## Table of Contents

| Table of Contents                              | 1  |
|--|----|
| Introduction                                   | 7  |
| City Organizational Chart                      | 8  |
| Directory of City Officials                    | 10 |
| Commissions and Committees                     | 11 |
| GFOA Distinguished Budget Presentation Award   | 12 |
| CSMFO Operating Budget Excellence Award        | 14 |
| Budget Message                                 | 15 |
| Budget Message                                 | 17 |
| Strategic Goals                                | 19 |
| Notable Accomplishments                        | 22 |
| New Initiatives                                | 31 |
| Budget Overview                                | 35 |
| Budget Guide                                   | 51 |
| Our Mission                                    | 53 |
| Elements of the Budget Document                | 54 |
| Glossary of Budget Terminology                 | 55 |
| Commonly Used Acronyms                         | 58 |
| Revenues, Expenditures, and Fund Balance Table | 60 |
| Community Profile                              | 63 |
| History  | 65 |
| Community Economic Profile                     | 67 |
| City Profile                                   | 70 |
| Education                                      | 73 |
| Programs and Applications                      | 75 |
| Community Statistics                           | 77 |
| Community and Recreation Services              | 79 |
| Things To Do and See                           | 80 |
| Financial Policies                             | 83 |
| Annual Budget Process                          | 85 |
| Structure of City Finances                     | 89 |
| Fund Structure                                 | 92 |
| Department/Fund Relationship                   | 96 |

| Balanced Budget Policy   | 98  |
|--|-----|
| Revenue Policies   | 100 |
| Expenditure Policies   | 101 |
| Capital Improvement Programs Policy                                  | 102 |
| Information Technology Replacement and Capitalization Policy         | 103 |
| Pension and Retirement Funding Policy                                | 105 |
| Committed, Unassigned Fund Balance, and Use of One Time Funds Policy | 106 |
| Long Term Financial Stability Policies                               | 110 |
| Community Funding Policy   | 111 |
| Investment Policy  | 114 |
| Appropriations and Legal Debt Limit Margin                           | 115 |
| All Funds Financial Schedules  | 119 |
| Financial Overview by Fund   | 120 |
| Flow of Funds Chart (Sankey)   | 121 |
| All Funds Summary  | 123 |
| All Funds Revenues   | 129 |
| All Funds Expenditures   | 130 |
| All Funds Expenditures by Department                                 | 131 |
| All Funds Fund Balance   | 132 |
| General Fund Financial Schedules                                     | 133 |
| General Fund Contribution Schedule                                   | 135 |
| General Fund Summary   | 139 |
| General Fund Revenues  | 140 |
| General Fund Expenditures  | 155 |
| General Fund Transfers   | 158 |
| General Fund Fund Balance  | 159 |
| General Fund Forecast  | 161 |
| Council and Commissions  | 189 |
| Department Overview  | 191 |
| City Council   | 198 |
| Community Funding  | 200 |
| Historical Society   | 202 |
| Sister Cities  | 204 |
| Technology, Information & Communications Commission                  | 206 |
| Library Commission   | 208 |
| Arts and Culture Commission  | 211 |

| Public Safety Commission                  | 213 |
|---|-----|
| Bicycle and Pedestrian Commission         | 215 |
| Parks and Recreation Commission           | 217 |
| Teen Commission                           | 219 |
| Planning Commission                       | 221 |
| Housing Commission                        | 223 |
| Sustainability Commission                 | 225 |
| Audit Committee                           | 227 |
| Administration                            | 229 |
| Department Overview                       | 231 |
| City Manager                              | 243 |
| Sustainability                            | 247 |
| Office of Communications                  | 249 |
| Multimedia                                | 252 |
| Public Access Support                     | 254 |
| Community Outreach and Neighborhood Watch | 256 |
| Office of Emergency Management            | 259 |
| Economic Development                      | 261 |
| City Clerk                                | 264 |
| Duplicating and Mail Services             | 266 |
| Elections                                 | 268 |
| City Manager Contingency                  | 270 |
| City Attorney                             | 272 |
| Law Enforcement                           | 275 |
| Department Overview                       | 277 |
| Law Enforcement                           | 283 |
| Interoperability Project                  | 285 |
| Innovation and Technology                 | 287 |
| Department Overview                       | 289 |
| Innovation & Technology Administration    | 301 |
| Video                                     | 304 |
| Applications                              | 307 |
| Infrastructure                            | 310 |
| GIS                                       | 313 |
| Administrative Services                   | 317 |
| Department Overview                       | 319 |

| Administrative Services Administration | 328 |
|--|-----|
| Accounting                             | 330 |
| Business Licenses                      | 333 |
| Purchasing                             | 336 |
| Budget                                 | 339 |
| Human Resources                        | 341 |
| Retiree Benefits                       | 344 |
| Insurance Administration               | 346 |
| Workers Compensation Insurance         | 348 |
| Long Term Disability                   | 350 |
| Compensated Absences                   | 352 |
| Parks and Recreation                   | 355 |
| Department Overview                    | 357 |
| Recreation Administration              | 365 |
| Library Services                       | 368 |
| Administration                         | 370 |
| Cultural Events                        | 372 |
| Facilities                             | 374 |
| Administration                         | 377 |
| Youth Teen Recreation                  | 380 |
| Senior Center                          | 383 |
| Teen Programs                          | 386 |
| Neighborhood Events                    | 389 |
| Park Facilities                        | 391 |
| Administration                         | 394 |
| Blackberry Farm Golf Course            | 396 |
| Outdoor Recreation                     | 398 |
| Sports Center Operations               | 401 |
| Community Development                  | 405 |
| Department Overview                    | 407 |
| Community Development Administration   | 416 |
| Current Planning                       | 419 |
| Mid and Long Term Planning             | 422 |
| CDBG General Admin                     | 425 |
| CDBG Capital/Housing Projects          | 427 |
| CDBG Public Service Grants             | 429 |

| 431 |
|-----|
| 433 |
| 435 |
| 438 |
| 441 |
| 444 |
| 446 |
| 449 |
| 451 |
| 476 |
| 479 |
| 482 |
| 486 |
| 490 |
| 492 |
| 494 |
| 497 |
| 500 |
| 503 |
| 506 |
| 508 |
| 511 |
| 514 |
| 517 |
| 520 |
| 523 |
| 526 |
| 528 |
| 531 |
| 534 |
| 536 |
| 539 |
| 542 |
| 544 |
| 546 |
| 549 |
|     |

| Sheriff Work Program                     | 552 |
|--|-----|
| BBF Golf Maintenance                     | 554 |
| City Hall Maintenance                    | 556 |
| Library Maintenance                      | 559 |
| Service Center Maintenance               | 561 |
| Quinlan Community Center Maintenance     | 563 |
| Senior Center Maintenance                | 565 |
| McClellan Ranch Maintenance              | 568 |
| Monta Vista Community Center Maintenance | 571 |
| Wilson Park Maintenance                  | 573 |
| Portal Park Maintenance                  | 575 |
| Sports Center Maintenance                | 577 |
| Creekside Park Maintenance               | 580 |
| Community Hall Maintenance               | 582 |
| Teen Center Maintenance                  | 585 |
| Park Bathrooms Maintenance               | 587 |
| Blackberry Farm Maintenance              | 589 |
| Franco Traffic Operations Center         | 591 |
| City Hall Annex                          | 593 |
| Community Shuttle                        | 595 |
| Traffic Engineering                      | 597 |
| Traffic Signal Maintenance               | 600 |
| Safe Routes 2 School                     | 603 |
| Fixed Assets Acquisition                 | 606 |
| Non-Departmental                         | 609 |
| Department Overview                      | 611 |
| General Fund Non-Departmental            | 615 |
| Tree Fund Non-Departmental               | 618 |
| Debt Service Non-Departmental            | 620 |
| Capital Reserve Non-Departmental         | 621 |
| Facility Lease Debt Service              | 623 |
| Appendix                                 | 625 |
| Unfunded Needs                           | 627 |
| CIP Schedule                             | 628 |
| All Funds Forecast Schedule              | 629 |
| Personnel Schedule                       | 639 |