MEETING DATE: 05/20/2025

ITEM NO: 17

DESK ITEM

DATE: May 20, 2025

TO: Mayor and Town Council

FROM: Chris Constantin, Town Manager

SUBJECT: Conduct a Public Hearing on the Town of Los Gatos Proposed Operating and

Capital Budget for Fiscal Year 2025-26 and on the Proposed Capital

Improvement Program for FY 2025-26 – FY 2029-30

REMARKS:

Attachment 9 contains Public Comment received before 11:00 a.m., Tuesday, May 20, 2025, and Attachment 10 is the staff presentation.

Attachments previously distributed with the Staff Report:

- 1. Finance Commission Identified Areas for Review in the Five-Year Forecast
- 2. Forecast History including the Updated Forecast
- 3. Budget Study Session Deficit Reduction Staff Report
- 4. Budget Study Session Capital Improvement Program Staff Report
- 5. Town of Los Gatos Donation Policy
- 6. Town of Los Gatos Donation Opportunities: FY 2025-26
- 7. Public Comment Received Before 11 a.m. on May 16, 2025

Attachment distributed with Addendum:

8. Public Comment Received Before 11 a.m. on May 19, 2025

Attachment distributed with this Desk Item:

- 9. Public Comment Received Before 11 a.m. on May 20, 2025
- 10. Presentation

PREPARED BY: Gitta Ungvari

Finance Director

Reviewed by: Town Manager, Town Attorney, and Assistant Town Manager

*REQUIRED MINIMUM
NAME AND CITY
From
Name David Bruni
Address
City Los Gratos State CA

Clerk, Town of Los Gatos Town Hall 110 East Main Street Los Gatos, CA 95030

> Attn: Town Council members: Mayor Matthew Hudes Vice Mayor Rob Moore Mary Badame Rob Rennie Maria Ristow

96030-69999

Council members.

I support the following for the Los Gatos Monte Sereno Police Department.

As you consider the fiscal 25-26 year budget, I request you ensure that the budget preserves these items:

- 1. Prioritize maintaining budgeted LGMSPD staffing levels and fiscal support for forecasted vacancies in preparation of local or regional events and continuity in level of policing services. LGMSPD staffing to be prioritized at or above budgeted levels in preparation for foreseen vacancies by timely recruitment and aretention of public safety professionals who embody the Town's values, character, and culture.
- 2. Preserve a budget that sustains EGMSPD's community-police partnerships. Continue the LGMSPD's progress made in community policing including programs and initiatives like supporting robust volunteer programs (CERT, DART, Explorers, and Volunteers in Policing), the Community Police Academy, customized Neighborhood Watch meetings, and the Therapy Canine program which are essential to maintaining public trust, preventing crime, and reinforcing safety, connection, and transparency.
- 3. Invest in LGMSPD's ability to advance technologies and maintain collateral teams and competencies. Support the integration of progressive technologies and trained collateral teams to enhance investigative capacity and supplement staffing ensuring LGMSPD remains nimble, proactive, and equipped to serve a community that values innovation and safety.
- 4. Align fiscal commitment to act on the findings of the organizational assessment conducted by Meliora Public Safety Consulting to modernize the LGMSPD's operations. This includes optimizing staffing models, consolidation efforts, and improving service delivery systems. Implementing these recommendations will ensure the department continues to meet the evolving needs of the community and public safety.

Name Maureen fondiller

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Address

City WS Gatos State CA

Clerk, Town of Los Gatos Town Hall 110 East Main Street Los Gatos, CA 95030

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95030-699999

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REQUIRED MINIMUM
NAME AND CITY
From
Name Matt Fondiller

SAN JOSE CA 950



Address _______ City _____ CA _____ State CA

Clerk, Town of Los Gatos Town Hall 110 East Main Street Los Gatos, CA 95030

> Attn: Town Council members: Mayor Matthew Hudes Vice Mayor Rob Moore Mary Badame Rob Rennie Maria Ristow

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FY 2025-26 Proposed Budget

Town Council May 20, 2025 Item 17



Agenda and Recommendations

- Discuss the Five-Year Forecast and Results of Finance Commission and Staff Review – Approve Use of Measure G proceeds;
- Provide Direction on the Proposed Operating Budget and Accepting a Recommended Further Reduction of \$0.8 million in expenditures for 2025-26;
- Provide Direction on the Proposed Capital Budget to establish a Tiered CIP program, and accept Tier 1 projects for 2025-26;
- Approve 2025-26 List of Potential Donations Consistent with Town Donation Policy



Budget Process

- February 11, 2025 Strategic Priorities reframed and included prioritizing emergency preparedness, prudent financial management and preserving unique small-town charm.
 - Staff and Council discussed <u>projected financial conditions and challenges</u>
- April 21, 2025 Proposed Operating and Capital Budget Released
- April 22, 2025 Council Study Session with Direction to Finance Commission
 - Review Five-Year Projection
- April 28, May 5, and May 12, 2025 Finance Commission discussion and Recommendation to Council



Approach to 2025-26 Budget – Structural

- Expenditure and Deficit Reductions reducing the annual spend for the Town.
- Revenue Increases identifying and implementing measures increases available revenue to support Town activities.

- Gaining efficiencies optimizing or rethinking service delivery.
- Innovation and Economic Development looking to opportunities to enhance drivers of primary revenue or provision of services.



Balanced Approach to 2025-26

- Balancing Reserve Fund Use with Prioritizing Core Service and People
 - Leaning on reserves to avoid unnecessary reductions in order to continue financial assessment (Risk based and Service focused approach)
- Capital Improvement Planning
 - Tiered structure focuses on staff capacity and improving prioritization
- Additional Controls on Expenditures internal by management
 - **Position Control** Robust evaluation process balancing operations, financial condition, priorities, and service levels (April 2025)
 - Avoid hiring freeze, but requiring departments to provide written impact justifications
 - Expenditure Control Vehicle replacement, department budget control, etc. (2025-26)



Discussion of Five-Year Projections

- Government Finance Officers Association recommends conducing multi-year financial projections as part of long-term financial planning.
- Forecast should be integrated into the budget process
- Build transparent, assumption-driven model
- Link to Capital and Policy Planning
- Communicate and Mobilize based on results



Original Five-Year Financial Projection

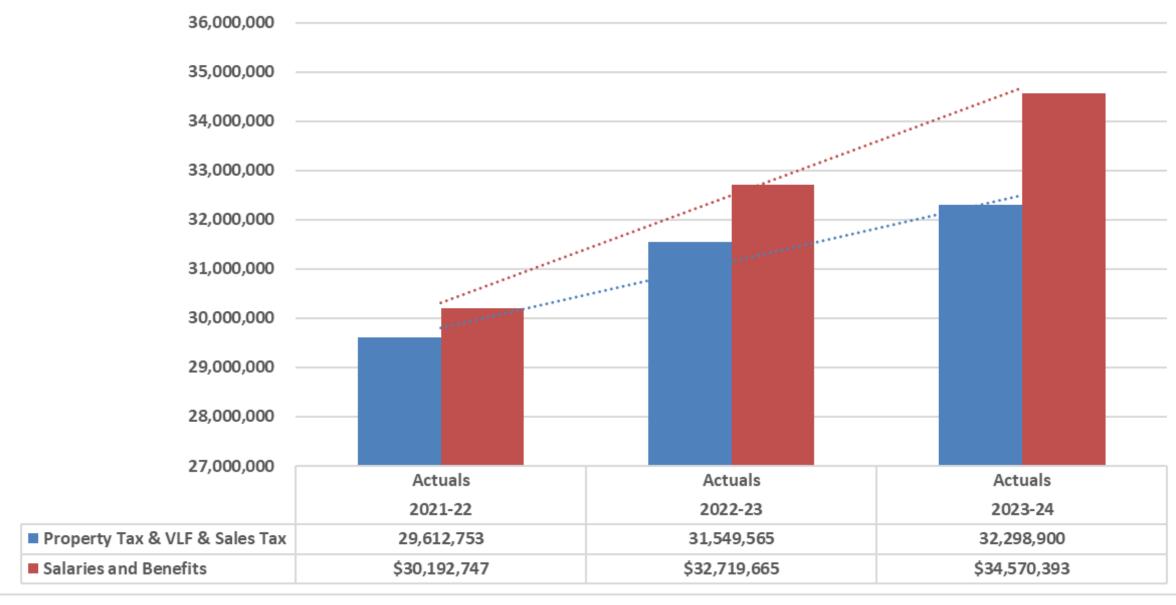
- Staff prepares Five-Year Projection (conservative)
- Forecast period: <u>FY 2025-26 through FY 2030-31</u>

• Projected structural deficit of \$3.7 million in FY 2025-26

- Revenue not keeping pace with rising expenditures
- Deficit driven by general cost escalation, including salaries, pension obligations, and cost of supplies

• Includes 4.6% Vacancy Savings Factor and Measure G Use

Combined Property Tax and Sales Tax Growth Compared to Salaries and Benefits



Original Five-Year Projection (April 22, 2025)

Revenue Category	2023-24 Actual	2024-25 Estimated	2025-26 Proposed	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast	2029-30 Forecast	2030-31 Forecast
Total Operating Revenue (OR) and Transfer In	\$58.5	\$58.3	\$58.1	\$58.8	\$60.4	\$62.0	\$62.4	\$64.5
OR with Transfers and use of reserves	\$61.9	\$60.8	\$58.1	\$58.8	\$60.4	\$62.0	\$62.4	\$64.5
Total Expenditures	\$53.6	\$57.4	\$61.4	\$63.4	\$65.7	\$68.1	\$68.3	\$69.7
Exp with Transfers and reserve allocations	\$57.7	\$60.8	\$61.8	\$63.8	\$66.1	\$68.5	\$68.7	\$70.1
Net Revenue	\$4.2	\$0.0	(\$3.7)	(\$5.0)	(\$5.7)	(\$6.5)	(\$6.3)	(\$5.6)



Closer Look at Five-Year Forecast

- April 22, 2025 Town Council Budget Study Session
 - Direction to review the Five-year forecast.

 The Finance Commission and Staff worked collaboratively to tighten assumptions and to integrate more up to date information which changed the financial projection.

 Note of Caution: projections are estimates. Budget conservatism is still necessary.

Changes Incorporated



Based on Finance Commission Recommendations

- Increased Property Tax revenue by \$200,000
- Increased Interest Income revenue by \$180,000
- Increased Planning Permit revenue by \$15,000
- Increased Business License revenue by \$50,000

 Reduced anticipated CalPERS benefits expenditures by \$255,000

Changes Incorporated Based on New Information Available for Staff



- Increased Licenses and Permit revenue by \$668,000 due to increases in encroachment fees assessed by the solid waste joint powers authority.
- Increased Sales Tax Revenue by \$163,000 based on updated sales tax estimates for the most recent quarter from the Town's Sales Tax consultant.
- Increased License and Permit revenue by \$360,000 based on the updated Town's Fee Schedule approved by Council on May 6, 2025.



Updated Five-Year Financial Projection

 Based on the Finance Commission Recommendation and the new information available for staff

• Projected deficit reduced to \$1.8 million in FY 2025-26

Updated Five-Year Projection (May 20, 2025)

Revenue Category	2023-24 Actual	2024-25 Estimated	2025-26 Proposed	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast	2029-30 Forecast	2030-31 Forecast
Total Operating Revenue (OR) and Transfer In	\$58.5	\$58.3	\$59.6	\$59.8	\$61.6	\$63.1	\$63.4	\$65.5
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Total Expenditures	\$53.6	\$57.4	\$61.0	\$63.2	\$65.5	\$67.9	\$68.1	\$69.5
Exp with Transfers and reserve allocations	\$57.7	\$60.8	\$61.4	\$63.6	\$65.9	\$68.3	\$68.5	\$69.9
Net Revenue	\$4.2	\$0.0	(\$1.8)	(\$3.8)	(\$4.3)	(\$5.2)	(\$5.1)	(\$4.4)

5/20/2025 Agenda - Attachment 2, Page 3 <u>or</u> pg. 580 of Agenda Package

Use and Impact of Deficit on General Fund Balance



- The General Fund balance is used to ensure liquidity, stability, and policy compliance. Two uses include:
- Maintain Liquidity & Smooth Cash Flow The unassigned (unrestricted) balance provides working capital to bridge timing gaps between irregular revenue receipts and steady operating outflows—avoiding short-term borrowing just to meet payroll or pay vendors.
- Mitigate Risks & Handle Emergencies Reserves protect against revenue shortfalls (economic downturns, state aid cuts) and unanticipated expenditures (natural disasters, infrastructure failures), so core services can continue uninterrupted.

General Fund

Estimated Fund Balance Activity FY 2025-26 (Updated 5/14/2025)

			Expenditures		
	Estimated	Revenues &	and	Fund Balance	Estimated
	July 1, 2025	Transfers In	Transfers	Sources	June 30, 2026
Use of / Addition to GF Reserves:	Balance		Out	(Uses)	Balance
Unreserved Fund Balances					
Undesignated Reserves					
Available to be Appropriated	\$ -	\$59,715,946	\$61,093,047	\$ 1,377,101	\$ -
Nonspe dable					
Rehab Loan (Non - Spendable)	159,000				159,000
Restricted Fund Balances					
Pension Trust	2,878,659	-	-	390,000	3,268,659
Committed to:					
Budget Stabilization Reserve	7,959,645	-	-	-	7,959,645
Catastrophic Reserves	7,959,645	-	-	-	7,959,645
Pension/OPEB Reserve	1,000,000	-	-	-	1,000,000
Assigned to:				-	
Open Space Reserve	410,000	-	-	-	410,000
Sustainability	140,553	-	-	-	140,553
Capital/Special Projects	1,328,437	-	-	-	1,328,437
Authorized Carryforwards	85,861	-	-	-	85,861
Compensated Absences*	1,555,478	-	-	-	1,555,478
Market Fluctuations	1,712,246	-	-	-	1,712,246
Unassigned Fund Balance	4,000,000	_		(1,767,101)	2,232,899
Total Use of and Addition To Rese	\$29,189,524	\$59,715,946	\$61,093,047	\$ -	\$ 27,812,423



Impact of
Changes in
Projected
Deficit on
General
Fund
Balances

Minus

\$ 15,919,290

\$ 11,893,133

The balances are estimates and will be finalized upon closing the FY 2024-25 and FY 2025-26.

Considering Budget Balancing Options to Reduce Operational Deficit



- Recommended Approach Balance use of reserves with deficit reduction options
 - Net reduction of deficit \$810,000
 - Use of reserves: \$1 million* (Staff report states \$700,000)

Rationale

- Avoid Over Cutting and protect core services and people
- Provide the opportunity to conduct an external Five-Year Forecast and Financial Condition analysis
- Provides opportunity to become more efficient and identify ways to improve financial condition while minimizing impact to core services

Expenditure Reduction Options – \$0.8 million Savings



- All Tier 1 Reductions \$295,000
- Some Tier 2 Reductions \$355,000
- Some Tier 3 Reductions \$160,000
- Total: **\$810,000**

• Staff reviewed the proposed reduction items to minimize core service impacts.



Tier 1 Reductions - \$295,000

In this tier, the team focused on efficiency and realigning resources with core service delivery.

Staff hours were intentionally preserved and only reduced where part-time positions were either unfilled or currently filled by retired annuitants providing extra help.

The reductions may mean that staff may not have funding available to address unusual or unexpected circumstances.

- Implement Efficiency and Realignment of Resources (approx. \$251,000)
- Reduce Unfilled Part-Time or Retired Annuitant Hours (approx. \$31,000)
- Remove Commission Budgets, reallocating \$5,000 to fund the bulk purchase of giveaway items (\$12,500)



Tier 2 Reductions - \$355,000

- Reduce Hotel Program funding to \$20,000 (approx. \$8,700)
- Reduce part-time emergency coordinator hours (approx. \$18,000)
- Reduce outside legal services (approx. \$110,000). May result in 2-4 week response delays.
- Remove decorative tree wrap lighting downtown (approx. \$68,000)
- Remove doggie bags in parks (approx. \$10,000)
- Reduce Library offerings including streaming media, e-resource databases and e-magazines. Due to the timing of contracts, these reductions have already been implemented (approx. \$50,000).
- Reduce Library printed quarterly programs/brochures and the number of media and book additions and replacements in the Library's collection (approx. \$34,000).
- Reduce memberships and other operational reductions (approx. \$56,000).



Tier 3 Reductions - \$160,000

- Reorganize the Community Police Complaints process (approx. \$60,000).
 - Management will be working with the Police Department and Town Attorney on defining a more efficient process that attains Councils policy goals.
- Reduce block pruning and tree management by 50% (approx. \$100,000).
 - Staff will evaluate alternate service delivery models and consider how an urban forest management plan can shore up this program.



Community Grant Program

- The proposed budget includes \$126,800, which increases sustaining and reduces one-time grants.
- Staff recommends defining an investment amount and allow Library staff to present a new grant program model in Aug 2025.
 What total funding amount is desired?

Fiscal Year	One-time competitive grants	Sustaining grants	Innovation grants* (program ended 2024)	Total
FY21-22	\$78,013	\$57,000	\$4,500	\$139,513
FY22-23	\$81,100	\$62,000	\$6,000	\$149,100
FY23-24	\$229,000	\$66,000	\$6,000	\$301,000
FY24-25	\$230,000	\$73,800	\$0	\$303,800
FY25-26 (proposed)	\$0	\$126,800	\$0	\$126,800

	Short-term	Medium-term	Grand Total ^[1]
Revenue Audit	\$ 150,000		\$ 150,000
Business License Compliance Audit	\$ 60,000		\$ 60,000
Business License Delinquency Services	\$ 50,000		\$ 50,000
Hotel Transient Occupancy Tax Audit	\$ 20,000		\$ 20,000
Property Tax Recovery Services	\$ 20,000		\$ 20,000
Reduce Subsidy	\$ 581,313	\$ 225,000	\$ 806,313
Adjusted Fee – Field Use Team 1	\$ 59,973		\$ 59,973
Adjusted Fee — Field Use Team 2	\$ 13,145		\$ 13,145
Adjusted Fee – Field Use Team 3	\$ 1,890		\$ 1,890
Application fee increase	\$ 50,000		\$ 50,000
Enhanced Cost Recovery for DUI & Special Enforcement Operations		\$ 75,000	\$ 75,000
Increase Fees for Services and Facility Rentals	\$ 100,000		\$ 100,000
Increased and Added Event Fees	\$ 4,500		\$ 4,500
New fee – Library meeting room rental	\$ 12,000		\$ 12,000
Residential Alarm Registration & False Alarm Fee Implementation		\$ 150,000	\$ 150,000
Subsidized rent for Vendor 1			
Subsidized rent for Vendor 2	\$ 50,000		\$ 50,000
Updated Law Enforcement Services Contract for Monte Sereno	\$ 289,805		\$ 289,805
New Revenue	\$ 859,000	\$ 3,084,874	\$ 3,943,874
Charge for License Agreements	\$ 5,000		\$ 5,000
Charge for Parklets		\$ 100,000	\$ 100,000
Contract Adjustment – Charging Stations Vendor 1	\$ 28,000		\$ 28,000
Contract Adjustment – Charging Stations Vendor 2	\$ 22,000		\$ 22,000
Contract HR Services for other entity	\$ 14,000		\$ 14,000
Encroachment Fee from Garbage Haulers	\$ 688,000		\$ 688,000
New Fee — Downtown Paid Parking (Option 3B)		\$ 1,984,874	\$ 1,984,874
New Fee – Oak Meadow Park Parking	\$ 90,000		\$ 90,000
Reduce Current Lessee Leased Premises and Rent to Another Entity	\$ 12,000		\$ 12,000
Sales Tax or Parcel Tax		\$ 1,000,000	\$ 1,000,000
Grand Total	\$ 1,590,313	\$ 3,309,874	\$ 4,900,187



Revenue Options

Revenue Audits

Reduce Subsidy

New Revenue



Reducing expenses and increasing revenues are not the only options necessary to address structural imbalances within the Town. The Town needs to look to gain efficiency, leverage technology, and invest in efforts that return more through economic development and innovation.

- Internal Service Fund Reduction
 - Right-Size Vehicle Fleet
 - General Liability and Workers' Compensation Programs
 Review to reduce cost and liability



Questions on Operating Budget



Capital Improvement Budget

Presented by Nicolle Burnham



FY 2025-26 CIP

- Capital budget switches to Tier system focused on staff capacity and appropriating only Tier 1 projects.
- Staff recommend that the Town Council affirm the Finance Commission's recommendation and direct the use of all Measure G proceeds for operational expenditures.
- Staff recommends that the Town Council approve the direction to establish a Tiered CIP program and to accept the Tier 1 projects in the 2025-26 Capital Improvement Program.



INTENT OF FY 2025/26 - 2029/30 CIP

- Support Core Goals of Good Governance and Fiscal Stability
- Take First Steps to Ensure Prudent Financial Management and Fully Funded Five-Year Capital Improvement Plan
- Build on Prior Work to Define Deferred Capital Improvement Programs for Town Facilities and Lifecycle Assets



TIER 1 / TIER 2 / TIER 3

- Projects in Past CIP's Tier 1 or Tier 2
- Other Known Needs Tier 3 (Reference Section of Proposed Budget Document)
- Tier 1 In Progress, Grant Funded, Substantial Progress Expected in FY 25-26
- Tier 2 All Remaining Projects in Prior CIP's
- Recognizes Staffing Levels are Limited and that Carryforward Funding has Been Excessive in Recent Years



TIER 1 PROJECTS - STREETS

- Street Repair & Resurfacing Annual
- Annual Street Restriping Annual
- Downtown Parking Lots Seal Coat & Restriping
- Unanticipated Repairs Annual
- Curb, Gutter & Sidewalk Maintenance -Annual
- Shannon Road Repair
- Roadside Fire Fuel Reduction Annual
- VMT Mitigation Program
- Measure B Education and Encouragement
- Shannon Road Ped & Bikeway Improvements
- Parking Program Implementation

- Highway 17 Bicycle & Pedestrian Bridge -Design
- Blossom Hill Rd Union to Camden Improvements
- Stormwater System Pollution Prevention Compliance
- Storm Drainage Mapping
- Annual Storm Drain Improvements
- Loma Street Drainage
- Storm Drainage System Mapping
- 709 University Avenue Drainage System Replacement
- Vasona Oaks Drainage Failure Repair



TIER 1 PROJECTS - PARKS

- Oak Meadow Bandstand Area Improvements
- Parks Playground Fibar
 Project Annual
- Vegetation Management -Town-wide - Annual
- Sport Court Resurfacing





TIER 1 PROJECTS — PUBLIC FACILITIES

- ADA Compliance Work Annual
- Public Art Gateway Project
- Emergency Preparedness
- Civic Center HR Offices
- Civic Center Plumbing and HVAC Repair
- POB Space Study
- Battery Power Supply Library
- Fleet Service Outdoor Work Area (Design Phase)

- Auto Gate Replacements at PPW and PD
- EV Chargers at 41 Miles Avenue
- IT Disaster Recovery Improvements
- Enterprise Resource Planning Upgrade
- EOC Communications Upgrade
- IT Disaster Resiliency Project



NEW TIER 2 PROJECTS

- Traffic / Travel Demand Model
- Parks and Trails Master Plan



Photo Credit: Penner / Los Gatan

- Condition Assessment of Civic Center
- Village Lane Trash Enclosure



Howes Playlot (Staff Photo)



FINANCE COMMISSION RECOMMENDATIONS

- 1. Develop Time Phased Capital Program
- 2. Connect Annual Paving to Target Pavement Condition Index
- 3. Stop Work on Highway 17 Overcrossing Project





FISCAL IMPLICATIONS OF PCI

- Optimal Pavement Condition Index (PCI) Target 84¹
- Current Town PCI Level 82 ("Good")
- Current \$3.7M Annual Funding Will Reduce PCI to 80 by 2029;
 Deferred Maintenance Would Increase from \$13.4M to \$17.4M
- Maintaining Current PCI at 82 Requires Annual Paving Budget of \$5.2M
- Cuts to Paving Budget May Impact Annual Funds Received from SB1

Staff recommends holding a study session on pavement management in the coming months

1. Metropolitan Transportation Commission (MTC) Pavement Management Plan recommends prioritizes improving the overall condition of the network to low and mid 80's and then sustain it at that level.



Highway 17 Overcrossing

- Design is Fully Funded
- 65% Design to be Complete June 2025; Construction Documents Complete January 2026
- Approximately \$1.4M Measure B Reimbursement Received Must be Refunded to VTA if Project is Cancelled
- Remaining Construction Match Projected at \$1,342,120 for \$29M
 Total Cost (2024 Dollars)
- Project has Excess Budget of \$601,745 to Apply to Match or Refund
 VTA
- Staff Recommends Submitting Application for Federal SS4A Grant in June Using \$42,805 of Excess Budget for Consultant Fees to Prepare the Application



QUESTIONS



Actions Requested

- Approve use of 2025-26 Measure G sales tax for operations
- Provide direction on Proposed Operating Budget
 - Accept list of \$810,000 Proposed Reductions
 - Determine total funding amount for Community Grants
 - Propose any other changes
 - Utilize unassigned fund balance to close the gap
- Provide direction on the Capital Improvement Budget
 - Affirm Tiered CIP program
 - Accept Tier 1 projects recommend for 2025-26
 - Propose any changes
- Approve the 2025-26 List of Potential Donations <u>Attachment 6</u>
 <u>Donations List</u>