in this Debt Policy shall be solely for convenience and shall not be interpreted to

characterize any such obligation as an indebtedness or debt within the meaning of any statutory or constitutional debt limitation where the substance and terms of the obligation comport with exceptions thereto.

The following types of debt are allowable under this Debt Policy:

- General obligation bonds
- Bond or grant anticipation notes
- Lease revenue bonds, certificates of participation and lease-purchase transactions
- Other revenue bonds and certificates of participation
- Tax and revenue anticipation notes
- Land-secured financings, such as special tax revenue bonds issued under the Mello-Roos Community Facilities Act of 1982, as amended, and limited obligation bonds issued under applicable assessment statutes
- Tax increment financing to the extent permitted under state law
- Conduit financings, such as financings for affordable rental housing and qualified 501c3 organizations
- Pension Obligation Bonds

The Covered Entities may from time to time find that other forms of debt would be beneficial to further its public purposes and may approve such debt without an amendment of this Debt Policy.

### Debt Considerations

#### General:

The Covered Entities will evaluate the need for debt financing of a project compared to a pay-as-you-go financing methodology. The Covered Entities prefers to fund projects on a pay-as-you-go basis.

1. Factors favoring a pay-as-you-go methodology include:
  - a) Current projected revenues, fund balances available are sufficient to fund the project and fund liabilities are manageable.
  - b) Long-term total costs are lower due to the avoidance of interest expense.
  - c) Existing debt levels adversely affect the City's credit rating.
  - d) Market conditions are unfavorable or present difficulties in marketing.
2. Factors favoring debt financing include:
  - a) Current and projected revenues available for debt service are sufficient and reliable so that financings can be marketed with investment grade credit ratings.
  - b) Market conditions present favorable interest rates leading to efficient financial resource allocation and demand for the City financings.

- c) A project is mandated by state or federal requirements, and current resources are insufficient or unavailable to fully fund the project.
- d) The project is immediately required to meet or relieve capacity needs or emergency conditions and current resources are insufficient or unavailable.

The City will review debt limits in conjunction with any proposed financing.

#### **Relationship of Debt to Capital Improvement Program and Budget:**

The City is committed to long-term capital planning. The Covered Entities intend to issue debt for the purposes stated in this Debt Policy and to implement policy decisions incorporated in the City's capital budget and the capital improvement plan.

The Covered Entities shall strive to fund the upkeep and maintenance of its infrastructure and facilities due to normal wear and tear through the expenditure of available operating revenues. The Covered Entities shall seek to avoid the use of debt to fund infrastructure and facilities improvements that are the result of normal wear and tear.

The Covered Entities shall integrate its debt issuances with the goals of its capital improvement program by timing the issuance of debt to ensure that projects are available when needed in furtherance of the City's public purposes.

The Covered Entities shall seek to avoid the use of debt to fund infrastructure and facilities improvements in circumstances when the sole purpose of such debt financing is to reduce annual budgetary expenditures.

The Covered Entities shall seek to issue debt in a timely manner to avoid having to make unplanned expenditures for capital improvements or equipment from its general fund.

#### **Policy Goals Related to Planning Goals and Objectives:**

The City is committed to long-term financial planning, maintaining appropriate reserves levels and employing prudent practices in governance, management and budget administration. The Covered Entities intend to issue debt for the purposes stated in this Debt Policy and to implement policy decisions incorporated in the City's annual operations budget.

### **Debt Management**

The City will not obligate the General Fund to secure long-term financings except when marketability can be significantly enhanced.

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.

The Covered Entities 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.

### **Debt Capacity**

The Covered Entities will carefully monitor its levels of general-purpose debt. Because our general purpose debt capacity is limited, it is important that we only use general purpose debt financing for high-priority projects where we cannot reasonably use other financing methods for two key reasons:

1. Funds borrowed for a project today are not available to fund other projects tomorrow.
2. Funds committed for debt repayment today are not available to fund operations in the future.

In evaluating debt capacity, general-purpose annual debt service payments should generally not exceed 10% of General Operating revenues, which consist of the General Fund and Dougherty Valley Fund; and in no case should they exceed 15%. Further, direct debt will not exceed 2% of assessed valuation; and no more than 60% of capital improvement outlays will be funded from long-term financings.



### Debt Term

The City Council, San Ramon Public Financing Authority Board and San Ramon Successor Agency Board recognize that any new debt obligation will have an impact on the long-term affordability of all outstanding debt and any future planned debt, as well as budgetary impacts associated with the maintenance and operating costs of debt-financed facilities.

1. **Term of Debt** - Debt will be structured for the shortest period possible, consistent with a fair allocation of costs to current and future beneficiaries or users. Debt shall not be issued for a term that exceeds the useful life of the debt-financed asset.
2. **Debt Repayment** - Typically, the Covered Entities desire level debt service payments over the term of the debt. However, the cost of capital, financial risk, current economic conditions, future financial flexibility, credit ratings and available cash flow will be evaluated to determine the most appropriate method of debt amortization for each debt issue. Notwithstanding the above, back loading the debt service will be evaluated as the circumstances dictate. Back loading occurs when debt service payments are lower in the initial years of a debt term and higher toward the later years of a debt term.

### Debt Issuance

The Covered Entities have the capacity to issue long- and short-term debt and to refund any outstanding debt. The following details the purposes of debt issuance, the method of sale for such debt, and the practices for obtaining professional assistance in the debt issuance process.

1. **Long-term Debt** - Long-term debt may be used to finance the acquisition or improvement of land, infrastructure, facilities, or equipment for which it is appropriate to spread the costs of such over more than one budget year. Long-term debt may be used to fund capitalized interest, cost of issuance, required reserves and any other financing related costs that may be legally capitalized. Long-term debt shall not be used to fund City operating costs.
2. **Short-term Debt** - Short-term debt will be considered as an interim source of funding in anticipation of long-term debt. Short-term debt may be issued for any purpose for which long-term debt may be issued, including capitalized interest and financing-related costs.

Short-term debt is also appropriate to address legitimate short-term cash flow requirements during a given fiscal year to fund the operating costs of the City to provide necessary public services. The Covered Entities will not engage in short-term borrowing solely for the purpose of generating investment income.

3. **Refunding** - Refunding opportunities will be identified by periodic reviews of outstanding debt obligations. Refunding will be considered when there is a net economic benefit from the refunding. Non-economic refunding may be undertaken to achieve City objectives relating to changes in covenants, call provisions, operational flexibility, tax status, issuer, or other non-economic factors related to the debt.
4. **Method of Sale** - Debt is typically issued under either a competitive sale or a negotiated sale. The Covered Entities shall have the flexibility to determine which method of sale is appropriate for each debt issuance. Determination of the appropriate method of sale will rest collectively with the City Manager and Administrative Services Director.
5. **Private Placement** - The Covered Entities may determine that private placement of debt is most appropriate. Use of private placement will be considered collectively by the City Manager and Administrative Services Director.
6. **Pooled Financing** - The City may also consider use of pooled financing as a method of accessing the capital markets. Use of pooled financing will be evaluated collectively by the City Manager and Administrative Services Director on a case-by-case basis.
7. **Selection of Financing Professionals** - Selection of financing professionals (financial advisor, underwriter, bond counsel, disclosure counsel, trustee, etc.) shall generally be on a competitive basis; however, the City Manager is authorized to select financing professionals on a sole source basis. Selection shall balance service

(experience, professional reputation and capabilities) with costs. Once selected, the Financial Advisor may assist the Covered Entities with selecting the rest of the members of the financing team.

### Debt Structure

1. **Credit Ratings** - It is a policy goal of the Covered Entities to protect taxpayers, ratepayers and constituents by utilizing conservative financing methods and techniques so as to obtain the highest practical credit ratings (although not all debt will be rated) and the lowest practical borrowing costs. The Covered Entities will seek to maintain the appropriate balance between high credit ratings and operational flexibility. In those cases where debt will be rated, the Covered Entities will seek credit ratings from at least one of the three major ratings agencies. Ratings from multiple rating agencies may be sought for a single debt issue, based upon market expectations and conditions at the time of the issuance.
2. **Fixed-rate and Variable-rate Debt** - The Covered Entities prefer to issue fixed-rate debt. Variable-rate debt may be used, if market conditions warrant at the time of issuance. It is acknowledged that variable-rate debt passes an unknown obligation onto future budget cycles.
3. **Derivatives** - Derivative products may have application with regard to certain borrowing programs. The City Manager and Administrative Services Director will evaluate the use of derivative products on a case-by-case basis.
4. **Call Provisions** - The timing for when bonds are callable varies and is determined at the time of pricing such bonds. The Covered Entities preferred structure is to negotiate for optional redemption at par in order to maintain flexibility in the future.
5. **Credit Enhancements** - The Covered Entities may use credit enhancements (letters of credit, bond insurance, surety bonds, etc.) when such credit enhancements prove to be cost-effective. The Covered Entities will consider the use of credit enhancements on a case-by-case basis.

### Interfund Borrowings

The City may borrow internally from other funds with temporary cash surpluses to meet shortterm cash needs in lieu of issuing debt. The fund(s) from which the money is borrowed shall be repaid with interest at the average earnings rate of the Local Agency Investment Fund (LAIF). Interfund borrowing extending for more than one year will be brought to Council for approval.

### Market Communication, Debt Administration And Reporting Requirements

#### 1. Responsibilities:

The Administrative Services Director shall be responsible for administering the City's debt management program. To that end, this position shall:

- a) Comply with all reporting requirements within the bond documents
- b) Review all outstanding debt for refunding opportunities
- c) Maintain positive working relationships with rating agencies and other financial professionals
- d) Review and recommend appropriate structures for all new debt issuances.
- e) Ensure compliance with the Investment Policy and bond documents regarding investing bond proceeds.

#### 2. Rating Agencies:

The Administrative Services Director shall be responsible for maintaining the Covered Entities relationships with Standard & Poor's Ratings Services, Fitch Ratings, and Moody's Investors Service, as appropriate. The City shall, from time to time, deal with one, two or all of these agencies as circumstances dictate. In addition to general communication, the Administrative Services Director shall (1) meet, (either in person or via phone) with credit analysts periodically as appropriate; and (2) prior to each competitive or negotiated sale, offer conference calls or meeting(s) with rating analysts in connection with the planned sale.



### 3. Observance of Debt Covenants:

The Administrative Services Director will periodically review that the City is in compliance with all legal covenants for each debt issue.

### 4. Continuing Disclosure:

The Administrative Services Director will remain in compliance with Rule 15c2-12.

### 5. Record Keeping:

A copy of all debt-related records shall be retained at the City's Administrative Services offices or in an approved storage facility. At minimum, these records shall include all official statements, bid documents, bond documents/transcripts, resolutions, trustee statements, leases, and title reports for each financing (to the extent available). To the extent possible, the City shall retain an electronic copy of each document, preferably in PDF or CD-ROM format.

### 6. Arbitrage Rebate:

The City will comply with the administratively adopted policies and procedures regarding tax-exempt financings and tax-exempt financed property, as well as the tax and arbitrage certifications associated with each issue.

## Internal Control Procedures

It is the policy of the City to ensure that proceeds of debt are spent only on lawful and intended uses. Whenever reasonably possible, proceeds of debt will be held by a third-party trustee and the City will submit written requisitions for such proceeds. The City will submit a requisition only after obtaining the signature of the City Manager. The Administrative Services Director shall ensure that records of all expenditures of proceeds will be retained through the final payment date for the debt.

## Initial And Continuing Disclosure Compliance

### 1. Disclosure Coordinator:

The Administrative Services Director of the City shall be the disclosure coordinator of the City ("Disclosure Coordinator").

### 2. Review and Approval of Official Statements:

The Disclosure Coordinator of the City shall review any Official Statement prepared in connection with any debt issuance by the Covered Entities in order to ensure there are no misstatements or omissions of material information in any sections that contain descriptions of information prepared by the City. Additionally, the Disclosure Coordinator will participate on all Due Diligence reviews with the Covered Entities finance team prior to debt issuance.

In connection with its review of the Official Statement, the Disclosure Coordinator shall consult with third parties, including outside professionals assisting the City, and all members of City staff, to the extent that the Disclosure Coordinator concludes they should be consulted so that the Official Statement will include all "material" information (as defined for purposes of federal securities law).

As part of the review process, the Disclosure Coordinator shall submit all Official Statements to the City Council, San Ramon Public Financing Authority or San Ramon Successor Agency for approval by the appropriate body. The cover letter used by the Disclosure Coordinator to submit the Official Statements shall be in substantially the form of Exhibit A.

The approval of an Official Statement by the City Council shall be docketed as a new business matter and shall not be approved as a consent item. The City Council shall undertake such review as deemed necessary by the City Council, following consultation with the Disclosure Coordinator, to fulfill the City Council's responsibilities under applicable federal and state securities laws. In this regard, the Disclosure Coordinator shall consult with the City's disclosure counsel to the extent the Disclosure Coordinator considers appropriate.

### 3. Continuing Disclosure Filings:

Under the continuing disclosure undertakings that the City, San Ramon Public Financing Authority or San Ramon Successor Agency have entered into in connection with its debt offerings, the appropriate agency is required each year to file annual reports with the Municipal Securities Rulemaking Board's Electronic Municipal Market Access ("EMMA") system in accordance with such undertakings. Such annual reports are required to include certain updated financial and operating information, and the City's audited financial statements.

The City is also required under its continuing disclosure undertakings to file notices of significant/ material events with EMMA.

The Disclosure Coordinator is responsible for establishing a system (which may involve the retention or one or more consultants) by which:

- a) the City will make the annual filings required by its continuing disclosure undertakings on a complete and timely basis, and
- b) the City will file notices of enumerated events as required by Rule 15c2-12.

### 4. Public Statements Regarding Financial Information:

Whenever the City makes statements or releases information relating to its finances to the public that are reasonably expected to reach investors and the trading markets, the City is obligated to ensure that such statements and information are complete, true, and accurate in all material respects.

### 5. Training:

The Disclosure Coordinator shall ensure that the members of the City staff involved in the initial or continuing disclosure process and the City Council are properly trained to understand and perform their responsibilities.

The Disclosure Coordinator shall arrange for disclosure training sessions conducted by the City's disclosure counsel. Such training sessions shall include education on these Disclosure Procedures, the City's disclosure obligations under applicable federal and state securities laws and the disclosure responsibilities and potential liabilities of members of the City's staff and members of the City Council. Such training sessions may be conducted using a recorded presentation.





## EXHIBIT A

## City Council Staff Report

**Date:**

**To:** City Council/City Manager

**From:**

**Subject**

This Staff Report relates to the proposed issuance of \_\_\_\_\_ (the "Obligations") by the City. The City Council is asked to approve issuance of the Obligations and all related documents. The near-final versions of these documents are attached.

The attached Preliminary Official Statement has been reviewed and approved for transmittal to the City Council by the City's financing team. The distribution of the Preliminary Official Statement by the City is subject to federal securities laws, including the Securities Act of 1933 and the Securities Exchange Act of 1934. These laws require the Preliminary Official Statement to include all facts that would be material to an investor in the Obligations. Material information is information that there is a substantial likelihood would have actual significance in the deliberations of the reasonable investor when deciding whether to buy or sell the Obligations. If the City Council concludes that the Preliminary Official Statement includes all facts that would be material to an investor in the Obligations, it must adopt a resolution that authorizes staff to execute a certificate to the effect that the Preliminary Official Statement has been "deemed final."

The Securities and Exchange Commission (the "SEC"), the agency with regulatory authority over the City's compliance with the federal securities laws, has issued guidance as to the duties of the City Council with respect to its approval of the Preliminary Official Statement. In its "Report of Investigation in the Matter of County of Orange, California as it Relates to the Conduct of the Members of the Board of Supervisors" (Release No. 36761 / January 24, 1996) (the "Release"), the SEC indicated that, if a member of the City Council has knowledge of any facts or circumstances that an investor would want to know about prior to investing in the Obligations, whether relating to their repayment, tax-exempt status, undisclosed conflicts of interest with interested parties, or otherwise, he or she should endeavor to discover whether such facts are adequately disclosed in the Preliminary Official Statement. In the Release, the SEC indicated that the steps that a member of the City Council could take include becoming familiar with the Preliminary Official Statement and questioning staff and consultants about the disclosure of such facts.

Set forth below is a summary of the financing, including cross-references to specific sections of the Preliminary Official Statement.

- Section 1. *Purpose of Financing.*
- Section 2. *Documents for Approval; Security for the Obligations.*
- Section 3. *Risks Relating to Repayment and Tax-Exempt Status of the Obligations.*
- Section 4. *Requested Approvals.*



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### Investment Policy



City Center Bishop Ranch



Bishop Ranch Business Offices





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**RESOLUTION NO. 2023-057**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAMON  
APPROVAL OF THE PROPOSED FY 2023-24 STATEMENT OF INVESTMENT  
POLICY**

**WHEREAS**, California Government Code (53646) requires annual review and approval of a Statement of Investment Policy by city councils of California municipalities in a public meeting; and

**WHEREAS**, the City Council first adopted a Statement of Investment Policy in 1989 with Resolution No. 89-76, and since that time, the Statement of Investment Policy has been reviewed annually and amended when appropriate, the most recent of which was on June 28, 2022 for the 2022-23 Fiscal Year by Resolution No. 2022-100; and

**WHEREAS**, the Statement of Investment Policy was reviewed by FHN Financial Main Street Advisors, LLC (FHN Main Street), and there are no proposed changes to the policy at this time.

**NOW, THEREFORE, BE IT RESOLVED**, that the City Council of the City of San Ramon does hereby approve the proposed Statement of Investment Policy for FY 2023-24.

**PASSED, APPROVED, AND ADOPTED**, at the meeting of May 23, 2023 by the following votes:

**AYES:** *Cm. Armstrong, Perkins, Verose, and Mayor Hudson*

**NOES:**

**ABSENT:** *Cm. Rubio*

**ABSTAIN:**



David E. Hudson, Mayor

**ATTEST:**



Joan Snashall, Acting City Clerk

Exhibit 1: Investment Policy FY 2023-24



## City Of San Ramon Statement Of Investment Policy

Fiscal Year 2023-24

### Purpose

This statement implements §53646 of the Government Code, of the State of California, by providing a Statement of Investment Policy. It is intended to provide sound procedures for the prudent investment and management of public funds of the City of San Ramon. Consistent with provisions of this code section, this policy shall be annually reviewed and adopted by the City Council.

### Scope

This policy applies to all liquid financial assets of the City of San Ramon. These assets are accounted for in the City's Comprehensive Annual Financial Report (CAFR), which includes the annual independent audit report, under the following categories:

General Fund  
 Special Revenue Funds  
 Capital Project Funds  
 Debt Service Funds  
 Internal Service Funds  
 Trust and Agency Funds

Funds excluded from this policy:

1. Bond Proceeds - The investment of bond proceeds held with trustees is directed by the City, but is governed by the restrictions on permitted investments in the applicable bond indenture or similar agreements.
2. Deferred Compensation, Retirement, Other Post-Employment Benefits (OPEB) 115 Trust, and Supplement Pension 115 Trust - Investments related to these plans are not subject to this policy since third-party administrators or trustees manage the funds and either the individual plan participants or trustees direct investment selection.

### Objective

The City's objective is to accurately monitor and forecast expenditures and revenues, thus enabling the City to invest idle funds to the fullest extent possible. Idle cash management and investment transactions are the responsibility of the Finance Division of the Administrative Services Department. The City shall attempt to obtain a market rate of return, provided that criteria for safety and liquidity are adequately met, and that all provisions of this investment policy are strictly adhered to.

### Investment Principles

The City of San Ramon operates its temporary pooled idle cash investments under the "*prudent investor standard*". This standard states: *When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and*



*with like aims, to safeguard the principal and maintain the liquidity needs of the agency. Within the limitations of this section and considering individual investments as part of an overall strategy, investments may be acquired as authorized by law.*

Consistent with this principle, the following basic tenets shall serve to guide the City's investment program:

**Safety** — The first priority for the investment program shall be the safety of principal investment. Procedures for ensuring safety of principal shall involve compliance with legal requirements set forth under sections of the Government Code, development and maintenance of adequate records and controls, and avoidance of market speculation through an underlying "buy and hold" investment strategy.

**Liquidity** — The second priority for the investment program shall be to provide adequate cash for operations or capital purposes on an as-needed basis. Procedures for ensuring adequate liquidity shall include maintenance of pro forma City cash needs through analysis of historical and projected future cash flows, and matching investment maturities to cash requirements.

**Yield** — The City's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into consideration the investment risk constraints and liquidity needs. Yield on the City's investment portfolio is of secondary importance compared to the safety and liquidity objectives described above. Investments are limited to relatively low-risk securities in anticipation of earning a market rate of return relative to the risk being assumed. Nevertheless, investment performance shall be periodically monitored and evaluated by the Administrative Services Director by comparison with other benchmark yields

#### **Delegation of Authority**

The City of San Ramon Municipal Code assigns treasury responsibilities to the Administrative Services Director who serves as the City Treasurer. The Administrative Services Director currently performs the duties of the Director of Finance. The authority to invest City Funds rests with the Administrative Services Director and his designated staff, herein referred to as the Deputy Treasurer. The Administrative Services Director has further authority, with consent of the City Council, to delegate investment portfolio management to FTN Financial Main Street Advisors, an Investment Advisory firm. No person may engage in an investment transaction except as provided for under the terms of this policy. The Administrative Services Director shall be responsible for all transactions undertaken and will establish a system of controls to regulate the activities of subordinate officials.

#### **Ethics and Conflicts of Interest**

Officers, Councilmembers, and employees involved in the investment process shall refrain from personal business activity that conflicts with proper execution of the investment program, or impairs their ability to make impartial investment decisions. Employees, Councilmembers and investment officials shall disclose any material financial interests that could be related to the performance of the City's investment portfolio.

#### **GASB 31**

The Government Accounting Standards Board (GASB) Statement No. 31 requires that governmental entities report all investments with a maturity in excess of one-year at fair market value in the balance sheet or other statement of financial condition as of the end of the annual reporting cycle. Market value increases/declines are recognized by booking the variation against earnings at year-end. This book gain/loss would be realized by way of an increase/reduction in reserves, increasing/reducing funds available for appropriation. Because longer-term investments are subject to greater fluctuations in price and market value, specific constraints in the form of percentage limitations have been incorporated into this policy. These limitations minimize material gains/losses in the value of the portfolio in a declining/rising interest rate environment and mitigate the risks inherent in GASB Statement 31.

#### **Permitted Investments**

- **Bonds issued by the City of San Ramon or other local agency** of the State of California, provided that the obligations are rated Aa3, AA-, A A- or higher by a Nationally Recognized Statistical Rating Organization

(NRSRO), Moody's Investors Services (Moody's), Standard and Poor's Ratings Services (S&P), or Fitch Ratings (Fitch), respectively. Purchases of eligible municipal securities shall not exceed five years to maturity.

- **United States Treasury notes, bonds, bills** or other obligations for which full faith and credit of the United States are pledged for payment of principal and interest. Purchases of eligible treasury securities shall not exceed five years to maturity.
- **Federal Agency Securities.** Federal agency or United States government-sponsored enterprise obligations, participations or other instruments, including those issued by or fully guaranteed as to principal and interest by federal agencies or United States government-sponsored enterprises. Purchases of eligible federal agency securities shall not exceed five years maturity.
- **Bonds issued by the State of California.** Provided that the obligations are rated Aa3 or higher provided by (Moody's), has an A A- or higher rating provided by (S&P), or has an AA- or higher rating provided by (Fitch). Purchases of eligible federal agency securities shall not exceed five years to maturity.
- **Bankers' Acceptances,** issued by domestic or foreign banks, which are eligible for purchase by the Federal Reserve System, the short-term paper of which is rated in the highest category by Moody's or by S&P. Purchases of Bankers' Acceptances may not exceed 180 days to maturity, or 40% of the City's surplus funds, nor may the City invest more than 2% of its surplus funds in the Bankers' Acceptances of any one commercial bank.
- **Commercial Paper** issued by corporations organized and operating within the United States with total assets in excess of \$500,000,000. Commercial paper must have a minimum short term rating by at least two of the following NRSRO's: A-1 by S&P, P-1 by Moody's, or F-1 by Fitch and a minimum long-term debt rating of A2 by Moody's, A by S&P, or A by Fitch. Purchases of eligible Commercial Paper may not exceed 270 days to maturity nor represent more than 10% of the outstanding paper of an issuing corporation, nor may the City's investments in Commercial Paper exceed 25% for the City's surplus funds.
- **FDIC Insured Certificates of Deposit** issued by a nationally or state-chartered bank, or a state or federal savings and loan association, or by a state-licensed branch of a foreign bank. The invested amount per institution shall not exceed the current FDIC insured limit (currently \$250,000). Purchases of eligible FDIC insured certificates of deposit shall not exceed five years to maturity.
- **Negotiable Certificates of Deposit** issued by a nationally or state-chartered bank or a state or federal savings and loan association or by a state-licensed branch of a foreign bank; provided (1) that the senior debt obligations of the issuing institution are rated Aa2 or better by Moody's or rated A A or better by S&P and (2) that the financial institution has received a minimum overall "satisfactory" rating for meeting the credit needs of California communities in its most recent evaluation. Purchases of negotiable certificates of deposit may not to exceed 30% of the City's surplus funds, nor in excess of the greater of either the net worth of the depository or \$500,000. Purchases of eligible negotiable certificates of deposit shall not exceed five years maturity.
- **Repurchase Agreements** used solely as short-term investments not to exceed 30 days. The following collateral restrictions will be observed. Only U.S. Treasury securities or Federal Agency securities allowable in this policy will be acceptable collateral. All securities underlying Repurchase Agreements must be delivered to the City's custodian bank by book entry, physical delivery, or third-party custodial agreement. The total of all collateral for each Repurchase Agreement must equal or exceed, on the basis of market value, 102 percent of the funds borrowed against those securities. For any Repurchase Agreement with a term of more than one day, the value of the underlying securities must be reviewed on a weekly basis. Investments in repurchase agreements shall not exceed 30% of the City's surplus funds.

Additional Repurchase Agreement Provisions: Market value must be calculated each time there is a substitution of collateral.

The City or its trustee shall have perfected first security interest under the Uniform Commercial Code in all securities subject to Repurchase Agreement

The City may enter into Repurchase Agreements only with primary dealers of the Federal Reserve Bank of New York.





The City will have specific written agreements with each firm with which it enters into Repurchase Agreements.

- **Medium-Term Corporate Notes** issued by corporations organized and operating within the United States or by depository institutions licensed by the United States or any state operating within the United States. Medium-term corporate notes shall have a maximum maturity of five years, and a minimum long-term debt rating by at least two of these NRSRO's: A2 by Moody's, A by S&P, or A by Fitch. Purchases shall not to exceed 30% of the City's surplus funds.
- **State of California Local Agency Investment Fund.** Investment in LAIF may not exceed \$40 million. No more than 15% of the total City investment portfolio is to be invested in LAIF.
- **Negotiable Order of Withdrawal** that functions as an interest bearing checking account that is fully collateralized with securities rated "AA" or higher and offered by a nationally or state-chartered bank or a State or Federal savings and loan association or by a state-licensed branch of a foreign bank with assets exceeding \$5 Billion. No more than \$3,500,000 of the City investment portfolio is to be invested in this type of account.
- **Supranational Debt Obligations.** United States dollar-denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by the International Bank for Reconstruction and Development of the World Bank (IBRD), International Finance Corporation (IFC), and Inter-American Development Bank (IABD), with maximum remaining maturity of five years or less, and eligible for purchase and sale within the United States. Investments must have a minimum rating of AA or better by at least two of the following NRSRO's: Moody's, S&P, or Fitch, and shall not exceed 30% of the City's surplus funds.
- **Shares of beneficial interest issued by diversified management companies,** that are money market funds (MMFs) registered with the Securities and Exchange Commission under the Investment Advisory Company Act of 1940 (15 U.S.C. Sec 80a-1 et seq.). To be eligible for investment pursuant to this subdivision these companies shall either (1) attain the highest ranking letter or numerical rating provided by not less than two of the three largest nationally recognized rating services or (2) have an investment advisor registered or exempt from registration with the Securities and Exchange Commission with not less than five years' experience investing in the securities and obligations listed above and with assets in excess of \$500,000,000. The MMF invests only in Treasury and Federal Government Agency securities, and in repurchase agreements backed by Treasury and Federal Government Agency securities.

The purchase price of the MMF shares shall not exceed 20% of the City's surplus funds. (Per section 53601-L)

### Ineligible Investments

Any security type not specifically approved by this policy is hereby specifically prohibited. Security types which are thereby prohibited include, but are not limited to:

- "Complex" derivative structures such as range notes, dual index notes, inverse floaters, leveraged or unleveraged floating-rate notes, or any other complex variable-rate or structured note.
- Interest only strips that are derived from a pool of mortgages, or any security that could result in zero interest accrual if held to maturity.
- Asset Backed Securities
- Common Stocks
- Reverse Repurchase Agreements

### Maximum Maturity

Pursuant to Government Code §53601, the City Council limits investments to securities with remaining maturity periods of no greater than five years.

### Credit/Issuer Risk

The City will seek to mitigate credit risk by requiring that issuers meet specific qualifying criteria.

The following guidelines will be used to determine the distribution of funds between issuers.

For medium term corporate notes and negotiable certificates of deposit, issuers must possess an acceptable long-term senior debt rating by at least two of the nationally recognized ratings services, i.e. Moody’s, S&P’s, and Fitch, as detailed below:

1. For maturities of four years or less, a minimum rating of A2 by Moody’s, A by S&P, or A by Fitch.
2. For maturities of four to five years, a minimum rating of Aa3 by Moody’s, AA- by S&P, or AA- by Fitch.

In the event an issuer is downgraded to below A2 (Moody’s) or A (S&P or Fitch), an analysis will be prepared of the exposure to the City and a recommendation will be made regarding holding the security or a possible sale.

**Market Risk**

Market risk shall be addressed by diversification of security types and distribution. Percentage limitations and maturity restrictions will comply with the State of California Government Code. Maturity distribution, particularly as impacted by changes in the yield curve will be frequently monitored by staff. Market risk will further be mitigated by limiting the portion of the portfolio investments with maturities in excess of one-year to 70%. The weighted average maturity of the portfolio shall not exceed 2.5 years.

**Diversification by Investment Type and Issuer**

Percentage limitations by investment type are outlined in Section 53600 of the Government Code. As described above the City will further diversify the portfolio by issuer, with the exception of Treasury securities, which will have no percentage limitations. The City shall seek to preserve principal by mitigating credit risk by diversifying the investment portfolio so that the failure of any one issuer or backer will not place an undue financial burden on the City. Listed below are sector and issuer limitations:

Sector	Sector Limit	Issuer Limit	Max Years	Minimum Rating <i>(NRSROs: S&amp;P, Moody’s, Fitch)</i>
U.S. Treasuries	100%	100%	5 Years	N/A
Federal Agencies	100%	50%	5 Years	N/A
Money Market	20%	20%	N/A	AAA/Aaa by at least two NRSROs
City of San Ramon Bonds	10%	10%	5 Years	Aa3 or AA- by one NRSRO
State of California Obligations	3%	3%	5 Years	Aa3 or AA- by one NRSRO
Local Agencies of California	10%	2%	5 Years	Aa3 or AA- by one NRSRO
Bankers’ Acceptances	40%	2%*	180 Days	A1/PI by S&P or Moody’s
Commercial Paper	25%	2%*	270 Days	A1/P1/F1 and long-term by one NRSRO
Negotiable CDs	30%	2%*	5 Years	See page 4 for rating criteria
Medium-Term Notes	30%	2%*	5 Years	A/A2 less than 4 yrs, Aa-/Aa3 greater than 4 yrs by at least two NRSROs
Supranational Obligations (IFC, IBRD, and IADB)	30%	5%	5 Years	AA/Aa2 by at least two NRSROs

\*The issuer limits for Banker’s Acceptances, Commercial Paper, Negotiable Certificates of Deposits and Medium-Term Corporate Notes shall be calculated in aggregate at time of purchase.

**Sale of Securities**

The City does not make investments for the purpose of trading or speculation, but buys with the prevalent intent to hold securities to maturity. The prohibition of speculative investment precludes pursuit of profit through unusual risk or conjectural fluctuations in market prices. However, fluctuations in market rates or changes in credit quality may produce situations where securities may be sold at a nominal loss in order to mitigate further erosion of principal. Securities shall generally be held until maturity with the following exceptions:

- A security with declining credit may be sold early to minimize loss of principal.



- A security swap would improve the quality, yield, or target duration in the portfolio.
- Liquidity needs of the portfolio require that the security be sold.

### Brokers/Dealers

A competitive bid/offer process, utilizing a minimum of three financial institutions on the approved broker/dealer list maintained by the City or the City's Investment Advisor, will be used to place all investment purchases and sales of secondary traded issues, if possible. Some secondary issues may be offered by only one or two broker/dealers. Purchases of securities that are new issues do not require three offers.

All brokers/dealers with whom business is transacted shall be subject to regulation by the Securities and Exchange Commission. The investment advisor annually conducts a review of all broker/dealers, including their adherence to the Securities and Exchange Commission Uniform Net Capital Rule (Rule 15c3-1).

### Safekeeping and Custody

The assets of the City shall be secured through third-party custody and safekeeping procedures. Bearer instruments shall be held only through third-party institutions. Collateralized securities such as repurchase agreements shall be purchased using the delivery versus payment procedures.

### Reporting Requirements

Pursuant to Government Code §53646, the Administrative Services Director shall render a quarterly investment report to the City Manager and City Council showing the type of investment, issuer, purchase date, purchase price, date of maturity, amount of deposit, coupon rate of interest, investment yield, and, for investments with a maturity exceeding 12 months, current market value, and source of market valuation. The quarterly report shall state its relationship to the adopted investment policy and shall provide assurance that the investment portfolio provides sufficient cash flow to meet the cash requirements for the following six months. The investment report shall be submitted within 30 days following the end of the quarter. Additionally, pursuant to Government Code §53607, a monthly transaction report shall be presented to the City Manager and City Council.

### Performance Standards

The City portfolio is managed with the objective of obtaining a market rate of return, commensurate with identified risk constraints and cash flow characteristics. The appropriate benchmarks will be periodically reviewed by the City Council Finance Committee.

### Allocation of Interest

Interest from the City's pooled investments is allocated proportionately to the City's various funds in the month it is received.

## Glossary

**Agencies:** Federal agency securities.

**Banker's Acceptance (BA):** A draft or bill of exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer. The drafts are drawn on a bank by an exporter or importer to obtain funds to pay for specific merchandise. An acceptance is a high grade negotiable instrument.

**Benchmark:** A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investments.

**Bid:** The price offered by a buyer of securities. (When you are selling securities, you ask for a bid.)

**Broker:** A broker brings buyers and sellers together for a commission. He/she does not take a position.

**Certificate of Deposit (CD):** A time deposit with a specific maturity evidenced by a certificate. Large-denomination CD's are typically negotiable.

**Collateral:** Securities, evidence of deposit or other property, which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

**Commercial Paper:** Short term unsecured promissory note issued by a corporation (including limited liability companies) to raise working capital. These negotiable instruments are purchased at a discount to par value or at par value with interest bearing. Commercial paper is issued by corporations such as General Motors Acceptance Corporation, IBM, Bank of America, etc.

**Comprehensive Annual Financial Report (CAFR):** The official annual report for the City. It includes combined statements for each individual fund and account group prepared in conformity with Generally Accepted Accounting Principles. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material and a detailed Statistical section.

**Coupon:** a) The annual rate of interest that a bond's issuer promises to pay the bondholder on the bond's face value, b) A certificate attached to a bond evidencing interest due on a payment date.

**Custody:** A banking service that provides safekeeping for the individual securities in a customer's investment portfolio under a written agreement which also calls for the bank to collect and pay out income, to buy, sell,

receive and deliver securities when ordered to do so by the principal.

**Dealer:** A dealer, as opposed to a broker, acts as a principal in all transactions; buying and selling for his/her own account.

**Delivery versus Payment:** There are two methods of delivery of securities: delivery versus payment and delivery versus receipt. Delivery versus payment is delivery of securities with an exchange of money for the securities. Delivery versus receipt is delivery of securities with an exchange of a signed receipt for the securities.

**Derivatives:** (1) Financial instruments whose return profile is linked to, or derived from, the movement of one or more underlying index or security, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities or commodities).

**Diversification:** Dividing investment among a variety of securities offering independent returns with the objective of lowering risk.

**Federal Deposit Insurance Corporation (FDIC):** A Federal agency that insures bank deposits, currently up to \$250,000 per deposit.

**Federal Home Loan Banks (FHLB):** Government sponsored wholesale banks which lend funds and provide correspondent banking services to member commercial banks, thrifty institutions, credit unions and insurance companies. The mission of the FHLBs is to liquefy the housing related assets of its members who must purchase stock in their district Bank.

**Federal Home Loan Mortgage Corporation (FHLMC):** The FHLMC was created under the Federal Home Loan Mortgage Act, Title III of the Emergency Home Finance Act of 1970 as a stockholder owned government-sponsored enterprise. Freddie Mac, as the corporation is called, is charged with providing stability and assistance to the secondary home mortgage market by buying first mortgages and participation interests and reselling these securities in the form of guaranteed mortgage securities. Although agency obligations are not explicitly guaranteed by the federal government, the rating agencies believe that in the unlikely event of financial difficulties, the federal government will support the agency to the extent necessary to provide for full and timely payment on their securities.



**Federal National Mortgage Association (FNMA):** FNMA, like GNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

**Federal Reserve System:** The central bank of the United States created by congress and consisting of a seven-member Board of Governors in Washington, D.C.; 12 regional banks and approximately 38 percent of the 8,039 commercial banks in the United States are members of the Federal Reserve System. National banks must be members; state-chartered banks may join if they meet certain requirements.

**Interest Rate:** The annual yield earned on an investment, expressed as a percentage.

**Liquidity:** A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. A security is said to be liquid if the spread between bid and asked prices is narrow and a reasonable size can be done at those quotes.

**Market Value:** The price at which a security is trading and could presumably be purchased or sold.

**Maturity:** The date upon which the principal or stated value of an investment becomes due and payable.

**Money Market:** A segment of the financial market in which short-term debt instruments (bills, commercial paper, bankers' acceptances, etc.) are traded.

**Municipal Securities of Local Agencies:** Debt securities issued by states, cities, counties and other governmental entities to fund day-to-day obligations and to finance capital projects. The purchase of municipal securities is a loan to the bond issuer in exchange for regular interest payments and the return of the original investment.

**Nationally Recognized Statistical Rating Organization ("NRSRO"):** Firms that review and assess the creditworthiness of an obligor as an entity or with respect to specific securities or money market instruments and express their opinion in the form of a letter rating. A credit rating agency may apply to the SEC for registration

as a nationally recognized statistical rating organization ("NRSRO"). The primary rating agencies are Standard & Poor's Corporation, Moody's Investor Services, Inc. and Fitch, Inc.

**Negotiable Certificates of Deposit:** Unsecured obligations of the financial institution, bank or savings and loan, bought at par value with the promise to pay face value plus accrued interest at maturity. They are high-grade negotiable instruments, paying a higher interest rate than regular certificates of deposit.

**Offer:** The price asked by a seller of securities. (When you are buying securities, you ask for an offer.) See "Asked" and "Bid".

**Portfolio:** Collection of securities held by an investor.

**Primary Dealer:** A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. Primary dealers include Securities and Exchange Commission (SEC)-registered securities broker/dealers, banks and a few unregulated firms.

**Rate of Return:** The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity; on a bond, the current income return.

**Repurchase Agreement (RP OR REPO):** A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate him for this.

**Risk:** Degree of uncertainty of return on an asset.

**Safekeeping:** A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

**Structured Notes:** Notes issued by Government Sponsored Enterprises (FHLB, FNMA, FHLMC, etc.) and Corporations, which have imbedded option (e.g. call features, step-up coupons, floating rate coupons, derivative-based returns) into their debt structure. Their market performance is impacted by the fluctuation of interest rates, the volatility of the imbedded options and shifts in the shape of the yield curve.

**Securities & Exchange Commission:** Agency created by Congress to protect investors in securities transactions by administering securities legislation.

**SEC Rule 15C3-1:** See "Uniform Net Capital Rule".

**Supranational Securities:** A supranational organization is formed by a group of countries through an international treaty with specific objectives such as promoting economic development. Supranational organizations also issue debt in the United States. The most commonly recognized supranational debt is issued by the International Bank for Reconstruction and Development (IBRD or World Bank).

**Treasury Bills:** A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in three months, six months, or one year.

**Treasury Bond:** Long-term U.S. Treasury securities having initial maturities of more than 10 years.

**Treasury Notes:** Intermediate-term coupon bearing U.S. Treasury having initial maturities of from one year to ten years.

**Trustee:** A financial institution with powers to act in a fiduciary capacity for the benefit of the bondholders in enforcing the terms of the bond contract.

**Uniform Net Capital Rule:** Securities and Exchange Commission requirement that member firms as well as nonmember broker/dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called net capital rule and net capital ratio. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

**Yield:** The rate of annual income return on an investment, expressed as a percentage, (a) Income Yield is obtained by dividing the current dollar income by the current market price for the security, (b) Net Yield or Yield to Maturity is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

June 8,2021 - Resolution No. 2021-081





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CITY of SAN RAMON, CALIFORNIA



# ADOPTED OPERATING BUDGET

FISCAL YEAR 2023-2024

