

CITY of SAN RAMON, CALIFORNIA

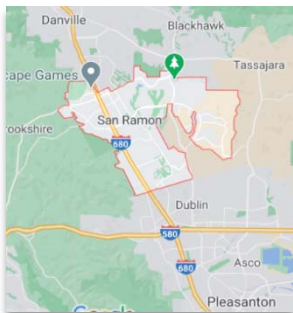
# ADOPTED OPERATING BUDGET

FISCAL YEAR 2021-2022



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## Elected Officials

Dave Hudson, Mayor

Scott Perkins, Vice Mayor

Mark Armstrong, Councilmember

Sridhar Verose, Councilmember

Sabina Zafar, Councilmember

## Appointed Officials

Joe Gorton, City Manager

Martin Lysons, City Attorney

## Executive Team

Eva Phelps, Administrative Services Director (Interim)

J. Kelly Sessions, Administrative Services Director

Christina Franco, City Clerk

Debbie Chamberlain, Community Development Director

Kathi Heimann, Parks & Community Services Director

Craig Stevens, Police Chief

Maria Fierner, Public Works Director

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## Guide to the Budget Document

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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 and 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 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 is provided for each category of other funds within the budget. A listing of the transfers in/out between funds and staffing charts are also included in this section.





## Guide to the Budget Document

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### **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 authorized position 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, and recreation services, and so on.

#### **General Fund**

This is the City's chief operating fund. It provides the resources most local government 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 used to account for the proceeds of specific revenue resources that are legally restricted or earmarked to being used for a particular function or activity. For example, grants received for streets and roads construction and maintenance, for 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 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.

## Guide to the Budget Document

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### 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 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's division most noteworthy accomplishments completed 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 table and graphic form, which illustrates the source of funds to fund department spending.
- **Staffing** - A historical staffing table 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 are directly attributable to a specific functional activity within the department. Fees 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.

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## CITY OF SAN RAMON

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

June 8, 2021

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

**SUBJECT: Adopted FY 2021-22 Operating Budget**

### SUMMARY

The City of San Ramon's FY 2021-22 Operating Budget reflects a careful and deliberate planning process with the intent of maintaining quality services and infrastructure while remaining fiscally prudent as the Coronavirus (COVID-19) pandemic finally begins to wind down. While no one could reasonably foresee the COVID-19 pandemic, neither could anyone anticipate the pandemic's lasting and expansive impact. In particular, the financial implications of this public health emergency continue to be significant regionally, nationally, and globally.

The City's economy came to a hard stop in March 2020 in response to shelter in place orders and related-social distancing restrictions required by the State of California and Contra Costa County Public Health. Those orders directed all individuals living in the county to shelter at their place of residence, except to provide or receive certain essential services or engage in certain essential activities, including work for essential businesses and governmental services. Due to this order, many businesses were required to close, creating a substantial drain on City revenue, including the loss of millions of dollars in sales tax, transient occupancy tax (TOT), and recreation program fees.

Fortunately, a few years ago, the City Council established a General Reserve policy 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 are struggling to deliver even the most basic services. Thus, for the second fiscal year in a row, City General reserves have been available to close a General Fund budget gap, this year of approximately \$1.8 million. During this unparalleled crisis, the City continues to prioritize core community services and protect essential functions such as public safety. Despite volatile revenue projections and ongoing uncertainties of COVID-19, I have prepared a balanced and fiscally responsible budget for Fiscal Year 2021-22.

Some of this uncertainty stems from a U.S. congressional announcement in March of this year regarding the availability of \$8.1 million in American Rescue Plan Act (ARPA) funding for the City of San Ramon to be used to backfill revenues lost or reduced by the pandemic. In May 2021, however, the Treasury Department released guidelines for eligible uses of the funds which appeared significantly different from what cities were initially led to believe, including new pandemic-relief services for small business and residents to be implemented by cities

CITY COUNCIL: 973-2530  
CITY MANAGER: 973-2530  
CITY ATTORNEY: 973-2549

CITY CLERK: 973-2539  
ADMINISTRATIVE SERVICES: 973-2609  
PLANNING/COMMUNITY DEVELOPMENT: 973-2560

ENGINEERING SERVICES: 973-2670  
POLICE SERVICES: 973-2700  
PUBLIC SERVICES: 973-2800

PARKS & COMMUNITY SERVICES: 973-3200  
ECONOMIC DEVELOPMENT: 973-2554  
PERMIT CENTER: 973-2574

## City Manager Budget Message

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and local governments. Some questions still remain, but the City is poised to move forward with a plan that we believe covers eligible costs

At the time of this writing, new Coronavirus cases in Contra Costa County are significantly down as nearly 60% of adults and youth over 16 have received at least one COVID-19 vaccination. Moreover, the Centers for Disease Control (CDC) recently announced that outdoor mask wearing is no longer needed for vaccinated individuals, and Governor Gavin Newsome announced the reopening of the State starting June 15, 2021 and the lifting of the mask mandate.

The operating budget is for 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. The budget document has been developed to serve as the City's financial plan of programs and service delivery for the next twelve months. The budget document includes departmental statements of purpose, service descriptions, major accomplishments, and future major action items. The financial plan for FY 2021-22 that is 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 also independently by the authorizing Boards of these entities. This budget document, together with the Capital Improvement Program (CIP) document, provides detailed information for the City Council to evaluate the entire City budget proposal.

In summary, the FY 2021-22 Proposed Expenditure Budget for all City funds, including the DV GHAD, the NWSR GHAD, and the Capital Budget totals \$122.8 million. The budget is comprised of an Operating Budget of \$85.5 million, a Special Revenue Fund Budget of \$0.5 million, a Debt Service Fund budget of \$3.8 million, a Capital Budget of \$17.0 million, an Internal Services Fund budget of \$15.8 million, a DV GHAD budget of \$0.8 million (included in the Operating Budget) and a Housing Successor budget of \$0.2 million. The organization of the City's budget can be most clearly understood by referring to page 35.

### **BACKGROUND**

#### **ECONOMIC OUTLOOK**

No event in recent history has had an impact on our world and way of life as much as the COVID-19 outbreak. Due to the COVID-19 pandemic, national, state and local economies have faced a drastic downturn and uncertain economic recovery, causing enormous hardship for families, businesses and governments across the globe. Fortunately, U.S. recovery from the financial fallout is well underway.

Nationally, the Bureau of Labor Statistics reported the unemployment rate at 6.1%, with the number of unemployed persons at 9.8 million. These measures are down considerably from their recent highs in April 2020 when unemployment reached 14.7%, but still remain well above their pre-pandemic levels of 3.5% and 5.7 million, respectively, in February 2020. The National Association of Realtors reported that home sales are also rebounding. Existing home sales totaled 5.85 million in April 2021, a year-over-year increase of 33.9%, despite three straight months of declines. Moreover, all four regions of the nation registered double-digit year-over-year gains for April.

## City Manager Budget Message

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Pre-COVID-19, California had experienced 118 consecutive months of growth, stratospheric job creation, and the highest credit rating in nearly two decades. During COVID-19, the State economy faced massive job losses and revenue shortfalls, with revenues projected to decline more than \$41.0 billion, combined with increased costs for a projected deficit of \$54.0 billion. What a difference a year makes! With the end of the pandemic hopefully in site, California has begun a slow but steady economic recovery with more than 100,000 jobs added in April for the third straight month. Indeed, the State Employment Development Department reports California has now regained 1.3 million jobs, or 48% of the 2.7 million it lost in March and April of 2020, accounting for 38% of all job gains in the U.S. in April. Moreover, the State's non-partisan Legislative Analyst's Office reports that "State tax collections over the last year have been extraordinary. Not only has much of the state's tax base—such as payrolls, taxable retail sales, and business profits—been surprisingly resilient, but tax collections have grown well beyond their pre-pandemic baseline," with collections from the State's three largest tax sources—personal income, sales, and corporation taxes—up 20% from 2019-20 and up 27% from 2018-19.

Despite the rosy national and state economic outlooks, the City recovery lags slightly behind. The Operating Funds Revenue Budget (i.e. the General Fund, Special Revenue—Operating, and Special Revenue—GHAD's) totals \$88.1 million, but without the one-time \$4.1 million in ARPA funding, the net revenue totals \$84.0 million. Comparing this net to the Operating Funds Expenditure Budget of \$85.5 million, the decrease in FY 2021-22 fund balance totals \$1.5 million. In FY 2020-21, these same figures yielded a net increase in fund balance of \$5.0 million. Hopefully, as the City emerges from COVID, sales and use tax, TOT and other economy-based revenue sources will quickly improve and help close the Operating Budget gap.

### FINANCIAL PLANNING

Balancing the FY 2021-22 budget has been problematic given the uncertainty of ARPA funding. Initial estimates put the funding level at \$14.3 million to be distributed over two fiscal years, which would have allowed the City to end the year with a budget surplus. Within weeks, however, the U.S. Treasury Department released its "Interim Final Rules" which at first interpretation appeared so restrictive as to eliminate any potential use by the City and would have left the City in a deep deficit, necessitating more service level cuts. Treasury later released additional clarification that put the City's allocation at \$8.1 million—again split over two fiscal years (FY 2020-21 and FY 2021-22)—and opened a small window of eligible expenses that could fit into the City's spending needs, and thus assist the City to close its spending gap, by including \$1.5 million for infrastructure maintenance; \$1.9 million for restoration of workforce losses; and \$0.6 million for COVID-related expenses.

To emphasize and facilitate long-range financial planning, City staff prepares a five-year financial forecast annually for the General Fund and the Dougherty Valley CSA fund. The forecast includes projection of revenues and expenditures for the current fiscal year and the succeeding five 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 rising costs of employee benefits and inflationary costs, utility, and contractual services. The forecast is trend based and projected recovery from the COVID-19 pandemic. With current assumptions, the General Reserves are projected to have a net decrease of \$8.9 million over the five-year projection, prior any new staffing and unfunded CIP costs. General Reserves is projected to be at 29% at the

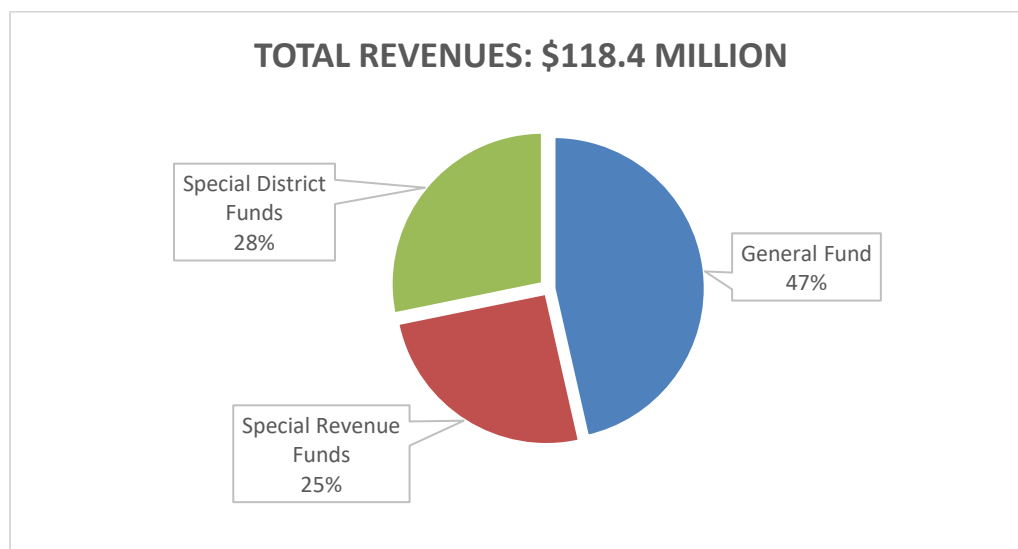


## City Manager Budget Message

end of FY 2025-2026 while Policy requires reserves be maintained at 36%. The City will continue to look for ways to reduce costs and enhance revenues to strike a balance between maintaining reserve policy requirement, future staffing needs, unfunded pension liability, unfunded CIPs, future infrastructure costs, and other exposures.

### RESOURCES FUNDING THE CITY BUDGET

The FY 2021-22 Budget includes \$118.4 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, 47% of City revenue is general purpose and used to support Police, Public Works, recreation programs, Community Development and other general purpose needs. The remaining 53% is revenue that is restricted for use 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.

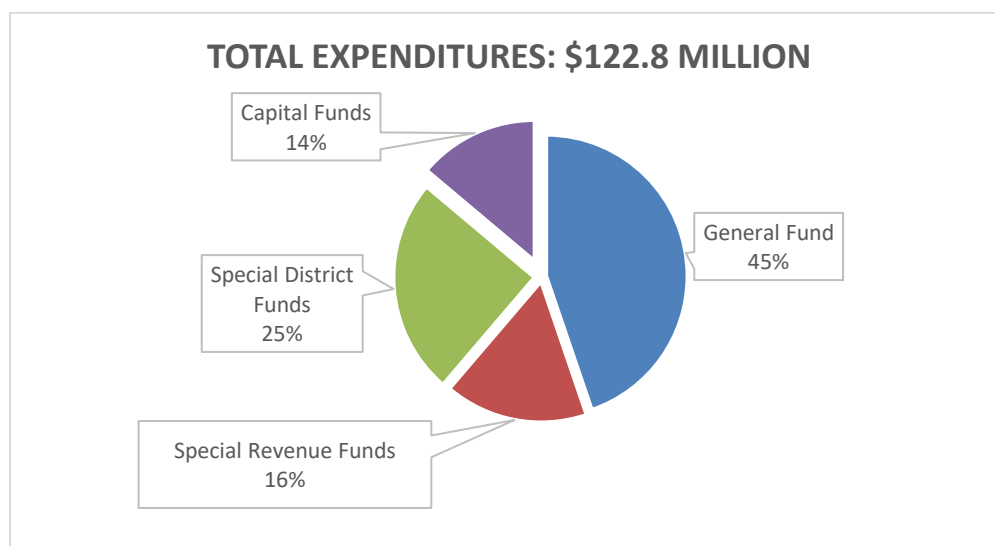


*\* Special Revenue Funds include Special Revenue Non-Operating Funds, Housing Successor Fund, Debt Service Funds, and Internal Service Funds*

### EXPENDITURE BUDGET

The \$122.8 million expenditure budget is \$4.4 million (4%) less than the FY 2020-21 Adopted Budget reflecting increases in General Fund, Other Operating Funds, Special Revenue Funds (Non-Operating), and Internal Service Funds; offset by decreases in Capital Project Funds and Debt Service Funds. The graph below shows how the expenditure budget is broken out among major fund groups.

## City Manager Budget Message



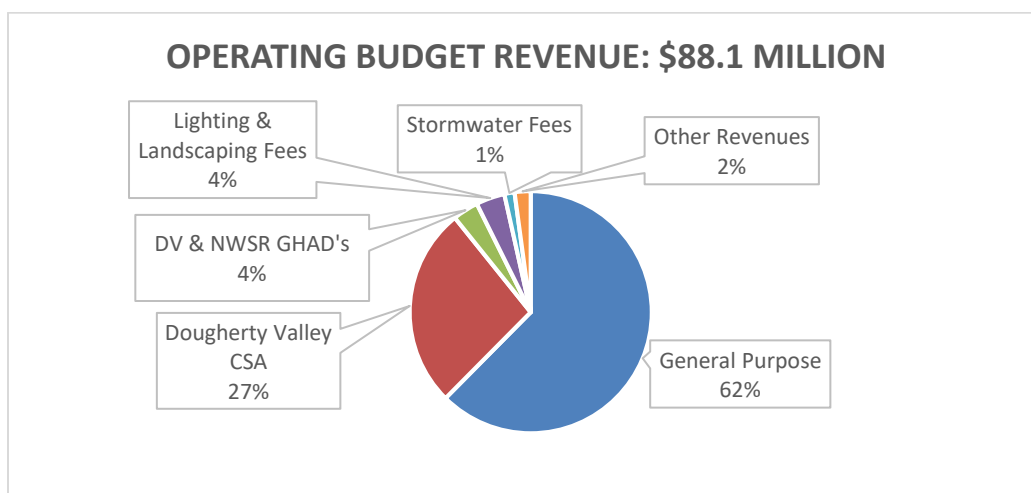
The \$4.4 million net decrease in the expenditure budget over FY 2020-21 reflects increased spending of \$4.7 million in the General Fund, \$1.7 million in the Other Operating Funds, \$0.4 million in the Special Revenue Funds (Non-Operating), and \$3.8 million in the Internal Service Funds, offset by decreases of \$1.1 million in the Debt Service Fund and \$13.9 million in the Capital Fund. The primary reason for the expenditure reduction is a decrease in spending due to project timing and a deferral of capital projects. Other factors impacting expenditures include inflationary increases in service contracts, employee wage and benefit costs, and utility costs.

### OPERATING BUDGET

#### Revenue

Revenues collected in FY 2021-22 and reserves accumulated in prior years are the financial resources used to fund the Operating Expenditure Budget. Revenues of \$88.1 million are available to finance City operating fund budgets in FY 2021-22. The City operating funds include: 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 \$88.1 million, the proportionate breakdown of each major operating budget revenue is illustrated in the following chart:

## City Manager Budget Message



### Expenditures

Total expenditures for the combined City Operating budget is \$85.5 million for FY 2021-22. This compares to an Adjusted Operating Budget of \$79.4 million in FY 2020-21, a difference of \$6.1 million. The majority of this increase (\$3.9 million or 64%) is attributable to increases in Police Services and Public Works. Collectively, these two departments account for 75% of total operating budget expenditures in FY 2021-22 as depicted in the table below:

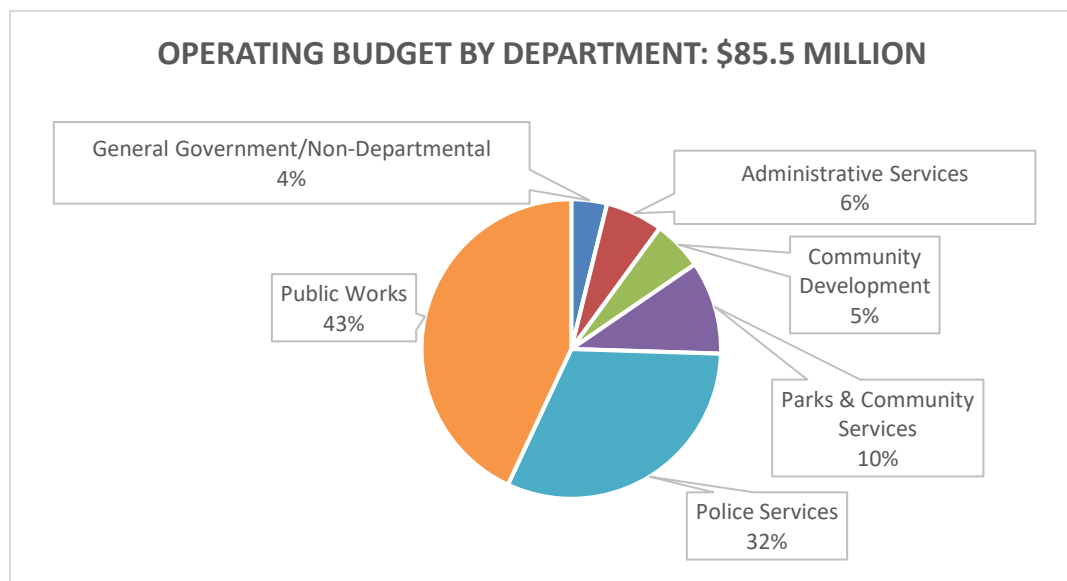
**Table 1**  
**Operating Budget Expenditures by Department: \$85.5 Million**

Department	FY 2021-22	FY 2020-21*	Difference
General Government	\$3.2	\$3.0	\$0.2
Administrative Services	5.3	4.7	0.6
Community Development	4.6	4.0	0.6
Parks & Community Services	8.6	7.8	0.8
Police Services	26.9	25.1	1.8
Public Works	36.8	34.7	2.1
Non-Departmental	0.1	0.1	-
<b>TOTAL</b>	<b>\$85.5</b>	<b>\$79.4</b>	<b>\$6.1</b>

\* Adjusted Operating Budget



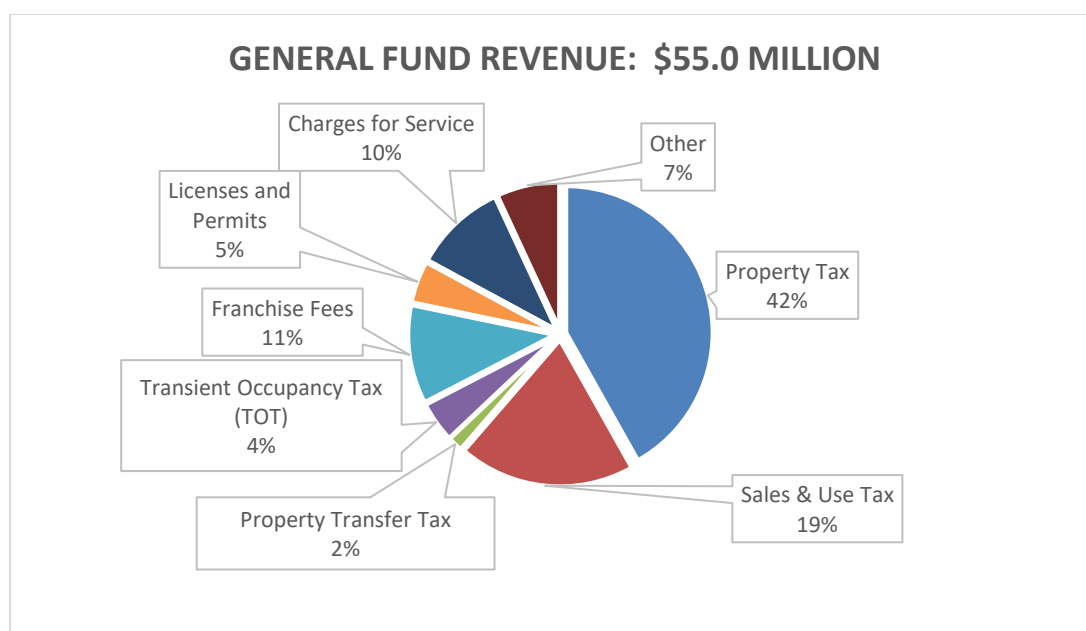
## City Manager Budget Message



### 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 \$55.0 million, which is \$2.5 million or 4.7% above the FY 2020-21 revised budget. The \$55.0 million of revenue by source is shown in the graph below.



## City Manager Budget Message

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 41.9% of the General Fund and is projected at \$23.0 million for FY 2021-22. Assessed property valuation increased 3.9% during FY 2020-21 and is estimated to increase another 4.0% in FY 2021-22. Actual assessed value changes will not be known until later this summer, but similar assessed valuation increases and resultant property taxes are expected to continue for many years as the City continues to be a highly desirable place to live due to its natural beauty, excellent schools, low crime, retail shopping, proximity to jobs, and its reputation for being well-managed.

Sales tax is the City's second largest revenue source at 19.5% of the General Fund. Sales tax is trending to end FY 2020-21 9.7% higher than budgeted estimates. At \$10.7 million, the projection for FY 2021-22 is that sales tax will be \$0.3 million more than the estimated FY 2020-21 year-end estimate of \$10.4 million.

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. Moreover, plans are underway to build a pedestrian bridge to link these areas together and increase foot traffic from Central Park to the restaurant and shopping core at Bishop Ranch.

### General Fund Expenditures

The expenditure budget for the General Fund is \$55.0 million, an increase of \$4.5 million or 8.9% more than the FY 2020-21 amended budget. Departments are showing increases in expenses due to increases in salary and benefits, pension costs, service contracts, and utility costs.

As shown on the graph below expenditures are divided as follows: 29% for Public Works, 31% for Police Services, 16% for Parks & Community Services, 8.0% for Community Development, and 16% between other General Government needs and Administrative Services.

**Table 2**  
**General Fund Expenditure Budget by Department: \$55.0 Million**

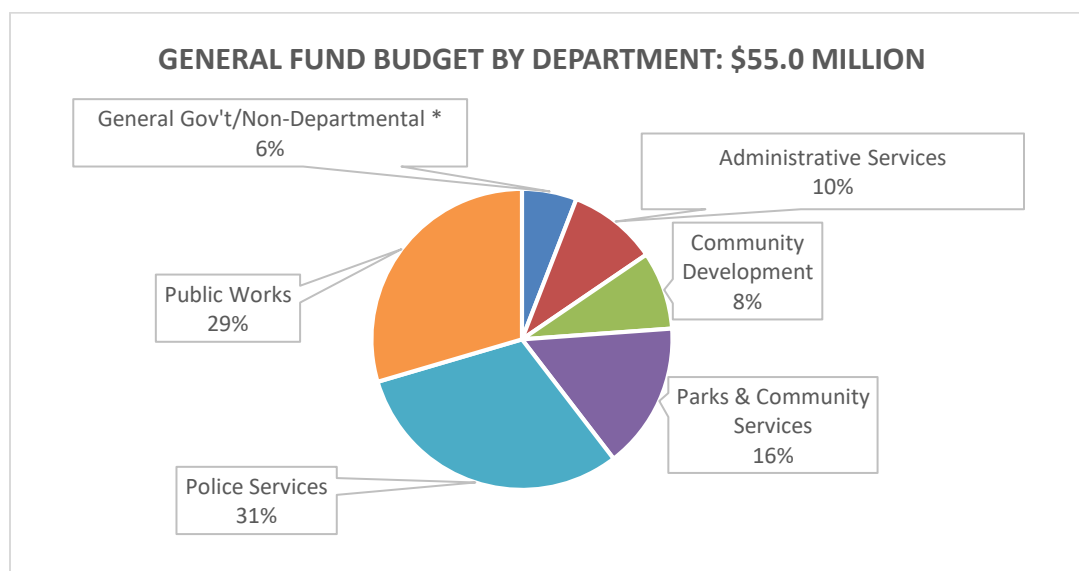
Department	FY 2021-22	FY 2020-21*	Difference
General Government	\$3.2	\$3.0	\$0.2
Administrative Services	5.3	4.7	0.6
Community Development	4.6	4.0	0.6
Parks & Community Services	8.6	7.8	0.8
Police Services **	17.0	15.8	1.1
Public Works **	16.2	15.0	1.2
Non-Departmental	0.1	0.1	-
<b>TOTAL</b>	<b>\$55.0</b>	<b>\$50.5</b>	<b>\$4.5</b>

\* Adjusted General Fund Budget

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

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 13, 2021, May 11, 2021, and May 25, 2021 budget workshops.

## City Manager Budget Message



*\* 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 proceeds with annexing land in the Dougherty Valley area, and build-out continues, this area of the budget continues to grow. The fund tracks expenditures 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. Assessment revenues, however, have not kept up with the costs of providing services in the area. The budgeted expenditures in FY 2021-22 are projected at \$23.6 million, which is \$1.8 million or 8.2% more than the FY 2020-21 amended budget. The \$23.6 million in expenditures includes a \$0.4 million contribution to the Capital Projects Funds for projects within the CSA. Sources of funding for the CSA include assessment revenue and other financing sources (i.e. transfers in) from the General Fund.

### 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 General Reserve mandates \$18.1 million to satisfy the 36% contingency requirement. The total General Reserve balance is currently estimated to be \$20.5 million for the beginning of the FY 2021-22 budget year. This is consistent with the revised Mid-Year projections after adjusting for mid-year supplemental appropriations and use of \$1.8 million in General Reserves to close-out the FY 2020-21 budget. The total General Reserve balance for the end of FY 2021-22 is estimated to be \$18.7 million, which is sufficient to provide the 36% contingency reserve.

## City Manager Budget Message

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### 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 for providing retiree health benefits. Government accounting rules (GASB 45) require the City to report this liability in its annual financial statements. Certified on April 30, 2020, the City had \$31.1 million set aside in a Trust fund to cover 95.0% of the \$32.7 million liability per the City's most recent actuarial report for FY 2018-19. As of April 30, 2021, the City has \$38.2 million set aside in the Trust. The next updated actuarial valuation is not due until June 2022. This budget continues the regular collections from the operating budget to fund the existing 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 \$0.7 million this budget year. This benefit pool is now closed, such that over time the 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. As of the most recent actuarial report dated June 30, 2019, the City's UAL is \$42.0 million, an increase of \$5.9 million over the 2018 actuarial report.

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 PEPPRA tier as required by law, thus further reducing pension obligations. In 2017, the City setup an irrevocable Section 115 Trust to pre-fund pension obligations and as of April 30, 2021, the City has \$5.0 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% toward the City's pension obligation until July 2020 for a total ongoing contribution of 3.0%.

### EQUIPMENT REPLACEMENT FUND

The City continues to collect equipment replacement charges to replenish the Internal Service Fund used to fund replacement of City vehicles, other large equipment and computer equipment. A total of \$0.9 million is being collected for vehicles and large equipment replacement, in addition to \$0.4 million for information technology equipment. These funds, together with approximately \$3.9 million of beginning fund reserves are available to meet the approximate 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 needs, an infrastructure maintenance fund was established several years ago. The Infrastructure

## City Manager Budget Message

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Maintenance Fund set-aside funds 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 a use of \$1.7 million in FY 2021-22 for maintenance projects; \$1.5 million of this expense which was going to be covered by the General Fund will now be covered by American Rescue Plan Act (ARPA) funding. 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 LEVEL

This budget reflects the staffing resources available to perform City services For FY 2021-22. Although the City continues to maintain a lean staffing model while delivering a high level of service to the community, some staffing additions have been necessary to restore staffing which was reduced or unfunded due to the COVID-19 pandemic.

Staffing in the FY 2021-22 budget is proposed to increase by 5.0 FTE over FY 2020-21 levels, bringing the current FTE count to 277.75. These additions include the following:

- Restore 1.0 IT Specialist (previously unfunded) to assist with Citywide IT needs
- Add 1.0 limited-term Building Inspector to assist with downtown development
- Add 1.0 Police Officer funded by and to assist with the County Mental Health Evaluation Program
- Add 1.0 Maintenance Technician for increased maintenance needs due to annexation
- Restructure the Parks and Community Services Division including the addition of a 1.0 Division Manager position

### CAPITAL IMPROVEMENT PROGRAM

Separately reported is the City's Five-Year Capital Improvement Program (CIP) budget. 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 2021-22 CIP budget is included in this document at a total cost of \$17.0 million. Some of the major projects undertaken this fiscal year include Pavement Management, Bollinger Canyon/Iron Horse Trail Bicycle Pedestrian Overcrossing, Crow Canyon Road Widening, Dougherty Station Community Center and Library Renovations, Dougherty Valley Tree Management, and San Ramon Olympic Pool Equipment Replacement.

### FUTURE OUTLOOK

In the beginning of 2020, the U.S. economy was off to a good start until March, when the COVID-19 pandemic shutdown markets and businesses globally, causing Gross Domestic Product (GDP), a measurement of the nation's production output, to drop to 0.4%. The shutdown lingered much longer than anticipated, but the State and nation appear to be rounding a corner. Governor Gavin Newsome lifted the statewide mask mandate on June 15, 2021 and cancelled or eased many restrictions on businesses, as approximately 60% of all residents 16 and older have received at least one COVID-19 vaccination, and more California counties report a decline in new coronavirus cases. Indeed, the UCLA Anderson Forecast is predicting that as the pandemic wanes, a 2021 fiscal recovery will be strong, one of the strongest years of growth in the last 60 years. According to Anderson's national forecast, growth will spike at 6.3% in 2021 with another 4.6% growth in 2022, before settling in to a still respectable rate

## City Manager Budget Message

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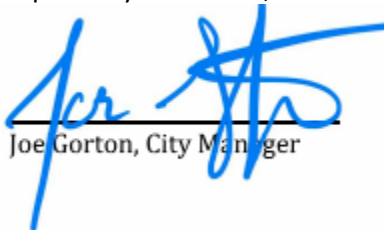
of 2.7% in 2023. By early summer 2021, recovery is expected to begin first in healthcare, retail, food, and hospitality, due to pent-up demand.

FHN Financial, the City's financial adviser warns, however, that inflationary trends are showing on the horizon due to the massive amounts of fiscal and monetary stimulus pumped into the economy by the federal government. Some economists see parallels and fear a return of the type of inflation that plagued the nation in the early 1970's. FHN Financial is taking a wait and see approach.

The City is projecting \$20.5 million of General Fund reserves going into the 2021-22 fiscal year, with projected year-end reserves of \$18.7 million. With a strong general reserve base, the City is in a position to maintain services in the midst of these unprecedented times. The City will continue to monitor the impacts of COVID-19 on revenues and expenditures, and will make additional modifications based on new available information as needed.

I would like to acknowledge the efforts of staff in each City department who helped in the development of this year's budget. I would also like to specifically acknowledge the efforts of Candace Daniels, Finance Division Manager and Vivian Gong, Senior Financial Analyst who coordinated the compilation of the budget. Our retiring Interim Administrative Services Director, Eva Phelps, who managed the overall preparation of this year's City Budget, was a crucial resource for new Administrative Services Director, J. Kelly Sessions, to develop a timely and complex budget.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Joe Gorton", written over a horizontal line.

Joe Gorton, City Manager



## City Strategic Priorities

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### 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 their major action plans. City Council Priorities and Goals identify where and how public funds will be expended.

At the City Council annual retreat held in March 2021, the Council identified the following Priorities & Goals for the City in FY 2021/22:

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

- Enhance crime prevention education activities
- Improve bicycle safety throughout the community by continued implementation of the Bicycle Master Plan
- 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 implementation of the Economic Development Strategy Plan

#### 3. Maintain Staffing/Resources to Provide City Services

- 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
- Complete design of the Iron Horse Trail Overcrossing

## City Strategic Priorities

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

- Promote deeper partnerships with transit agencies to enhance operations
- Continue the development of a Joint Public Safety Building with the San Ramon Valley Fire Protection District
- Implement the Parks, Open Space, and Trails 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 create gathering spaces to increase a stronger sense of community

### **6. Focus on Land Use Planning for Housing, 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
- Develop a walking district in San Ramon that connects City Hall, Central Park, the Main Library, and the new City Center

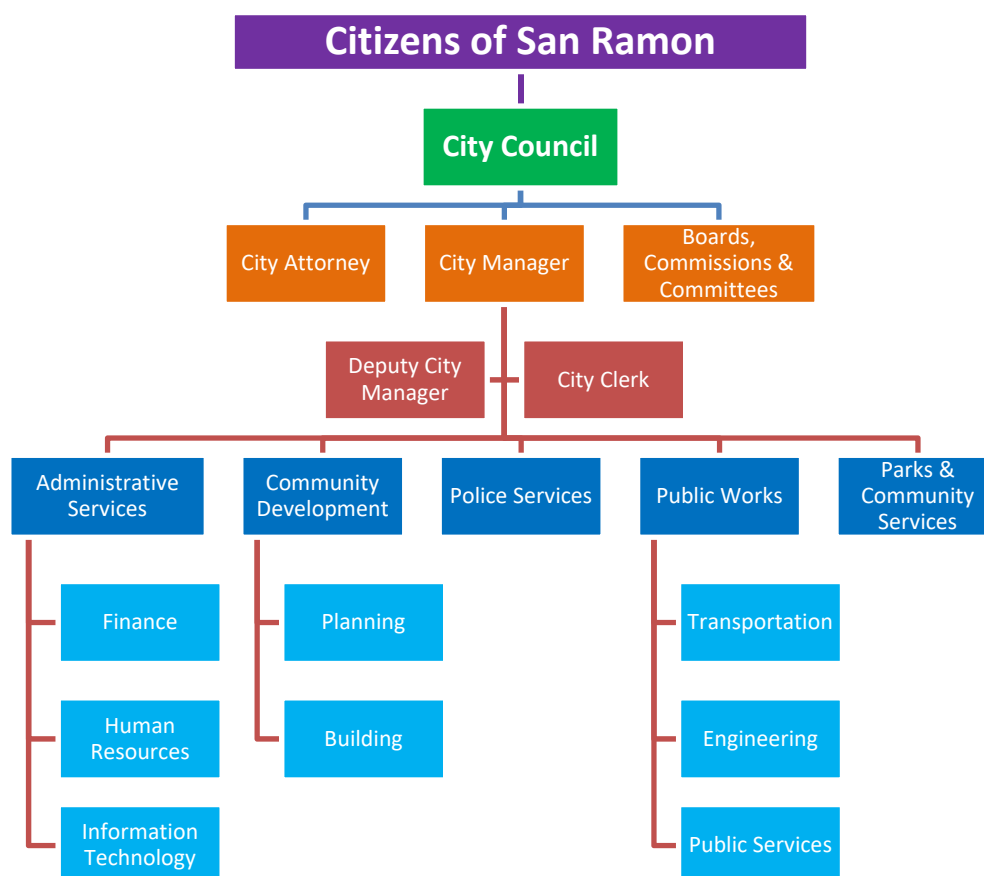
## Overview | City Organization Chart

### Structure of Government

**City Council** – Five members elected at-large. The City Council is the elected policy-making body for the City of San Ramon. It is comprised of four Councilmembers elected by districts who serve four-year overlapping terms and an elected Mayor who serves for a two-year term. The City Council serves as the Board of Directors of the San Ramon Public Financing Authority, the Geologic Hazard Abatement Districts, the Successor Agency, and the San Ramon Housing Authority. In addition, Council members represent the City on the governing boards of numerous Joint Powers Authorities. The City Council appoints the City Manager and the City Attorney.

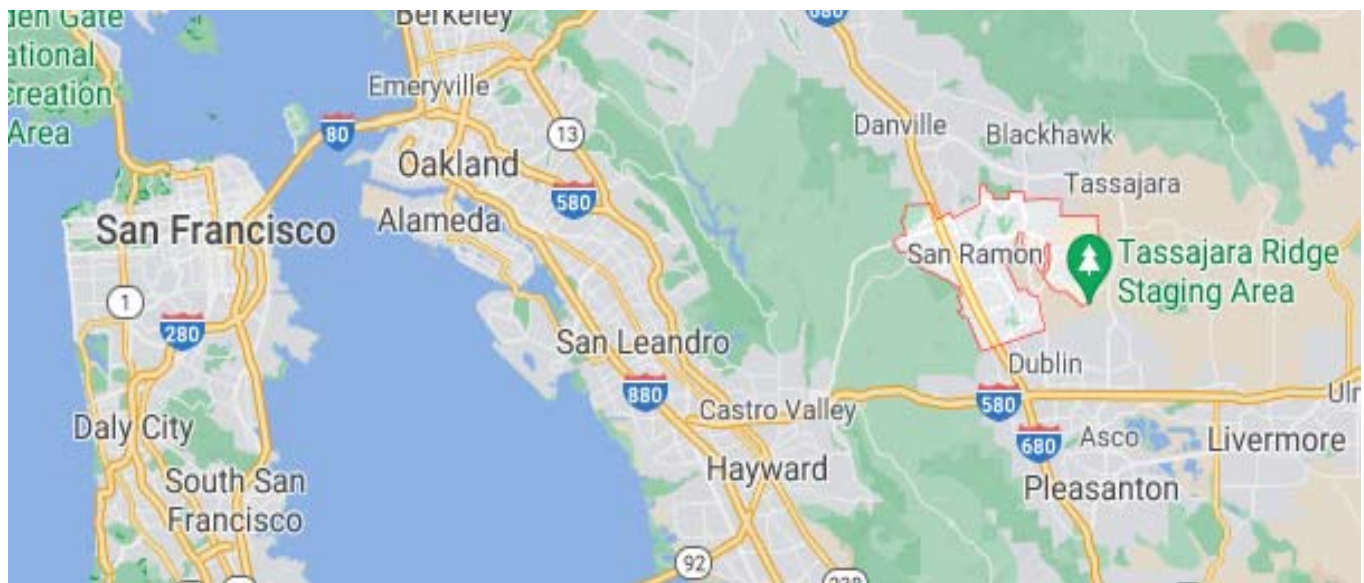
**City Manager** – Appointed by City Council. The City Manager provides professional leadership in the management of the City and execution of City Council policies. The City manager provides effective municipal services through the coordination and direction of all City activities.

**City Attorney** – Appointed by City Council. 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, including civil worker's compensation and council matters.



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## Overview | City Profile



Government	Demographics	Ethnic Composition
Incorporated July 1, 1983	18.56 square miles	50.9 % Asian
Charter City	41.8 years median age	48.0% Caucasian
Council/City Manager form of government	\$160,783 median income	7.1% Hispanic/Latino
Mayor and four City Councilmembers elected at large	83,863 population (as of 1/2021 May 2021 Est.)	4.9% 2 or more other ethnicities
277.75 Full-time employees	48,649 registered voters (4/2021)	3.3% African American
		1.0% Alaska Native/American Indian
		0.6% Pacific Islander/Hawaiian

### 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.

2019 Benchmarks	English Language Arts	Math	Graduation Rate
SRVUSD	73 points above standard	62.4 points above standard	97.6%
State of CA	2.5 points below standard	33.5 points below standard	85.8%

## Overview | City Profile

### Businesses

Major Employer	Employee	Major Employer	Employee
Chevron USA Inc.	4000	United Parcel Service	315
Bank of the West	1600	Armanino, LLP	304
Robert Half International Inc.	1285	Target Corporation	281
Accenture LLP	750	Pacific Bell Telephone Company	262
San Ramon Regional Medical Center	694	Whole Foods Market CA. Inc.	195
Primed Management Consulting	453	IBM	187
Old Republic Home Protection	453	CMG Mortgage Inc.	185
Five 9, Inc.	426	24-Hour Fitness USA Inc.	180
PG&E	389	PG&E San Ramon Tech Ctr.	175
GE Digital Holdings LLC	371	Marriott - San Ramon	170

### Community Service Facilities

63	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 Entity:

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
Gas & Electricity	Pacific Gas and Electric



## Overview | City Profile

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The City of San Ramon 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 83,863 (Department of Finance May 2021 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. Policy making 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 storm water and drainage services

The City has a farmers market operated and managed by Local Roots, a non-profit organization located in San Ramon. The market is open year-round on Saturdays at City Center Bishop Ranch. 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 economy indicators are as follows:

- The San Ramon residential unemployment rate has been measured by the State Employment Development Department was approximately 5.2% (as of March 2021, not seasonally adjusted); compared to the California Statewide unemployment rate of 8.2%.
- San Ramon has a relatively high median household income level of \$160,783 as estimated by the U.S. Census Bureau (2019 data), which is more than twice the State of California level.
- San Ramon assessed property values increased 3.9% for the 2020-21 tax rolls. This is compared to a Contra Costa County-wide increase in assessed values of 5.3%.

## Overview | City Profile

- 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 amount of vehicle trips
- The 2019 U.S. Census Bureau data states the following education attainment within the City of San Ramon:
  - Less than 9<sup>th</sup> grade – 1.9%
  - 9<sup>th</sup> to 12<sup>th</sup> grade, no diploma – 1.7%
  - High School graduate – 8.0%
  - Associate’s degree or some college – 17.7%
  - Bachelor’s degree – 40.3%
  - Graduate or professional degree – 30.4%

### Significant accomplishments:

- Opened a Performing Arts Center (2007)
- Established its own Police Department (2007)
- Received awards for Excellence in Financial Reporting for FY 2003-2004 through FY 2018-2019
- 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 Market Place 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 agreement on the new Public Safety Facility at 2401 Crow Canyon Road (2019-2020)
- Renovation of 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)

## Overview | Budget Policies and Process

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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 which affect the economic vitality and quality of life in the community. An example would be 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 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 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 include Internal Service Funds. Revenues are recognized when earned and expenses are recognized when the related liabilities are incurred.

### Fund Definitions

In accordance with the Governmental Accounting Standards Board, funds are grouped into three categories: Governmental, Proprietary, and Fiduciary, which are classified as a Major and Non-Major Funds. Within each category, the funds are further classified as General fund, Special Revenue/Operating, Special Revenue/Non-Operating, Debt Service, Capital Projects, or Internal Service. The City does not budget for the Fiduciary funds, in which the City holds assets in a trustee or agency capacity. Activities for the Fiduciary funds can be found in the City's Comprehensive Annual Financial Report.

Major funds are defined generally as having significant activities or balances in the current year. The General Fund is always a major fund. Other major funds have total assets, liabilities, revenues, or expenditures that are: 1) 10% or more of the corresponding element for all funds of that type; and 2) at least 5% of the corresponding element total for all governmental and enterprise funds combined. The Dougherty Valley CSA Special Revenue Fund, COP #13 Debt Service, and Capital Projects are also classified as major funds. All other funds are classified as non-major, unless the City deems a certain fund of interest or important to financial statements. A description for each fund can be found in the header page for each fund group financial statements. A table with major/non-major funds and department relationship matrix can be found in the Reference Materials section.

## Overview | Budget Policies and Process

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### Comprehensive Annual Financial Report (CAFR)

The Comprehensive Annual Financial Report (CAFR) 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 CAFR, the disbursement of loans is presented as a balance sheet item.
- Capital outlay in the internal service funds are capitalized and reported as capital assets in the CAFR; where as they are accounted 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 expense or employee vacation leave or sick leave accruals, while the CAFR present those as a long-term liabilities.
- GAAP requires the reporting of investments at fair market value at the end of the fiscal year. 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 outcome.

### 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 forecast of both revenue 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 anticipated 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.

## Overview | Budget Policies and Process

### 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 approved several financial policies, such as the General Fund Reserve Policy, Debt Management and Disclosure Policy, and Investment Policy. These policies serve as guiding principles to promote and measure sound financial management practices in the City. In particular, the General Fund Reserve Policy is one key components of a financially stable organization. The annual budget is developed to meet target reserve level as prescribed in the policy to help ensure adequate levels of fund balance available to help mitigate current and future risks. The policies can be located in the Reference Materials section.

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 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 all related financial policies in spending and monitoring expenditures. These procedures involve the City's management, employees, boards and commissions, and the City Council throughout the year. City's management and staff also prepare a Mid-Year Budget Review in January. This is a process where a comprehensive review of all revenues and expenditures the City has received the first 6 months (July – December) and project 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. Modifications to the adopted budget may also be made during the fiscal year as needed because of a legislative mandate or grant requirements, which 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 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, by department, division, program of services, and by project where applicable. The budget includes personnel costs, material & 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. Budgetary control is at the fund and department level.

### 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 June.

## Overview | Budget Policies and Process

### 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 Forecasts 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 maybe added as needed for the City Council, prior to budget adoption.

	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 1 <sup>st</sup> Budget Workshop							
City Council 1 <sup>st</sup> Budget Workshop							
Finance finalizes any changes and prepares for City Council 2 <sup>nd</sup> Budget Workshop							
City Council 2 <sup>nd</sup> 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, schools, 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.



## Overview | Budget Policies and Process

Where do my property tax dollars go?



\*Average, rate varies by tax rate areas

- **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.

## Overview | Budget Policies and Process

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- **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 follows:

- **Salaries** – Includes employee wages, City Council and Commissioner monthly stipends, and overtime costs.

## Overview | Budget Policies and Process

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- **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, and Other Post-Employment Benefits (OPEB) other than pension benefits.
- **Materials & Supplies** – These includes 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 provide 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 principle 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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## All Funds Summaries

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The schedules on the following page include all fund categories that are subjected to appropriation.

### 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 consolidates all funds citywide and presents 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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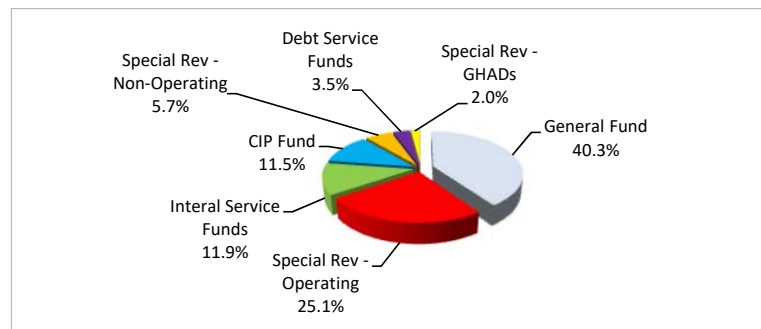
**CITY OF SAN RAMON**  
**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	GOVERNMENTAL FUND								PROPRIETARY	Grand Total
	General Fund	Special Rev - Operating	Special Rev - Non-Operating	Special Rev - GHADs	Special Rev - Housing Successor	Debt Service	Capital Projects	Total	Internal Service Funds	
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 20,539,573</b>	<b>\$ 7,874,414</b>	<b>\$ 14,991,752</b>	<b>\$ 11,381,847</b>	<b>\$ 4,470,088</b>	<b>\$ 3,622,434</b>	<b>\$ 28,803,926</b>	<b>\$ 91,684,034</b>	<b>\$ 4,764,604</b>	<b>\$ 96,448,638</b>
REVENUES										
Property Tax	23,002,248	-	-	-	-	-	-	23,002,248	-	23,002,248
Special Assessments	-	5,465,011	-	2,848,622	-	-	-	8,313,633	-	8,313,633
Sales and Use Tax	10,714,853	-	-	-	-	-	-	10,714,853	-	10,714,853
Property Transfer Tax	887,436	-	-	-	-	-	-	887,436	-	887,436
Transient Occupancy Taxes (TOT)	2,438,850	-	-	-	-	-	-	2,438,850	-	2,438,850
Franchise Fees	5,975,212	-	-	-	-	-	-	5,975,212	-	5,975,212
Licenses and Permits	2,542,577	-	-	6,000	-	-	-	2,548,577	-	2,548,577
Intergovernmental	470,354	21,747,250	9,092,281	-	-	-	233,452	31,543,337	909,785	32,453,122
Charges for Services	5,600,996	1,568,725	171,943	-	-	-	-	7,341,664	12,000	7,353,664
Fines and Forfeitures	289,000	-	-	-	-	-	-	289,000	-	289,000
Investment Income	100,000	-	-	118,414	-	-	100,000	318,414	61,294	379,708
Development Fees	-	71,250	3,520,650	-	252,800	-	-	3,844,700	-	3,844,700
Miscellaneous Revenue	2,942,146	1,232,173	-	47,685	-	1,398,110	-	5,620,114	14,544,987	20,165,101
<b>TOTAL REVENUES</b>	<b>54,963,672</b>	<b>30,084,409</b>	<b>12,784,874</b>	<b>3,020,721</b>	<b>252,800</b>	<b>1,398,110</b>	<b>333,452</b>	<b>102,838,038</b>	<b>15,528,066</b>	<b>118,366,104</b>
EXPENDITURES										
General Government	3,187,425	-	-	-	-	-	-	3,187,425	-	3,187,425
Administrative Services	5,270,698	-	-	-	-	-	-	5,270,698	61,294	5,331,992
Community Development	4,603,274	-	157,511	-	-	-	-	4,760,785	-	4,760,785
Police Services	16,966,788	9,964,602	-	-	-	-	-	26,931,390	-	26,931,390
Public Works	16,240,569	19,732,021	96,920	841,081	-	-	-	36,910,591	-	36,910,591
Parks & Community Services	8,640,785	-	-	-	-	-	-	8,640,785	-	8,640,785
Non-Departmental	50,000	-	250,000	-	-	-	-	300,000	-	300,000
Housing Programs	-	-	-	-	148,588	-	-	148,588	-	148,588
Debt Service	-	-	-	-	-	3,791,918	-	3,791,918	-	3,791,918
Capital Improvement Program (CIP)	-	-	-	-	-	-	17,030,022	17,030,022	-	17,030,022
Vehicle/IS Replacement	-	-	-	-	-	-	-	-	840,280	840,280
Insurance	-	-	-	-	-	-	-	-	6,273,009	6,273,009
Healthcare	-	-	-	-	-	-	-	-	8,614,925	8,614,925
<b>TOTAL EXPENDITURES</b>	<b>54,959,539</b>	<b>29,696,623</b>	<b>504,431</b>	<b>841,081</b>	<b>148,588</b>	<b>3,791,918</b>	<b>17,030,022</b>	<b>106,972,202</b>	<b>15,789,508</b>	<b>122,761,710</b>
OTHER FINANCING SOURCES (USES)										
Operating Transfers In	5,280,762	3,255,507	-	-	-	3,791,918	16,784,863	29,113,050	2,272,175	31,385,225
Operating Transfers Out	(7,163,527)	(4,310,934)	(13,815,866)	(87,713)	-	(4,048,110)	(300,000)	(29,726,150)	(1,659,075)	(31,385,225)
<b>TOTAL OTHER FINANCING SOURCES (US</b>	<b>(1,882,765)</b>	<b>(1,055,427)</b>	<b>(13,815,866)</b>	<b>(87,713)</b>	<b>-</b>	<b>(256,192)</b>	<b>16,484,863</b>	<b>(613,100)</b>	<b>613,100</b>	<b>-</b>
<b>NET INCREASE (DECREASE)</b>	<b>(1,878,632)</b>	<b>(667,641)</b>	<b>(1,535,423)</b>	<b>2,091,927</b>	<b>104,212</b>	<b>(2,650,000)</b>	<b>(211,707)</b>	<b>(4,747,264)</b>	<b>351,658</b>	<b>(4,395,606)</b>
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 18,660,941</b>	<b>\$ 7,206,773</b>	<b>\$ 13,456,329</b>	<b>\$ 13,473,774</b>	<b>\$ 4,574,300</b>	<b>\$ 972,434</b>	<b>\$ 28,592,219</b>	<b>\$ 86,936,770</b>	<b>\$ 5,116,262</b>	<b>\$ 92,053,032</b>

**CITY OF SAN RAMON  
REVENUE BY FUND\***

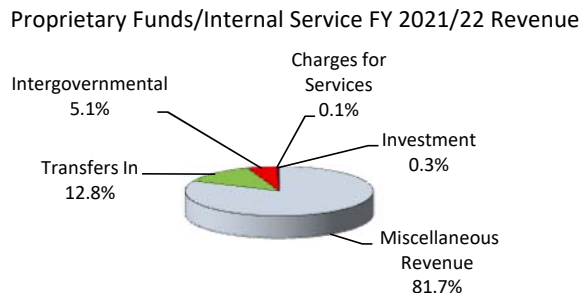
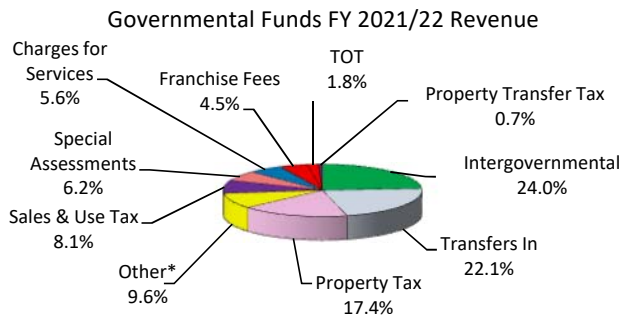
FUND #	FUND DESCRIPTION	19/20 ACTUAL	20/21 FINAL	CHANGE	21/22 ADOPTED	CHANGE
101	General Fund	\$ 54,153,042	\$ 62,383,029	15.20%	\$ 60,244,434	-3.43%
201	Planning Cost Recovery	251,691	157,743	-37.33%	171,943	9.00%
202	Geographic Information System	97,875	85,000	-13.15%	95,000	11.76%
203-207	Development Mitigation	675,106	663,735	-1.68%	827,193	24.63%
208	Gas Tax	3,609,866	3,698,099	2.44%	3,785,996	2.38%
209	Park Development	162,004	1,040,915	542.52%	1,040,915	0.00%
211	Crow Canyon Project	170	-	-100.00%	-	0.00%
212	SCCJEPA	1,197,735	1,191,936	-0.48%	940,634	-21.08%
213	Street Maintenance & Improvement	2,859,312	1,108,312	-61.24%	1,056,285	-4.69%
214	Traffic Improvement	274,237	484,627	76.72%	478,455	-1.27%
215	Tri-Valley Transportation Fund	34,753	125,866	262.17%	138,453	10.00%
216	Public Education & Govt. (PEG) Fund	248,876	210,350	-15.48%	200,000	-4.92%
217	Refuse Vehicle Impact Fund	1,577,081	1,522,500	-3.46%	1,568,175	3.00%
218	Open Space Development Fund	(1,477)	69,000	-4771.63%	71,250	3.26%
219	American Rescue Plan Act of 2021	-	4,050,000	0.00%	4,050,000	100.00%
251-252	Community Facilities District 2014-1	206,157	238,074	15.48%	328,332	37.91%
301	Citywide Landscaping	1,789,037	1,755,739	-1.86%	1,792,480	2.09%
302	Citywide Lighting	850,750	775,062	-8.90%	799,175	3.11%
303-319	Special Landscaping and Lighting Zones	1,857,856	1,513,187	-18.55%	1,495,023	-1.20%
330	The Preserve Landscaping and Lighting	63,627	11,606	-81.76%	126,360	988.75%
341	Canyon Park	8,224	10,990	33.63%	10,990	0.00%
342	Village Center Common Area	8,381	6,006	-28.34%	6,006	0.00%
343	Dougherty Valley	19,208,292	21,697,911	12.96%	23,633,849	8.92%
344	Solid Waste	1,194,754	1,116,974	-6.51%	1,227,417	9.89%
345	Non Point Drainage	1,223,202	1,203,235	-1.63%	1,200,185	-0.25%
346	Street Smarts	171,250	256,500	49.78%	246,500	-3.90%
347	TDM Programs	369,697	615,072	66.37%	655,034	6.50%
348	Local Law Enforcement Block Grant	218	-	-100.00%	-	0.00%
349	Police Services Donations	768	-	-100.00%	-	0.00%
350	Narcotic Asset Forfeiture	100,027	-	-100.00%	-	0.00%
351	TRAFFIX Program	193,058	155,000	-19.71%	179,140	15.57%
361	Dougherty Valley GHAD	2,333,738	2,307,668	-1.12%	2,561,215	10.99%
362	Northwest San Ramon GHAD	259,901	306,306	17.85%	459,506	50.02%
371	Housing Successor	175,270	-	-100.00%	252,800	0.00%
401	Capital Projects	25,632,222	41,269,567	61.01%	17,118,315	-58.52%
501-521	Debt Service Funds	29,235,869	4,029,118	-86.22%	5,190,028	28.81%
<b>TOTAL GOVERNMENTAL FUNDS</b>		<b>\$ 150,022,569</b>	<b>\$ 154,059,127</b>	<b>2.69%</b>	<b>\$ 131,951,088</b>	<b>-14.35%</b>
601-618	Internal Service Funds	17,756,890	13,962,263	-21.37%	17,800,241	27.49%
<b>TOTAL PROPRIETARY FUNDS</b>		<b>\$ 17,756,890</b>	<b>\$ 13,962,263</b>	<b>-21.37%</b>	<b>\$ 17,800,241</b>	<b>27.49%</b>
<b>GRAND TOTAL</b>		<b>\$ 167,779,459</b>	<b>\$ 168,021,390</b>	<b>0.14%</b>	<b>\$ 149,751,329</b>	<b>-10.87%</b>

\*Includes Transfers In



**CITY OF SAN RAMON  
REVENUES BY SOURCE**

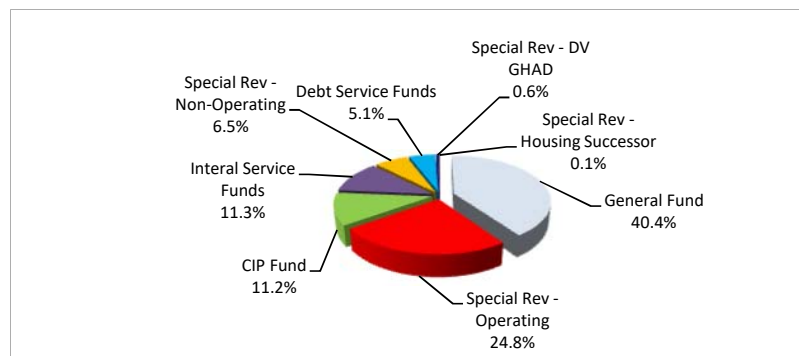
	17/18 ACTUAL	18/19 ACTUAL	19/20 ACTUAL	20/21 FINAL	21/22 ADOPTED
<b>GOVERNMENTAL FUNDS</b>					
Property Tax	\$ 19,559,292	\$ 20,828,366	\$ 20,966,461	\$ 22,227,228	\$ 23,002,248
Special Assessments	6,769,720	6,829,111	7,357,516	7,613,955	8,215,883
Sales & Use Tax	9,371,941	10,926,080	10,404,998	9,508,812	10,714,853
Property Transfer Tax	793,167	817,951	659,048	691,636	887,436
Transient Occupancy Tax (TOT)	3,002,708	3,264,309	2,316,300	2,611,447	2,438,850
Franchise Fees	4,645,223	4,776,401	4,994,029	6,057,155	5,975,212
Licenses & Permits*	2,687,739	2,761,198	2,060,876	2,380,927	2,548,577
Charges for Services	7,836,829	8,361,134	6,799,382	7,015,528	7,341,664
Fines & Forfeitures*	458,940	489,237	303,509	324,000	289,000
Investment Income*	327,941	2,506,708	2,929,627	271,583	318,414
Development Fees*	3,475,588	2,636,660	1,676,360	3,661,079	3,844,700
Intergovernmental	20,497,583	22,913,611	26,842,767	44,457,721	31,641,087
Debt Proceeds	-	-	24,348,385	-	-
Miscellaneous Revenue*	4,880,081	5,706,173	4,761,782	5,685,682	5,620,114
Subtotal	84,306,752	92,816,939	116,421,040	112,506,753	102,838,038
Transfers In	19,342,891	20,731,280	33,601,529	41,552,374	29,113,050
<b>TOTAL</b>	<b>\$ 103,649,643</b>	<b>\$ 113,548,219</b>	<b>\$ 150,022,569</b>	<b>\$ 154,059,127</b>	<b>\$ 131,951,088</b>
*Included as Other Revenue					
<b>PROPRIETARY/INTERNAL SERVICE FUNDS</b>					
Charges for Services	\$ 86,222	\$ 142,017	\$ 27,362	\$ 12,000	\$ 12,000
Investment Income	82,855	391,530	364,655	59,521	61,294
Intergovernmental	236,603	570,158	684,336	888,366	909,785
Miscellaneous Revenue	12,234,503	9,827,813	10,767,883	12,346,026	14,544,987
Subtotal	12,640,183	10,931,518	11,844,236	13,305,913	15,528,066
Transfers In	3,958,409	1,605,598	5,912,654	656,350	2,272,175
<b>TOTAL</b>	<b>\$ 16,598,592</b>	<b>\$ 12,537,116</b>	<b>\$ 17,756,890</b>	<b>\$ 13,962,263</b>	<b>\$ 17,800,241</b>
<b>GRAND TOTAL</b>	<b>\$ 120,248,235</b>	<b>\$ 126,085,335</b>	<b>\$ 167,779,459</b>	<b>\$ 168,021,390</b>	<b>\$ 149,751,329</b>



**CITY OF SAN RAMON  
EXPENDITURE BY FUND\***

FUND #	FUND DESCRIPTION	19/20 ACTUAL	20/21 FINAL	CHANGE	21/22 ADOPTED	CHANGE
101	General Fund	\$ 52,697,550	\$ 55,226,015	4.80%	\$ 62,123,066	12.49%
201	Planning Cost Recovery	814,294	169,660	-79.16%	157,511	-7.16%
202	Geographic Information System	73,533	75,950	3.29%	96,920	27.61%
203-207	Development Mitigation	386,878	219,749	-43.20%	31,484	-85.67%
208	Gas Tax	3,197,067	3,617,976	13.17%	4,102,153	13.38%
209	Park Development	-	355,133	100.00%	717,293	101.98%
211	Crow Canyon Project	-	-	0.00%	4,497	100.00%
212	SCCJEPA	1,189,039	4,104,749	245.22%	4,031,484	-1.78%
213	Street Maintenance & Improvement	973,981	1,772,957	82.03%	662,967	-62.61%
214	Traffic Improvement	585,303	219,833	-62.44%	265,988	21.00%
215	Public Education & Govt. (PEG) Fund	6,873	111,000	1515.02%	250,000	125.23%
217	Refuse Vehicle Impact Fund	475,000	1,500,000	215.79%	1,545,000	3.00%
218	Open Space Development Fund	-	500,000	100.00%	-	-100.00%
219	American Rescue Plan Act of 2021	-	-	0.00%	4,000,000	100.00%
251-252	Community Facilities District 2014-1	206,157	238,074	15.48%	328,332	37.91%
301	Citywide Landscaping	1,819,902	1,704,736	-6.33%	1,784,366	4.67%
302	Citywide Lighting	722,061	775,281	7.37%	1,163,131	50.03%
303-319	Special Landscaping and Lighting Zones	1,717,066	1,577,766	-8.11%	1,902,660	20.59%
330	The Preserve Landscaping and Lighting	-	38,685	100.00%	49,275	27.37%
341	Canyon Park	16,074	61,496	282.58%	61,746	0.41%
342	Village Center Common Area	3,858	5,963	54.56%	6,117	2.58%
343	Dougherty Valley	19,679,196	21,848,475	11.02%	23,633,849	8.17%
344	Solid Waste	857,512	1,229,299	43.36%	1,225,863	-0.28%
345	Non Point Drainage	1,465,533	1,231,462	-15.97%	1,261,643	2.45%
346	Street Smarts	136,552	221,031	61.87%	211,400	-4.36%
347	TDM Programs	410,028	615,072	50.01%	655,034	6.50%
350	Narcotic Asset Forfeiture	211,705	-	-100.00%	-	0.00%
351	TRAFFIX Program	145,247	155,000	6.71%	179,140	15.57%
361	Dougherty Valley GHAD	5,562,976	913,027	-83.59%	928,794	1.73%
371	Housing Successor	129,937	724,468	457.55%	148,588	-79.49%
401	Capital Projects	21,906,702	41,385,444	88.92%	17,330,022	-58.13%
501-521	Debt Service Funds	12,842,212	27,541,893	114.46%	7,840,029	-71.53%
<b>TOTAL GOVERNMENTAL FUNDS</b>		<b>\$ 128,232,236</b>	<b>\$ 168,140,194</b>	<b>31.12%</b>	<b>\$ 136,698,352</b>	<b>-18.70%</b>
601-618	Internal Service Funds	17,987,823	14,584,504	-18.92%	17,448,583	19.64%
<b>TOTAL PROPRIETARY FUNDS</b>		<b>\$ 17,987,823</b>	<b>\$ 14,584,504</b>	<b>-18.92%</b>	<b>\$ 17,448,583</b>	<b>19.64%</b>
<b>GRAND TOTAL</b>		<b>\$ 146,220,059</b>	<b>\$ 182,724,698</b>	<b>24.97%</b>	<b>\$ 154,146,935</b>	<b>-15.64%</b>

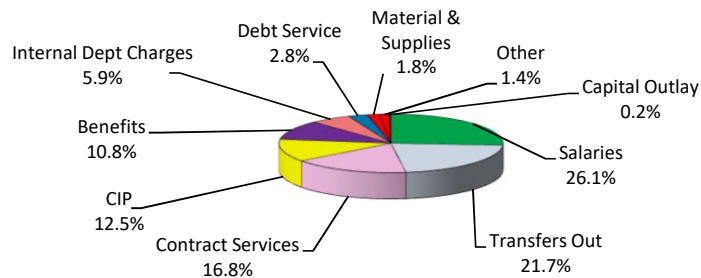
\*Includes Transfers Out



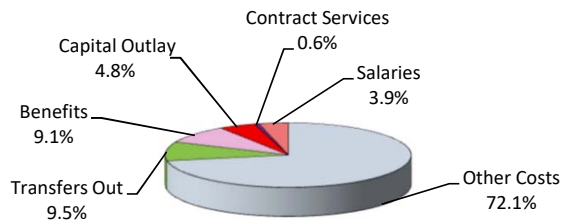
**CITY OF SAN RAMON  
EXPENDITURES BY CATEGORY**

	17/18 ACTUAL	18/19 ACTUAL	19/20 ACTUAL	20/21 FINAL	21/22 ADOPTED
<b>GOVERNMENTAL FUNDS</b>					
Salaries & Benefits	\$ 29,927,909	\$ 31,377,198	\$ 31,934,792	\$ 33,822,529	\$ 35,682,923
Benefits	12,124,831	12,039,123	10,682,057	13,241,783	14,738,166
Internal Department Charges	4,947,959	3,738,983	5,870,508	6,467,688	8,022,361
Contract Services	20,874,801	20,470,966	18,914,686	22,316,873	23,007,340
Material & Supplies	2,359,775	2,173,429	2,049,905	2,337,720	2,433,050
Other Costs	1,670,896	1,395,041	1,541,082	1,448,827	1,925,422
Capital Outlay	77,641	113,206	35,390	837,923	341,000
Capital Improvement Program (CIP)	10,550,008	13,932,570	17,761,152	41,285,444	17,030,022
Debt Service	3,455,278	3,235,871	4,515,904	4,858,978	3,791,918
Subtotal	85,989,098	88,476,387	93,305,476	126,617,765	106,972,202
Transfers Out	19,991,452	21,513,560	34,926,760	41,522,429	29,726,150
<b>TOTAL</b>	<b>\$ 105,980,550</b>	<b>\$ 109,989,947</b>	<b>\$ 128,232,236</b>	<b>\$ 168,140,194</b>	<b>\$ 136,698,352</b>
<b>PROPRIETARY/INTERNAL SERVICE FUNDS</b>					
Salaries	\$ 515,283	\$ 1,560,410	\$ 476,143	\$ 720,599	\$ 673,320
Benefits	468,474	475,909	1,991,611	1,557,070	1,594,841
Internal Department Charges	4,531	3,502	31,104	6,568	6,325
Contract Services	54,452	119,183	15,647	100,000	100,000
Other Costs	11,237,634	9,378,371	10,081,613	10,043,525	12,574,742
Capital Outlay	156,788	1,012,971	804,283	1,485,947	840,280
Subtotal	12,437,162	12,550,346	13,400,401	13,913,709	15,789,508
Transfers Out	3,197,825	798,293	4,587,422	670,795	1,659,075
<b>TOTAL</b>	<b>\$ 15,634,987</b>	<b>\$ 13,348,639</b>	<b>\$ 17,987,823</b>	<b>\$ 14,584,504</b>	<b>\$ 17,448,583</b>
<b>GRAND TOTAL</b>	<b>\$ 121,615,537</b>	<b>\$ 123,338,586</b>	<b>\$ 146,220,059</b>	<b>\$ 182,724,698</b>	<b>\$ 154,146,935</b>

Governmental Funds FY 2021/22 Expenditure



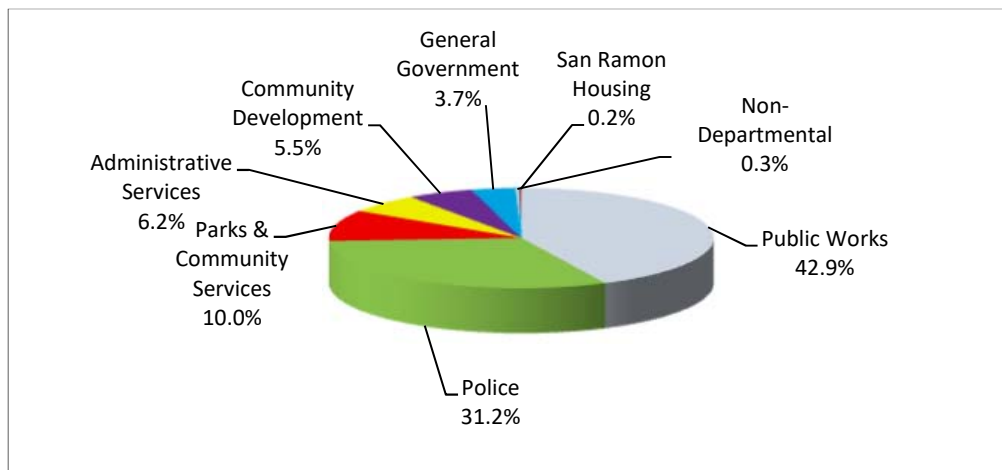
Internal Service Funds FY 2021/22 Expenditure



**CITY OF SAN RAMON  
EXPENDITURES BY DEPARTMENT\***

<b>GOVERNMENTAL FUNDS</b>	<b>17/18 ACTUAL</b>	<b>18/19 ACTUAL</b>	<b>19/20 ACTUAL</b>	<b>20/21 FINAL</b>	<b>21/22 ADOPTED</b>
General Government	\$ 2,376,060	\$ 2,490,541	\$ 2,566,731	\$ 2,952,233	\$ 3,187,425
Administrative Services	4,087,526	4,205,016	4,536,396	4,768,103	5,331,992
Community Development	3,364,528	3,367,300	3,386,261	4,103,525	4,760,785
Police Services	21,068,457	21,670,683	22,679,007	25,115,280	26,931,390
Public Works	31,736,251	30,529,286	30,925,111	34,807,236	36,910,591
Parks & Community Services	8,765,042	8,683,167	6,850,759	7,836,018	8,640,785
San Ramon Housing	635,548	390,598	129,936	135,468	148,588
Non-Departmental	4,297	13,548	6,319	150,000	300,000
<b>TOTAL</b>	<b>\$ 72,037,709</b>	<b>\$ 71,350,138</b>	<b>\$ 71,080,520</b>	<b>\$ 79,867,863</b>	<b>\$ 86,211,556</b>

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



**CITY OF SAN RAMON**  
**INTERFUND TRANSFERS SCHEDULE**

Fund No. Fund Description	Transfer In	Transfer Out
101 General Fund	\$ 5,280,762	\$ 7,163,527
203-207 Development Mitigation	-	31,484
208 Gas Tax	-	4,102,153
209 Park Development	-	717,293
211 Crow Canyon Project	-	4,497
212 SCCJEPA	-	4,031,484
213 Street Maintenance & Improvement	-	662,967
214 Traffic Improvement	-	265,988
217 Refuse Vehicle Impact Fee	-	1,545,000
219 American Rescue Plan of 2021	-	4,000,000
251-252 Community Facilities District 2014-1	-	328,332
301 Citywide Landscaping	-	581,365
302 Citywide Lighting	-	619,346
303-319 Special Landscaping and Lighting Zones	362,037	572,405
330 The Preserve Landscaping and Lighting	11,838	-
341 Canyon Park	-	2,517
343 Dougherty Valley	2,846,632	661,969
346 Street Smarts	35,000	-
361 Dougherty Valley GHAD	-	87,713
401 Capital Improvement Program	16,784,863	300,000
501 Pension Obligation Debt Service	1,398,110	1,398,110
512 COP #12 Debt Service	498,150	-
513 COP #13 Debt Service	1,607,700	2,650,000
521 LED Light Debt Service	287,958	-
610 Insurance Liability	772,175	-
618 Infrastructure Maintenance	1,500,000	1,659,075
	\$ 31,385,225	\$ 31,385,225



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## Citywide Position Changes Overview

The total authorized regular staffing level of 277.75 for FY 2021/22 has increased by 5.0 full time equivalent (FTE) positions from FY 2020/21. While there is an overall increase in staffing, many departments continue to operate at a low level when compared to historical staffing ratios.

### Administrative Services Department

- Fund 1.0 vacant/previously unfunded IT Specialist

### Community Development Department

- Fund 1.0 limited-term Building Inspector
- Convert 2.0 limited-term positions to regular/full-time status:
  - Office Specialist
  - Building Inspector
- Continue to unfund 1.0 Planning Associate position

### Police Department

- Add 1.0 Police Officer – (funded by the County/Mental Health Evaluation Team Program)
- Reclass 1.0 Office Specialist to Administrative Coordinator
- Reclass 1.0 Administrative Analyst to Administrative Coordinator

### Public Works Department

- Add 1.0 Maintenance Technician
- Convert 1.0 GIS Office Specialist from limited-term to regular/permanent status

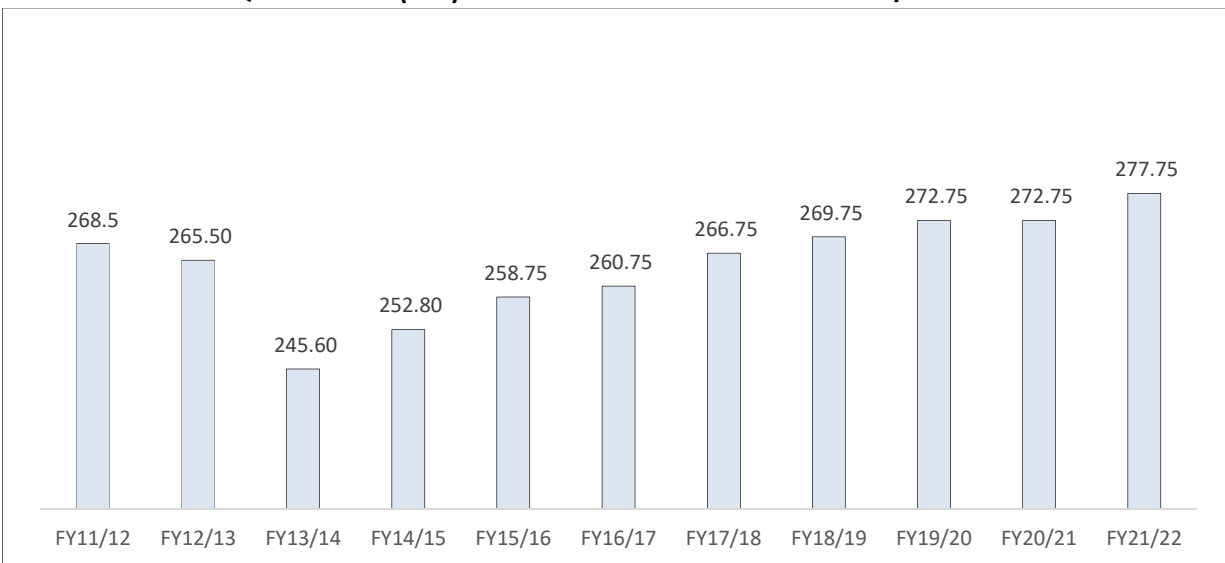
### Parks & Community Services Department

- Departmental restructure:
  - Reclass 1.0 Administrative Analyst to Recreation Coordinator
  - Unfunded 1.0 Program Manager
  - Funded 1.0 Recreation Supervisor and 1.0 Division Manager
- Continue to unfund positions: 2.0 Office Technicians and 1.0 Office Specialist

**CITY OF SAN RAMON**  
**FULL TIME EQUIVALENTS (FTE) BY DEPARTMENT**

	17/18		18/19		19/20		20/21		21/22
	ACTUAL	CHANGE	ACTUAL	CHANGE	ACTUAL	CHANGE	FINAL	CHANGE	ADOPTED
General Government	9.00	1.00	10.00		10.00		10.00		10.00
Administrative Services	20.00		20.00		20.00	(1.00)	19.00		19.00
Community Development	17.00		17.00		17.00	1.00	18.00	2.00	20.00
Public Works	100.75	1.00	101.75	2.00	103.75		103.75	2.00	105.75
Police Services	87.00	1.00	88.00		88.00		88.00	1.00	89.00
Parks and Community Services	33.00		33.00	1.00	34.00		34.00		34.00
<b>TOTAL</b>	<b>266.75</b>	<b>3.00</b>	<b>269.75</b>	<b>3.00</b>	<b>272.75</b>	<b>-</b>	<b>272.75</b>	<b>5.00</b>	<b>277.75</b>

**FULL TIME EQUIVALENTS (FTE) LAST TEN FISCAL YEARS & FY 2021/22 ADOPTED BUDGET**



**CITY OF SAN RAMON  
AUTHORIZED PERSONNEL BY CLASSIFICATION  
FY 2021-22 ADOPTED BUDGET**

<b>JOB CLASSIFICATION</b>	<b>FTE COUNT</b>
Administrative Analyst	7.00
Administrative Coordinator	10.75
Assistant Planner	1.00
Assistant/Associate Engineer	6.00
Associate Planner	2.00
City Attorney	1.00
City Clerk	1.00
City Manager	1.00
Deputy City Clerk	1.00
Deputy City Manager	1.00
Deputy/Assistant City Attorney	1.00
Director	4.00
Division Manager	10.00
Electrician I/II	1.00
Engineering Specialist	2.00
Executive Assistant	1.00
Information Technology Specialist	4.00
Inspector	6.00
IT Network Analyst	1.00
Maintenance Coordinator	14.00
Maintenance Specialist	14.00
Maintenance Supervisor	10.00
Maintenance Tech I/II	29.00
Office Specialist	18.00
Office Technician I/II	11.00
Paralegal	1.00
Planning Specialist	1.00
Plans Examiner	1.00
Police Captain	2.00
Police Chief	1.00
Police Corporals	9.00
Police Lieutenant	5.00
Police Officers	43.00
Police Sergeant	10.00
Police Services Tech I/II	4.00
Program Manager	9.00
Recreation Coordinator	11.00
Recreation Supervisor	6.00
Recreation Technician	3.00
Senior Administrative Analyst	5.00
Senior Engineer	4.00
Senior Inspector	2.00
Senior Planner	1.00
Supervising Inspector	2.00
<b>TOTAL</b>	<b>277.75</b>

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## 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 and a major 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

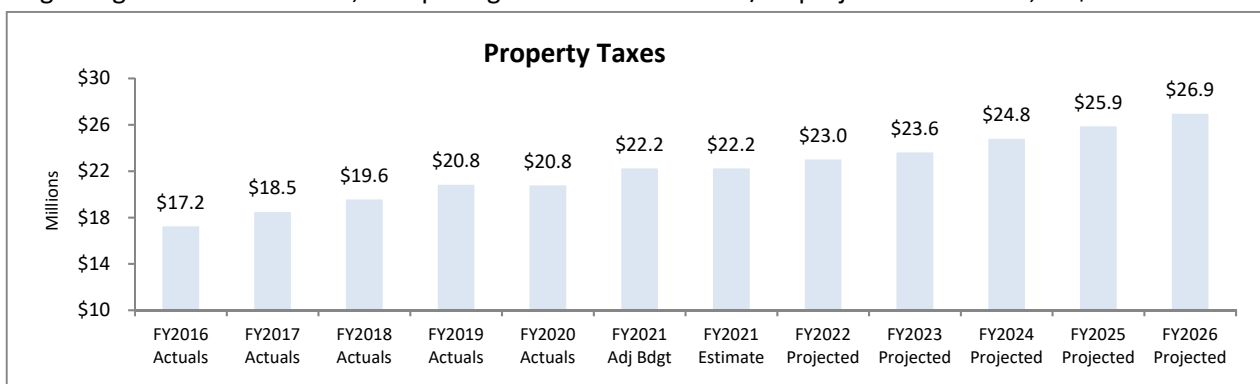
This section provides additional background, history, and forecast information for the following major General Fund revenue categories that together make up 87% of General Fund revenues:

- 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 2020/21 was 3.90%. The increases used for FY 2021/22 was 4%. Property taxes are the City's single largest revenue source; comprising 42% of total FY 2021/22 projected revenues, or \$23 million.

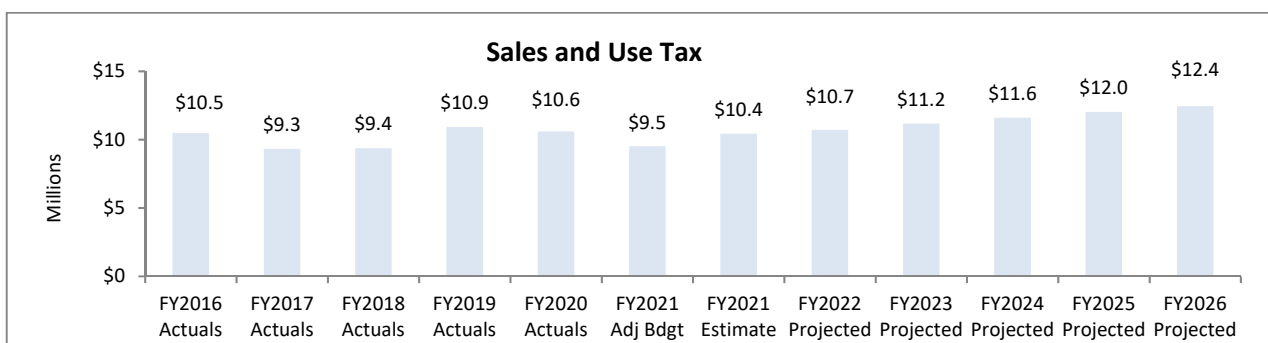


## Governmental Funds | General Fund

### 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 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 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 from the COVID-19 pandemic to businesses and the shift in consumer spending from a brick-and-mortar location 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 as Sales Taxes in the budget document) are the City's second-largest revenue source and comprise about 19% of FY 2021/22 General Fund revenues at \$10.7 million.



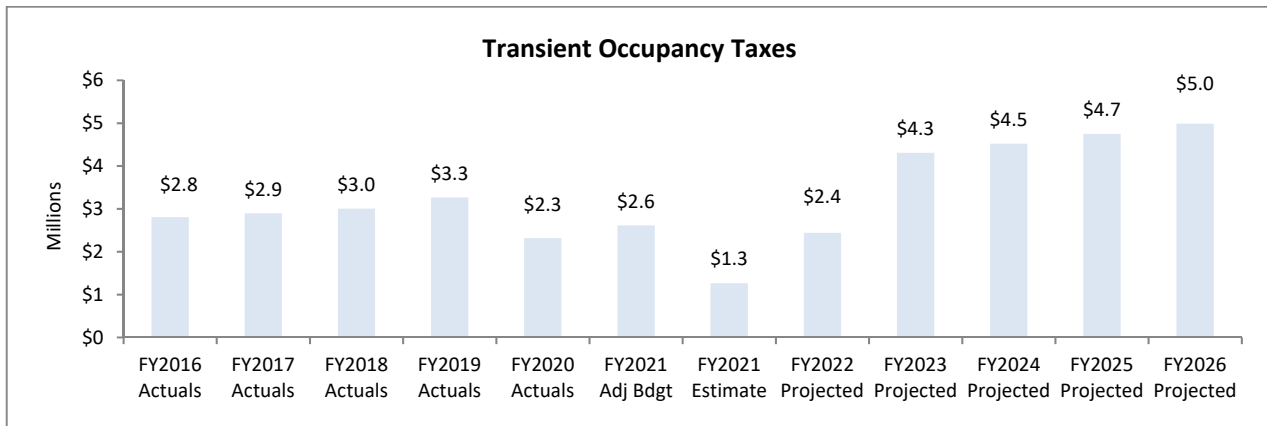
### Transient Occupancy Taxes (TOT/Hotel Taxes)

**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 due to the COVID 19 pandemic. Future revenue growth assumes a gradual return of travel activity, and the last three year of the forecast are projected to grow at 5% each year. TOT is projected at \$1.3 million for FY 2020/21 and \$2.4 million for FY 2021/22.



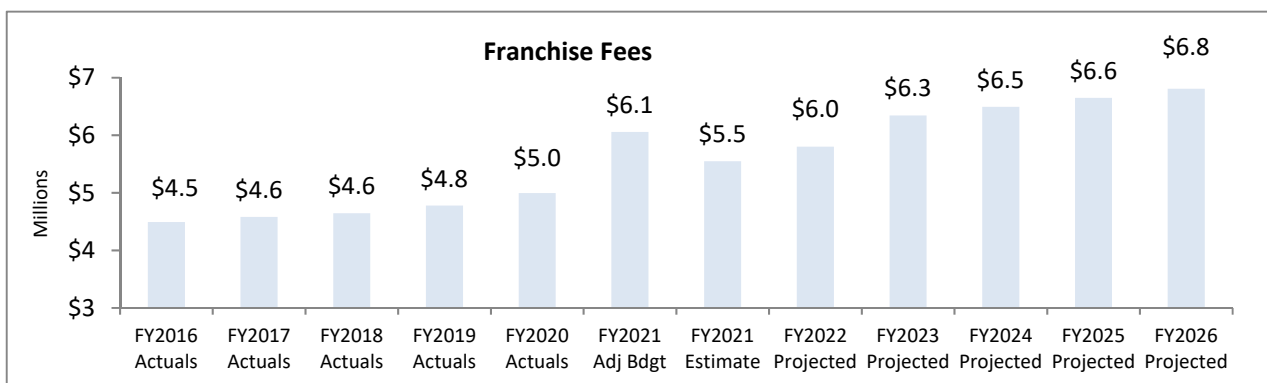
## Governmental Funds | General Fund



### Franchise Fees

**Description:** State law provides cities with the authority to grant franchises to privately-owned utility 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 2020/21 estimate shows a slight increase from the prior year, with a 4.6% increase projected for FY 2021/22. The projected FY 2021/22 franchise fees revenue of \$6.0 million represents almost 11% of General Fund revenues.

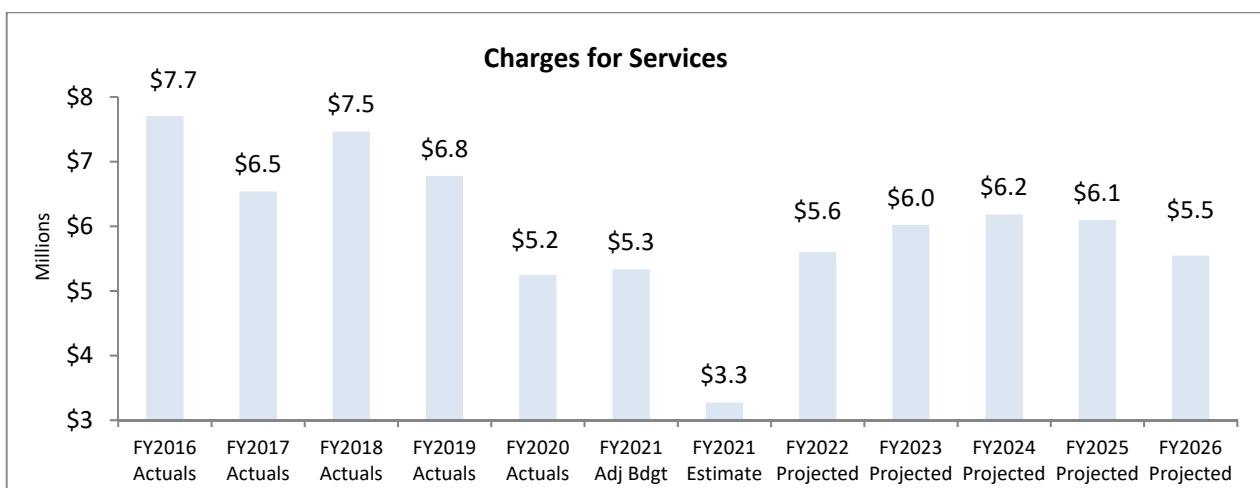


## Governmental Funds | General Fund

### 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 2020/21 estimate shows a drastic decrease from the prior year. Due to the COVID-19 pandemic, many programs and services were not available to citizen due to mandated closures per the State and County of Contra Health Orders addressing the COVID-19 pandemic. Each operating department is responsible for projecting this revenue source. The budget for FY 2021/22 shows a slight increase from the FY 2019/20 actuals at \$5.6 million.



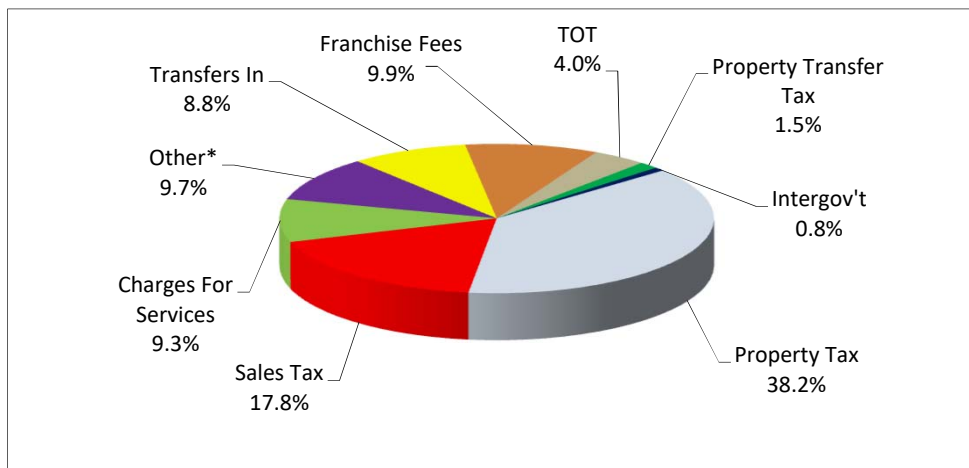
**CITY OF SAN RAMON  
GENERAL FUND  
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	17/18 ACTUAL	18/19 ACTUAL	19/20 ACTUAL	20/21 FINAL	21/22 ADOPTED
<b>FUND BALANCE - JULY 1</b>	<b>\$ 9,909,803</b>	<b>\$ 7,449,917</b>	<b>\$ 13,888,558</b>	<b>\$ 15,344,050</b>	<b>\$ 20,539,573</b>
<b>REVENUES</b>					
Property Tax	\$ 19,559,287	\$ 20,828,366	\$ 20,966,460	\$ 22,227,228	\$ 23,002,248
Sales and Use Tax	9,371,941	10,926,080	10,404,998	9,508,812	10,714,853
Property Transfer Tax	793,167	817,951	659,048	691,636	887,436
Transient Occupancy Taxes (TOT)	3,002,708	3,264,309	2,316,300	2,611,447	2,438,850
Franchise Fees	4,645,223	4,776,401	4,994,029	6,057,155	5,975,212
Licenses and Permits	2,683,899	2,757,118	2,056,556	2,374,927	2,542,577
Charges for Services	7,463,956	6,779,570	5,134,909	5,334,185	5,600,996
Fines and Forfeitures	347,815	319,524	226,159	324,000	289,000
Investment Income	88,374	482,067	246,780	100,000	100,000
Intergovernmental	356,696	482,628	1,435,412	219,202	470,354
Miscellaneous Revenue	2,723,936	2,862,768	2,059,249	3,029,637	2,942,146
<b>TOTAL</b>	<b>51,037,002</b>	<b>54,296,782</b>	<b>50,499,900</b>	<b>52,478,229</b>	<b>54,963,672</b>
<b>EXPENDITURES</b>					
General Government	2,376,060	2,490,541	2,566,731	2,952,233	3,187,425
Administrative Services	4,033,629	4,161,562	4,484,607	4,708,582	5,270,698
Community Development	3,329,243	3,241,303	3,233,757	4,023,525	4,603,274
Police Services	13,274,322	13,644,321	14,226,581	15,845,622	16,966,788
Public Works	14,581,600	14,184,004	14,088,175	15,049,919	16,240,569
Parks & Community Services	8,765,042	8,683,167	6,850,759	7,836,018	8,640,785
Non-Departmental	120	13,548	(869)	50,000	50,000
<b>TOTAL</b>	<b>46,360,016</b>	<b>46,418,446</b>	<b>45,449,741</b>	<b>50,465,899</b>	<b>54,959,539</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Operating Transfers In	2,416,143	3,807,871	3,653,142	9,904,800	5,280,762
Operating Transfers Out	(9,553,015)	(5,247,566)	(7,247,809)	(4,760,116)	(7,163,527)
<b>TOTAL</b>	<b>(7,136,872)</b>	<b>(1,439,695)</b>	<b>(3,594,667)</b>	<b>5,144,684</b>	<b>(1,882,765)</b>
<b>NET INCREASE/(DECREASE)</b>	<b>\$ (2,459,886)</b>	<b>\$ 6,438,641</b>	<b>\$ 1,455,492</b>	<b>\$ 7,157,014</b>	<b>\$ (1,878,632)</b>
<b>FUND BALANCE - JUNE 30</b>	<b>\$ 7,449,917</b>	<b>\$ 13,888,558</b>	<b>\$ 15,344,050</b>	<b>\$ 22,501,064</b>	<b>\$ 18,660,941</b>

**CITY OF SAN RAMON  
GENERAL FUND REVENUES BY SOURCE**

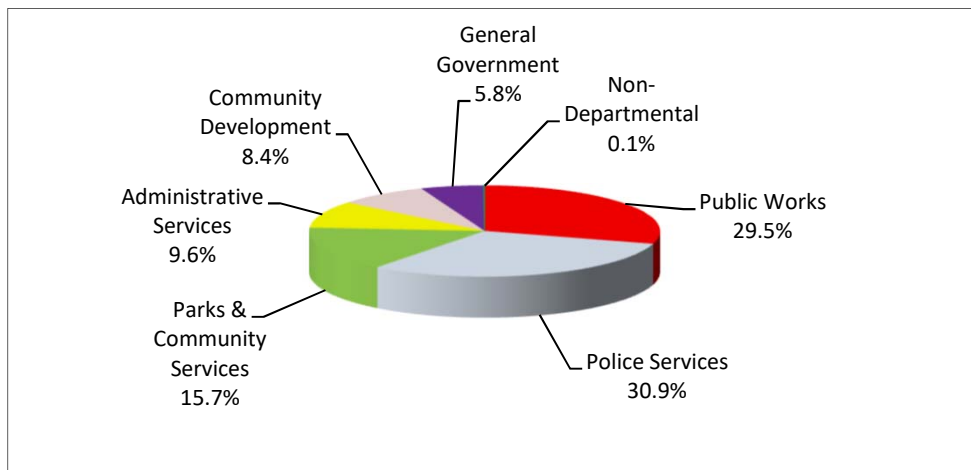
	17/18 ACTUAL	18/19 ACTUAL	19/20 ACTUAL	20/21 FINAL	21/22 ADOPTED
Property Tax	\$ 19,559,287	\$ 20,828,366	\$ 20,966,460	\$ 22,227,228	\$ 23,002,248
Sales Tax	9,371,941	10,926,080	10,404,998	9,508,812	10,714,853
Property Transfer Tax	793,167	817,951	659,048	691,636	887,436
Transient Occupancy Tax (TOT)	3,002,708	3,264,309	2,316,300	2,611,447	2,438,850
Franchise Fees	4,645,223	4,776,401	4,994,029	6,057,155	5,975,212
Licenses & Permits*	2,683,899	2,757,118	2,056,556	2,374,927	2,542,577
Charges for Services	7,463,956	6,779,570	5,134,909	5,334,185	5,600,996
Fines & Forfeitures*	347,815	319,524	226,159	324,000	289,000
Investment Income*	88,374	482,067	246,780	100,000	100,000
Intergovernmental	356,696	482,628	1,435,412	219,202	470,354
Miscellaneous Revenue*	2,723,936	2,862,768	2,059,249	3,029,637	2,942,146
Transfers In	2,416,143	3,807,871	3,653,142	9,904,800	5,280,762
<b>TOTAL</b>	<b>\$ 53,453,145</b>	<b>\$ 58,104,653</b>	<b>\$ 54,153,042</b>	<b>\$ 62,383,029</b>	<b>\$ 60,244,434</b>

\* Included as other revenue



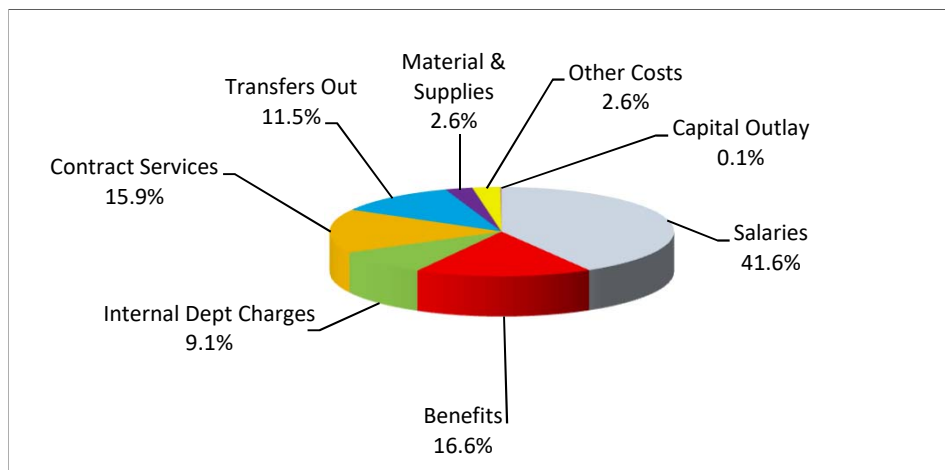
**CITY OF SAN RAMON  
GENERAL FUND EXPENDITURES BY DEPARTMENT**

	17/18 ACTUAL	18/19 ACTUAL	19/20 ACTUAL	20/21 FINAL	21/22 ADOPTED
General Government	\$ 2,376,060	\$ 2,490,541	\$ 2,566,731	\$ 2,952,233	\$ 3,187,425
Administrative Services	4,033,629	4,161,562	4,484,607	4,708,582	5,270,698
Community Development	3,329,243	3,241,303	3,233,757	4,023,525	4,603,274
Police Services	13,274,322	13,644,321	14,226,581	15,845,622	16,966,788
Public Works	14,581,600	14,184,004	14,088,175	15,049,919	16,240,569
Parks & Community Services	8,765,042	8,683,167	6,850,759	7,836,018	8,640,785
Non-Departmental	120	13,548	(869)	50,000	50,000
<b>TOTAL</b>	<b>\$ 46,360,016</b>	<b>\$ 46,418,446</b>	<b>\$ 45,449,741</b>	<b>\$ 50,465,899</b>	<b>\$ 54,959,539</b>



**CITY OF SAN RAMON  
GENERAL FUND EXPENDITURES BY CATEGORY**

	17/18 ACTUAL	18/19 ACTUAL	19/20 ACTUAL	20/21 FINAL	21/22 ADOPTED
Salaries	\$ 21,566,768	\$ 22,690,182	\$ 23,059,019	\$ 24,535,630	\$ 25,792,238
Benefits	8,541,366	8,473,542	7,574,880	9,266,965	10,309,398
Internal Department Charges	3,472,594	2,652,243	4,239,663	4,637,921	5,662,968
Contract Services	9,700,923	9,917,648	7,923,419	9,280,819	9,897,289
Material & Supplies	1,468,707	1,455,200	1,361,863	1,551,522	1,608,812
Other Costs	1,563,376	1,154,951	1,269,305	1,167,212	1,613,004
Capital Outlay	46,282	74,680	21,592	25,830	75,830
<b>SUBTOTAL</b>	<b>\$ 46,360,016</b>	<b>\$ 46,418,446</b>	<b>\$ 45,449,741</b>	<b>\$ 50,465,899</b>	<b>\$ 54,959,539</b>
Capital Improvement Program (CIP)	2,500,000	275,000	264,000	-	-
Debt Service Transfer Out	1,264,989	1,405,220	3,003,772	2,355,291	3,509,719
Other Transfers Out	5,788,026	3,567,346	3,980,037	2,404,825	3,653,808
<b>TOTAL</b>	<b>\$ 55,913,031</b>	<b>\$ 51,666,012</b>	<b>\$ 52,697,550</b>	<b>\$ 55,226,015</b>	<b>\$ 62,123,066</b>



## Governmental Funds | 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 areas. For example, grants received for streets 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 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 the 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 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. This fund is a major fund.
- Citywide Landscaping and Lighting District 1984-1 Funds - Accounts 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 are tracked in this fund in accordance to 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).
- Solid Waste Fund – Accounts for the revenues received through an exclusive franchise agreement for 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 - Accounts 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.



## Governmental Funds | Special Revenue Funds

- 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. 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 ½ 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 in 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 work weeks, 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.

- 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 City of San Ramon. Allocation of fiscal recovery funds is based on existing CDBG guidelines for entitlement cities (cities with population over 50,000) that considers 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.

## Governmental Funds | Special Revenue Funds

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- 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 include 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.

## Governmental Funds | Special Revenue Funds

- **Gas Tax Fund** – This fund collect 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 for 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 highway, 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 for 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. Use of these funds are subject to budget requests and project specific appropriations.
- **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 day-to-day operations of public-access channels.
- **Refuse Vehicle Impact Fund** – Account for the franchise fee collected for the maintenance and repairs of 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.

## Governmental Funds | Special Revenue Funds

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- 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, includes 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.

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**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Planning Cost Recovery
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 317,102</b>
REVENUES	
Assessments	
Intergovernmental	
Fines & Forfeitures	
Charges for Services	171,943
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>171,943</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>171,943</b>
EXPENDITURES	
Non-Departmental	
Community Development	157,511
Police Services	
Public Works	
<b>TOTAL EXPENDITURES</b>	<b>157,511</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>-</b>
<b>TOTAL USES OF FUND</b>	<b>157,511</b>
<b>NET INCREASE (DECREASE)</b>	<b>14,432</b>
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 331,534</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Geographic Information System
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 208,095</b>
REVENUES	
Assessments	
Intergovernmental	
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	95,000
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>95,000</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>95,000</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	96,920
<b>TOTAL EXPENDITURES</b>	<b>96,920</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>-</b>
<b>TOTAL USES OF FUND</b>	<b>96,920</b>
<b>NET INCREASE (DECREASE)</b>	<b>(1,920)</b>
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 206,175</b>



**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Development Mitigation
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 1,682,485</b>
REVENUES	
Assessments	
Intergovernmental	
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	827,193
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>827,193</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>827,193</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	
<b>TOTAL EXPENDITURES</b>	<b>-</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	
Debt Service	
Other	31,484
<b>TOTAL TRANSFER OUT</b>	<b>31,484</b>
<b>TOTAL USES OF FUND</b>	<b>31,484</b>
NET INCREASE (DECREASE)	795,709
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 2,478,194</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Gas Tax
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 651,562</b>
REVENUES	
Assessments	
Intergovernmental	3,785,996
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>3,785,996</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>3,785,996</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	
<b>TOTAL EXPENDITURES</b>	<b>-</b>
TRANSFER OUT	
General Fund	300,000
Capital Projects Fund	3,739,186
Debt Service	
Other	62,967
<b>TOTAL TRANSFER OUT</b>	<b>4,102,153</b>
<b>TOTAL USES OF FUND</b>	<b>4,102,153</b>
NET INCREASE (DECREASE)	(316,157)
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 335,405</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Park Development
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 221,070</b>
REVENUES	
Assessments	
Intergovernmental	
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	1,040,915
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>1,040,915</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>1,040,915</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	
<b>TOTAL EXPENDITURES</b>	<b>-</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	717,293
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>717,293</b>
<b>TOTAL USES OF FUND</b>	<b>717,293</b>
NET INCREASE (DECREASE)	323,622
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 544,692</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Crow Canyon Project
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 4,497</b>
REVENUES	
Assessments	
Intergovernmental	
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>-</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>-</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	
<b>TOTAL EXPENDITURES</b>	<b>-</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	4,497
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>4,497</b>
<b>TOTAL USES OF FUND</b>	<b>4,497</b>
<b>NET INCREASE (DECREASE)</b>	<b>(4,497)</b>
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ -</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	SCCJEPA
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 4,944,256</b>
REVENUES	
Assessments	
Intergovernmental	
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	940,634
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>940,634</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>940,634</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	
<b>TOTAL EXPENDITURES</b>	<b>-</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	4,000,000
Debt Service	
Other	31,484
<b>TOTAL TRANSFER OUT</b>	<b>4,031,484</b>
<b>TOTAL USES OF FUND</b>	<b>4,031,484</b>
NET INCREASE (DECREASE)	(3,090,850)
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 1,853,406</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Street Maintenance
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 1,291,455</b>
REVENUES	
Assessments	
Intergovernmental	1,056,285
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>1,056,285</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>1,056,285</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	
<b>TOTAL EXPENDITURES</b>	<b>-</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	600,000
Debt Service	
Other	62,967
<b>TOTAL TRANSFER OUT</b>	<b>662,967</b>
<b>TOTAL USES OF FUND</b>	<b>662,967</b>
NET INCREASE (DECREASE)	393,318
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 1,684,773</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Traffic Improvement
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 1,817</b>
REVENUES	
Assessments	
Intergovernmental	
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	478,455
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>478,455</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>478,455</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	
<b>TOTAL EXPENDITURES</b>	<b>-</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	245,000
Debt Service	
Other	20,988
<b>TOTAL TRANSFER OUT</b>	<b>265,988</b>
<b>TOTAL USES OF FUND</b>	<b>265,988</b>
NET INCREASE (DECREASE)	212,467
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 214,284</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Tri-Valley Transportation
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 330,334</b>
REVENUES	
Assessments	
Intergovernmental	
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	138,453
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>138,453</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>138,453</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	
<b>TOTAL EXPENDITURES</b>	<b>-</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>-</b>
<b>TOTAL USES OF FUND</b>	<b>-</b>
NET INCREASE (DECREASE)	138,453
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 468,787</b>



**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Public Education & Govt (PEG)
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 1,289,079</b>
REVENUES	
Assessments	
Intergovernmental	200,000
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>200,000</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>200,000</b>
EXPENDITURES	
Non-Departmental	250,000
Community Development	
Police Services	
Public Works	
<b>TOTAL EXPENDITURES</b>	<b>250,000</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>-</b>
<b>TOTAL USES OF FUND</b>	<b>250,000</b>
<b>NET INCREASE (DECREASE)</b>	<b>(50,000)</b>
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 1,239,079</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	American Rescue Plan Act of 2021
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 4,050,000</b>
REVENUES	
Assessments	
Intergovernmental	4,050,000
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>4,050,000</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>4,050,000</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	
<b>TOTAL EXPENDITURES</b>	<b>-</b>
TRANSFER OUT	
General Fund	2,500,000
Capital Projects Fund	
Debt Service	
Other	1,500,000
<b>TOTAL TRANSFER OUT</b>	<b>4,000,000</b>
<b>TOTAL USES OF FUND</b>	<b>4,000,000</b>
NET INCREASE (DECREASE)	50,000
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 4,100,000</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Refuse Vehicle Impact
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 1,609,510</b>
REVENUES	
Assessments	
Intergovernmental	
Fines & Forfeitures	
Charges for Services	1,568,175
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>1,568,175</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>1,568,175</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	
<b>TOTAL EXPENDITURES</b>	<b>-</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	1,545,000
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>1,545,000</b>
<b>TOTAL USES OF FUND</b>	<b>1,545,000</b>
NET INCREASE (DECREASE)	23,175
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 1,632,685</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Open Space Development
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 2,901</b>
REVENUES	
Assessments	
Intergovernmental	
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	71,250
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>71,250</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>71,250</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	
<b>TOTAL EXPENDITURES</b>	<b>-</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>-</b>
<b>TOTAL USES OF FUND</b>	<b>-</b>
NET INCREASE (DECREASE)	71,250
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 74,151</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Community Facilities District 2014-1
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ -</b>
REVENUES	
Assessments	328,332
Intergovernmental	
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>328,332</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>328,332</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	
<b>TOTAL EXPENDITURES</b>	<b>-</b>
TRANSFER OUT	
General Fund	328,332
Capital Projects Fund	
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>328,332</b>
<b>TOTAL USES OF FUND</b>	<b>328,332</b>
NET INCREASE (DECREASE)	-
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ -</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Citywide Landscaping
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 371,187</b>
REVENUES	
Assessments	1,781,071
Intergovernmental	11,409
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>1,792,480</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>1,792,480</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	1,203,001
<b>TOTAL EXPENDITURES</b>	<b>1,203,001</b>
TRANSFER OUT	
General Fund	135,490
Capital Projects Fund	72,000
Debt Service	
Other	373,875
<b>TOTAL TRANSFER OUT</b>	<b>581,365</b>
<b>TOTAL USES OF FUND</b>	<b>1,784,366</b>
NET INCREASE (DECREASE)	8,114
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 379,301</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Citywide Lighting
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 1,491,963</b>
REVENUES	
Assessments	799,175
Intergovernmental	
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>799,175</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>799,175</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	543,785
<b>TOTAL EXPENDITURES</b>	<b>543,785</b>
TRANSFER OUT	
General Fund	73,115
Capital Projects Fund	480,000
Debt Service	66,231
Other	
<b>TOTAL TRANSFER OUT</b>	<b>619,346</b>
<b>TOTAL USES OF FUND</b>	<b>1,163,131</b>
NET INCREASE (DECREASE)	(363,956)
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 1,128,007</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Special Assessment (Zones)
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 2,067,420</b>
REVENUES	
Assessments	1,132,986
Intergovernmental	
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>1,132,986</b>
<b>TRANSFER IN</b>	<b>362,037</b>
<b>TOTAL SOURCES OF FUND</b>	<b>1,495,023</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	1,330,256
<b>TOTAL EXPENDITURES</b>	<b>1,330,256</b>
TRANSFER OUT	
General Fund	155,485
Capital Projects Fund	416,920
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>572,405</b>
<b>TOTAL USES OF FUND</b>	<b>1,902,661</b>
<b>NET INCREASE (DECREASE)</b>	<b>(407,638)</b>
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 1,659,782</b>



**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	The Preserve L&L
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 137,173</b>
REVENUES	
Assessments	114,522
Intergovernmental	
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>114,522</b>
<b>TRANSFER IN</b>	<b>11,838</b>
<b>TOTAL SOURCES OF FUND</b>	<b>126,360</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	49,275
<b>TOTAL EXPENDITURES</b>	<b>49,275</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>-</b>
<b>TOTAL USES OF FUND</b>	<b>49,275</b>
<b>NET INCREASE (DECREASE)</b>	<b>77,085</b>
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 214,258</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Canyon Park
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 169,138</b>
REVENUES	
Assessments	10,990
Intergovernmental	
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>10,990</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>10,990</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	59,229
<b>TOTAL EXPENDITURES</b>	<b>59,229</b>
TRANSFER OUT	
General Fund	2,517
Capital Projects Fund	
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>2,517</b>
<b>TOTAL USES OF FUND</b>	<b>61,746</b>
NET INCREASE (DECREASE)	(50,756)
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 118,382</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Village Center Common Area
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 63,658</b>
REVENUES	
Assessments	
Intergovernmental	
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	6,006
<b>TOTAL REVENUES</b>	<b>6,006</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>6,006</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	6,117
<b>TOTAL EXPENDITURES</b>	<b>6,117</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>-</b>
<b>TOTAL USES OF FUND</b>	<b>6,117</b>
NET INCREASE (DECREASE)	(111)
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 63,547</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Dougherty Valley CSA
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ -</b>
REVENUES	
Assessments	
Intergovernmental	20,786,667
Fines & Forfeitures	
Charges for Services	550
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>20,787,217</b>
<b>TRANSFER IN</b>	<b>2,846,632</b>
<b>TOTAL SOURCES OF FUND</b>	<b>23,633,849</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	9,964,602
Public Works	13,007,278
<b>TOTAL EXPENDITURES</b>	<b>22,971,880</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	446,000
Debt Service	215,969
Other	
<b>TOTAL TRANSFER OUT</b>	<b>661,969</b>
<b>TOTAL USES OF FUND</b>	<b>23,633,849</b>
NET INCREASE (DECREASE)	-
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ -</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Solid Waste
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 999,819</b>
REVENUES	
Assessments	
Intergovernmental	20,000
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	1,207,417
<b>TOTAL REVENUES</b>	<b>1,227,417</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>1,227,417</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	1,225,863
<b>TOTAL EXPENDITURES</b>	<b>1,225,863</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>-</b>
<b>TOTAL USES OF FUND</b>	<b>1,225,863</b>
NET INCREASE (DECREASE)	1,554
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 1,001,373</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	<b>Non-Point Drainage (Stormwater)</b>
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 112,234</b>
REVENUES	
Assessments	1,200,185
Intergovernmental	
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>1,200,185</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>1,200,185</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	1,261,643
<b>TOTAL EXPENDITURES</b>	<b>1,261,643</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>-</b>
<b>TOTAL USES OF FUND</b>	<b>1,261,643</b>
<b>NET INCREASE (DECREASE)</b>	<b>(61,458)</b>
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 50,776</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	<b>Street Smarts</b>
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 475,403</b>
REVENUES	
Assessments	97,750
Intergovernmental	95,000
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	18,750
<b>TOTAL REVENUES</b>	<b>211,500</b>
<b>TRANSFER IN</b>	<b>35,000</b>
<b>TOTAL SOURCES OF FUND</b>	<b>246,500</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	211,400
<b>TOTAL EXPENDITURES</b>	<b>211,400</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>-</b>
<b>TOTAL USES OF FUND</b>	<b>211,400</b>
<b>NET INCREASE (DECREASE)</b>	<b>35,100</b>
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 510,503</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	TDM Programs
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ -</b>
REVENUES	
Assessments	
Intergovernmental	655,034
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>655,034</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>655,034</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	655,034
<b>TOTAL EXPENDITURES</b>	<b>655,034</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>-</b>
<b>TOTAL USES OF FUND</b>	<b>655,034</b>
NET INCREASE (DECREASE)	-
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ -</b>



**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Narcotic Asset Forfeiture
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 374,008</b>
REVENUES	
Assessments	
Intergovernmental	
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>-</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>-</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	
<b>TOTAL EXPENDITURES</b>	<b>-</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>-</b>
<b>TOTAL USES OF FUND</b>	<b>-</b>
NET INCREASE (DECREASE)	-
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 374,008</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	TRAFFIX Program
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ -</b>
REVENUES	
Assessments	
Intergovernmental	179,140
Fines & Forfeitures	
Charges for Services	
Interest Revenue	
Development Fees	
Miscellaneous Revenue	
<b>TOTAL REVENUES</b>	<b>179,140</b>
TRANSFER IN	
<b>TOTAL SOURCES OF FUND</b>	<b>179,140</b>
EXPENDITURES	
Non-Departmental	
Community Development	
Police Services	
Public Works	179,140
<b>TOTAL EXPENDITURES</b>	<b>179,140</b>
TRANSFER OUT	
General Fund	
Capital Projects Fund	
Debt Service	
Other	
<b>TOTAL TRANSFER OUT</b>	<b>-</b>
<b>TOTAL USES OF FUND</b>	<b>179,140</b>
NET INCREASE (DECREASE)	-
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ -</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Total Special Revenue Funds
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 22,866,166</b>
REVENUES	
Assessments	5,465,011
Intergovernmental	30,839,531
Fines & Forfeitures	-
Charges for Services	1,740,668
Interest Revenue	-
Development Fees	3,591,900
Miscellaneous Revenue	1,232,173
<b>TOTAL REVENUES</b>	<b>42,869,283</b>
<b>TRANSFER IN</b>	<b>3,255,507</b>
<b>TOTAL SOURCES OF FUND</b>	<b>46,124,790</b>
EXPENDITURES	
Non-Departmental	250,000
Community Development	157,511
Police Services	9,964,602
Public Works	19,828,941
<b>TOTAL EXPENDITURES</b>	<b>30,201,054</b>
TRANSFER OUT	
General Fund	3,494,939
Capital Projects Fund	12,265,896
Debt Service	282,200
Other	2,083,765
<b>TOTAL TRANSFER OUT</b>	<b>18,126,800</b>
<b>TOTAL USES OF FUND</b>	<b>48,327,854</b>
<b>NET INCREASE (DECREASE)</b>	<b>(2,203,064)</b>
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 20,663,102</b>

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## Governmental Funds | 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.



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### Geologic Hazard Abatement Districts Board

David E. Hudson  
Board Chairperson

Scott Perkins  
Board Vice Chairperson

Mark Armstrong  
Board Member

Sridhar Verose  
Board Member

Sabina Zafar  
Board Member

#### **GHAD Officers**

Joe Gorton  
District Manager

Maria Fierner  
Deputy District Manager

Robin Bartlett  
District Engineer

J. Kelly Sessions  
District Treasurer

Martin Lysons  
District Counsel

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## Governmental Funds | Special Revenue Funds - GHADs

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### 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 2021/22 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 does not have any maintenance responsibilities at this time. Maintenance will remain the responsibility of the developer until such time as the NWSR GHAD reserve is at least \$1,000,000, and properties are transferred to the NWSR GHAD for ownership. The assessment will be at \$1,557.12 per assessment unit with individual residences being charged between 0.45 and 1.0 assessment units, depending on type.

#### Budgets:

As stated above, the NWSR GHAD does not have any maintenance responsibilities at this time. Maintenance will remain the responsibility of the developer until such time as the NWSR GHAD reserve is at least \$1,000,000, and properties are transferred to the NWSR GHAD for ownership. However, assessments will be made as the building of homes progresses. Revenue will be used to build a reserve needed to support maintenance and respond to non-routine maintenance requirements such as landslides. Ending Fund Balance at June 30, 2022 is projected to increase by 18% from \$11,381,847 to \$13,473,774.

## Governmental Funds | Special Revenue Funds - GHADs

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

#### Significant Accomplishments for FY 2020-21:

- Completed stabilization of the landslide near Kami Court
- Completed grading of fill placement/mitigation area near Longleaf Circle
- Undertaken repairs on the West Alamo Creek Trail
- Completed reserve fund studies and engineer's reports for DV GHAD and NWSR GHAD and set assessments for FY 2021/22
- Completed routine monitoring and maintenance
- Accepted open space in the Dougherty Valley for ownership

#### Major Action Plan Items for FY 2021-22:

		Completion By	Council Priorities/ Goals
1.	Complete maintenance of DV GHAD owned open space	OCT 2021	P6/G2
2.	Complete acceptance of any land offers by Toll Brothers	OCT 2021	P6/G2
3.	Completed reserve fund studies and engineer's reports for DV GHAD and NWSR GHAD and set assessments for FY 2022/23	MAY 2022	P6/G2

#### Budget Highlights for FY 2021-22:

- 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 2021/22 is \$12,234,000

**CITY OF SAN RAMON  
SPECIAL REVENUE FUNDS  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	DOUGHERTY VALLEY	GHAD	NORTHWEST SAN RAMON GHAD	TOTAL
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 10,764,926</b>		<b>\$ 616,921</b>	<b>\$ 11,381,847</b>
REVENUES				
Assessments	2,389,116		459,506	2,848,622
Intergovernmental	-		-	-
Licenses and Permits	6,000		-	6,000
Charges for Services	-		-	-
Interest Revenue	118,414		-	118,414
Development Fees	-		-	-
Miscellaneous Revenue	47,685		-	47,685
<b>TOTAL REVENUES</b>	<b>2,561,215</b>		<b>459,506</b>	<b>3,020,721</b>
TRANSFER IN		-	-	-
<b>TOTAL SOURCES OF FUND</b>	<b>2,561,215</b>		<b>459,506</b>	<b>3,020,721</b>
EXPENDITURES				
Public Works	841,081		-	841,081
<b>TOTAL EXPENDITURES</b>	<b>841,081</b>		<b>-</b>	<b>841,081</b>
TRANSFER OUT	87,713			87,713
<b>TOTAL USES OF FUND</b>	<b>928,794</b>		<b>-</b>	<b>928,794</b>
NET INCREASE (DECREASE)	1,632,421		459,506	2,091,927
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 12,397,347</b>		<b>\$ 1,076,427</b>	<b>\$ 13,473,774</b>

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## Governmental Funds | 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

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## Governmental Funds | 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 provides assistance to 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 2020-21:

- Continued to monitor the Housing Rehabilitation Program
- Initiated the purchase, acquisition, and resale of 4704 Norris Canyon Rd. Unit 202, Park Central Development

### Major Action Plan Items FY 2021-22:

		Completion By	Council Priorities / Goals
1.	Continue to monitor the Housing Rehabilitation Program	On-going	P6
2.	Further the City's commitment to affordable housing development, including the purchase and acquisition of affordable units, and provide for diversity of housing types to meet the needs of our residents	On-going	P6
3.	Establish a program for the use of the Housing in-lieu fees and commercial linkage fees.	DEC 2022	P6

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**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
REVENUE - EXPENDITURE - FUND BALANCE**

	HOUSING SUCCESSOR
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 4,470,088</b>
REVENUES	
Interest Revenue	-
In Lieu Fees	252,800
Miscellaneous	-
Sale of Property	
<b>TOTAL REVENUES</b>	<b>252,800</b>
TRANSFER IN	-
<b>TOTAL SOURCES OF FUND</b>	<b>252,800</b>
EXPENDITURES	
Housing Programs	148,588
<b>TOTAL EXPENDITURES</b>	<b>148,588</b>
TRANSFER OUT	-
<b>TOTAL USES OF FUND</b>	<b>148,588</b>
NET INCREASE (DECREASE)	104,212
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 4,574,300</b>

**CITY OF SAN RAMON  
SPECIAL REVENUE FUND  
HOUSING SUCCESSOR**

	<b>17/18 ACTUAL</b>	<b>18/19 ACTUAL</b>	<b>19/20 ACTUAL</b>	<b>20/21 FINAL</b>	<b>21/22 ADOPTED</b>
<b>EXPENDITURES BY CATEGORY</b>					
Salaries & Benefits	\$ 629,002	\$ 386,397	\$ 129,892	\$ 135,468	\$ 148,588
Contract Services	6,332	4,201	44	-	-
Materials and Supplies	214	-	-	-	-
Other Costs	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 635,548</b>	<b>\$ 390,598</b>	<b>\$ 129,936</b>	<b>\$ 135,468</b>	<b>\$ 148,588</b>

<b>FUNDING SOURCE</b>					
Housing Successor	\$ (617,506)	\$ 103,055	\$ 175,270	\$ -	\$ 252,800
<b>TOTAL FUNDING SOURCE</b>	<b>\$ (617,506)</b>	<b>\$ 103,055</b>	<b>\$ 175,270</b>	<b>\$ -</b>	<b>\$ 252,800</b>

<b>FY2021-22 EXPENDITURES BY PROGRAM</b>	<b>PROGRAM EXPENDITURE</b>	<b>PROGRAM REVENUE</b>	<b>NET COST</b>
Housing Administration	\$ 148,588	\$ 252,800	\$ (104,212)
<b>Program Total</b>	<b>\$ 148,588</b>	<b>\$ 252,800</b>	<b>\$ (104,212)</b>

## Governmental Funds | 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 four debt service funds:

**Pension Obligation Bonds Debt Service Fund** – This fund is used to budget for debt service activity related to the 2010 Taxable Pension Obligation Bonds (POB) refinancing of unfunded CalPERS pension obligation. The debt received AAA rating from S&P Global Ratings.

**COP #12 Fund 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. The debt received Insured rating of AA and Underlying rating of A- from S&P Global Ratings.

**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. The debt received AA+ long term rating from S&P Global Ratings. This fund is a major fund.

**LED Lights Debt Service Fund** – This fund is used to budget for debt service activity relating to the LED Lights conversion (CIP 5499). This is a tax-exempt lease/purchase agreement, California Abatement Structure. This debt is not rated.

The following charts and schedules summarize the City's outstanding debt balances, debt service budgeted for FY 2021/22, and future annual debt service requirements. COP#13 ending fund balance at June 30, 2022 is projected to decrease by 73% from \$3,599,633 to \$949,633, due to a use of funds in the amount of \$2,650,000 for capital improvements.

## Governmental Funds | Debt Service Funds

### 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 \$52,614,133 of outstanding debt subject to the legal debt limit and a legal debt limit of \$856,662,537, the City is not at risk of exceeding this limit.

<b>Computation of Legal Debt Margin</b>	<u>6/30/2021</u>
Assessed Valuation per County Assessor Office	
Secured	\$ 23,234,329,514
Unsecured	391,139,999
Taxable Assessed Valuation as of 6/30/21	<u>23,625,469,513</u>
Converted assessed value (at 25% of Taxable Value)	5,906,367,378
Debt limit (15% of assessed value)	<u>885,955,107</u>
Less Outstanding Debt as of 6/30/21	<u>(29,292,570)</u>
<b>Legal Debt Margin</b>	<b><u>\$ 856,662,537</u></b>

### Debt Management Policy

The City's Debt Management Policy, adopted by the City Council on November 24, 2020, requires that debt service should generally 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 2021/22 debt service at \$3,775,768, the City is not projected to exceed its debt service limit.

<b>Compliance to Debt Policy</b>	<u>06/30/2022</u>
General Fund Operating Revenues	54,963,673
Dougherty Valley Fund Operating Revenues	20,786,667
Total Operating Revenues	<u>75,750,340</u>
<b>Debt Policy Limit (at 10% of Operating Revenues)</b>	<b>7,575,034</b>
<b>Debt Policy Limit (at 15% of Operating Revenues)</b>	<b>11,362,551</b>
Assessed Valuation	23,625,469,513
<b>Debt Policy Limit (Max 2% of Assessed Valuation)</b>	<b>472,509,390</b>

**CITY OF SAN RAMON  
DEBT SERVICE FUNDS  
REVENUE - EXPENDITURE - FUND BALANCE**

	<b>POB 2010</b>	<b>COP #12 2011</b>	<b>COP #13 2019</b>	<b>LED LIGHTS 2012</b>	<b>TOTAL CITY DEBT</b>
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 15,966</b>	<b>\$ -</b>	<b>\$ 3,599,633</b>	<b>\$ 6,835</b>	<b>\$ 3,622,434</b>
REVENUES					
Department Charges	1,398,110	-	-	-	1,398,110
<b>TOTAL REVENUES</b>	<b>1,398,110</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,398,110</b>
TRANSFER IN	1,398,110	498,150	1,607,700	287,958	3,791,918
<b>TOTAL SOURCES OF FUND</b>	<b>2,796,220</b>	<b>498,150</b>	<b>1,607,700</b>	<b>287,958</b>	<b>5,190,028</b>
EXPENDITURES					
Principal	455,000	430,000	725,000	267,841	1,877,841
Interest	936,960	65,150	875,700	20,117	1,897,927
Admin & Trustee Costs	6,150	3,000	7,000	-	16,150
<b>TOTAL EXPENDITURES</b>	<b>1,398,110</b>	<b>498,150</b>	<b>1,607,700</b>	<b>287,958</b>	<b>3,791,918</b>
TRANSFER OUT	1,398,110	-	2,650,000	-	4,048,110
<b>TOTAL USES OF FUND</b>	<b>2,796,220</b>	<b>498,150</b>	<b>4,257,700</b>	<b>287,958</b>	<b>7,840,028</b>
NET INCREASE (DECREASE)	-	-	(2,650,000)	-	(2,650,000)
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 15,966</b>	<b>\$ -</b>	<b>\$ 949,633</b>	<b>\$ 6,835</b>	<b>\$ 972,434</b>

\* Excludes funds held with trustees

**CITY OF SAN RAMON  
DEBT SERVICE FUNDS  
OUTSTANDING DEBT**

	<b>POB (2010)</b>	<b>COP NO. 12 (2011)</b>	<b>COP NO. 13 (2019)</b>	<b>LED LIGHTS (2012)</b>	<b>Total</b>
Maturity Date	02/01/39	03/01/24	06/01/39	11/28/24	
Original Issue Amount	17,650,000	11,585,000	20,990,000	2,687,302	52,912,302
Principal	14,185,000	920,000	19,170,000	712,980	34,987,980
Interest	9,497,600	64,800	8,042,450	21,303	17,626,153
<b>Total Principal/Interest Outstanding</b>	<b>23,682,600</b>	<b>984,800</b>	<b>27,212,450</b>	<b>734,283</b>	<b>52,614,133</b>

**DEBT SERVICE PAYMENT SCHEDULE**

	<b>POB (2010)</b>	<b>COP NO. 12 (2011)</b>	<b>COP NO. 13 (2019)</b>	<b>LED LIGHTS (2012)</b>	<b>Total</b>
<b>Principal Outstanding as of 07/01/21</b>	<b>14,640,000</b>	<b>1,350,000</b>	<b>19,895,000</b>	<b>980,821</b>	<b>36,865,821</b>
Reduction in Principal Balance	(455,000)	(430,000)	(725,000)	(267,841)	(1,877,841)
Interest Due	(936,960)	(65,150)	(875,700)	(20,117)	(1,897,927)
Total Payment Due	(1,391,960)	(495,150)	(1,600,700)	(287,958)	(3,775,768)
<b>Principal Outstanding as of 06/30/22</b>	<b>14,185,000</b>	<b>920,000</b>	<b>19,170,000</b>	<b>712,980</b>	<b>34,987,980</b>
Due FY2022-23	1,392,840	493,650	1,599,450	297,420	3,783,360
Due FY2023-24	1,391,800	491,150	1,601,450	307,165	3,791,565
Due FY2024-25	1,393,840	-	1,601,450	129,698	3,124,988
Due FY2025-26	1,393,640	-	1,599,450	-	2,993,090
Due FY2026-27	1,391,200	-	1,600,450	-	2,991,650
Due FY2027-28	1,391,520	-	1,599,200	-	2,990,720
Due FY2028-29	1,394,280	-	1,600,700	-	2,994,980
Due FY2029-30	1,394,160	-	1,599,700	-	2,993,860
Due FY2030-31	1,396,160	-	1,601,200	-	2,997,360
Due FY2031-32	1,394,960	-	1,601,200	-	2,996,160
Due FY2032-33	1,395,560	-	1,599,400	-	2,994,960
Due FY2033-34	1,392,640	-	1,600,800	-	2,993,440
Due FY2034-35	1,391,200	-	1,600,200	-	2,991,400
Due FY2035-36	1,390,920	-	1,602,600	-	2,993,520
Due FY2036-37	1,391,480	-	1,602,800	-	2,994,280
Due FY2037-38	1,392,560	-	1,600,800	-	2,993,360
Due FY2038-39	1,393,840	-	1,601,600	-	2,995,440
<b>Total Principal/Interest Outstanding</b>	<b>23,682,600</b>	<b>984,800</b>	<b>27,212,450</b>	<b>734,283</b>	<b>52,614,133</b>

## Governmental Funds | 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 in 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. This fund is a major fund.

The CIP process starts with city departments/divisions identifying projects for consideration from a wide majority of sources. Projects are reviewed and prioritized in accordance to City Council Priorities and Goals and other needs by the Public Works Department. The annual process of reviewing and approval the CIP consists of the following steps:

1. Public Works Department/Engineering Division prepares the proposed 5-Year CIP
2. The Finance Committee reviews the proposed 5-Year CIP
3. The Infrastructure Committee reviews Pavement Management, Dougherty Valley Tree Management Program Annual Work Plan, and Infrastructure Maintenance Fund.
4. The Parks & Community Services Commission, and Transportation Advisory Committee may also review applicable CIPs
5. The Planning Commission reviews the 5-Year CIP for a finding of consistency with the General Plan
6. The City Council reviews the 5-Year CIP as part of the annual budget workshops
7. The City Council adopts the Capital Budget (first year of the CIP) along with the annual Operating budget.

The FY 2021-22 Capital Project expenditures totals \$16.8 million, excluding CIP staffing and administration costs of \$211,599. Sources of funding for project expenditures: Traffic Improvement fund (\$245K), Dougherty Valley CSF fund (\$446K), Park Development fund (\$717K), Landscape and Lighting Special Revenue/Operating fund (\$969K), Refuse Vehicle Impact Fee fund (\$1.5 million), Infrastructure Maintenance ISF fund (\$1.7 million), COP #13 Debt Service fund (\$2.7 million), SCCJEPA fund (\$4.0 million) , and Gas Tax/Measure J fund (\$4.3 million).

Unfunded CIPs projected to be approximately \$16.0 million from FY 2021-22 through FY 2025-26 for future and non-recurring capital projects. Funding for these project expenditures will require a use of the General Fund reserve in the upcoming fiscal year, other funding sources such as new grants, or delay and defer replacements: Citywide Intelligent Transportation System (\$9.5 million), Dougherty Valley Tree Management (\$4.5 million), Street Landscape Planting Renovation (\$1.2 million), Irrigation/Fountain Repairs and other improvements (\$800K),

Additional details can be found within the 5-Year CIP document. The document is available on City's website <https://www.sanramon.ca.gov/cms/One.aspx?portalId=10826130&pageId=11705496>. Questions can be directed to the Public Works Director.

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**CITY OF SAN RAMON  
GOVERNMENTAL FUND  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	<b>CAPITAL PROJECTS FUND</b>
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 28,803,926</b>
REVENUES	
Intergovernmental	233,452
Interest Revenue	100,000
<b>TOTAL REVENUES</b>	<b>333,452</b>
<b>TRANSFER IN</b>	<b>16,784,863</b>
<b>TOTAL SOURCES OF FUND</b>	<b>17,118,315</b>
EXPENDITURES	
Circulation	10,933,683
Facilities	2,441,520
Landscaping	1,915,920
Parks	994,245
Signal	283,055
Other	250,000
Public Works Administration	211,599
<b>TOTAL EXPENDITURES</b>	<b>17,030,022</b>
<b>TRANSFER OUT</b>	<b>300,000</b>
<b>TOTAL USES OF FUND</b>	<b>17,330,022</b>
<b>NET INCREASE (DECREASE)</b>	<b>(211,707)</b>
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 28,592,219</b>

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## Capital Improvement Program 2021/22 - 2025/26

### PROJECTS THAT WILL BE UNDERTAKEN IN FY 2021-22



No	Prj #	Project Name	Prior Years	2021-22	2022-23	2023-24	2024-25	2025-26	Total 5Yr	Beyond 5Yr	Total Proj
1	905602	Alcosta Blvd. Pavement Rehabilitation (Veracruz/Olympia Fields)	\$3,280,000	<b>\$1,800,000</b>	\$0	\$0	\$0	\$0	\$1,800,000	\$0	\$5,080,000
2	300007	Bent Creek Zone Improvements - Zone 7	\$57,500	<b>\$110,000</b>	\$26,000	\$30,500	\$25,000	\$0	\$191,500	\$100,000	\$349,000
3	975606	Bollinger Canyon & Crow Canyon Roads Traffic Signals ATSPM	\$827,356	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$827,356
4	905530	Bollinger Canyon Rd. / Iron Horse Trail Bicycle Pedestrian Overcrossing	\$20,929,650	<b>\$400,000</b>	\$100,000	\$0	\$0	\$0	\$500,000	\$0	\$21,429,650
5	5603	Bollinger Canyon Road Frontage Improvements	\$500,000	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
6	300003	Canyon Lakes Zone Improvements - Zone 3	\$115,000	<b>\$25,000</b>	\$25,000	\$25,000	\$0	\$0	\$75,000	\$0	\$190,000
7	935404	Centralized Irrigation System Upgrade	\$1,072,588	<b>\$97,000</b>	\$60,000	\$60,000	\$60,000	\$60,000	\$337,000	\$160,000	\$1,569,588
8	300015	Circle E Zone Improvements - Zone 15	\$55,000	<b>\$5,000</b>	\$5,000	\$5,000	\$0	\$0	\$15,000	\$52,000	\$122,000
9	925432	City Facilities Floor Covering Replacement	\$502,370	<b>\$111,000</b>	\$118,051	\$0	\$0	\$241,531	\$470,582	\$3,400,000	\$4,372,952
10	925425	City Facilities HVAC Duct Cleaning and Equipment Replacement	\$2,020,686	<b>\$220,000</b>	\$115,000	\$105,000	\$95,000	\$163,000	\$698,000	\$4,500,000	\$7,218,686
11	925433	City Facilities Roof Covering Maintenance and Replacement	\$873,791	<b>\$25,000</b>	\$25,000	\$25,000	\$126,194	\$25,000	\$226,194	\$5,600,000	\$6,699,985
12	200001	City Hall Reconfiguration	\$3,250,000	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$3,250,000
13	945485	Citywide Aerial Mapping and GIS Support	\$269,843	<b>\$0</b>	\$10,000	\$0	\$10,000	\$0	\$20,000	\$100,000	\$389,843
14	905613	Citywide Bicycle Network Improvements & Enhancements	\$535,500	<b>\$650,000</b>	\$50,000	\$50,000	\$50,000	\$50,000	\$850,000	\$46,854,500	\$48,240,000
15	915548	Citywide Drainage Infrastructure Repairs	\$3,186,805	<b>\$0</b>	\$250,000	\$40,000	\$40,000	\$40,000	\$370,000	\$1,500,000	\$5,056,805
16	925532	Citywide Exterior Painting & Sealing	\$414,015	<b>\$140,000</b>	\$78,400	\$0	\$0	\$0	\$218,400	\$1,400,000	\$2,032,415

## Capital Improvement Program 2021/22 - 2025/26

### PROJECTS THAT WILL BE UNDERTAKEN IN FY 2021-22



No	Prj #	Project Name	Prior Years	2021-22	2022-23	2023-24	2024-25	2025-26	Total 5Yr	Beyond 5Yr	Total Proj
17	975594	Citywide Intelligent Transportation System Upgrade	\$1,988,800	<b>\$0</b>	\$1,800,000	\$3,000,000	\$3,200,000	\$1,500,000	\$9,500,000	\$16,416,200	\$27,905,000
18	300002	Citywide Landscaping Zone Improvements - Zone 2	\$186,000	<b>\$72,000</b>	\$72,000	\$82,000	\$72,000	\$67,000	\$365,000	\$300,000	\$851,000
19	300001	Citywide Lighting Zone Improvements - Zone 1	\$60,000	<b>\$30,000</b>	\$52,000	\$52,000	\$30,000	\$30,000	\$194,000	\$1,000,000	\$1,254,000
20	300021	Citywide Lighting Zone Street Lights Improvements - Zone 1	\$50,000	<b>\$50,000</b>	\$75,000	\$50,000	\$50,000	\$50,000	\$275,000	\$150,000	\$475,000
21	955584	Citywide Parks Amenities Replacement and Improvements	\$1,672,226	<b>\$577,805</b>	\$398,627	\$332,908	\$495,425	\$460,383	\$2,265,148	\$4,234,392	\$8,171,766
22	400002	Comprehensive Street Camera Installation	\$1,277,027	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$1,277,027
23	500002	Cricket Field Installation	\$0	<b>\$25,000</b>	\$275,000	\$0	\$0	\$0	\$300,000	\$0	\$300,000
24	955421	Crow Canyon Gardens Facilities Improvements	\$148,063	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$148,063
25	905312	Crow Canyon Rd. / Barbados Dr. Intersection	\$10,000	<b>\$165,000</b>	\$0	\$0	\$0	\$0	\$165,000	\$0	\$175,000
26	905328	Crow Canyon Rd. Widening 4 - 6 Lanes (Alcosta to West Branch) (C 1.10)	\$8,821,400	<b>\$4,000,000</b>	\$0	\$0	\$0	\$0	\$4,000,000	\$3,968,750	\$16,790,150
27	300013	Crown Ridge Zone Improvements - Zone 13	\$45,000	<b>\$15,000</b>	\$5,000	\$10,000	\$0	\$0	\$30,000	\$40,000	\$115,000
28	300008	Deerwood Zone Improvements - Zone 8	\$57,411	<b>\$30,000</b>	\$10,000	\$5,000	\$0	\$0	\$45,000	\$0	\$102,411
29	200004	Dougherty Station Community Center and Library Renovations	\$500,000	<b>\$1,000,000</b>	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$1,500,000
30	925574	Dougherty Valley Aquatic Center Equipment Replacement	\$1,492,297	<b>\$86,059</b>	\$110,268	\$110,120	\$45,543	\$46,200	\$398,190	\$3,000,000	\$4,890,487
31	935564	Dougherty Valley Tree Management Program	\$2,776,246	<b>\$1,000,000</b>	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000	\$0	\$7,776,246
32	5585	Faria Preserve Parkway	\$4,500,000	<b>\$0</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$4,500,000

## Capital Improvement Program 2021/22 - 2025/26

### PROJECTS THAT WILL BE UNDERTAKEN IN FY 2021-22



No	Prj #	Project Name	Prior Years	2021-22	2022-23	2023-24	2024-25	2025-26	Total 5Yr	Beyond 5Yr	Total Proj
33	945589	Financial System Upgrade & PCS Class & Facilities Registration Software	\$2,067,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,067,850
34	925418	Forest Home Farms Structures	\$385,800	\$228,200	\$352,800	\$0	\$0	\$0	\$581,000	\$2,644,143	\$3,610,943
35	955478	Fountain Repairs and Replacement	\$1,202,627	\$44,000	\$5,040	\$0	\$38,968	\$5,600	\$93,608	\$642,000	\$1,938,235
36	969003	General Plan Update	\$839,575	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$839,575
37	300019	Glass House Zone Improvements - Zone 19	\$5,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000	\$9,000	\$24,000
38	925515	Interior Amenities Renovation	\$1,117,537	\$225,409	\$111,391	\$37,103	\$103,635	\$286,349	\$763,887	\$4,800,000	\$6,681,424
39	955516	Irrigation Booster Pump Installation	\$670,728	\$125,000	\$125,000	\$125,000	\$165,000	\$205,000	\$745,000	\$842,000	\$2,257,728
40	400003	Kami Court Landslide Repair Project	\$5,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,500,000
41	200005	Marquee Installation at Transit Center	\$50,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000	\$50,000	\$110,000
42	925527	Middle School Teen Center Portables	\$388,542	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$538,542
43	300010	Old Ranch Estates Zone Improvements - Zone 10	\$47,500	\$27,500	\$7,500	\$7,500	\$10,000	\$0	\$52,500	\$0	\$100,000
44	300018	Old Ranch Summit Zone Improvements - Zone 18	\$35,000	\$160,000	\$0	\$0	\$15,000	\$40,000	\$215,000	\$25,000	\$275,000
45	945572	Open Space Preservation	\$1,350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,350,000
46	959008	Parks and Community Services Master Plan	\$180,338	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$180,338
47	000003	Pavement Management 2021	\$1,417,936	\$3,438,683	\$0	\$0	\$0	\$0	\$3,438,683	\$0	\$4,856,619
48	000005	Pavement Management 2022	\$3,601,000	\$0	\$1,568,175	\$0	\$0	\$0	\$1,568,175	\$0	\$5,169,175
49	000002	Pavement Repair - Stop Gap 2020/2021	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
50	000006	Pavement Repair - Stop Gap 2022/2023	\$0	\$400,000	\$0	\$0	\$0	\$0	\$400,000	\$0	\$400,000
51	975413	Pedestrian Enhancement Devices	\$1,205,975	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,205,975

## Capital Improvement Program 2021/22 - 2025/26

### PROJECTS THAT WILL BE UNDERTAKEN IN FY 2021-22



No	Prj #	Project Name	Prior Years	2021-22	2022-23	2023-24	2024-25	2025-26	Total 5Yr	Beyond 5Yr	Total Proj
52	955482	Public Art in Parks	\$304,700	\$0	\$40,000	\$0	\$40,000	\$40,000	\$120,000	\$0	\$424,700
53	975481	Radar Speed Display Sign	\$152,964	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$152,964
54	500001	Ring & Rock Fountain Conversion	\$348,097	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$348,097
55	905612	Safe Routes to School (SRTS) Enhancements	\$45,000	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000	\$5,000	\$70,000
56	200003	San Ramon Community Center Renovation	\$3,139,939	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,139,939
57	200006	San Ramon Olympic Pool and Aquatic Park Renovation	\$2,685,874	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,685,874
58	925479	San Ramon Olympic Pool Equipment Replacement	\$2,101,262	<b>\$395,852</b>	\$283,500	\$88,367	\$107,910	\$699,838	\$1,575,467	\$3,000,000	\$6,676,729
59	5586	San Ramon Valley Blvd. / Deerwood Road Intersection Improvements	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000
60	5461	San Ramon Valley Blvd. / Faria Preserve Parkway (formerly Purdue Rd.) Traffic Signal	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000
61	955566	Shade Structure Improvement	\$131,667	<b>\$222,440</b>	\$39,000	\$39,000	\$78,000	\$71,500	\$449,940	\$1,461,261	\$2,042,868
62	400001	Sidewalk Repairs 2020/2021	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
63	400005	Sidewalk Repairs 2022/2023	\$0	<b>\$250,000</b>	\$0	\$0	\$0	\$0	\$250,000	\$0	\$250,000
64	935488	Street Landscape Planting Renovation	\$1,772,876	<b>\$250,000</b>	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$1,141,600	\$4,164,476
65	300005	Summerwood Loop Zone Improvements - Zone 5	\$33,709	<b>\$11,500</b>	\$10,000	\$8,000	\$0	\$10,000	\$39,500	\$469,645	\$542,854
66	905381	Traffic Calming Program	\$191,484	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000	\$10,000	\$241,484
67	000007	Traffic Impact Mitigation Fee Study Update	\$0	<b>\$80,000</b>	\$0	\$0	\$0	\$0	\$80,000	\$0	\$80,000
68	975526	Traffic Signals Improvements & Enhancements	\$1,201,119	<b>\$283,055</b>	\$170,590	\$217,780	\$207,485	\$200,435	\$1,079,345	\$2,988,132	\$5,268,596
69	300011	Village Parkway Zone Improvements - Zone 11	\$41,400	<b>\$12,000</b>	\$0	\$0	\$0	\$0	\$12,000	\$6,700	\$60,100

## Capital Improvement Program 2021/22 - 2025/26

### PROJECTS THAT WILL BE UNDERTAKEN IN FY 2021-22



No	Prj #	Project Name	Prior Years	2021-22	2022-23	2023-24	2024-25	2025-26	Total 5Yr	Beyond 5Yr	Total Proj
70	300006	West Branch Zone Improvements - Zone 6	\$54,000	<b>\$10,920</b>	\$7,000	\$13,000	\$101,400	\$265,800	\$398,120	\$490,000	\$942,120
<b>Totals</b>			<b>\$95,094,073</b>	<b>\$16,818,423</b>	<b>\$7,645,342</b>	<b>\$5,783,278</b>	<b>\$6,431,560</b>	<b>\$5,822,636</b>	<b>\$42,501,239</b>	<b>\$111,510,323</b>	<b>\$249,105,635</b>

**\*\*Includes City Funded Projects Only. For complete list of Projects, see Final Five-Year 2021-2026**

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## Proprietary Funds | Internal Service Funds

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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 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 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, maintain appropriate levels of coverage and to build contingent loss reserves.

The Healthcare Fund is used to account for City employee's healthcare premiums and claims.

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

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**CITY OF SAN RAMON  
INTERNAL SERVICE FUNDS  
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	INVESTMENT	EQUIP & VEHICLE REPLACEMENT	INFO SVCS REPLACEMENT	INSURANCE LIABILITY	HEALTH CARE	INFRA- STRUCTURE MAINT.	TOTAL
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ -</b>	<b>\$ 2,851,712</b>	<b>\$ 1,104,536</b>	<b>\$ 35,250</b>	<b>\$ 158,248</b>	<b>\$ 614,858</b>	<b>\$ 4,764,604</b>
<b>REVENUES</b>							
Intergovernmental	-	-	-	909,785	-	-	909,785
Charges for Services	-	-	-	-	-	12,000	12,000
Interest Revenue	61,294	-	-	-	-	-	61,294
Replacement Charges	-	914,630	405,462	-	-	-	1,320,092
Retiree Health Charges	-	-	-	-	1,800,975	-	1,800,975
Healthcare Charges	-	-	-	-	6,813,950	-	6,813,950
Leave Liability Charges	-	-	-	631,232	-	-	631,232
Insurance Liability Charges	-	-	-	3,978,738	-	-	3,978,738
<b>TOTAL REVENUES</b>	<b>61,294</b>	<b>914,630</b>	<b>405,462</b>	<b>5,519,755</b>	<b>8,614,925</b>	<b>12,000</b>	<b>15,528,066</b>
<b>TRANSFER IN</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>772,175</b>	<b>-</b>	<b>1,500,000</b>	<b>2,272,175</b>
<b>TOTAL SOURCES OF FUND</b>	<b>61,294</b>	<b>914,630</b>	<b>405,462</b>	<b>6,291,930</b>	<b>8,614,925</b>	<b>1,512,000</b>	<b>17,800,241</b>
<b>EXPENDITURES</b>							
Equipment	-	124,000	263,280	-	-	-	387,280
Vehicle	-	453,000	-	-	-	-	453,000
DFRA Pension/Healthcare	-	-	-	1,581,960	-	-	1,581,960
Insurance	-	-	-	4,691,049	-	-	4,691,049
Healthcare	-	-	-	-	8,614,925	-	8,614,925
Administrative Services	61,294	-	-	-	-	-	61,294
<b>TOTAL EXPENDITURES</b>	<b>61,294</b>	<b>577,000</b>	<b>263,280</b>	<b>6,273,009</b>	<b>8,614,925</b>	<b>-</b>	<b>15,789,508</b>
<b>TRANSFER OUT</b>							
CIP	-	-	-	-	-	1,659,075	1,659,075
<b>TOTAL TRANSFER OUT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,659,075</b>	<b>1,659,075</b>
<b>TOTAL USES OF FUND</b>	<b>61,294</b>	<b>577,000</b>	<b>263,280</b>	<b>6,273,009</b>	<b>8,614,925</b>	<b>1,659,075</b>	<b>17,448,583</b>
<b>NET INCREASE (DECREASE)</b>	<b>-</b>	<b>337,630</b>	<b>142,182</b>	<b>18,921</b>	<b>-</b>	<b>(147,075)</b>	<b>351,658</b>
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ -</b>	<b>\$ 3,189,342</b>	<b>\$ 1,246,718</b>	<b>\$ 54,171</b>	<b>\$ 158,248</b>	<b>\$ 467,783</b>	<b>\$ 5,116,262</b>

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**CITY OF SAN RAMON**  
**VEHICLE AND EQUIPMENT REPLACEMENTS LISTING**

DEPARTMENT	DESCRIPTION	PURPOSE	#	UNIT COST	EXTENDED COST
POLICE SERVICES	Ballistic Vest	Replace bullet proof vests	11	1,000	11,000
	Vehicle	Replace patrol units #124, #126, #127, #130	4	60,000	240,000
	Vehicle	Replace patrol motorcycles	1	32,000	32,000
	Taser	Replace Tasers	3	5,000	15,000
TOTAL POLICE SERVICES					\$ 298,000
PUBLIC WORKS	Equipment	Replace Toro Workman #8	1	28,000	28,000
	Equipment	Replace Cracker Sealer - V19002	1	70,000	70,000
	Vehicle	Replace vehicle #2 - V48132 GMC CANYON	1	45,000	45,000
	Vehicle	Replace vehicle #3 - V40220 GMC 2500 HD	1	45,000	45,000
	Vehicle	Replace vehicle #11 - V30767 GMC 2500 HD	1	55,000	55,000
	Vehicle	Replace vehicle #68 - V22052 GMC CANYON	1	36,000	36,000
TOTAL PUBLIC WORKS					\$ 279,000
<b>GRAND TOTAL</b>					<b>\$ 577,000</b>

**CITY OF SAN RAMON**  
**INFO SERVICES EQUIPMENT REPLACEMENTS LISTING**

DEPARTMENT/DIVISION	DESCRIPTION	#	UNIT COST	EXTENDED COST
CITY COUNCIL	Personal Computer	1	1,250	1,250
CITY MANAGER	Personal Computer	1	1,250	1,250
CITY ATTORNEY	Personal Computer	1	1,250	1,250
CITY CLERK	Personal Computer	1	1,250	1,250
	Laptop	1	1,200	1,200
ADMINISTRATIVE SERVICES	Personal Computer	6	1,250	7,500
	Dell VXRAIL Node	1	28,000	28,000
	Firewall	2	15,500	31,000
	Router	2	16,500	33,000
	Microsoft 365 subscription	1	78,000	78,000
	Adobe Acrobat subscription	1	12,530	12,530
COMMUNITY DEVELOPMENT	Personal Computer	2	1,250	2,500
	Printer - Monochrome Advanced Multi-Tray	1	1,500	1,500
POLICE SERVICES	Personal Computer	18	1,250	22,500
	Laptop	13	1,200	15,600
PUBLIC WORKS	Personal Computer	7	1,250	8,750
	Laptop	1	1,200	1,200
PARKS & COMMUNITY SERVICES	Personal Computer	12	1,250	15,000
<b>GRAND TOTAL</b>			<b>\$</b>	<b>263,280</b>



## Department Budgets

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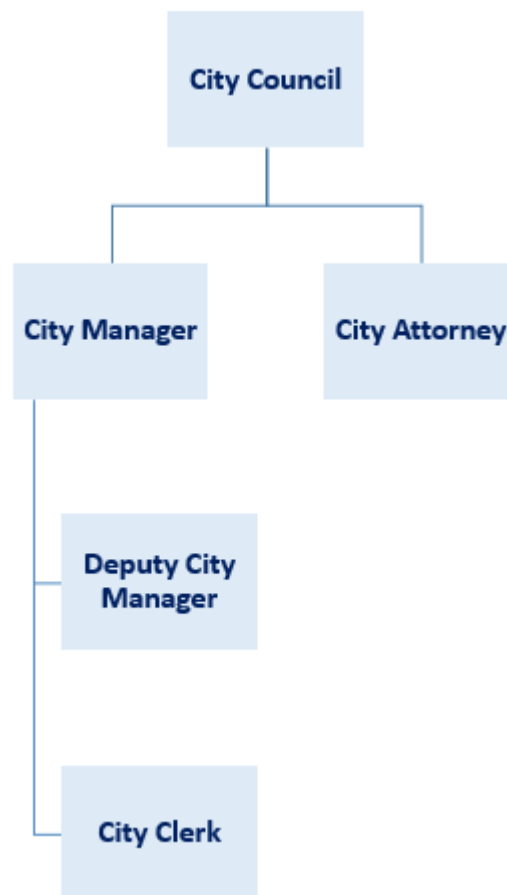




**City Council Chamber**

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## Department Budgets | General Government



### Department Budget Highlights for FY 2021-22: Department Budget

\$3,187,425 (increase of \$235K or 8%)

- Municipal Code Update – \$25K
- Reinstate Internal Services replacement charges – \$17K
- Redistricting costs – \$50K
- No general election costs – (\$60K)
- Increase in salary and benefit costs – \$199K
- All authorized positions are fully funded

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## Department Budgets | General Government

### 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 Secure Financial Base
2. Maintain Staffing to Provide City Services
3. Build and Maintain Quality Facilities and Infrastructure
4. Enhance Engagement and Communication with Residents and the Business Community
5. Focus on Land Use Planning for Housing, Jobs, and Open Space

#### Priorities from Goal Setting Workshop – FY 2021-22:

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 bicycle safety throughout the community by continued implementation of the Bicycle Master Plan
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
P3/G1	Maintain Staffing to Provide City Services	Ensure sufficient staffing needs in order to maintain service levels to the community
P3/G2	Maintain Staffing to Provide City Services	Complete integration of the new ERP system into citywide operations
P3/G3	Maintain Staffing to Provide City Services	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	Maintain Staffing to Provide City Services	Complete design of the Iron Horse Trail Overcrossing

## Department Budgets | General Government



### City Council

#### Priorities from Goal Setting Workshop – FY 2021-22:

Identifier#	Priority	Goal
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	Continue the development of a Joint Public Safety Building with the San Ramon Valley Fire Protection District
P4/G3	Build and Maintain Quality Facilities and Infrastructure	Implement the Parks, Open Space, and Trails 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 create gathering spaces to increase a stronger sense of community
P6/G1	Focus on Land Use Planning for Housing, Jobs, Recreation and Open Space	Prioritize housing growth in the City core while preserving existing retail, commercial and open space
P6/G2	Focus on Land Use Planning for Housing, Jobs, Recreation and Open Space	Preserve permanent Open Space along the City boundaries through partnerships with other agencies
P6/G3	Focus on Land Use Planning for Housing, Jobs, Recreation and Open Space	Promote walkability both within and to local shopping centers
P6/G4	Focus on Land Use Planning for Housing, Jobs, Recreation and Open Space	Develop a walking district in San Ramon that connects City Hall, Central Park, the Main Library, and the new City Center

## Department Budgets | General Government

### 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 2020-21:

- Executed a Joint Public Safety Building plan with the San Ramon Valley Fire Protection District
- Continued to work on a succession plan that captures institutional knowledge from long-term City employees who will retire during the fiscal year
- Continued to work with the Open Space Advisory Committee to promote the value of 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 2021-22:

		Completion By	Council Priorities/ Goals
1.	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
2.	Complete reconfiguration of City Hall and begin PD construction as part of the Joint Public Safety Building plan with the San Ramon Valley Fire Protection District	On-going	P4 / G2
3.	Continue to work with the Open Space Advisory Committee to promote the value and importance of preserving open space in the community	On-going	P6 / G3
4.	Continue to implement the City-wide Communication Plan as adopted by Council	On-going	P5

## Department Budgets | General Government

### 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 2020-21:

- Supported the implementation of the Economic Alternative Report and Economic Element of the General Plan
- Supported the implementation of the Economic Development Strategic Plan
- Worked with Discover San Ramon to increase hotel stays in the City
- 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 2021-22:

		Completion By	Council Priorities / Goals
1.	Continue to implement the San Ramon Business Assistance Program to provide support for local businesses due to COVID-related impacts	On-going	P2
2.	Support the implementation of the Economic Development Strategic Plan	On-going	P2 / G3
3.	Work with Discover San Ramon to modify marketing plan to assist with recovery from COVID-related impacts	On-going	P2
4.	Continue to work with real estate partners in San Ramon to promote business growth and retail development in the community	On-going	P2





## Department Budgets | General Government

### 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.

#### Significant Accomplishments for FY 2020-21:

- 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 2021-22:

		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

## Department Budgets | General Government

### 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.

#### Significant Accomplishments for FY 2020-21:

- Conducted 2020 San Ramon Elections, First District Election
- Coordinated the appointment process of a City Council vacancy and appointment
- Coordinated installation of an additional permanent Ballot Drop Box in Dougherty Valley
- Conducted teleconferenced Council, Commissions, and Committee meetings
- Livestreamed City Council and Commissions
- Coordinated office move
- Coordinated Government 101 Class - Spring 2021
- Prepared and issued the FY 2020/21 Fee Resolution
- Facilitated date sensitive filings for required FPPC and State reporting
- Provided accurate, timely responses to 180 Public Record Act Requests

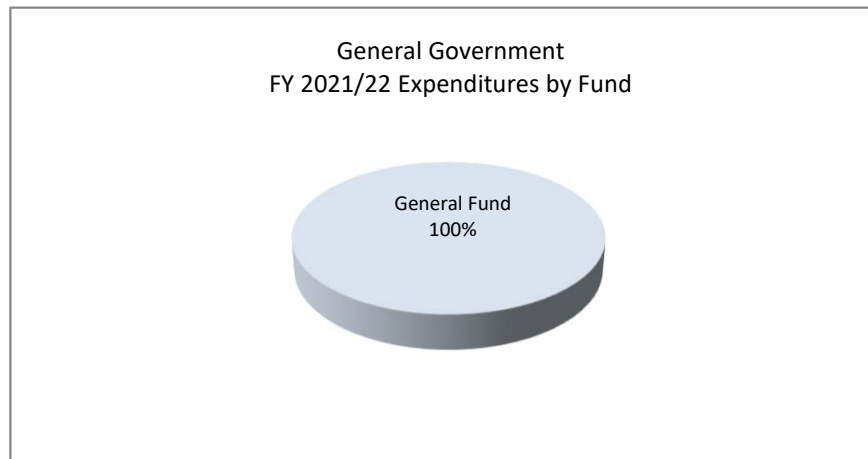
#### Major Action Plan Items for FY 2021-22:

		Completion By	Council Goals / Priorities
1.	Update Record Retention Schedule	DEC 2021	P5
2.	Fee Resolution 2021/2022	DEC 2021	P2
3.	Update Municipal Code	JUN 2022	P5
4.	Virtual School Tours	JUN 2022	P5

**CITY OF SAN RAMON  
GENERAL GOVERNMENT DEPARTMENT BUDGET**

	17/18	18/19	19/20	20/21	21/22
	ACTUAL	ACTUAL	ACTUAL	FINAL	ADOPTED
<b>DEPARTMENT EXPENDITURES BY CATEGORY</b>					
Salaries	\$ 1,218,307	\$ 1,336,565	\$ 1,481,250	\$ 1,520,133	\$ 1,549,790
Benefits	607,645	612,404	485,277	597,456	702,628
Department Internal Charges	213,851	162,163	281,492	318,332	381,915
Contract Services	160,733	184,876	147,981	309,050	328,550
Materials and Supplies	41,984	135,641	125,177	141,212	141,212
Other Costs	133,540	58,892	45,554	66,050	83,330
Capital Purchases	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,376,060</b>	<b>\$ 2,490,541</b>	<b>\$ 2,566,731</b>	<b>\$ 2,952,233</b>	<b>\$ 3,187,425</b>

<b>FUNDING SOURCE</b>					
General Fund	\$ 2,376,060	\$ 2,490,541	\$ 2,566,731	\$ 2,952,233	\$ 3,187,425
<b>TOTAL</b>	<b>\$ 2,376,060</b>	<b>\$ 2,490,541</b>	<b>\$ 2,566,731</b>	<b>\$ 2,952,233</b>	<b>\$ 3,187,425</b>



<b>DEPARTMENT STAFFING ALLOCATION</b>					
Administrative Analyst	-	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	-	-	-	-
City Attorney	1.00	1.00	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00	1.00
Deputy/Assistant City Attorney	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Manager	-	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Office Technician I/II	1.00	1.00	1.00	1.00	1.00
Paralegal	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

**CITY OF SAN RAMON  
GENERAL GOVERNMENT DEPARTMENT BUDGET**

	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>FINAL</b>	<b>ADOPTED</b>
<b>EXPENDITURES BY DIVISION</b>					
<b>CITY COUNCIL</b>					
Salaries	\$ 85,617	\$ 88,970	\$ 85,037	\$ 91,560	\$ 91,500
Benefits	124,572	109,701	56,278	120,328	164,171
Department Internal Charges	55,743	23,755	14,312	22,997	60,570
Contract Services	6,185	3,765	6,098	7,000	11,500
Materials and Supplies	2,781	62,470	62,394	67,372	67,372
Other Costs	89,790	20,730	15,051	26,400	29,833
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 364,688</b>	<b>\$ 309,390</b>	<b>\$ 239,170</b>	<b>\$ 335,657</b>	<b>\$ 424,946</b>
<b>CITY MANAGER</b>					
Salaries	\$ 497,381	\$ 537,784	\$ 622,956	\$ 642,858	\$ 649,492
Benefits	192,677	204,157	189,665	202,088	222,373
Department Internal Charges	58,373	51,155	116,490	120,387	126,370
Contract Services	63,263	71,055	85,199	166,100	166,100
Materials and Supplies	18,711	48,059	41,094	48,940	48,940
Other Costs	25,131	12,213	16,334	12,650	19,422
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 855,536</b>	<b>\$ 924,423</b>	<b>\$ 1,071,738</b>	<b>\$ 1,193,023</b>	<b>\$ 1,232,697</b>
<b>CITY ATTORNEY</b>					
Salaries	\$ 366,264	\$ 438,448	\$ 465,500	\$ 495,433	\$ 519,439
Benefits	146,114	162,792	136,345	147,491	163,926
Department Internal Charges	46,650	47,041	87,383	98,635	102,209
Contract Services	25,052	44,308	25,774	27,200	92,200
Materials and Supplies	13,617	13,872	13,904	16,600	16,600
Other Costs	7,478	12,510	6,108	13,800	17,118
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 605,175</b>	<b>\$ 718,971</b>	<b>\$ 735,014</b>	<b>\$ 799,159</b>	<b>\$ 911,492</b>
<b>CITY CLERK</b>					
Salaries	\$ 269,045	\$ 271,363	\$ 307,757	\$ 290,282	\$ 289,359
Benefits	144,282	135,754	102,989	127,549	152,158
Department Internal Charges	53,085	40,212	63,307	76,313	92,766
Contract Services	66,233	65,748	30,910	108,750	58,750
Materials and Supplies	6,875	11,241	7,785	8,300	8,300
Other Costs	11,141	13,440	8,061	13,200	16,957
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 550,661</b>	<b>\$ 537,757</b>	<b>\$ 520,809</b>	<b>\$ 624,394</b>	<b>\$ 618,290</b>
<b>DEPARTMENT TOTAL</b>	<b>\$ 2,376,060</b>	<b>\$ 2,490,541</b>	<b>\$ 2,566,731</b>	<b>\$ 2,952,233</b>	<b>\$ 3,187,425</b>

**CITY OF SAN RAMON  
GENERAL GOVERNMENT DEPARTMENT BUDGET**

	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>FINAL</b>	<b>ADOPTED</b>
<b>DEPARMENT PROGRAM REVENUE</b>					
<b>TOTAL</b>	<b>\$ 82,242</b>	<b>\$ 102,508</b>	<b>\$ 47,993</b>	<b>\$ 90,150</b>	<b>\$ 36,150</b>

<b>FY2021-22 EXPENDITURES BY PROGRAM</b>	<b>EXPENDITURE</b>	<b>REVENUE</b>	<b>NET COST</b>
City Council	\$ 424,946	\$ 1,200	\$ 423,746
City Management	620,331	-	620,331
Communication & Public Affairs	437,240	-	437,240
Economic Development	175,126	-	175,126
City Attorney	911,492	-	911,492
City Clerk Administration	514,511	34,950	479,561
Election/Voter Outreach	65,094	-	65,094
Legislative History	38,685	-	38,685
<b>TOTAL</b>	<b>\$ 3,187,425</b>	<b>\$ 36,150</b>	<b>\$ 3,151,275</b>

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## Department Budgets | Administrative Services



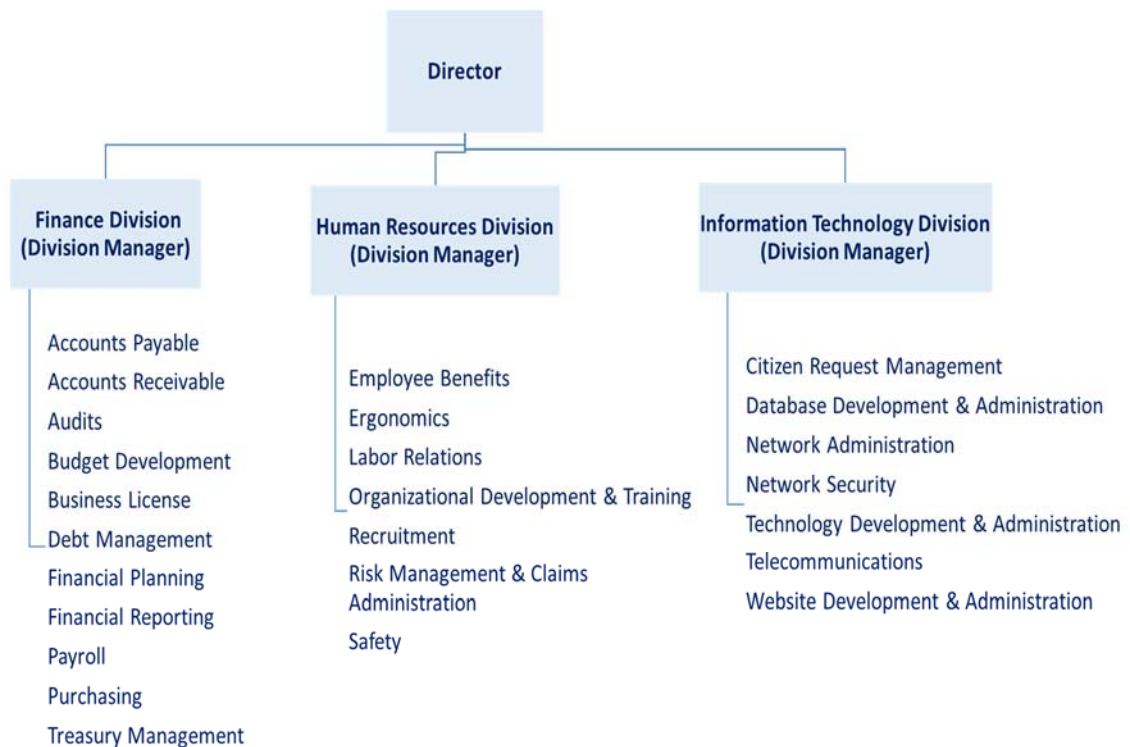
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## Department Budgets | Administrative Services

### Department Statement of Purpose:

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



### Department Budget Highlights for FY 2021-22:

Department Budget: \$5,331,992 (increase of \$563K or 12%)

- Franchise fees audit – \$58K
- Increase IT consultant services – \$20K
- Reinstate I/S replacement charges – \$27K
- DocuSign software maintenance – \$55K
- Funding a vacant/previously unfunded IT Specialist – \$178K
- Increase in salary and benefit costs – \$225K
- All authorized positions are fully funded

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## Department Budgets | Administrative Services

### 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.

#### Significant Accomplishments for FY 2020-21

- Managed the FY 2019-20 annual audit process
- Prepared the Comprehensive Annual Financial Report (CAFR) and submitted the CAFR for the Certificate of Achievement for Excellence in Financial Reporting
- Prepared and issued required W2 and 1099 tax forms
- Prepared the Mid-Year Financial Review
- Prepared the updated 5-Year Financial Projection
- Coordinated the development of the FY 2021-2022 Operating Budget
- Prepared and issued a Request for Proposal for Investment Advisory Services
- Maintained "AAA" rating from Standard & Poor's
- Redesigned the FY 2021-22 budget document to convey key information and allow for better flow of information through a logical sequence

#### Major Action Plan Items for FY 2021-22

		Completion By	Council Priorities/ Goals
1.	Manage the FY 2020-2021 annual audit process	DEC 2021	P2
2.	Prepare the Comprehensive Annual Financial Report (CAFR) and submit CAFR for the Certificate of Achievement for Excellence in Financial Reporting	DEC 2021	P2
3.	Prepare the updated 5-Year Financial Projection	JAN 2022	P2
4.	Prepare and issued required tax forms – W2 and 1099 forms	JAN 2022	P2
5.	Prepare the Mid-Year Financial Review	FEB 2022	P2
6.	Coordinate the development of the FY 2022-2023 Operating Budget and submit budget document for the Distinguished Budget Presentation Awards Program	JUN 2022	P2
7.	Aim to maintain "AAA" rating from Standard & Poor's	On-Going	P2

## Department Budgets | Administrative Services

### 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. The services provided are as follows: 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.

#### Significant Accomplishments for FY 2020-21:

- Coordinated Sexual Harassment Training for all City employees, including all temporary staff
- Implemented policies and procedures related to the COVID-19 Pandemic
- Administered all new leave requirements related to COVID-19 Pandemic
- Developed and implemented a city-wide Telework Policy
- Processed 861 applicants through 32 recruitments, resulting in the hiring of 33 new hires and 9 internal promotions
- Enhanced Open Enrollment with additional resources and new functionality thru the City's Employee Self-Serve portal
- Built functionality in Munis to electronically file 1095 Affordable Care Act (ACA) reporting

#### Major Action Plan Items for FY 2021-22:

		Completion By	Council Priorities/ Goals
1.	Finalize and implement the new POA and Unrepresented contracts	AUG 2021	P3
2.	Complete the implementation of the Munis modules for Personnel Actions and Performance Reviews	DEC 2021	P3
3.	Update the City's performance reviews procedures and train supervisors on updated procedures	DEC 2021	P3
4.	Update the City's Personnel Rules and Regulations	DEC 2021	P3
5.	Conduct citywide training program for new supervisors and managers	MAR 2022	P3
6.	Conduct a review of employee deferred compensation and PARS plans	JUN 2022	P3
7.	Negotiate successor agreement with SEIU Local 1021	JUN 2022	P3

## Department Budgets | Administrative Services

### 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 the City's public website, internal intranet, financial, planning, building permit, electronic document management, e-mail, integrated voice response, citizen request management and notification, telecommunications, and police systems. The Division is responsible for helpdesk and database administration as well as overall network security and intrusion protection. The Division supports all City departments.

#### Significant Accomplishments for FY 2020-21:

- Completed the consolidation of servers and systems in city facilities to the City Hall infrastructure providing enhanced redundancy
- Updated the City's email filtering system to a more robust system with advanced capabilities to detect and block links and attachments containing malware
- Migrated all systems at the Police Department to a virtual environment to provide redundancy and enhanced performance
- Provided a connection for staff requiring access to the transportation/signal networks
- Enhanced network security by installing advanced appliances and software to monitor network systems and IP traffic to identify malware and prevent the spread across the network
- Upgrade network backup system at City Hall with a more robust system

#### Major Action Plan Items for FY 2021-22:

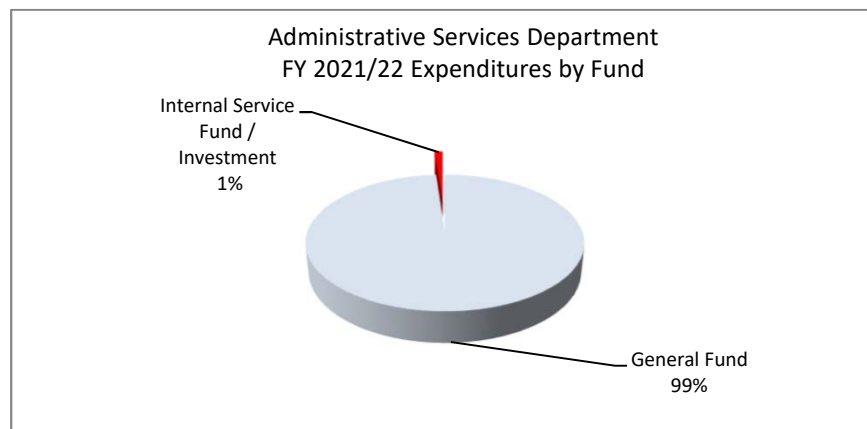
		Completion By	Council Priorities/ Goals
1.	Continue with the next phase of adding enhanced security to the City's network	DEC 2021	P1
2.	Evaluate solutions for remote access for staff. These solutions will include ease of use as well as enhanced security	DEC 2021	P1
3.	Design and implement the network changes required to move PD back into their facility	DEC 2021	P4/G2
4.	Update the backup system at PD to the more robust system that is used at City Hall	JAN 2022	P1
5.	Design the network topology for the connection to the new dispatch center and EOC. Install the equipment, test the connections and ensure proper security	FEB 2022	P4/G2

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**CITY OF SAN RAMON  
ADMINISTRATIVE SERVICES DEPARTMENT BUDGET**

	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>FINAL</b>	<b>ADOPTED</b>
<b>DEPARTMENT EXPENDITURES BY CATEGORY</b>					
Salaries	\$ 1,863,829	\$ 2,083,096	\$ 2,223,080	\$ 2,172,224	\$ 2,300,887
Benefits	761,995	792,474	686,459	827,246	966,738
Department Internal Charges	324,363	280,219	482,784	490,941	603,755
Contract Services	833,764	802,275	852,561	970,018	1,109,092
Materials and Supplies	70,715	51,141	57,555	80,270	81,874
Other Costs	232,860	195,810	233,957	227,404	269,646
Capital Purchases	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 4,087,526</b>	<b>\$ 4,205,016</b>	<b>\$ 4,536,396</b>	<b>\$ 4,768,103</b>	<b>\$ 5,331,992</b>

<b>FUNDING SOURCE</b>					
General Fund	\$ 4,033,684	\$ 4,161,562	\$ 4,484,607	\$ 4,708,582	\$ 5,270,698
Internal Service Fund / Investment	53,842	43,454	51,789	59,521	61,294
<b>TOTAL</b>	<b>\$ 4,087,526</b>	<b>\$ 4,205,016</b>	<b>\$ 4,536,396</b>	<b>\$ 4,768,103</b>	<b>\$ 5,331,992</b>



<b>DEPARTMENT STAFFING ALLOCATION</b>					
Administrative Analyst	3.00	3.00	3.00	3.00	3.00
Administrative Coordinator	3.00	3.00	3.00	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	3.00	3.00	4.00	4.00
Network Analyst	1.00	1.00	1.00	1.00	1.00
Office Specialist	3.00	3.00	3.00	5.00	5.00
Office Technician I/II*	1.00	1.00	1.00	-	-
Senior Administrative Analyst	2.00	2.00	2.00	1.00	1.00
<b>TOTAL</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>19.00</b>	<b>19.00</b>

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

**CITY OF SAN RAMON**  
**ADMINISTRATIVE SERVICES DEPARTMENT BUDGET**

	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>FINAL</b>	<b>ADOPTED</b>
<b>EXPENDITURES BY DIVISION</b>					
<b>FINANCE</b>					
Salaries	\$ 844,934	\$ 946,566	\$ 999,051	\$ 1,030,322	\$ 1,020,833
Benefits	324,745	353,970	300,854	384,038	431,805
Department Internal Charges	144,575	127,661	214,299	235,997	277,690
Contract Services	107,954	132,706	155,246	102,841	162,923
Materials and Supplies	15,729	10,235	8,466	12,380	12,380
Other Costs	13,732	7,760	6,781	3,800	11,177
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 1,451,669</b>	<b>\$ 1,578,898</b>	<b>\$ 1,684,697</b>	<b>\$ 1,769,378</b>	<b>\$ 1,916,808</b>
<b>HUMAN RESOURCES</b>					
Salaries	\$ 397,355	\$ 490,121	\$ 516,345	\$ 487,770	\$ 503,748
Benefits	155,300	177,450	142,714	184,923	200,903
Department Internal Charges	73,524	71,293	120,457	112,446	132,030
Contract Services	254,886	255,308	247,766	96,938	90,288
Materials and Supplies	37,577	29,148	33,652	42,380	43,984
Other Costs	186,379	165,889	195,685	202,563	235,305
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 1,105,021</b>	<b>\$ 1,189,209</b>	<b>\$ 1,256,619</b>	<b>\$ 1,127,020</b>	<b>\$ 1,206,258</b>
<b>INFORMATION TECHNOLOGY</b>					
Salaries	\$ 621,540	\$ 646,409	\$ 707,684	\$ 654,132	\$ 776,306
Benefits	281,950	261,054	242,891	258,285	334,030
Department Internal Charges	106,264	81,265	148,028	142,498	194,035
Contract Services	470,924	414,261	449,549	770,239	855,881
Materials and Supplies	17,409	11,758	15,437	25,510	25,510
Other Costs	32,749	22,161	31,491	21,041	23,164
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 1,530,836</b>	<b>\$ 1,436,908</b>	<b>\$ 1,595,080</b>	<b>\$ 1,871,705</b>	<b>\$ 2,208,926</b>
<b>DEPARTMENT TOTAL</b>	<b>\$ 4,087,526</b>	<b>\$ 4,205,016</b>	<b>\$ 4,536,396</b>	<b>\$ 4,768,103</b>	<b>\$ 5,331,992</b>



**CITY OF SAN RAMON**  
**ADMINISTRATIVE SERVICES DEPARTMENT BUDGET**

	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>FINAL</b>	<b>ADOPTED</b>
<b>DEPARMENT PROGRAM REVENUE</b>					
<b>TOTAL</b>	<b>\$ 274,716</b>	<b>\$ 248,304</b>	<b>\$ 341,200</b>	<b>\$ 274,927</b>	<b>\$ 272,927</b>

<b>FY2021-22 EXPENDITURES BY PROGRAM</b>	<b>EXPENDITURE</b>	<b>REVENUE</b>	<b>NET COST</b>
Finance Administration	\$ 296,123	\$ -	\$ 296,123
Accounting	842,249	-	842,249
Payroll	313,231	-	313,231
Cash Management	373,632	21,600	352,032
Business Licensing	91,573	251,327	(159,754)
Human Resources Administration	225,907	-	225,907
Labor Relations	75,975	-	75,975
Organizational Development	103,640	-	103,640
Recruitment	205,024	-	205,024
Risk Management/Safety	346,293	-	346,293
Wages & Benefits	249,419	-	249,419
Information Technology Admin	1,600,666	-	1,600,666
Project Development	75,617	-	75,617
Telecommunications	381,196	-	381,196
Web Services	101,066	-	101,066
911 Joint Dispatch Center	50,381	-	50,381
<b>TOTAL</b>	<b>\$ 5,331,992</b>	<b>\$ 272,927</b>	<b>\$ 5,059,065</b>

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## Department Budgets | Community Development

### 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 2021-22:

Department Budget: \$4,760,785 (Increase of \$657K or 16%)

- Increase salary for temporary positions – \$50K
- Increase plan check contract services – \$200K
- Include a limited-term Inspector position – \$172K
- Convert current limited term Inspector and limited term Office Specialist to regular status
- Increase in salary and benefit costs – \$235K (reallocating 12.3% of staffing costs to the Planning Cost Recovery funds)
- Continue to unfund Assistant Planner position

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## Department Budgets | Community Development

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### 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 responds to the needs of the community through implementation of the General Plan and other specific plans, and planning and zoning laws.

#### Significant Accomplishments for FY 2020-21:

- Completed the CityWalk Master Plan and Development Agreement approvals, development entitlements for the CityWalk Hotel, and Crow Canyon Specific Plan Update
- Initiated negotiation to revise the Bishop Ranch Tax Exchange Agreement between the City and County for the CityWalk Master Plan Area
- Completed entitlement review for the new Emergency Operations Center at 2401 Crow Canyon Road and continued support for the move to City Hall and new Permit Center
- Formalized work plan and initiated RFP and consultant contracts process for the 2023-2031 Housing Element Update
- Implemented objective development standards for Crow Canyon Specific Plan as a precursor to Citywide standards and continued development of pre-approved plans for Accessory Dwelling Units both funded by SB 2 grants
- Continue to support the conversion to Energov permit system for Planning, Building and Business license application review
- Completed the final Dougherty Valley annexation
- Continue to pursue annexation of approved residential project into the City Community Facilities District (CFD) based on the specific project's development schedule
- Provided City support to finalize the transfer of 177 acres of open space from the Laborer's property to EBRPD
- Finalized consultant contracts, scope of work and initiated stakeholder and design development of the Walking District Master Plan
- Secured a \$300,000 Local Early Action Planning (LEAP) grant to facilitate Housing Element implementation and applied for additional grant funding through the Regional Early Action Program (REAP) for additional Housing Element funding

## Department Budgets | Community Development

### Planning Services Division

#### Major Action Plan Items for FY 2021-22:

		Completion By	Council Priorities/ Goals
1.	Finalize the Fourth Amendment to the Bishop Ranch Tax Exchange Agreement	JUL 2021	P2
2.	Complete transition to Energov permit system	AUG 2021	P3/G2
3.	Restart Citizens Planning Academy (as allowed by COVID 19 protocols)	OCT 21	P5
4.	Work with the Dougherty Valley Stakeholders to close out the remaining development, including the dissolution of the Dougherty Valley Oversight Committee, giving San Ramon sole oversight over the process	DEC 2021	P2/G2
5.	Pursue discussions with property owners and EBRPD for continued open space dedication and acquisition	JUN 2022	P6/G2
6.	Work with property owners and developers to implement approved plans through the issuance of Building Permits (CityWalk, City Center Hotel, ROEM, Aspenwood, Promenade, etc.)	JUN 2022	P6/G1,G3, G4
7.	Continue analysis and preparation of the General Plan, Climate Action Plan and Housing Element updates	DEC 2022	P6/G1-G4



## Department Budgets | Community Development

### 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.

#### Significant Accomplishments for FY 2020-21:

- Continued development and implementation of the EnerGov Development and Permit Tracking system for business licenses renewal, construction project tracking, plan reviews and permits, online applications, and streamlined inspection process with mobile technology
- Inspected major development projects – The Preserve single-family and multi-family projects
- Continued proactive monitoring of commercial properties consistent with nuisance ordinances and zoning regulations
- Completed plan check and started inspecting the police and fire administration buildings and the EOC
- Completed the move of the Permit Center to City Hall

#### Major Action Plan Items for FY 2021-22:

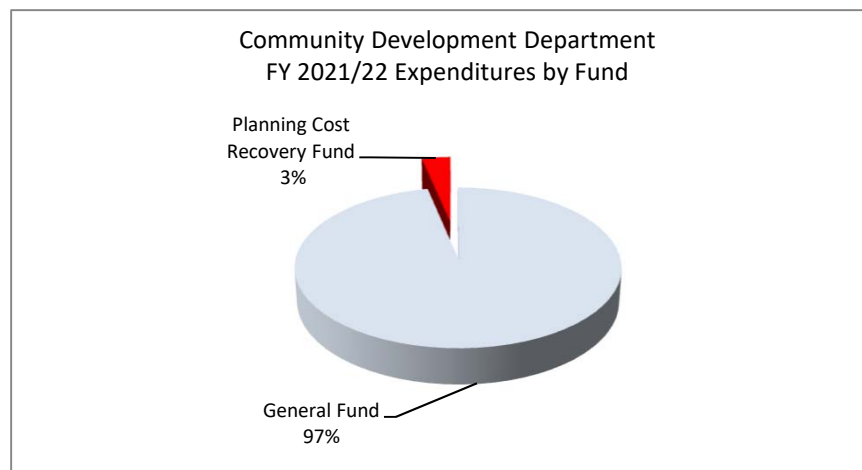
		Completion By	Council Priorities/ Goals
1.	Inspected major development projects – The Preserve single-family and multi-family including neighborhood 5 and Aspen Woods and BR1A Multi-family projects, and the hotel at BR3A	On-going	P6/G1
2.	Nuisance ordinances and zoning regulations – continued proactive monitoring of commercial properties consistent with nuisance and zoning regulations	On-going	P1/G1 P2/G3
3.	Complete implementation of the EnerGov Development and Permit Tracking system for business licenses renewal, construction project tracking, plan reviews and permits, online applications, and streamlined inspection process with mobile technology	DEC 2021	P3/G2

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**CITY OF SAN RAMON**  
**COMMUNITY DEVELOPMENT DEPARTMENT BUDGET**

	17/18	18/19	19/20	20/21	21/22
	ACTUAL	ACTUAL	ACTUAL	FINAL	ADOPTED
<b>DEPARTMENT EXPENDITURES BY CATEGORY</b>					
Salaries	\$ 1,757,138	\$ 1,770,016	\$ 2,085,743	\$ 2,171,141	\$ 2,448,695
Benefits	699,532	651,096	621,371	799,506	947,120
Department Internal Charges	289,108	220,385	416,274	478,229	572,750
Contract Services	535,660	650,072	187,514	543,654	673,190
Materials and Supplies	35,935	29,672	42,785	57,280	60,565
Other Costs	47,155	46,058	32,574	53,715	58,465
Capital Purchases	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,364,528</b>	<b>\$ 3,367,300</b>	<b>\$ 3,386,261</b>	<b>\$ 4,103,525</b>	<b>\$ 4,760,785</b>

<b>FUNDING SOURCE</b>					
General Fund	\$ 3,329,243	\$ 3,241,306	\$ 3,233,757	\$ 4,023,525	\$ 4,603,274
Planning Cost Recovery Fund	35,285	125,994	152,504	80,000	157,511
<b>TOTAL</b>	<b>\$ 3,364,528</b>	<b>\$ 3,367,300</b>	<b>\$ 3,386,261</b>	<b>\$ 4,103,525</b>	<b>\$ 4,760,785</b>



<b>DEPARTMENT STAFFING ALLOCATION</b>					
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	3.00	3.00	4.00
Office Specialist	2.00	2.00	2.00	3.00	4.00
Office Technician I/II*	1.00	1.00	1.00	1.00	1.00
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
<b>TOTAL</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>18.00</b>	<b>20.00</b>

\*In FY20/21 reallocate one Office Technician position from Administrative Services Department

**CITY OF SAN RAMON  
COMMUNITY DEVELOPMENT DEPARTMENT BUDGET**

	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>FINAL</b>	<b>ADOPTED</b>
<b>EXPENDITURES BY DIVISION</b>					
<b>PLANNING SERVICES</b>					
Salaries	\$ 645,930	\$ 649,037	\$ 689,119	\$ 727,176	\$ 754,413
Benefits	292,277	269,704	223,729	275,636	285,368
Department Internal Charges	124,534	88,712	142,657	159,825	175,819
Contract Services	27,994	45,050	57,530	296,504	226,040
Materials and Supplies	12,944	11,198	15,462	24,500	27,685
Other Costs	15,422	11,638	7,548	7,500	12,000
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 1,119,101</b>	<b>\$ 1,075,339</b>	<b>\$ 1,136,045</b>	<b>\$ 1,491,141</b>	<b>\$ 1,481,325</b>
<b>BUILDING &amp; SAFETY SERVICES</b>					
Salaries	\$ 1,111,208	\$ 1,120,979	\$ 1,396,624	\$ 1,443,965	\$ 1,694,282
Benefits	407,255	381,392	397,642	523,870	661,752
Department Internal Charges	164,574	131,673	273,617	318,404	396,931
Contract Services	507,666	605,022	129,984	247,150	447,150
Materials and Supplies	22,991	18,474	27,323	32,780	32,880
Other Costs	31,733	34,420	25,026	46,215	46,465
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 2,245,427</b>	<b>\$ 2,291,961</b>	<b>\$ 2,250,216</b>	<b>\$ 2,612,384</b>	<b>\$ 3,279,460</b>
<b>DEPARTMENT TOTAL</b>	<b>\$ 3,364,528</b>	<b>\$ 3,367,300</b>	<b>\$ 3,386,261</b>	<b>\$ 4,103,525</b>	<b>\$ 4,760,785</b>

**CITY OF SAN RAMON  
COMMUNITY DEVELOPMENT DEPARTMENT BUDGET**

	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>FINAL</b>	<b>ADOPTED</b>
<b>DEPARMENT PROGRAM REVENUE</b>					
<b>TOTAL</b>	<b>\$ 4,446,488</b>	<b>\$ 4,212,017</b>	<b>\$ 3,428,719</b>	<b>\$ 3,842,324</b>	<b>\$ 3,982,874</b>

<b>FY2021-22 EXPENDITURES BY PROGRAM</b>	<b>EXPENDITURE</b>	<b>REVENUE</b>	<b>NET COST</b>
Community Development Admin	\$ 193,900	\$ -	\$ 193,900
Planning Administration	602,452	39,500	562,952
Planning Development	466,500	374,624	91,876
General Plan Management/Zoning	218,473	21,000	197,473
Building Administration	997,128	8,250	988,878
Inspection	1,115,254	2,558,500	(1,443,246)
Code Enforcement	274,384	-	274,384
Plan Checking	892,694	981,000	(88,306)
<b>TOTAL</b>	<b>\$ 4,760,785</b>	<b>\$ 3,982,874</b>	<b>\$ 777,911</b>

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## Department Budgets | Police Services



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## Department Budgets | Police Services

### Department Statement of Purpose:

Police Services Department is responsible for the safety and welfare of the citizens of San Ramon by ensuring and maintaining effective law enforcement systems, such as crime prevention, traffic enforcement, patrol, criminal investigations, vice and narcotic enforcement, and community relations.



### Department Budget Highlights for FY 2021-22:

Department Budget: \$26,931,390 (increase \$1.8 million or 7%)

- Increase temporary staffing – \$10K
- Increase peer support/psychological services – \$10K
- Increase in animal control service expense – \$19K
- Increase telephone services – \$20K
- Reinstate Internal Services replacement charges – \$94K
- Increase professional services (homeless outreach program) – \$100K
- Replace body-worn cameras, tasers, and in-car video system – \$100K
- Add 1.0 new Officer – \$213K (\$153K funded by County’s Mental Health Evaluation Team Program)
- Decrease in dispatch service, offset by true-up payment – (\$60K)
- Increase in salary and benefit costs – \$1.3 million
- All authorized positions are fully funded

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## Department Budgets | Police Services

### Significant Accomplishments for FY 2020-21:

#### Maintain a Safe and Secure Environment

- Installed a comprehensive camera network throughout the City which will enhance the crime solving ability of the Police Department
- Continued to enhance regional partnerships with neighboring public safety agencies to better serve our community
- In 2020, the city experienced the lowest crime rate in our City's history
- Expanded our drone program which assists with searches for missing persons, criminal investigations, evidence collection and tactical operations

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

- Further developed in-house leaders as anticipated retirements occur in the future
- Continued to seek out and hire quality applicants by developing and enhancing current recruitment strategies (11 new officers hired in 2020)
- A team building workshop for supervisors and managers is scheduled for May

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

- Further enhanced social media outreach and provided information sharing opportunities to educate community members on crime prevention and awareness

### Major Action Plan Items for FY 2021-22:

		Completion By	Council Priority /Goals
<b>Maintain a Safe and Secure Environment</b>			
1.	Utilize our newly installed 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
3.	Evaluate traffic concerns and work closely with other City staff to facilitate traffic flow throughout the city	On-going	P1/G1

## Department Budgets | Police Services

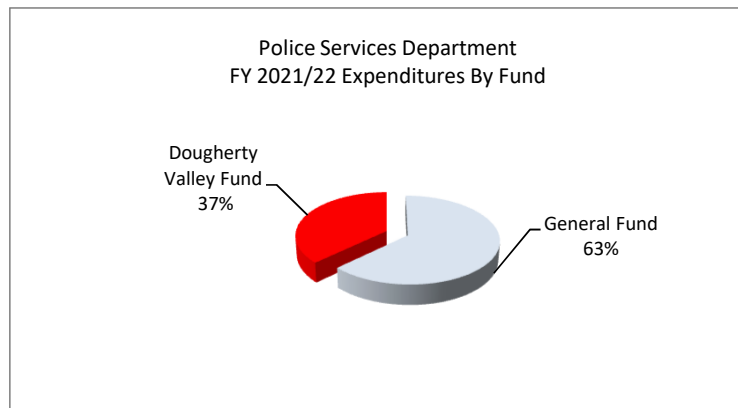
### Major Action Plan Items for FY 2021-22:

		Completion By	Council Priority /Goals
<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 for anticipated upcoming retirements	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

**CITY OF SAN RAMON**  
**POLICE SERVICES DEPARTMENT BUDGET**

	17/18 ACTUAL	18/19 ACTUAL	19/20 ACTUAL	20/21 FINAL	21/22 ADOPTED
<b>DEPARTMENT EXPENDITURES BY CATEGORY</b>					
Salaries	\$ 11,511,053	\$ 12,316,998	\$ 12,749,078	\$ 13,107,412	\$ 13,872,869
Benefits	4,127,401	4,255,891	4,218,716	5,413,256	5,725,432
Department Internal Charges	1,646,742	1,248,655	1,734,290	1,893,638	2,372,340
Contract Services	2,612,241	2,678,040	2,811,746	3,527,051	3,567,321
Materials and Supplies	474,235	459,618	422,513	453,588	575,108
Other Costs	623,321	631,053	713,955	679,335	777,320
Capital Purchases	73,464	80,428	28,709	41,000	41,000
<b>TOTAL</b>	<b>\$ 21,068,457</b>	<b>\$ 21,670,683</b>	<b>\$ 22,679,007</b>	<b>\$ 25,115,280</b>	<b>\$ 26,931,390</b>

<b>FUNDING SOURCE</b>					
General Fund	\$ 13,274,322	\$ 13,644,321	\$ 14,226,581	\$ 15,845,622	\$ 16,966,788
Dougherty Valley Fund	7,793,983	8,026,360	8,240,721	9,269,658	9,964,602
Asset Forfeiture	-	2	211,705	-	-
Police Services Donation Fund	152	-	-	-	-
<b>TOTAL</b>	<b>\$ 21,068,457</b>	<b>\$ 21,670,683</b>	<b>\$ 22,679,007</b>	<b>\$ 25,115,280</b>	<b>\$ 26,931,390</b>



<b>DEPARTMENT STAFFING ALLOCATION</b>					
Administrative Analyst	2.00	2.00	2.00	2.00	1.00
Administrative Coordinator	5.00	5.00	5.00	4.00	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
Office Specialist	4.00	4.00	4.00	4.00	3.00
Office Technician I/II	3.00	3.00	3.00	3.00	3.00
Police Officer	42.00	42.00	42.00	42.00	43.00
Police Services Technician I/II	3.00	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>87.00</b>	<b>88.00</b>	<b>88.00</b>	<b>88.00</b>	<b>89.00</b>

**CITY OF SAN RAMON**  
**POLICE SERVICES DEPARTMENT BUDGET**

	17/18 ACTUAL	18/19 ACTUAL	19/20 ACTUAL	20/21 FINAL	21/22 ADOPTED
<b>EXPENDITURES BY DIVISION</b>					
<b>SUPPORT SERVICES DIVISION</b>					
Salaries	\$ 9,595,874	\$ 10,464,415	\$ 11,322,786	\$ 11,470,440	\$ 12,248,225
Benefits	3,472,459	3,590,309	3,746,118	4,756,266	5,110,477
Department Internal Charges	1,378,449	1,055,260	1,531,228	1,662,051	2,111,455
Contract Services	2,290,392	2,328,389	2,421,504	3,125,496	3,164,538
Materials and Supplies	390,128	380,718	334,653	391,031	506,052
Other Costs	620,021	629,152	713,955	672,235	765,320
Capital Purchases	4,716	11,680	28,709	41,000	41,000
<b>DIVISION TOTAL</b>	<b>\$ 17,752,039</b>	<b>\$ 18,459,923</b>	<b>\$ 20,098,953</b>	<b>\$ 22,118,519</b>	<b>\$ 23,947,067</b>
<b>OPERATIONS DIVISION</b>					
Salaries	\$ 1,915,179	\$ 1,852,583	\$ 1,426,292	\$ 1,636,972	\$ 1,624,644
Benefits	654,942	665,582	472,598	656,990	614,955
Department Internal Charges	268,293	193,395	203,062	231,587	260,885
Contract Services	321,849	349,651	390,242	401,555	402,783
Materials and Supplies	84,107	78,900	87,860	62,557	69,056
Other Costs	3,300	1,901	-	7,100	12,000
Capital Purchases	68,748	68,748	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 3,316,418</b>	<b>\$ 3,210,760</b>	<b>\$ 2,580,054</b>	<b>\$ 2,996,761</b>	<b>\$ 2,984,323</b>
<b>DEPARTMENT TOTAL</b>	<b>\$ 21,068,457</b>	<b>\$ 21,670,683</b>	<b>\$ 22,679,007</b>	<b>\$ 25,115,280</b>	<b>\$ 26,931,390</b>

<b>DEPARTMENT PROGRAM REVENUE</b>					
<b>TOTAL</b>	<b>\$ 833,809</b>	<b>\$ 1,095,066</b>	<b>\$ 757,990</b>	<b>\$ 569,100</b>	<b>\$ 774,925</b>

<b>FY2021-22 EXPENDITURES BY PROGRAM</b>	<b>PROGRAM EXPENDITURE</b>	<b>PROGRAM REVENUE</b>	<b>NET COST</b>
Administration	\$ 3,557,458	\$ 69,250	\$ 3,488,208
Dipatch	1,941,387	-	1,941,387
Records Management	1,086,174	-	1,086,174
Crime Prevention	1,337,797	153,175	1,184,622
Professional Standards/Training	1,272,959	-	1,272,959
Evidence	330,732	-	330,732
Investigations	2,687,954	-	2,687,954
Patrol	11,732,606	341,500	11,391,106
Traffic Safety	1,766,702	10,000	1,756,702
School Resources	500,996	201,000	299,996
Emergency Preparedness	158,915	-	158,915
Fleet	557,710	-	557,710
<b>TOTAL</b>	<b>\$ 26,931,390</b>	<b>\$ 774,925</b>	<b>\$ 26,156,465</b>

## Department Budgets | Public Works



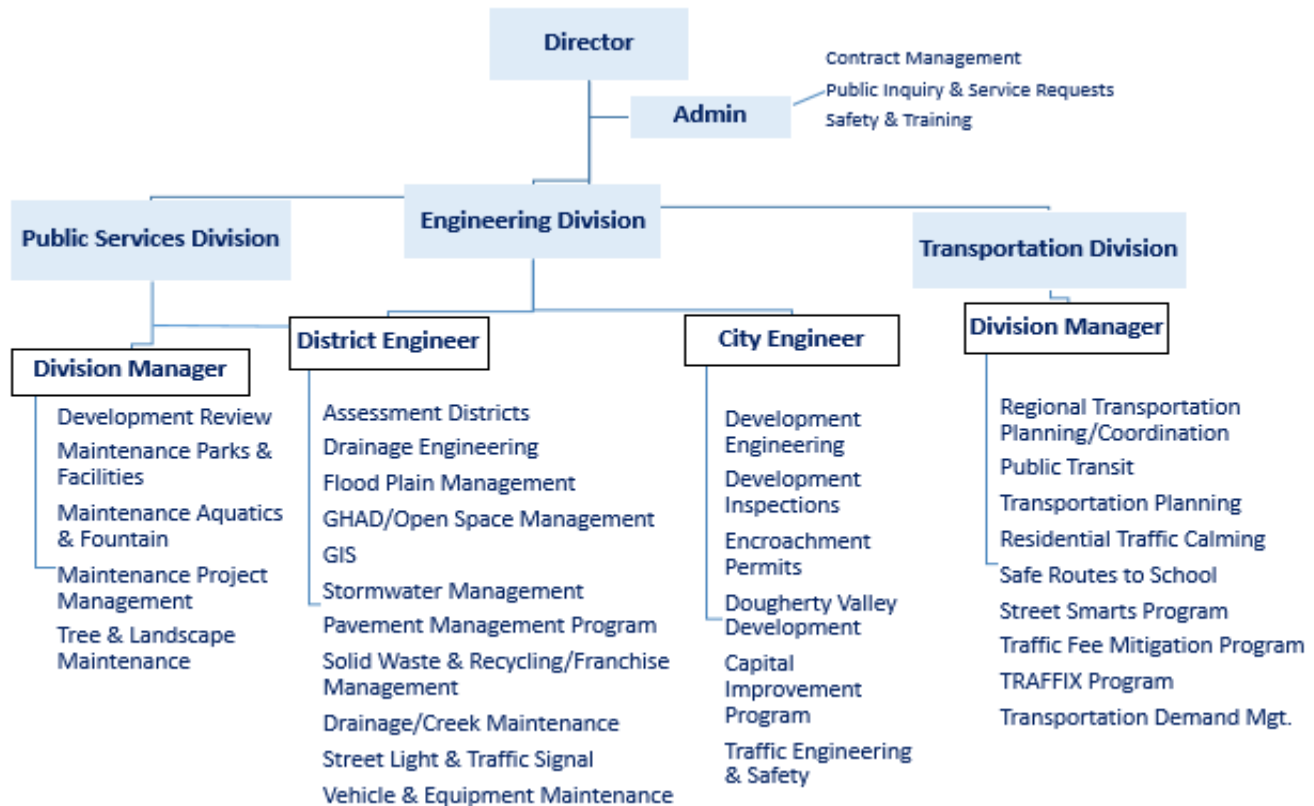
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## Department Budgets | Public Works

### 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 2021-22:

Department Budget: \$36,910,591 (increase \$2.1 million or 6.6%)

- Increase for gas & electric services – \$37K
- Increase for water – \$136K
- Increase development contract services – \$44K
- Increase custodial services – \$44K
- Increase temporary staffing – \$71K
- Increase vehicle replacement charges – \$100K
- Add a Maintenance Technician position – \$139K and new vehicle – \$50K
- Reinstate I/S replacement charges – \$118K
- Decrease in landscape maintenance – (\$27K)
- Increase in salary and benefits – \$1.4 million. All authorized positions are fully funded.

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## Department Budgets | Public Works

### 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.

#### Significant Accomplishments for FY 2020-21:

- Assumed administrative role for Tri-Valley Transportation Council (TVTC) and Technical Advisory Committee, effective July 1, 2020 to June 30, 2022
- In concert with TRAFFIX, First Student and San Ramon Valley Unified School District, developed preliminary school bus routes and bus stops to meet new school attendance protocol and implemented revised routes and service for SY 2020-2021, per COVID-19 restrictions and social distancing requirements
- Revised Street Smarts Traffic Safety programs to address COVID-19 social distancing guidelines for elementary, middle and high school programs, with a focus on virtual assemblies/programs, and implemented on-line educational programs
- In concert with County Connection and 511 Contra Costa developed new Student "PASS2CLASS" transit ticket program
- Developed new Safe Routes to School program components, obtained input from TAC and developed plan for implementing changes for SY 2021-2022
- Completed research, presented to Council, and developed implementation schedule for Citywide BikeShare (Mobility on Demand) Pilot Program in concert with Contra Costa Transportation Authority and Town of Danville and, if awarded grant funding, will implement Adult Bicycle Education classes
- In concert with Contra Costa County, implemented components of Iron Horse Trail Active Transportation Corridor Study
- Requested grant funding from County Connection to purchase and install shelters in order to implement Phase 3 of the Transit Shelter Program, including identifying locations in Dougherty Valley
- In concert with 511 Contra Costa, implemented program recommendations from Strategic Plan, including updated Countywide marketing materials, and commuter incentive programs, and incorporated multi-jurisdictional reporting and to address COVID-19, developed new employer based incentive program for implementation of telework and/or tele-commuting programs
- Monitored progress of on-demand transit service and implemented (if needed) enhanced marketing and outreach campaign
- Implemented and monitored progress of changes to the Transportation Demand Management (TDM) Advisory Committee Bylaws
- Facilitated TVTC Nexus Study, in concert with partnering agencies and Nexus Study Consultant Team

## Department Budgets | Public Works

### Transportation Services Division

#### Significant Accomplishments for FY 2020-21:

- Participated in Innovate 680 Technical Advisory Committee by providing input and feedback on Concept of Operations (ConOps) Study, Project Prioritization, Project Implementation, and Program outreach
- Facilitated internal Electric Vehicle Infrastructure Committee - applied for Air District grant to install five charging stations on City-owned property
- In concert with Transportation Advisory Committee (TAC), completed a comprehensive review of Residential Traffic Calming (RTC) Program and Tool Kit, updating program policies and process, and forwarded proposed recommendations to Council for consideration and adoption

#### Major Action Plan Items for FY 2021-22:

		Completion By	Council Priorities / Goals
1.	In concert with Transportation Advisory Committee (TAC), circulate new Residential Traffic Calming (RTC) Program, Handbook/Toolkit and Brochures to community and implement new program	JUL 2021	P4/G2
2.	In concert with TRAFFIX, First Student, Danville and San Ramon Valley Unified School District, finalize school bus routes and bus stops to meet new school attendance boundaries and implement revised service plan for SY 2021-2022, per COVID-19 requirements and social distancing protocol, if applicable	AUG 2021	P4, P5
3.	Participate in Innovate 680 Technical Advisory Committee and provide input/feedback on I-680 prioritization of projects, embark on specific studies, based on ranking of priority projects	AUG 2021	P4, P5
4.	Revise Safe Routes to School (SRTS) Program by developing historical background section that details improvements installed by school year, update general school site information, such as roadway classifications surrounding site, speed limits, proximity, etc., and conduct annual observations and develop recommendations	AUG 2021	P4
5.	Provide Administrative Staff Support to the Tri-Valley Transportation Council (TVTC), including: finalize TVTC Technical Procedures Guide for Implementation of TVTC Mitigation Fee; update TVTC bylaws, prepare Draft Report/Fee Nexus Study, and circulate for review/comment by TVTC agencies, update Strategic Expenditure Plan (SEP), and adopt TVTC Nexus Study and Fee	SEP 2021	P4, P5

## Department Budgets | Public Works

### Transportation Services Division

#### Major Action Plan Items for FY 2021-22:

		Completion By	Council Priorities / Goals
6.	In concert with County Connection, evaluate transit service proposals for San Ramon and provide input/feedback on service reductions, refinements and/or enhancements, and monitor Bay Area Transit Task Force to evaluate needs of express bus service along the I-580 and I-680 corridors	SEP 2021	P4, P5
7.	In concert with Contra Costa Transportation Authority, Town of Danville, and CC County, circulate Request for Information (RFI) Mobility on Demand (MOD) pilot program for the San Ramon Valley	SEP 2021	P1, P5
8.	In concert with Southwest Area Transportation Committee (SWAT), contract with Website developer to implement website updates, improvements and expand capacity for SWAT records retention	SEP 2021	P5
9.	In concert with County Connection and 511 Contra Costa, implement a revised Countywide Pass2Class Program for students, per COVID-19 restrictions and social distancing requirements (if needed)	OCT 2021	P4, P5
10.	In concert with 511 Contra Costa and Commute with Enterprise, create and implement a Countywide vanpool pilot program with a focus on “on-demand” vanpool services	OCT 2021	P5
11.	Revise Street Smarts Elementary School and Middle School Assembly Programs for grades K – 8 and prepare to transition to “on-site” assemblies	OCT 2021 / APR 2022	P1
12.	In concert with Engineering and Planning Divisions, complete and submit the application to be designated as a “Bicycle Friendly Community”	NOV 2021	P1
13.	In concert with Traffic Engineering and Public Services, monitor data gathered from new Radar Speed Display Signs (Davona Drive). Monitor development of Faria Development to coordinate installation of RSDS on Faria Parkway, when applicable. Develop “Before and After” study and present to TAC and City Council	NOV 2021 and MAR 2022	P5
14.	Secure grant and install E-Lockers at the San Ramon Transit Center	DEC 2021	P1
15.	Monitor and respond to Trevari Temporary Permit Parking Program. Track citations, permits, and parking occupancy in the Trevari and Miravilla Communities, and prepare report with recommendation(s) to TAC and City Council	JAN 2022	P5
16.	Update Tri-Valley Transportation Action Plan to reflect changes in Contra Costa Transportation Authority Growth Management Program (GMP) Technical Procedures incorporating new State Law SB 743 requirements. Circulate New Action Plan to local agencies for approval and prepare document for TVTC and SWAT final review and approval	FEB 2022	P4, P5



## Department Budgets | Public Works

### Transportation Services Division

#### Major Action Plan Items for FY 2021-22:

		Completion By	Council Priorities / Goals
17.	In concert with Street Smarts Advisory Committee, plan and implement Community Bike Safety Rodeo, and if grant funding available, implement Adult Bike Education Classes (4)	MAY 2022	P1, P5

#### Division Budget Notes for FY 2021-22:

- Administrative support for Tri-Valley Transportation Council (TVTC); \$20,000 to San Ramon by the TVTC
- Mobility on Demand (MOD) Pilot Program funded by Federal Grant and Contra Costa Transportation Authority
- Southwest Area Transportation Committee (SWAT) new website – costs will be shared by the six SWAT jurisdictions; General Fund allocation of approximately \$10,000
- Implementation of a revised Student “Pass2Class” transit program funded by 511 Contra Costa
- Revisions to the Street Smarts Elementary School Assemblies for Grades K – 8, transition to “on-site” assemblies - Federal Safe Routes to School Grant funds
- Install E-Lockers at the San Ramon Transit Center funded by grant and General Fund allocation of \$9,000 for 5-year service agreement
- Tri-Valley Transportation Council Action Plan update paid for by Contra Costa Transportation Authority
- Community Bike Safety Rodeo and Bike Safety Classes grant funded

## Department Budgets | Public Works

### 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 District (GHAD); Environmental Services - Stormwater Management Program and Solid Waste Program; administration of the Solid Waste Franchise Agreement; 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.

#### Significant Accomplishments for FY 2020-21:

- In coordination with Sunset Development and Caltrans, completed the Bollinger Canyon Road operational improvements to improve circulation and reduce congestion at the westbound on-ramp to southbound I-680 (CIP 905324)
- Designed and completed the installation of a bicycle boulevard on Montevideo Drive from San Ramon Valley Boulevard to Alcosta Boulevard (CIP 905613)
- Designed and installed bike lane buffers along Dougherty Road approaching the Bollinger Canyon Road/Dougherty Road intersection from the South, in coordination with scheduled pavement repairs
- Implemented the Automated Traffic Signal Performance Measures (ATSPM) System at 43 intersections on Bollinger Canyon Road and Crow Canyon Road through the Innovative Deployment to Enhance Arterials (IDEA) Grant (CIP 975606)
- Installed bicycle detection camera systems at 20 intersections on Bollinger Canyon Road and Crow Canyon Road through the Innovative Deployment to Enhance Arterials (IDEA) Grant (CIP 975606)
- Designed and installed Rectangular Rapid Flashing Beacon (RRFB) crosswalk systems for the intersections of North Monarch Road at Japonica Way, and San Ramon Valley Boulevard at the Safeway / Diablo Plaza driveway (CIP 975413)
- Pavement Management 2020 Project (CIP 000001) – Provided street maintenance to several street sections in the south area of the City (such as Northland Avenue and the Sunny Glen Senior Community area); middle area of the City (such as Summerwood Loop and Montevideo Elementary School neighborhoods, Old Ranch Road, and a portion of Dougherty Road); and northwest area of the City (such as Beta Court and Crow Canyon Place); also included construction of ADA curb ramps, bicycle network enhancements, and preliminary work for the Pavement Management 2021 Project (CIP 000003)
- Began preparation of a Local Roadway Safety Plan through a Caltrans (HSIP) Grant (CIP 000004)
- Designed Intelligent Transportation System (ITS) upgrades for the installation of fiber optics on segments of Bollinger Canyon Road and Dougherty Road based on the ITS Master Plan prioritization list (CIP 975594)

## Department Budgets | Public Works

### Engineering Services Division

#### Significant Accomplishments for FY 2020-21:

- Prepared the FY 2021/22 Capital Budget and Five-Year 2021/22 to 2025/26 Capital Improvement Program
- Crow Canyon Road Widening Project Phase 1 (CIP 905312 and 905328) from Alcosta Boulevard to St. George Road – Completed design and began utility relocation work
- Bollinger Canyon Road/Iron Horse Trail Bicycle and Pedestrian Overcrossing Project (CIP 905530) – Began design through the CMGC process in concert with CCTA
- Citywide Drainage Infrastructure Project (CIP 915548) – Finalized design and submitted permits for a 36-inch culvert repair at Mills Creek, began a drainage infrastructure inventory and asset management study, completed sediment removal work for Norris Creek, and designed an access loop for the maintenance of South San Ramon Creek near San Ramon Golf Club
- Pavement Management 2021 Project (CIP 000003) – Completed the design and began preliminary work of street preventative maintenance to several street sections including: the south area of the City (such as Kimball Avenue and the Sunny Glen Senior Community area); middle area of the City (such as Summerwood Loop and Montevideo Elementary School neighborhoods); and northwest area of the City (such as Deerwood Road); work also includes construction of ADA curb ramps
- Alcosta Boulevard Pavement Rehabilitation Project (CIP 905602) – Finalized design, awarded contract for construction of street maintenance to Alcosta Boulevard, between Veracruz Drive and Olympia Fields Drive, including construction of ADA curb ramps
- Reinstated the door-to-door household hazardous waste collection program, to provide convenient disposal and recycling of household hazardous waste and electronics
- Continued oversight and inspection of the following improvements for The Preserve (Faria) development construction: Faria Preserve Parkway; Bollinger Canyon Road frontage improvements; on-site landscaping; 12.7-acre community park and 0.5-acre rose garden
- Coordinated with Contra Costa County the acceptance of the following improvements related to Dougherty Valley: Dougherty Ridge Trail, Dougherty Road Landscape, Amarante Park, and Deer Creek Apartments
- Reviewed project entitlements for City Walk, City Center Hotel, Camp Bow Wow, Bridges Golf Club Deck Expansion, Laborer's Union Property, and Aspen Wood Senior Housing
- Reviewed and approved plans and final map for The Preserve (Faria) Phase V Promenade
- Issued over 200 Encroachment Permits to Comcast for their XNET project, which focuses on delivering upgraded, high-speed internet services to residents in San Ramon, and prioritizes upgrades in areas where demand is the highest
- Issued 65 Encroachment Permits to AT&T and MCI/Verizon for their on-going Underground Fiber Replacement Projects, which is necessary to maintain as well as upgrade their services for digital cable television, digital telephone, and high-speed internet
- Coordinated with Building and Planning Divisions to program and develop the EnerGov Permitting Software to be implemented in 2021



## Department Budgets | Public Works

### Engineering Services Division

#### Major Action Plan Items for FY 2021-22:

		Completion By	Council Priorities / Goals
1.	Complete the conversion of the Ring and Rock Fountain (CIP 500001) to landscaped entryway amenity at the San Ramon Community Center	AUG 2021	P1, P4
2.	Begin construction of the Crow Canyon Road Widening Project (CIPs 905312 & 905328) from Alcosta Boulevard to St. George Road	SEP 2021	P1, P4
3.	Complete construction of PMP 2021 (CIP 000003). Locations include but not limited to: the south area of the City (such as Kimball Avenue and the Sunny Glen Senior Community area); middle area of the City (such as Summerwood Loop and Montevideo Elementary School neighborhoods); and northwest area of the City (such as Deerwood Road), which includes construction of ADA curb ramps	DEC 2021	P1, P4
4.	Complete construction of the Alcosta Boulevard Pavement Rehabilitation Project, between Veracruz Drive and Olympia Fields Drive, including construction of ADA curb ramps	DEC 2021	P1, P4
5.	Complete design of the Bollinger Canyon Road/Iron Horse Trail Bicycle and Pedestrian Overcrossing	DEC 2021	P1,P4
6.	Conduct two public compost give-away events, distributing 1,000 bags of compost to San Ramon residents	DEC 2021	P1, P2, P4
7.	Hold a two-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	DEC 2021	P1, P2, P4
8.	Reinstate the door-to-door household hazardous waste collection program, or implement a similar program to provide convenient disposal and recycling of household hazardous waste and electronics	MAR 2022	P1, P2, P4
9.	Citywide Drainage Infrastructure Project (CIP 915548) – Begin construction of 36-inch culvert repair at Mills Creek, complete a drainage infrastructure inventory and asset management study, complete sediment removal work for Norris Creek, and design an access loop for the maintenance of South San Ramon Creek near San Ramon Golf Club	APR 2022	P1, P4
10.	Finalize and Adopt a Local Roadway Safety Plan through a Caltrans (HSIP) Grant (CIP 000004)	MAY 2022	P1/G2, P4

## Department Budgets | Public Works

### Engineering Services Division

#### Major Action Plan Items for FY 2021-22:

		Completion By	Council Priorities / Goals
11.	Funded by the COP, design Class IV separated bike lanes on Bollinger Canyon Road from Canyon Lakes Drive to Dougherty Road (N) (CIP 905613)	JUN 2022	P1/G2
12.	Install fiber optic cable and infrastructure on Bollinger Canyon Road from Talavera Drive to Dougherty Road (N) as part of the Intelligent Transportation System (ITS) upgrades (CIP 975594), which filled a gap in the interconnect infrastructure that now connects to the signals in Dougherty Valley	JUN 2022	P1, P4
13.	Update the Transportation Impact Fee (TIF) Nexus Study	JUN 2022	P2
14.	Oversee/inspect the following improvements related to The Preserve (Faria): traffic signal at Faria Preserve Parkway and San Ramon Valley Boulevard and improvements at Deerwood Drive and San Ramon Valley Boulevard, Sunrise Ridge Park, Faria Preserve Pkwy Landscape, and Open Space Landscape	JUN 2022	P1, P4
15.	Oversee/inspect the following improvements related to Dougherty Valley: traffic signal at Old Dougherty Road at Bollinger Canyon Road, Old Dougherty Trail, Critter Crossroads Park, Rancho San Ramon Park Phase 2, and various subdivisions	JUN 2022	P1, P4
16.	Oversee/inspect construction of Aspen Wood Senior Housing	JUN 2022	P1, P4
17.	Complete design and begin construction of PMP 2022	JUN 2022	P1, P4
18.	Prepare the FY 2022/23 Capital Budget and Five-Year Capital Improvement Program (FY 2022/23 to FY 2026/27)	JUN 2022	P1, P4

#### Division Budget Notes for FY 2021-22:

- Revenue increase from developments and Encroachment Permits - \$409,654
- Continue use of contract services and temporary staffing for Development Projects and COP-Funded Projects
- Continue use of GIS Fund for GIS Software Maintenance Charges

## Department Budgets | Public Works

### Public Services Division

#### Statement of Purpose:

The Public Services Division is responsible for the maintenance of the City's parks, roadway medians and other open space; City fleet vehicles and equipment; City facilities, fountains, and pools; signals and street lights; roadways 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 administration of maintenance contracts.

#### Significant Accomplishments for FY 2020-21:

##### Landscape and Irrigation Maintenance and Renovation

- Prepared the Reserve Fund Study and Engineer's Reports for the Landscaping & Lighting District 1984-1 and The Preserve, including holding public hearings, and levying assessments for FY 2021/22; began public outreach regarding updating assessments for Zone 4 - Vista San Ramon, Zone 6 - West Branch and Zone 14 - Four Oaks
- Continued the planned FY 2020/21 replacement and renovation of declining plant material throughout the Landscape and Lighting District Assessment Zones and Dougherty Valley
- Continued implementation of the Dougherty Valley Tree and Planting Strip Management Program and completed the FY 2020/21 Annual Work Plan
- Continued to implement water management strategies and proactively respond to water usage while monitoring impact on City budget
- Continued to convert roadside and median turf irrigated with potable water to low water use landscaping (Zone 7 Bent Creek & Zone 11 Village Parkway)
- Participated in reviewing The Preserve "Faria" Phase 2 of roadway landscape and irrigation construction

##### Parks Maintenance and Renovation

- Replaced backstop on Baseball Field #3 at Athan Downs (CIP 955584)
- Completed sports field maintenance Citywide, including annual field renovations to be completed for use by User Groups by February 1st
- Participated in reviewing the plans for the Sunrise Ridge Park; actively involved in the construction and coordination with the Developer
- Continued parks amenities replacement including: bathroom fixtures and dispensers, benches, picnic tables, garbage cans, drinking fountains, playground Fibar surfacing, and barbeques throughout various parks (CIP 955584)
- Continued to implement water management strategies and proactively respond to water usage restrictions and conditions, and monitored impact on City budget and parks

## Department Budgets | Public Works

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### Public Services Division

#### Significant Accomplishments for FY 2020-21:

##### Facilities & Aquatics Maintenance and Renovation

- Funded by the COP, oversaw the City Hall Reconfiguration Project in conjunction with the development of a Joint Public Safety Building at 2401 Crow Canyon Road (CIP 200001)
- Funded by the COP, replaced the Children's Play Pool play equipment, re-plastered Children's Play Pool and 50M pool at the San Ramon Olympic Pool and Aquatic Park (CIP 200006)
- Completed HVAC Duct Cleaning at the Alcosta Senior and Community Center and the San Ramon Community Center (CIP 955425)
- Continued the replacement of Aquatic Center Equipment at the San Ramon Olympic Pool and Aquatic Park (CIP 955479)
- Continued the replacement of Aquatic Center Equipment at the Dougherty Valley Aquatic Center (CIP 955574)
- Completed the painting and window repair of the David Glass House (CIP 925532)

##### Traffic Safety, Lighting, Streets, and Drainage

- Continued to implement 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, including the repainting of peeling and discolored signal poles at selected intersections and warning flasher poles (CIP 300001)
- 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
- Increased sidewalk maintenance in areas impacted by trees and other locations, as needed
- Upgraded street name signs in older neighborhoods in areas receiving pavement treatments



## Department Budgets | Public Works

### Public Services Division

#### Major Action Plan Items for FY 2021-22:

		Completion By	Council Priorities / Goals
<b>Landscape and Irrigation Maintenance and Renovation</b>			
1.	Continue planned FY 2021/22 replacement and renovation of declining plant material throughout Landscape and Lighting District Assessment Zones and Dougherty Valley	JUN 2022	P4
2.	Continue implementation of the Dougherty Valley Tree and Planting Strip Management Program and begin the FY 2021/22 Annual Work Plan	JUN 2022	P4
3.	Continue to implement water management strategies, proactively respond to water usage, and monitor impact on City budget	JUN 2022	P4
4.	Upon completion by developer, accept approximately eight (8) acres of landscape for maintenance in Dougherty Valley	JUN 2022	P4
5.	Upon completion by The Preserve (Faria) developer, accept of Phase 1 and Phase 2 roadway landscape and irrigation on Faria Preserve Parkway for maintenance	JUN 2022	P4
<b>Parks Maintenance and Renovation</b>			
6.	Complete concrete replacement adjacent to the playground at Central Park	JUL 2021	P1, P4
7.	Complete tennis court resurfacing at California High School (CIP 955584)	SEPT 2021	P1, P4
8.	Complete basketball court resurfacing at Limerick Park	SEPT 2021	P1, P4
9.	Complete sports field maintenance Citywide including annual field renovations	FEB 2022	P1, P4
10.	Continue parks amenities replacements including picnic tables, drinking fountains, benches, BBQ's, tennis court windscreens, garbage cans, playground fiber surfacing, and bleachers through CIP 955584	JUN 2022	P4
11.	Participate in reviewing the Sunrise Ridge (Faria) Park construction prior to accepting for maintenance; upon completion by developer and acceptance by City, begin maintenance of Park in Fall 2022	JUN 2022	P1, P4

## Department Budgets | Public Works

### Public Services Division

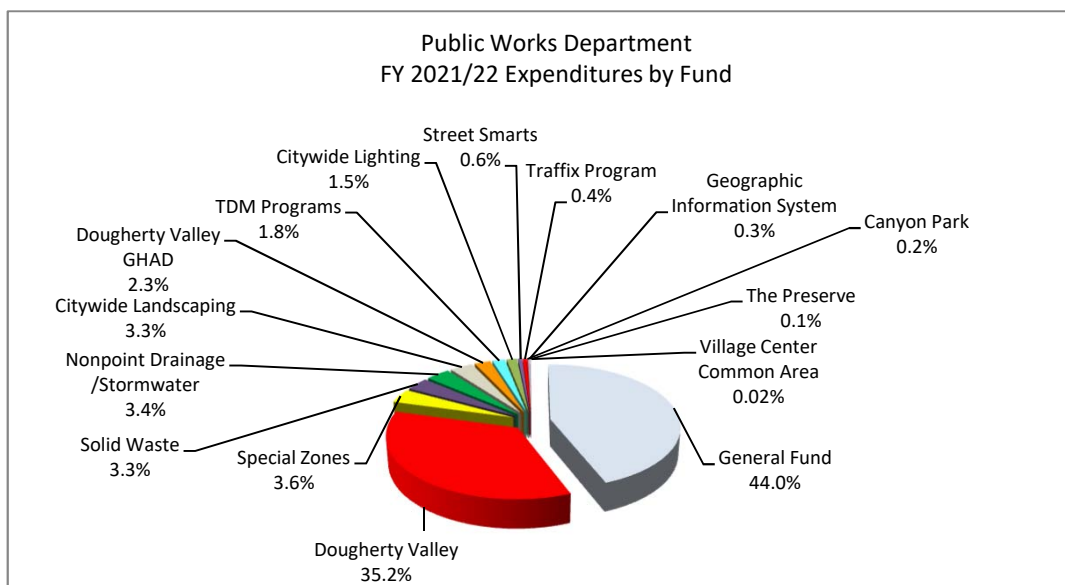
#### Major Action Plan Items for FY 2021-22:

		Completion By	Council Priorities / Goals
<b>Facilities &amp; Aquatic Maintenance &amp; Renovation</b>			
12.	Funded by the COP, complete the renovation of the San Ramon Olympic Pool and Aquatic Park main building (CIP 200006)	JAN 2022	P4
13.	Complete the exterior painting of the San Ramon Service Center Administrative Building and Warehouse	MAY 2022	P4
14.	Funded by the COP, complete the design and renovation of the Dougherty Station Community Center (CIP 200004)	JUN 2022	P4
15.	Funded by the COP, complete the design and renovation of the Dougherty Station Library (CIP 200004)	JUN 2022	P4
16.	Complete HVAC Duct Cleaning at the San Ramon Library, City Hall, and San Ramon Service Center	JUN 2022	P1, P4
17.	Complete assessment of the City's heating, ventilation and air conditioning equipment to schedule future programmed replacement	JUN 2022	P4
<b>Traffic Safety, Lighting, Streets, and Drainage</b>			
18.	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)	JUN 2022	P1, P4
19.	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	JUN 2022	P1, P4
20.	Assume additional maintenance responsibilities of new Dougherty Valley civil improvements including additional traffic signs, catch basins, street lights, and roadways	JUN 2022	P1, P4
21.	Upon completion by Faria developer, accept Phase 1 of roadway and lighting on Faria Preserve Parkway. Participate in reviewing Phase 2	JUN 2022	P1, P4
22.	Continue sidewalk maintenance in areas impacted by trees and other locations, as needed	JUN 2022	P1, P4
23.	Continue to upgrade street name signs in older neighborhoods in areas receiving pavement treatments	JUN 2022	P1, P4

**CITY OF SAN RAMON  
PUBLIC WORKS DEPARTMENT BUDGET**

	17/18	18/19	19/20	20/21	21/22
	ACTUAL	ACTUAL	ACTUAL	FINAL	ADOPTED
<b>DEPARTMENT EXPENDITURES BY CATEGORY</b>					
Salaries	\$ 9,464,960	\$ 9,869,183	\$ 9,852,657	\$ 10,655,514	\$ 11,028,965
Benefits	4,530,989	4,488,037	3,640,903	4,421,652	4,993,412
Department Internal Charges	1,934,209	1,447,327	2,303,930	2,574,066	3,182,449
Contract Services	13,895,718	13,111,931	13,555,450	15,426,081	15,713,844
Materials and Supplies	1,375,744	1,254,659	1,175,279	1,341,850	1,341,130
Other Costs	534,631	325,372	402,154	355,060	600,791
Capital Purchases	-	32,777	(5,262)	33,013	50,000
<b>TOTAL</b>	<b>\$ 31,736,251</b>	<b>\$ 30,529,286</b>	<b>\$ 30,925,111</b>	<b>\$ 34,807,236</b>	<b>\$ 36,910,591</b>

<b>FUNDING SOURCE</b>					
General Fund	\$ 14,581,600	\$ 14,184,004	\$ 14,088,175	\$ 15,049,919	\$ 16,240,569
Geographic Information System	-	50,663	73,533	75,950	96,920
Citywide Landscaping	1,147,113	1,084,225	1,156,861	1,133,359	1,203,001
Citywide Lighting	568,979	532,810	510,374	609,482	543,785
Special Zones	1,522,193	1,255,354	1,125,694	1,274,327	1,330,256
Canyon Park	4,634	6,839	13,557	58,979	59,229
The Preserve	-	-	-	34,510	49,275
Village Center Common Area	2,670	2,750	3,858	5,963	6,117
Dougherty Valley	11,192,734	10,685,508	10,800,074	12,285,897	13,007,278
Solid Waste	718,124	680,550	857,512	1,229,299	1,225,863
Nonpoint Drainage /Stormwater	1,019,506	1,031,903	1,164,142	1,231,462	1,261,643
Street Smarts	153,188	142,308	136,552	221,031	211,400
TDM Programs	393,587	362,004	363,654	615,072	655,034
Traffix Program	-	123,303	145,247	155,000	179,140
Dougherty Valley GHAD	431,923	387,065	485,878	826,986	841,081
<b>TOTAL</b>	<b>\$ 31,736,251</b>	<b>\$ 30,529,286</b>	<b>\$ 30,925,111</b>	<b>\$ 34,807,236</b>	<b>\$ 36,910,591</b>



**CITY OF SAN RAMON  
PUBLIC WORKS DEPARTMENT BUDGET**

	<b>17/18 ACTUAL</b>	<b>18/19 ACTUAL</b>	<b>19/20 ACTUAL</b>	<b>20/21 FINAL</b>	<b>21/22 ADOPTED</b>
<b>DEPARTMENT STAFFING ALLOCATION</b>					
<b>TRANSPORTATION SERVICES</b>					
Administrative Analyst	1.00	-	-	-	-
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
<b>DIVISION TOTAL</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>ENGINEERING SERVICES</b>					
Administrative Analyst	-	1.00	1.00	1.00	1.00
Assistant Engineer	1.00	-	-	1.00	1.00
Associate Engineer	5.00	5.00	5.00	5.00	5.00
Division Manager	2.00	2.00	2.00	2.00	2.00
Engineering Specialist	2.00	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	1.00	1.00	2.00
Public Works Director	0.50	0.50	-	-	-
Senior Administrative Analyst	2.00	2.00	2.00	1.00	1.00
Senior Engineer	2.00	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>DIVISION TOTAL</b>	<b>20.50</b>	<b>20.50</b>	<b>20.00</b>	<b>20.00</b>	<b>21.00</b>
<b>PUBLIC SERVICES</b>					
Administrative Analyst	1.00	-	-	-	-
Administrative Coordinator	2.75	2.75	2.75	2.75	2.75
Director	0.50	0.50	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
Maintenance Coordinator	14.00	14.00	14.00	14.00	14.00
Maintenance Specialist	14.00	14.00	14.00	14.00	14.00
Maintenance Supervisor	8.00	9.00	9.00	9.00	9.00
Maintenance Technician I/II	29.00	29.00	29.00	28.00	29.00
Office Specialist	-	-	-	1.00	1.00
Office Technician I/II	1.00	1.00	2.00	1.00	1.00
Program Manager	3.00	4.00	5.00	5.00	5.00
Senior Administrative Analyst	2.00	2.00	2.00	2.00	2.00
<b>DIVISION TOTAL</b>	<b>76.25</b>	<b>77.25</b>	<b>79.75</b>	<b>79.75</b>	<b>80.75</b>
<b>DEPARTMENT TOTAL</b>	<b>100.75</b>	<b>101.75</b>	<b>103.75</b>	<b>103.75</b>	<b>105.75</b>



**CITY OF SAN RAMON  
PUBLIC WORKS DEPARTMENT BUDGET**

	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>FINAL</b>	<b>ADOPTED</b>
<b>EXPENDITURES BY DIVISION</b>					
<b>TRANSPORTATION SERVICES</b>					
Salaries	\$ 551,802	\$ 644,189	\$ 691,007	\$ 713,213	\$ 766,925
Benefits	245,679	280,419	241,335	263,582	313,420
Department Internal Charges	86,862	73,765	133,668	127,832	150,490
Contract Services	311,643	264,921	237,898	541,466	571,522
Materials and Supplies	16,859	23,629	17,282	43,074	26,673
Other Costs	17,946	10,811	8,552	17,050	22,570
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 1,230,791</b>	<b>\$ 1,297,734</b>	<b>\$ 1,329,742</b>	<b>\$ 1,706,217</b>	<b>\$ 1,851,600</b>
<b>ENGINEERING SERVICES</b>					
Salaries	\$ 2,396,809	\$ 2,464,210	\$ 2,429,119	\$ 2,450,074	\$ 2,582,343
Benefits	1,026,741	967,392	772,547	878,696	973,979
Department Internal Charges	373,640	283,771	478,031	510,681	574,056
Contract Services	729,770	619,083	800,806	1,207,227	1,275,710
Materials and Supplies	55,318	45,510	63,188	55,349	55,582
Other Costs	63,017	72,199	29,476	16,950	52,499
Capital Purchases	-	-	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 4,645,295</b>	<b>\$ 4,452,165</b>	<b>\$ 4,573,167</b>	<b>\$ 5,118,977</b>	<b>\$ 5,514,169</b>
<b>PUBLIC SERVICES</b>					
Salaries	\$ 6,516,349	\$ 6,760,784	\$ 6,732,531	\$ 7,492,227	\$ 7,679,697
Benefits	3,258,569	3,240,226	2,627,021	3,279,374	3,706,013
Department Internal Charges	1,473,707	1,089,791	1,692,231	1,935,553	2,457,903
Contract Services	12,854,305	12,227,927	12,516,746	13,677,388	13,866,612
Materials and Supplies	1,303,567	1,185,520	1,094,809	1,243,427	1,258,875
Other Costs	453,668	242,362	364,126	321,060	525,722
Capital Purchases	-	32,777	(5,262)	33,013	50,000
<b>DIVISION TOTAL</b>	<b>\$ 25,860,165</b>	<b>\$ 24,779,387</b>	<b>\$ 25,022,202</b>	<b>\$ 27,982,042</b>	<b>\$ 29,544,822</b>
<b>DEPARTMENT TOTAL</b>	<b>\$ 31,736,251</b>	<b>\$ 30,529,286</b>	<b>\$ 30,925,111</b>	<b>\$ 34,807,236</b>	<b>\$ 36,910,591</b>

**CITY OF SAN RAMON  
PUBLIC WORKS DEPARTMENT BUDGET**

	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>FINAL</b>	<b>ADOPTED</b>
<b>DEPARTMENT PROGRAM REVENUE</b>					
Transportation Services	\$ 564,916	\$ 738,798	\$ 725,330	\$ 1,046,472	\$ 1,099,374
Engineering Services	1,566,097	675,050	2,109,782	926,458	1,346,112
Public Services	1,398,521	1,829,458	1,664,970	1,777,499	1,886,278
<b>TOTAL</b>	<b>\$ 3,529,534</b>	<b>\$ 3,243,306</b>	<b>\$ 4,500,082</b>	<b>\$ 3,750,429</b>	<b>\$ 4,331,764</b>

<b>FY2021-22 EXPENDITURES BY PROGRAM</b>	<b>PROGRAM EXPENDITURE</b>	<b>PROGRAM REVENUE</b>	<b>NET COST</b>
<b>TRANSPORTATION SERVICES</b>			
Transportation Administration	\$ 370,778	\$ 53,700	\$ 317,078
Residential Traffic Calming	171,542	-	171,542
Traffic Safety	57,506	-	57,506
Transportation Planning	206,200	-	206,200
TDM	655,034	655,034	-
Street Smarts	211,400	211,500	(100)
Measure J Traffix	179,140	179,140	-
<b>DIVISION TOTAL</b>	<b>\$ 1,851,600</b>	<b>\$ 1,099,374</b>	<b>\$ 752,226</b>

<b>ENGINEERING SERVICES</b>			
Engineering Services Admin	\$ 858,504	\$ 98,150	\$ 760,354
CIP Administration	935,611	-	935,611
Development	2,183,245	1,241,962	941,283
GHAD	841,081	6,000	835,081
Landscape/Drainage	695,728		695,728
<b>DIVISION TOTAL</b>	<b>\$ 5,514,169</b>	<b>\$ 1,346,112</b>	<b>\$ 4,168,057</b>

<b>PUBLIC SERVICES</b>			
Public Services Admin	\$ 2,365,509	\$ 13,500	\$ 2,352,009
Solid Waste	643,351	1,227,417	(584,066)
Aquatics Maintenance	1,935,333	-	1,935,333
Facilities Maintenance	3,649,145	1,850	3,647,295
Landscaping Maintenance	7,894,989	11,409	7,883,580
Parks Maintenance	8,321,169	626,096	7,695,073
Service Center	1,010,676	-	1,010,676
Roadway Maintenance	3,010,538	6,006	3,004,532
Flood Control	714,112	-	714,112
<b>DIVISION TOTAL</b>	<b>\$ 29,544,822</b>	<b>\$ 1,886,278</b>	<b>\$ 27,658,544</b>

<b>DEPARTMENT TOTAL</b>	<b>\$ 36,910,591</b>	<b>\$ 4,331,764</b>	<b>\$ 32,578,827</b>
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## Department Budgets | Parks & Community Services



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## Department Budgets | 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 Highlighted for FY 2021-22:

Department Budget: \$8,640,785 (increase of \$805K or 10%)

- Increase costs for library service contract – \$19K
- Increase temporary staffing – \$59K
- Reinstate Internal Services replacement charges – \$66K
- Increase in salary and benefits costs – \$445K
- Restructure full-time staffing – \$189K
  - Reclass 1 Administrative Analyst to Recreation Coordinator
  - Unfunded 1 Program Manager
  - Funded 1 Recreation Coordinator and 1 Division Manager
- Continue to unfunded positions: 2 Office Technicians and 1 Office Specialist
- General Fund subsidy at 49%. Revenues from service charges, contributions, user fees and rentals totaling \$4.4 million, funding 51% of department expenditures

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## Department Budgets | Parks & Community Services

### Significant Accomplishment for FY 2020-21:

- Offered the Run San Ramon in a virtual format to provide the community a safe activity during the COVID-19 pandemic.
- Offered a revised reservation based Lap Swim program to be delivered safely to over 32,000 participants during the COVID-19 pandemic.
- Transitioned the San Ramon Trails mobile application from the Easy 2 Hike platform to the OuterSpatial platform to provide a continuous service to the community.
- Developed a virtual Culture in the Community Event that featured community members sharing their culture through dance, music, and cooking.
- Created a Virtual Forest Home Farm Education Program for 3rd graders with videos from docents, worksheets, and additional resources to replicate the in-person field trip for a virtual learning environment.
- Implemented Accesso, a new ticketing software for the theaters, which significantly improved the online customer experience.
- Completed audio visual upgrades at the San Ramon Community Center to include Bluetooth connectivity and to allow live streaming of public meetings via the internet.
- Created new rental opportunities for outdoor fitness camps and religious ceremonies during the COVID-19 pandemic that adhered to the current health order and stipulations.
- Modified programming and reallocated staff to provide the Employee Childcare program allowing essential employees to report to work while children safely participated in remote learning during school closures.
- Provided safe and socially distant holiday opportunities for the community including the Scarecrow Scavenger Hunt, home decorating contests, Zoom with Santa, and the holiday and remembrance trees.
- Modified programming from in-person classes to a virtual format to provide enrichment and fitness opportunities to the public during the stay at home order.
- Developed and implemented a virtual Art & Wind Festival that included DIY activities and entertainment from past festivals, as well as a Drive-Thru Kite Kit Pickup for the community.
- Coordinated weekly distribution of 30,000+ Senior Nutrition Program meals by partnering with various City departments and County Paratransit agencies.
- Established a non-perishable foods and goods collections site at the Alcosta Senior and Community Center and redistributed the donated items to over 550 isolated seniors.
- Established a COVID-19 Senior Hotline number in English and Mandarin and received and responded to over 2,200 calls.
- Conducted wellness checks with 500+ seniors during the beginning of the COVID-19 pandemic.
- Established the online San Ramon Neighbor Express volunteer program to assist seniors in need of basic services, such as grocery and prescription medication pick-up.
- Partnered with the San Ramon Historic Foundation and East Bay Regional Park District to rehabilitate and preserve the San Ramon Southern Pacific Railroad Sign and temporarily display it at Forest Home Farms.



## Department Budgets | Parks & Community Services

### Significant Accomplishment for FY 2020-21:

- Developed and Implemented a Drive-Thru Senior Resource Fair/flu shot clinic to provide seniors with a safe way to receive resources, information, and PPE

### Major Action Plan Items for FY 2021-22:

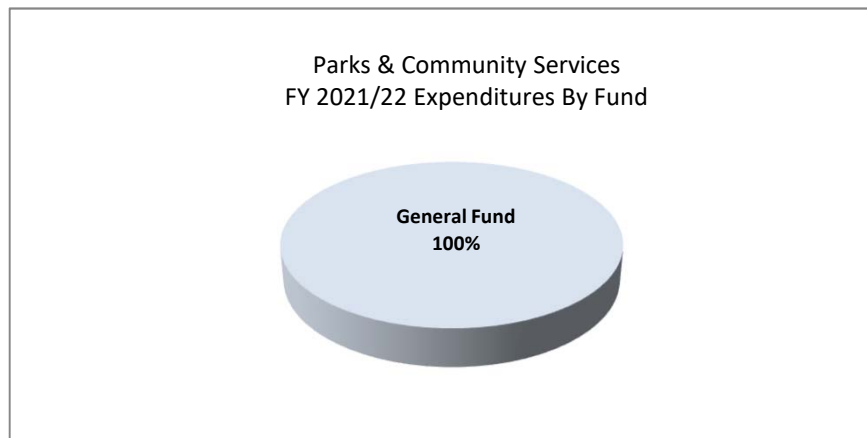
		Completion By	Council Priorities/ Goals
1.	Develop and implement a trail cleanup program utilizing volunteers and local non-profit groups to assist with trail maintenance and trail development. Master Plan Goal (MPG) 2.3F	SEPT 2021	P4/G3 P5/G3
2.	Work in partnership with the Community Development Department to complete the San Ramon Walking District Master Plan to create a long-term vision for pedestrian oriented access and connectivity within the City core. MPG 1.3A	DEC 2021	P4/G3 P6/G4
3.	Complete a review of the Boone House and surrounding gardens and solicit community feedback on the project. Develop a plan, timeline and identify potential funding sources. MPG 2.1D	DEC 2021	P4/G3 P5/G3
4.	Develop a new teen leadership and volunteerism program to develop leadership skills, provide volunteer hours, and showcase opportunities for future employment with the City. MPG 3.1B	DEC 2021	P4/G3 P3/G1
5.	Revitalize the volunteer program at Crow Canyon Gardens and use expertise from local Master Gardener's to create a plan to repair and restore the demonstration gardens. MPG 4.3E	DEC 2021	P4/G3 P5/G3
6.	Work with Community partners to research and develop a plan for providing shade and seating along the Iron Horse Trail. MPG 1.1B	MAR 2022	P4/G3 P6/G3
7.	Develop a Mountain Bike program with supervised rides and classes, to promote off-road cycling safety and cycling opportunities in San Ramon's open space. MPG 2.3E	MAR 2022	P4/G3 P6/G2
8.	Complete the design and fabrication of the San Ramon Library Public Art Project and the installation of the Bronze Eagle Public Art Project. MPG3.2B	MAR 2022	P4/G3
9.	Utilize Prop 68 per capita Grant Program to complete a Master Plan goal by installing shade structures to enhance existing park amenities	JUN 2022	P4/G3
10.	Increase multi-cultural program offerings at the San Ramon Senior and Community Center to meet the needs of an aging and increasingly diverse community. MPG 3.1 A & B	JUN 2022	P4/G3 P5/G3
11.	Explore and develop a new nature camp in partnership with nature-based and environmental education organizations. MPG 2.3G	JUN 2022	P4/G3



**CITY OF SAN RAMON**  
**PARKS & COMMUNITY SERVICES DEPARTMENT BUDGET**

	17/18	18/19	19/20	20/21	21/22
	ACTUAL	ACTUAL	ACTUAL	FINAL	ADOPTED
<b>DEPARTMENT EXPENDITURES BY CATEGORY</b>					
Salaries	\$ 3,714,094	\$ 3,761,323	\$ 3,497,265	\$ 4,150,175	\$ 4,432,326
Benefits	1,267,988	1,158,935	1,010,721	1,163,191	1,379,691
Department Internal Charges	492,390	356,333	644,680	700,851	894,394
Contract Services	2,830,233	3,025,963	1,360,258	1,541,019	1,615,343
Materials and Supplies	282,510	242,696	226,596	263,520	233,161
Other Costs	177,827	137,917	111,239	17,262	85,870
Capital Purchases	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 8,765,042</b>	<b>\$ 8,683,167</b>	<b>\$ 6,850,759</b>	<b>\$ 7,836,018</b>	<b>\$ 8,640,785</b>

<b>FUNDING SOURCE</b>					
General Fund	\$ 8,765,042	\$ 8,683,167	\$ 6,850,759	\$ 7,836,018	\$ 8,640,785
<b>TOTAL</b>	<b>\$ 8,765,042</b>	<b>\$ 8,683,167</b>	<b>\$ 6,850,759</b>	<b>\$ 7,836,018</b>	<b>\$ 8,640,785</b>



<b>DEPARTMENT STAFFING ALLOCATION</b>					
Administrative Analyst	2.00	2.00	2.00	2.00	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	7.00	10.00	10.00	10.00	11.00
Recreation Supervisor	5.00	5.00	6.00	6.00	6.00
Recreation Technician	6.00	3.00	3.00	3.00	3.00
<b>TOTAL</b>	<b>33.00</b>	<b>33.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>

**CITY OF SAN RAMON**  
**PARKS & COMMUNITY SERVICES DEPARTMENT BUDGET**

	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>FINAL</b>	<b>ADOPTED</b>
<b>DEPARMENT PROGRAM REVENUE</b>					
<b>TOTAL</b>	\$ 5,547,211	\$ 5,858,563	\$ 2,594,537	\$ 4,570,476	\$ 4,410,813

<b>FY2021-22 EXPENDITURES BY PROGRAM</b>	<b>PROGRAM EXPENDITURE</b>	<b>PROGRAM REVENUE</b>	<b>NET COST</b>
Administration	\$ 1,842,881	\$ 5,550	\$ 1,837,331
Adult & Senior Enrichment	515,298	155,100	360,198
Adult & Youth Sports	796,567	827,314	(30,747)
Aquatics	1,115,579	834,694	280,885
Cultural Arts	1,131,120	506,308	624,812
Facilities	1,435,859	1,191,387	244,472
Special Programs & Events	874,435	179,705	694,730
Youth/Teen Services	929,046	710,755	218,291
<b>TOTAL</b>	<b>\$ 8,640,785</b>	<b>\$ 4,410,813</b>	<b>\$ 4,229,972</b>



## Department Budgets | Non-Departmental

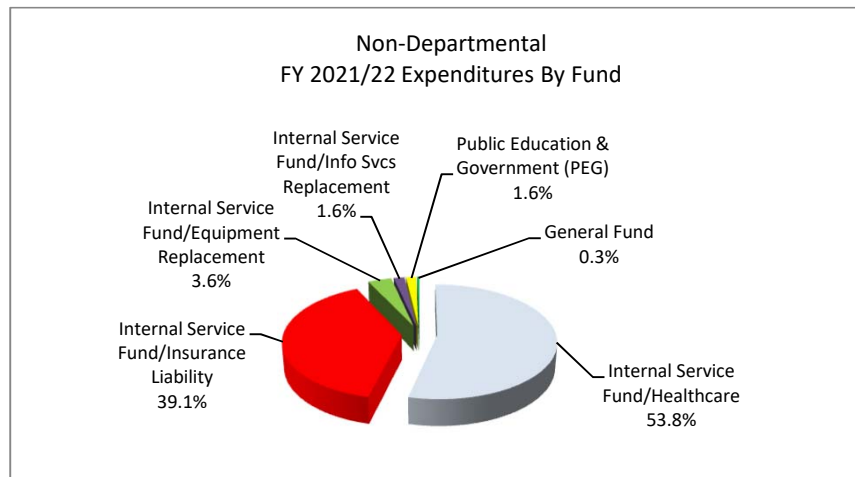
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The non-departmental budget summary includes items related to the City as a whole that cannot be easily allocated to various departments such as insurance liability premiums, health care related payments, cablevision costs, and contingency appropriation.

**CITY OF SAN RAMON  
NON-DEPARTMENTAL BUDGET**

	17/18 ACTUAL	18/19 ACTUAL	19/20 ACTUAL	20/21 FINAL	21/22 ADOPTED
<b>EXPENDITURES BY CATEGORY</b>					
Salaries	\$ 477,957	\$ 1,532,474	\$ 439,867	\$ 680,000	\$ 631,232
Benefits	456,489	463,893	2,007,201	1,544,716	1,581,960
Contract Services	54,452	119,183	22,519	100,000	100,000
Other Costs	11,237,754	9,391,919	10,081,061	10,093,525	12,624,742
Capital Outlay	160,965	1,012,971	804,283	1,585,947	1,090,280
<b>TOTAL</b>	<b>\$12,387,617</b>	<b>\$ 12,520,440</b>	<b>\$ 13,354,931</b>	<b>\$ 14,004,188</b>	<b>\$ 16,028,214</b>

<b>FUNDING SOURCE</b>					
General Fund	\$ 120	\$ 13,548	\$ (554)	\$ 50,000	\$ 50,000
Public Education & Government (PEG)	4,177	-	6,873	100,000	250,000
Internal Service Fund/Equipment Replacement	948,788	1,539,060	1,426,006	1,052,900	577,000
Internal Service Fund/Info Svcs Replacement	125,637	159,648	282,201	433,047	263,280
Internal Service Fund/Insurance Liability	3,442,701	4,982,260	5,633,937	5,991,830	6,273,009
Internal Service Fund/Healthcare	7,866,194	5,825,925	6,006,468	6,376,411	8,614,925
<b>TOTAL</b>	<b>\$12,387,617</b>	<b>\$ 12,520,440</b>	<b>\$ 13,354,931</b>	<b>\$ 14,004,188</b>	<b>\$ 16,028,214</b>



<b>FY2021-22 EXPENDITURES BY PROGRAM</b>	<b>EXPENDITURE</b>	<b>REVENUE</b>	<b>NET COST</b>
Contingency Reserve	\$ 50,000	\$ -	\$ 50,000
Public Education & Government	250,000	200,000	50,000
Equipment Replacement	577,000	914,630	(337,630)
Info Svcs Replacement	263,280	405,462	(142,182)
Insurance Liability	6,273,009	5,519,755	753,254
Healthcare	8,614,925	8,614,925	-
<b>TOTAL</b>	<b>\$ 16,028,214</b>	<b>\$ 15,654,772</b>	<b>\$ 373,442</b>



## Reference Materials

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## Reference Materials | Glossary of Terms

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**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.

## Reference Materials | Glossary of Terms

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**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.



## Reference Materials | Glossary of Terms

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**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 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 encompass 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.

## Reference Materials | Glossary of Terms

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**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.

**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 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.

## Reference Materials | Glossary of Terms

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**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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## Reference Materials | Acronyms

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AB	Assembly Bill
ADA	American Disabilities Act
ARPA	American Rescue Plan Act of 2021
AT&T	American Telephone & Telegraph (Formerly Pacific Bell)
BAAQMD	Bay Area Air Quality Management District
BMX	Bicycle Motocross
CAFR	Comprehensive Annual Financial Report
CalPERS	California Public Employees' Retirement System
CIP	Capital Improvement Program
COP	Certificates of Participation
CRM	Citizen Request Management
CSA	County Service Area
CSMFO	California Society of Municipal Finance Officers
DOT	Department of Transportation
DRFA	Dougherty Regional Fire Authority
DV	Dougherty Valley
DVOC	Dougherty Valley Oversight Committee
EBMUD	East Bay Municipal Utility District
EBRCS	East Bay Regional Communication System
EBTR	Employer Based Trip Reduction
EDAC	Economic Development Advisory Committee
EDSP	Economic Development Strategic Plan
EIR	Environmental Impact Report
EMS	Energy Management System
ERP	Enterprise Resource Planning
EPA	Environmental Protection Agency
FPPC	Fair Political Practice and Commission
F/T	Full Time
FTE	Full-Time Equivalent
FY	Fiscal Year

## Reference Materials | Acronyms

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GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GHAD	Geologic Hazard Abatement District
GIS	Geographic Information System
HOA	Homeowners Association
HVAC	Heating, Ventilation, and Air Conditioning
IT	Information Technology
I/S	Information Services
ISF	Internal Service Fund
L & L	Landscaping and Lighting District
LED	Light Emitting Diode
LLC	Limited Liability Company
LLP	Limited Liability Partnership
LOCC	League of California Cities
LUCA	Local Update of Census Addresses
MOU	Memorandum of Understanding
MPA	Municipal Pooling Authority
MRP	Municipal Regional Permit
MVLF	Motor Vehicle License Fees
NPDES	National Pollutant Discharge Elimination System
NWSP	Northwest Specific Plan
NWSR	Northwest San Ramon
OBAG	One Bay Area Grant
OPEB	Other Post-Employment Benefits
PCI	Pavement Condition Index
PD	Police Department
PCS	Parks & Community Services
PEG	Public Education & Government
PEPRA	Public Employees' Pension Reform Act

## Reference Materials | Acronyms

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PERS	Public Employees' Retirement System
PDA	Priority Development Area
PG&E	Pacific Gas & Electric
POB	Pension Obligation Bond
RDA	Redevelopment Agency
RFP	Request for Proposal
RHNA	Regional Housing Needs Allocation
SCCJEPA	South Contra Costa Joint Exercise Powers Agreement
SB	Senate Bill
SRPD	San Ramon Police Department
SRVB	San Ramon Valley Blvd
SRVFPD	San Ramon Valley Fire Protection District
SRVUSD	San Ramon Valley Unified School District
SWAT	Southwest Area Transportation
TA	Tax Allocation
TAC	Transportation Advisory Committee
TDM	Transportation Demand Management
TOT	Transient Occupancy Tax
TRAFFIX	Congestion relief program aimed at school-related traffic. The program is funded by Measure J, the ½ cent sales tax approved by Contra Costa voters in 2004
TVTC	Tri-Valley Transportation Council
UCLA	University of California Los Angeles
WAN	Wide Area Network

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## Reference Materials | Listing of Funds

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

\*Development Mitigation Funds

\*\*Special Landscaping and Lighting Zones

## Reference Materials | Listing of Funds

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371	Housing Sucessor
401	Capital Improvement Projects
501	Pension Obligation Bonds (2010) Debt Service
512	COP #12 (2011) Debt Service
513	COP #13 (2019) Debt Service
521	LED Lights (2012) Debt Service
601	Investments ISF
602	Vehicle/Equipment Replacement ISF
603	Info Services Equipment Replacement ISF
610	Insurance Liability ISF
611	Healthcare ISF
618	Infrastructure Maintenance ISF

## Reference Materials | Funds & Department Relationship Matrix

		General Government	Admin Services	Community Development	Parks & Community Services	Police Services	Public Works	Non-Dept
<b>FUND #</b>	<b>Governmental Funds - Major Funds</b>							
101	General Fund	x	x	x	x	x	x	x
343	Dougherty Valley CSA					x	x	
401	Capital Improvement Projects						x	
513	COP #13 (2019) Debt Service							x

<b>FUND #</b>	<b>Governmental Funds - Non Major Funds</b>							
203-207	Development Mitigation			x			x	
208	Gas Tax						x	
209	Park Development						x	
211	Crow Canyon Project						x	
212	SCCJEPA						x	
213	Street Maintenance and Improvement						x	
214	Traffic Improvement						x	
215	Tri-Valley Transportation						x	
216	Public Education & Government (PEG)	x						
217	Vehicle Refuse Impact						x	
218	Open Space Development						x	
219	American Rescue Plan Act of 2021	x	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	
330	The Preserve Lighting & Landscaping						x	
341	Canyon Park						x	
342	Village Center Common Area						x	
344	Solid Waste						x	
345	Non-Point Drainage / Stormwater						x	
346	Street Smarts						x	
347	TDM Programs						x	
348	Local Law Enforcement Block Grant					x		
349	Police Special Revenue					x		
350	Narcotic Asset Forfeiture					x		
351	TRAFFIX Program						x	
361	Dougherty Valley GHAD						x	
362	Northwest San Ramon GHAD						x	
371	Housing Successor			x				
501	Pension Obligation Bonds (2010) Debt Service							x
512	COP #12 (2011) Debt Service							x
521	LED Lights (2012) Debt Service							x

<b>FUND #</b>	<b>Proprietary Funds</b>							
601	Investments ISF		x					
602	Vehicle/Equipment Replacement ISF			x	x	x	x	
603	IS 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	

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**RESOLUTION NO. 2021-082**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAMON  
ADOPTING THE FISCAL YEAR 2021-2022 OPERATING AND CAPITAL BUDGET,  
ESTABLISHING AN APPROPRIATION LIMIT, AND AUTHORIZING CARRYOVER  
PROJECT APPROPRIATIONS**

**WHEREAS**, in a budget workshop held on April 13, 2021, the City Council reviewed the proposed Fiscal Year 2021-2022 General Fund Budget; and

**WHEREAS**, in a second and third budget workshop held on May 11, 2021 and May 25, 2021, respectively, the City Council reviewed the proposed Fiscal Year 2021-2022 Operating Budget and Capital Improvement Program; and

**WHEREAS**, the Planning Commission in a meeting held on May 4, 2021 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 appropriation limit.

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

Section 1. The City Council approves the Fiscal Year 2021-2022 Proposed Operating and Capital Budget totaling \$122,761,710 as summarized on Exhibit 1 and a carryover of unspent Capital Budget appropriations from Fiscal Year 2020-2021.

Section 2. The City Council approves the Fiscal Year 2021-2022 Appropriation Limit as required by Article XIIB of the State Constitution as shown on Exhibit 2.

Section 3. Upon 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 June 8, 2021 by the following vote:

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

**NOES:**

**ABSENT:**

**ABSTAIN:**

A handwritten signature in black ink, appearing to read 'David E. Hudson', written over a horizontal line.

David E. Hudson, Mayor

**ATTEST:**

A handwritten signature in blue ink, appearing to read 'Christina Franco', written over a horizontal line.

Christina Franco, City Clerk

Exhibit 1: Statement of Revenues, Expenditures and Changes in Fund Balance

Exhibit 2: City of San Ramon Appropriation Limit Calculation



EXHIBIT 1  
CITY OF SAN RAMON  
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

	GOVERNMENTAL FUND								PROPRIETARY	
	General Fund	Special Rev - Operating	Special Rev - Non-Operating	Special Rev - GHADs	Special Rev - Housing Successor	Debt Service	Capital Projects	Total	Internal Service Funds	Grand Total
<b>FUND BALANCE - JULY 1, 2021</b>	<b>\$ 20,539,573</b>	<b>\$ 7,874,414</b>	<b>\$ 14,991,752</b>	<b>\$ 11,381,847</b>	<b>\$ 4,470,088</b>	<b>\$ 3,622,434</b>	<b>\$ 28,803,926</b>	<b>\$ 91,684,034</b>	<b>\$ 4,764,604</b>	<b>\$ 96,448,638</b>
REVENUES										
Property Tax	23,002,248	-	-	-	-	-	-	23,002,248	-	23,002,248
Special Assessments	-	5,465,011	-	2,848,622	-	-	-	8,313,633	-	8,313,633
Sales and Use Tax	10,714,853	-	-	-	-	-	-	10,714,853	-	10,714,853
Property Transfer Tax	887,436	-	-	-	-	-	-	887,436	-	887,436
Transient Occupancy Taxes (TOT)	2,438,850	-	-	-	-	-	-	2,438,850	-	2,438,850
Franchise Fees	5,975,212	-	-	-	-	-	-	5,975,212	-	5,975,212
Licenses and Permits	2,542,577	-	-	6,000	-	-	-	2,548,577	-	2,548,577
Intergovernmental	470,354	21,747,250	9,092,281	-	-	-	233,452	31,543,337	909,785	32,453,122
Charges for Services	5,600,996	1,568,725	171,943	-	-	-	-	7,341,664	12,000	7,353,664
Fines and Forfeitures	289,000	-	-	-	-	-	-	289,000	-	289,000
Investment Income	100,000	-	-	118,414	-	-	100,000	318,414	61,294	379,708
Development Fees	-	71,250	3,520,650	-	252,800	-	-	3,844,700	-	3,844,700
Miscellaneous Revenue	2,942,146	1,232,173	-	47,685	-	1,398,110	-	5,620,114	14,544,987	20,165,101
<b>TOTAL REVENUES</b>	<b>54,963,672</b>	<b>30,084,409</b>	<b>12,784,874</b>	<b>3,020,721</b>	<b>252,800</b>	<b>1,398,110</b>	<b>333,452</b>	<b>102,838,038</b>	<b>15,528,066</b>	<b>118,366,104</b>
EXPENDITURES										
General Government	3,187,425	-	-	-	-	-	-	3,187,425	-	3,187,425
Administrative Services	5,270,698	-	-	-	-	-	-	5,270,698	61,294	5,331,992
Community Development	4,603,274	-	157,511	-	-	-	-	4,760,785	-	4,760,785
Police Services	16,966,788	9,964,602	-	-	-	-	-	26,931,390	-	26,931,390
Public Works	16,240,569	19,732,021	96,920	841,081	-	-	-	36,910,591	-	36,910,591
Parks & Community Services	8,640,785	-	-	-	-	-	-	8,640,785	-	8,640,785
Non-Departmental	50,000	-	250,000	-	-	-	-	300,000	-	300,000
Housing Programs	-	-	-	-	148,588	-	-	148,588	-	148,588
Debt Service	-	-	-	-	-	3,791,918	-	3,791,918	-	3,791,918
Capital Improvement Program (CIP)	-	-	-	-	-	-	17,030,022	17,030,022	-	17,030,022
Vehicle/IS Replacement	-	-	-	-	-	-	-	-	840,280	840,280
Insurance	-	-	-	-	-	-	-	-	6,273,009	6,273,009
Healthcare	-	-	-	-	-	-	-	-	8,614,925	8,614,925
<b>TOTAL EXPENDITURES</b>	<b>54,959,539</b>	<b>29,696,623</b>	<b>504,431</b>	<b>841,081</b>	<b>148,588</b>	<b>3,791,918</b>	<b>17,030,022</b>	<b>106,972,202</b>	<b>15,789,508</b>	<b>122,761,710</b>
OTHER FINANCING SOURCES (USES)										
Operating Transfers In	5,280,762	3,255,507	-	-	-	3,791,918	16,784,863	29,113,050	2,272,175	31,385,225
Operating Transfers Out	(7,163,527)	(4,310,934)	(13,815,866)	(87,713)	-	(4,048,110)	(300,000)	(29,726,150)	(1,659,075)	(31,385,225)
<b>TOTAL OTHER FINANCING SOURCES (US</b>	<b>(1,882,765)</b>	<b>(1,055,427)</b>	<b>(13,815,866)</b>	<b>(87,713)</b>	<b>-</b>	<b>(256,192)</b>	<b>16,484,863</b>	<b>(613,100)</b>	<b>613,100</b>	<b>-</b>
<b>NET INCREASE (DECREASE)</b>	<b>(1,878,632)</b>	<b>(667,641)</b>	<b>(1,535,423)</b>	<b>2,091,927</b>	<b>104,212</b>	<b>(2,650,000)</b>	<b>(211,707)</b>	<b>(4,747,264)</b>	<b>351,658</b>	<b>(4,395,606)</b>
<b>FUND BALANCE - JUNE 30, 2022</b>	<b>\$ 18,660,941</b>	<b>\$ 7,206,773</b>	<b>\$ 13,456,329</b>	<b>\$ 13,473,774</b>	<b>\$ 4,574,300</b>	<b>\$ 972,434</b>	<b>\$ 28,592,219</b>	<b>\$ 86,936,770</b>	<b>\$ 5,116,262</b>	<b>\$ 92,053,032</b>

## EXHIBIT 2

**CITY OF SAN RAMON**  
**APPROPRIATION LIMIT CALCULATION**

FISCAL YEAR 2021-22 APPROPRIATIONS LIMIT			
A.	FY 2020-21 APPROPRIATIONS LIMIT	\$	83,889,887
B.	ADJUSTMENT FACTORS		
	1. City Population Growth	1.0058	
	2. California Per Capita Income	1.0573	
	Total Adjustment %	1.0634	
C.	ANNUAL ADJUSTMENT		5,321,332
D.	OTHER ADJUSTMENTS		-
E.	TOTAL ADJUSTMENTS		5,321,332
F.	FY 2020-21 APPROPRIATIONS LIMIT	\$	89,211,219
FISCAL YEAR 2021-22 APPROPRIATIONS SUBJECT TO LIMITATION			
A.	PROCEEDS OF TAXES:		
	Property Tax	\$	23,002,248
	Sales & Use Tax		10,714,853
	Property Transfer Tax		887,436
	Transient Occupancy Tax		2,438,850
	Motor Vehicle In Lieu		-
	Off-Highway Vehicles		-
	Interest Earned on Proceeds of Taxes		67,396
	Total Proceeds of Taxes	\$	37,110,783
B.	EXCLUSIONS:		
	Debt Service		(3,509,719)
	Qualified Capital Outlays		-
	Total Exclusions		(3,509,719)
C.	APPROPRIATIONS SUBJECT TO LIMITATION	\$	33,601,064
D.	CURRENT YEAR LIMIT	\$	89,211,219
E.	OVER (UNDER) LIMIT	\$	(55,610,155)



## Reference Materials | General Fund Reserve Policy

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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.*

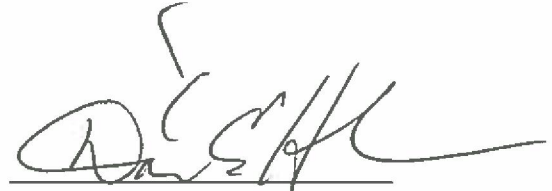
**PASSED, APPROVED AND ADOPTED** at the meeting of March 23, 2021 by the following votes:

**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:

- a) Stabilize the fiscal base by anticipating fluctuations in revenues and expenditures; and
- b) Provide for non-recurring, unanticipated expenditures; and
- c) Provide for innovative opportunities for the betterment of the community.

The minimum target reserve of 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, at 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.

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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.

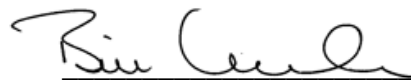
**PASSED, APPROVED AND ADOPTED** at the meeting of November 24, 2020 by the following votes:

**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

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## **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 short-term 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

#### A. Responsibilities:

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

1. Comply with all reporting requirements within the bond documents
2. Review all outstanding debt for refunding opportunities
3. Maintain positive working relationships with rating agencies and other financial professionals
4. Review and recommend appropriate structures for all new debt issuances.
5. Ensure compliance with the Investment Policy and bond documents regarding investing

bond proceeds.

**B. 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.

**C. 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.

**D. Continuing Disclosure:**

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

**E. 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.

**F. 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

### A. Disclosure Coordinator:

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

### B. 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.

### C. 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.

**D. 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.

**E. 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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## Reference Materials | Investment Policy

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## **RESOLUTION NO. 2021-081**

### **A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAMON APPROVING THE PROPOSED FY 2021-22 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; 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 and amended when appropriate, the most recent of which was on June 9, 2020 for the 2020-21 Fiscal Year by Resolution No. 2020-044; and

**WHEREAS**, FHN Financial Main Street Advisors, the City's financial adviser, has recommended changes to the FY 2021-22 Investment Policy as follows:

- Change the minimum credit rating for Medium-Term Corporate Notes from AA-/Aa3 (very low credit risk) to A/A2 (low credit risk) for maturities less than 4 years and from AAA/Aaa (minimal credit risk) to AA-/Aa3 (very low credit risk) for maturities of 4-5 years
- Change the maximum Money Market Funds (MMF) requirement from the City's more restrictive 10% policy to the State Code of maximum of 20%
- Increase the Weighted Average Maturity (WAM) of the portfolio from 2 years to 2.5 years; and

**WHEREAS**, Staff presented this item on May 26, 2021 to the City Council Finance Committee (Zafar/Perkins), who reviewed the policy and recommended it be forwarded to City Council for formal approval.

**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 2021-22.

*Signatures on following page*

**PASSED, APPROVED AND ADOPTED** at the meeting of June 8, 2021 by the following votes:

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

**NOES:**

**ABSENT:**

**ABSTAIN:**

A handwritten signature in black ink, appearing to read 'D. E. Hudson', written over a horizontal line.

David E. Hudson, Mayor

**ATTEST:**

A handwritten signature in blue ink, appearing to read 'Christina Franco', written over a horizontal line.  
Christina Franco, City Clerk





## **CITY OF SAN RAMON**

### **STATEMENT OF INVESTMENT POLICY**

**Fiscal Year 2021-22**

#### **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-, AA- 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 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 AA- 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 AA 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 deleveraged 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:

<b>Sector</b>	<b>Sector Limit</b>	<b>Issuer Limit</b>	<b>Max Years</b>	<b>Minimum Rating</b> <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/P1 by S&P or Moody's
Commercial Paper	25%	2%*	270 Days	A1/P1/F1 and long-term A/A2/A 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 4yrs, Aa-/Aa3 greater than 4yrs 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 or 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.

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