

# CITY OF EAST PALO ALTO



# **CITY OF EAST PALO ALTO**

## **ADOPTED PROGRAM BUDGET 1985-86**

### **CITY COUNCIL**

<b>BARBARA MOUTON</b>	<b>Mayor</b>
<b>JAMES E. BLAKEY Jr.</b>	<b>Vice-Mayor</b>
<b>RUBIN ABRICA</b>	<b>Member</b>
<b>OMOWALE SATTERWHITE</b>	<b>Member</b>
<b>GERTRUDE WILKS</b>	<b>Member</b>

**Submitted By**  
**FREDERIC A. HOWELL**  
**City Manager**

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# **CITY GOAL STATEMENT**

**TO THE EXTENT OF OUR FINANCIAL RESOURCES,  
PROVIDE A FULL RANGE OF GOVERNMENTAL SERVICES  
THAT ARE ACCOUNTABLE, UNDERSTANDABLE,  
CONSISTENT, DEPENDABLE, AND RESPONSIVE--  
PRIMARILY TO THE NEEDS OF RESIDENTS  
AND BUSINESSES, AND ALSO TO VISITORS.**

**ENSURE THAT PUBLIC AGENCIES  
EQUITABLY PROVIDE SERVICES TO EAST PALO ALTO.  
ALSO, TO SEEK FUNDS FROM GRANTS  
PROVIDED THEY ARE COST EFFECTIVE,  
DO NOT REQUIRE THE ADOPTION OF  
UNACCEPTABLE POLICIES, AND  
WILL BE BENEFICIAL TO THE COMMUNITY**



## CITY OF EAST PALO ALTO

MUNICIPAL SERVICES BUILDING  
2415 UNIVERSITY AVENUE  
2ND FLOOR — COUNCIL OFFICES  
EAST PALO ALTO, CA 94303  
(415) 853-3100

### MEMBERS OF THE COUNCIL

BARBARA A. MOUTON  
Mayor  
JAMES E. BLAKEY, JR.  
Vice-Mayor  
RUBEN ABRICA  
OMOWALE SATTERWHITE  
GERTRUDE WILKS

FREDERIC A. HOWELL, CITY MANAGER

December 21, 1985

**The Honorable Mayor and Councilmembers  
East Palo Alto, California**

Dear Mayor and Councilmembers,

Transmitted herewith is the City of East Palo Alto Adopted Program Budget for the fiscal year beginning July 1, 1985 and ending June 30, 1986.

This is only the second that we have had the opportunity of submitting; yet, in many ways it represents the first. Participation by Department Heads who had not been hired when the original budget was prepared added a significant dimension to the current proposal. The previous year's operating experience provided invaluable insights and discoveries. It is testimony to the Council's foresight that so few structural changes have been made in this financial and management plan for the future.

The operating budget for 1985-86 totals **\$4,563,751**, representing an increase of 43.2 percent over the 1984-85 operating expenditures. The first year (1985-1986) of our Five-Year Capital Improvements Program totals \$1,185,804, a 21 percent increase over the amount we budgeted for capital improvements in the previous year. In total, the City budget is **\$5,824,555**, an increase of 68.6 percent over the previous year's total expenditures. Included in the total is a Redevelopment Agency budget of \$50,000 for 1985-86.

### Financial Policies

The financial policies for 1985-86 underscore several important features of the budget plan and represent only two significant changes from the previous year in which the financial policies were implicit rather than explicit. The financial policies are as follows:

- Maintain an unallocated year-end fund balance equal to approximately 15 percent of the total budget, at least one-half of which should be General Fund monies and the remainder in Designated Fund monies.
- Ensure that employee compensation is competitive with the area market for comparable positions.

- Provide a contingency and legal reserve totalling approximately \$75,000 to \$100,000, based upon anticipated litigation.
- Attempt to operate programs, as closely as possible, on a self-sustaining basis.
- Maximize the use of grant funds, but include these in the budget as revenue sources only when there is a prior or reasonably high assurance level of approval and they are applied primarily to capital improvements rather than operations.
- Maintain a service fee schedule that is reasonable, consistent with State Law, and that covers the cost of provided services while taking into account the general economic level of local residents.
- Allow adequate operating funds for ongoing rather than deferred maintenance and Capital Improvements Program funding to meet infrastructure upgrading needs of the community.
- To the maximum extent practicable, conduct program operations with City personnel and utilize contract services primarily in those areas where time constraints, technical capabilities, and long-term financial benefits to the City dictate otherwise.

The most significant appropriation changes are based upon the City personnel and contract services policy: appropriations for personnel are increased in 1985-86 by nearly \$2,000,000 or approximately 255 percent and operating expenditure appropriations are reduced by \$569,573 or 24.7 percent. This represents the termination of police services by the San Mateo County Sheriff and assumption of responsibility for this service on July 1, 1985 by the City of East Palo Alto Police Department. Additionally, it reflects a City staffed Public Works Department and gradually terminating contract services by the San Mateo County Public Works Department in 1985-86.

A significant and noteworthy change is that the projected year-end fund balance is 20 percent of the total budget. We believe that this conservative handling of the fund balance is warranted in light of actions by the federal administration and the distribution of these funds in relation to the above policies. While the split between general and designated funds is not exactly even, the total amount exceeds the 15 percent policy guideline. More important, this requires the budgeted use of only \$612,761 from the fund balance, a reduction of 7.6 percent from the amount budgeted in FY 1984-85 and 28.3 percent below that projected in this fiscal year's preliminary budget.

## Capital Improvements Program

The Capital Improvements Program is submitted in accordance with provisions of the Budget Ordinance and it reflects some of both contemplated and needed improvements for the next five years. Under normal circumstances, however, the City Council only adopts the first year of the Five-Year Program. The budget for the first year (1985-86) totals \$1,185,804.

A greatly expanded effort will be involved in the preparation of the Capital Improvements Program for the next five years to better assure that the document truly reflects the community's capital needs and illustrates our relative financial ability to meet those needs. This will be made possible through the planned staffing additions in the Public Works Department and the recently announced Urban Development Action Grant designation received by the City.

It is clear that the immense costs associated with completing the City's storm drain system, replacing much of our aging street system, and other important capital improvement projects, clearly exceed our existing revenue sources. As a fledgling new city, we have not yet begun deferring capital improvement projects. Yet, it is a practice that will be difficult to avoid if all of proposed cuts by the current federal administration are implemented. Even were we to economize to the point of sacrificing essential services, funds would be insufficient to carry out all of our needed capital improvement projects. We have no immediate solution to this major concern, but one will eventually have to be found by the community. The process leading to such a solution will begin in 1985-86.

## Revenues

Included among the revenue changes are the garbage collection fees, inadvertently omitted from the previous budget document, and the adopted Business License Tax. The former change has no practical effect because it represents fees collected and then paid to the service contractor; the latter change reflects an estimate of prorated fees for 1985 and full fees for 1986.

The retail sales taxes projected for 1985-86 represent an increase of nearly 30 percent over the past year. This is an important indicator of the substantial potential for capturing the leakage of disposable income from this community with an effective economic development program and, therefore, should be closely monitored in the future.

General taxes are expected to increase by \$177,470 or nearly 9 percent over those received last fiscal year while designated funds will go up by \$288,739 or nearly 34 percent. Fees will generate \$138,707 more than received last year for an increase of 90 percent and include such new fees as those for engineering services.

A substantial decrease in Revenue Sharing, \$38,432 or 33 percent, is included in the grants category which will have an overall increase of \$1,020,945 or 60.8 percent above the amount received during the previous fiscal year. Most of this increase represents carryover funds earmarked for acquisition of Ravenswood High School Site.

Overall, however, the total revenues for 1985-86 are estimated to exceed the actual 1984-85 revenues by \$1,689,530, an increase of 48 percent. This estimate is predicated upon our experience gained in direct collections and new sources of funding. It should be pointed out that "soft" monies are not shown in this budget to the extent that they were previously and where shown, they apply principally to the Capital Improvements Program rather than the operating budget.

Further details concerning the revenue part of the budget are provided in the following exhibit entitled REVENUE AND EXPENDITURE SUMMARY BY FUND.

### Expenditures

The following exhibits entitled BUDGET HIGHLIGHTS and REVENUE AND EXPENDITURE SUMMARY BY FUND contain information on what the expenditure portions of the budget include. In summary, total expenditures will increase by 68.6 percent over the 1984-85 level. A dramatic increase of over 200 percent in personnel costs with a corresponding 25 percent decrease in operating costs reflects the fundamental change from contract services to those provided by City personnel. Along with this staffing increase, the acquisition of real property and various capital equipment items will combine to increase the City's liability insurance premiums by nearly 400 percent.

### Conclusion

The City is in relatively good financial condition at this time and the budget for 1985-86 reflects an aggressive resource allocation plan to address the community's priorities as framed by Council policies. A fully-operational, City-controlled Police Department on July 1, 1985 has been accomplished and will easily handle the City's crime for less than one-half of the operating budget. Staffing, equipment, and facilities will be available to serve community residents of all ages in a broad range of programs and activities. Major resources will be required and directed to the start-up operations of the Public Works Department. Fulltime professional staff will be added to the Community Development Department to ensure effective implementation of comprehensive planning, inspections, code enforcement, and coordinated economic and physical development of the City. Additional staff will be hired in strategic areas and the City's computerized management information, land use, and financial systems will become operational.

The previous fiscal year was one of transition, discovery, and development. It was characterized by enormous effort on the part of City staff under conditions of some organizational uncertainty and high expectations. We believe that 1985-86 will be a year of refinement and expansion. The budget allows for greater community responsiveness through our improved operations and more services through broadened capabilities. All of this can be accomplished in an orderly and systematic fashion while carefully managing our limited but growing resource base. Major community objectives can be achieved and physical enhancement of the City and its infrastructure will begin to be accomplished in conjunction with maintaining fiscal solvency.

An important change from the preliminary budget is the reduced amount of projected use of the year-end fund balance. Based upon our actual expenditure levels since June and the accompanying savings as well as adjustments made possible through the audit, we were able to provide adjusted budget amounts for departmental operations that meet program objectives of the Council while allowing for an increased end of fiscal year fund balance.

It is important and necessary to note here that the City has exceeded the 1982 projections of Angus McDonald and Associates for East Palo Alto in all financial categories for 1984-85 and we are projecting similar outpacing for 1985-86 in all financial categories, including end-of-year fund balance! Although the staffing projections by McDonald for 1984-85 were not met, the 1985-86 projections will be exceeded.

With respect to City staff, my thanks go to the new managers who so capably responded to the demands imposed by the budget process and schedule. Their understanding, patience, and valuable counsel in preparing this document is further evidence of their commitment to an ambitious work program for the coming year. Jim White, Russell Averhart, and Jiranee Kovattana continue to earn my special gratitude. With the current Management Team, I can confidently say the City of East Palo Alto is alive and well, and that all of us look forward to the task of strengthening it further.

Respectfully submitted,

  
Frederic A. Howell  
City Manager

## BUDGET HIGHLIGHTS

### City Council

The City Council budget includes the annual workshop for board and commission members and the City's membership in a broad range of organizations and fees for agency services such as the League of California Cities, Association of Bay Area Governments, Criminal Justice Council, and Animal Control Services.

The most significant change in the Council's budget includes transfer of the Community Relations Program from the Management Services Department. The Community Relations Officer is a Council-appointed position; thus, it is appropriate for this program to be transferred. Production of the City Newsletter and coordination of community forums and Council outreach as well as special events come under the direction of this program. Additionally, the City Council appropriated funds for the public relations function, shown in the new program by that name. These account for the 403.2 percent increase in the FY 85-86 Council budget over the FY 84-85 actual expenditures.

### Contingency Reserve

The budget includes a reserve of \$75,000 - \$25,000 for legal contingencies and \$50,000 for general contingencies. This total is 1.6 percent of the City's operating budget and a 53 percent reduction from the reserves expended in 1984-85. This reduction is based upon the expectation that major litigation costs previously faced by the City will be reduced through both final judgements and out-of-court settlements.

### Management Services

Principal changes in this department's budget result from the transfer out of the Community Relations Program and staff, and the addition of an Accountant and Account Clerk to complete the Finance Division staffing. The subprogram for printing was also removed and shifted to the Clerical Support Program. Full-scale operation of the City's Management Information System in the new fiscal year is expected to greatly enhance operations and provide accurate and timely information to the Council and management personnel.

### Clerical Support

Most of the capital equipment items for this department were purchased or scheduled for purchase during the previous fiscal year, leaving staffing as the only major change in this department. All authorized positions were not filled during FY 84-85. However, an Administrative Secretary and Clerk were added. As noted above, the Subprogram for printing has been properly shifted to this department.

## Legal Services

No substantive changes have been made in the budget for this department although the quantity of litigation is projected to be reduced from the previous appropriation level. Accelerated work on the Municipal Code is planned for FY 85-86.

## Community Development

### **Planning**

The addition of a full-time Senior Planner to this department accounts for part of the budgeted increase and will ensure that major performance measurements related to application processing, code enforcement, and General Plan revisions will be completed in a timely and professional manner. It will also support the projected increase in planning fee revenues.

### **Building Inspection**

Similar to the Planning Division, a full-time Building Inspector is included in the departmental budget. The combined services of these two professionals will produce a substantial increase in available staff for land use regulation and physical development of the community. Projected Building Permit fees are also based upon this new in-house capability.

### **Administration**

Housing and economic development activities will be coordinated under this new Division. All grant applications will be handled here as well as administration of the City's Affordable Housing Fund.

The overall staffing for this department is based upon a close examination of the current and projected work demand as well as the overall capabilities of staff in other City departments that will support community development activities and the use of consultants as needed for specialized tasks. For example, it is expected that the City's public services counter for one-stop permit processing, required by law, will be staffed alternately by the Senior Planner, Building Inspector, and a Public Works Department representative. This will require close coordination and some cross training. However, this is both reasonable and natural because all three functional areas are involved in the processing of development applications. More important, it provides some measure of all-day service at the counter rather than part-day service.

Included in this department's budget is an additional allocation to ensure the continuation of economic development activities and provide for needed inspection support.

## Public Works

The increases reflected in this department's budget indicate a shifting of priority following establishment of the Police Department and the proper inclusion of garbage collection fees. The startup and full staffing of this department will accommodate 14 personnel as shown in the Public Works Transition Plan, acquisition of small capital equipment items necessary to the department, and lease of major capital equipment. As noted above, some of the services to the one-stop permit counter will be provided by staff from this department and the department was fully operational during the first quarter of the fiscal year. Thus, contract services by the San Mateo County Public Works Department were discontinued after September 30, 1985 except for special projects such as Transit Street Repair and the Bay Road/Newbridge corridor. Special attention during the year will be focused upon the separate storm drainage and lighting districts with the ultimate aim of City management.

The Landscape Resources program has been transferred from the Community Services Department to Public Works, now centralizing maintenance, repair, and contracting services for all public facilities and right-of-way.

This department will now receive the financial resources and staff support necessary for a major and critical start-up operation, similar to that of the Police Department during the preceding fiscal year.

## Police

As directed by the Council, this department became fully operational at the beginning of the fiscal year and has been appropriated 49 percent of the City's total operating budget, including the supplemental appropriation in September.

## Community Services

The increase in this department's budget over the 1984-85 expenditure, nearly 31 percent, reflects a staffing configuration and funding level to provide a broad range of services at various facilities throughout the community, now made possible through successful implementation of two major Capital Improvement Program projects during the last fiscal year, approval by the City and Ravenswood City School District of a Joint Powers Agreement, and anticipated access to the Ravenswood High School site. Additionally, three commissions are served by this department through which a high level of citizen input is provided to ensure relevant programming for maximum consumer participation.

The Landscape Resources Program has been removed from this department, thereby enabling a more directed focus on programs and services for citizens of all ages. Staffing additions are proposed to ensure proper coordination and scheduling of facilities and equipment. However, maximum use of parttime personnel and volunteers is also planned.

The City's General Revenue Sharing funds are allocated to this department in accordance with the Council's directive and the replacement of monies allocated to the Community Resources Center are replaced from the General Fund.

### Rent Stabilization

Revenues for this program reflect a decrease of 14 percent, down \$15,735 from the actual FY 84-85 level. However, this program also projects a carryover fund balance from the previous year. General refinement of operations and procedures is projected for the current year with no major changes in program thrust, but possible ordinance revisions because of its impending expiration.

### Redevelopment

This new program activity (and agency) reflects a conservative budget of \$50,000 and a focus on the acquisition and development of Cooley Landing for FY 85-86.

### All Departments

Overhead costs including space rental, telephone, and insurance were all charged to the Management Services Department during the previous fiscal year. These costs as well as photocopying and postage have been allocated to the various departments on the basis of actual usage in 1984-85 and a proportion of total budget/number of employees formula. Additionally, the projected personnel costs accommodate general cost-of-living and normal merit increases that will be awarded during the year, consistent with the adopted salary schedule.

\*\*\*\*\*

# CITIZENS OF EAST PALO ALTO

## CITY COUNCIL REDEVELOPMENT AGENCY

COMMUNITY  
RELATIONS  
OFFICER

CITY MANAGER

CITY ATTORNEY

RENT  
STABILIZATION  
BOARD

PLANNING  
COMMISSION

PUBLIC SAFETY  
COMMISSION

PERSONNEL  
COMMISSION

PUBLIC WORKS  
COMMISSION

PARKS &  
RECREATION  
COMMISSION

ARTS & CULTURE  
COMMISSION

HUMAN SERVICES  
COMMISSION

RENT  
STABILIZATION

COMMUNITY  
DEVELOPMENT

POLICE

MANAGEMENT  
SERVICES

PUBLIC  
WORKS

COMMUNITY  
SERVICES

CLERICAL  
SUPPORT

PLANNING

BUILDING  
INSPECTION

ADMINISTRATION

PATROL

INVESTIGATIONS

ADMINISTRATION

FINANCE

PERSONNEL

ENGINEERING

MAINTENANCE

HUMAN  
SERVICES

RECREATION

ADMINISTRATION

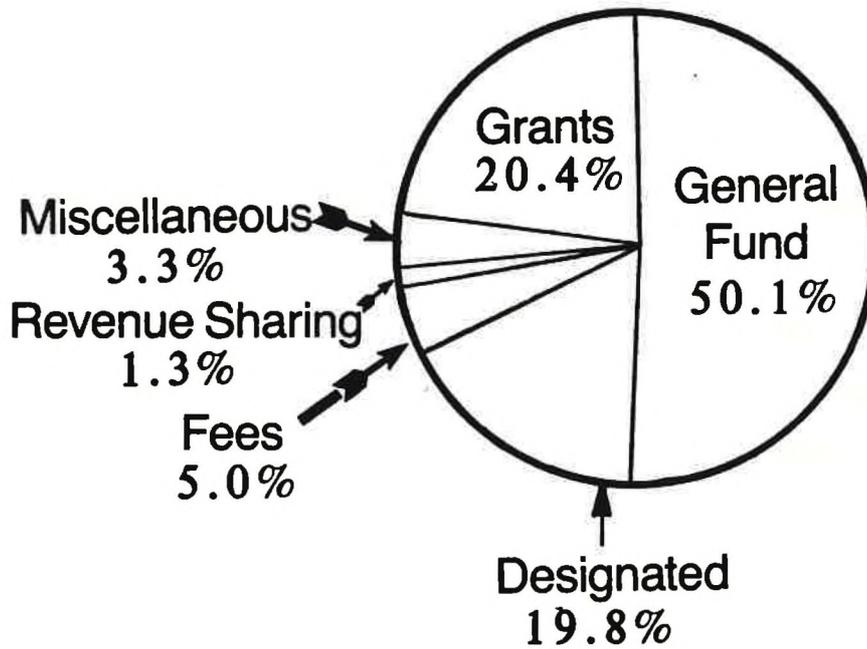
IX

**NUMBER OF MERIT SYSTEM EMPLOYEES BY DEPARTMENT**  
**(FULL-TIME EQUIVALENT)**

<u>Department</u>	<u>1984-85</u>	<u>1985-86</u>
CITY COUNCIL	0	1.5
MANAGEMENT SERVICES	3.83	5.0
CLERICAL SUPPORT	5.01	7.0
COMMUNITY DEVELOPMENT	1.92	5.0
PUBLIC WORKS	0.5	14.0
POLICE	10.91	43.0
COMMUNITY SERVICES	<u>5.585</u>	<u>14.0</u>
	<u>27.755</u>	<u>89.5</u>

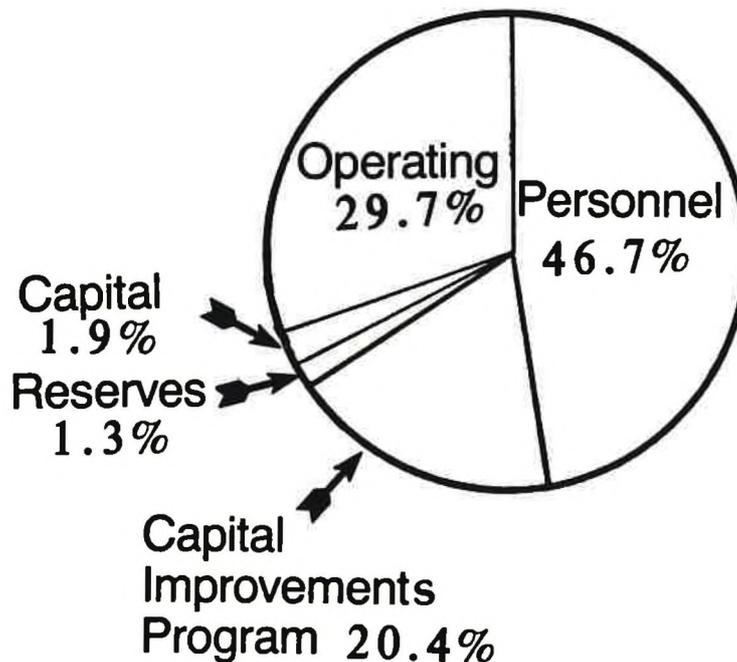
# Revenue Sources

(Where the money comes from)



# Expenditure Categories

(Where the money goes)



**REVENUES AND EXPENDITURES SUMMARY BY FUND**

Fund	Description	FY 84-85 Revenues		FY 84-85 Expend.	FY 84-85	FY 1985-86		
		Approved	E-O-Y Actual	E-O-Y Actual	Actual Fund Bal.	Est. Revenue	Proposed Expend.	Est. Fund Bal.
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
<b>Beginning of Year</b>					\$1,710,637			\$1,778,862
<b>General</b>								
100	<b>General - Taxes</b>	1,924,409	2,077,530	2,045,543	31,987	2,305,000	2,774,399	(469,399)
101	Property Transfer	5,400	16,851	16,851	-0-	30,000		
102	Cigarette	42,000	47,453	47,453	-0-	40,000		
103	Vehicle	625,987	581,657	581,657	-0-	660,000		
104	Property	1,171,022	1,219,503	1,187,516	31,987	1,250,000		
105	Sales	80,000	212,066	212,066	-0-	275,000		
106	Business License	-0-	0	none	-0-	50,000		
<b>Designated</b>								
110	<b>Special Funds</b>	362,575	752,026	734,198	17,828	1,056,500	1,192,646	(136,146)
111	Off-Highway	300	493	-0-		500		
112	Gas	358,775	409,863	409,863		365,000		
113	Transportation	3,500	17,355	-0-		55,000		
114	Federal Aid Urban	-0-	-0-	-0-		100,000		
115	SB-325	-0-	-0-	-0-		100,000		
116	Garbage Collection	-0-	324,335	324,335		325,000		
117	Affordable Housing	-0-	-0-	-0-		111,000		
127	Rent Stabilization	119,220	112,019	43,609	68,410	96,284	103,500	(7,216)

ix

Fund	Description	FY 1984-85 Revenues		FY 84-85 Expend.	FY 84-85	FY 85-86		
		Approved	E-O-Y Actual	E-O-Y Actual	Actual Fund Bal.	Estimated Revenue	Proposed Expend.	Estimated Fund Bal.
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
<b>General</b>								
120	<b>Fees</b>	140,500	153,563	153,563	-0-	292,270	292,270	-0-
121	PG&E Franchise	55,000	59,926			55,000		
122	Garbage Franchise	12,000	14,647			15,000		
123	Garbage Adm.	10,000	10,283			-0-		
124	Building Permits	41,000	17,969			70,000		
125	Planning Application	8,500	43,946			36,800		
126	Parks & Recreation	5,000	6,792			50,470		
128	Environmental Dcmts	9,000	-0-			15,000		
129	Engineering Fees	-0-	-0-			50,000		
<b>Grants</b>								
130	<b>Grants</b>	1,172,313	167,795	167,795	-0-	1,188,740	1,188,740	-0-
131	CDBG Carryover	730,643	-0-	-0-		721,740		
132	CDBG-84-85	400,000	-0-	-0-		350,000		
133	AB-90	41,670	37,164	37,164		42,000		
134	City Manager Grant	-0-	10,000	10,000		-0-		
135	EDA	-0-	-0-	-0-		25,000		
136	Redevelopment	-0-	-0-	-0-		50,000		
139	Other	-0-	120,631	120,631		-0-		
140	<b>Revenue Sharing</b>	115,500	116,432	116,432	-0-	78,000	78,000	-0-
141	15EP	78,000	97,549			-0-		
142	15EP	37,500	18,883			78,000		

AX

Fund Description		FY 1984-85 Revenues		FY 84-85 Expend.	FY 84-85	FY 85-86		
		Approved	E-O-Y Actual	E-O-Y Actual	Actual Fund Bal.	Estimated Revenue	Proposed Expend.	Estimated Fund Bal.
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
<b>General</b>								
190	Miscellaneous	475,000	142,899	142,899	-0-	195,000	195,000	-0-
191	Investments	75,000	142,899	-0-		50,000		
192	Rebates	-0-	-0-			10,000		
193	Publications-Sales	-0-	-0-			5,000		
194	Photocopies - Sales	-0-	-0-			5,000		
195	Fines & Penalties		-0-			55,000		
196	Reimbursements					70,000		
199	Other (S.M. County)	400,000						
	<b>TOTALS</b>	<b>4,309,517</b>	<b>3,522,264</b>	<b>3,404,039</b>	<b>118,225</b>	<b>5,211,794</b>	<b>5,824,555</b>	<b>(612,761)</b>
Budgeted Use of Fund Bal.		633,379	-0-	50,000	(50,000)	612,761	-0-	
<b>Grand Total</b>		<b>4,972,896</b>	<b>3,522,264</b>	<b>3,454,039</b>	<b>68,225</b>	<b>5,824,555</b>	<b>5,824,555</b>	<b>-0-</b>
<b>End of Year Fund Bal.</b>		<b>982,617</b>		<b>-0-</b>	<b>68,225</b> <b>1,778,862</b>			<b>1,166,101</b>
<b>Total Fund Balance</b>								
General Fund					764,921			373,522
Designated Fund					1,013,941			792,579
					<u>1,778,862</u>			<u>1,166,101</u>

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**SUMMARY OF GENERAL AND DESIGNATED  
MUNICIPAL REVENUES AND EXPENDITURES BY MAJOR CATEGORY  
AND ESTIMATED END OF FISCAL YEAR FUND BALANCE**

	<b>Actual FY 83-84</b>	<b>Actual FY 84-85</b>	<b>Approved 85-86</b>
<b>Beginning of Year Fund Balance</b>	\$ -0-	\$1,710,637	\$1,778,862
<b>OPERATING BUDGET</b>			
<b>REVENUE</b>			
General Fund	1,069,552	2,077,530	2,305,000
Designated	986,192	752,026	1,152,784
Fees	45,518	265,582	292,270
Grants	-0-	167,795	1,188,740
County	477,000	-0-	-0-
Revenue Sharing	-0-	116,432	78,000
Miscellaneous	9,183	142,899	195,000
Sub Total	2,587,445	3,522,264	5,211,794
Budgeted Use of Fund Balance	-0-	-0-	612,761
Total Revenue	2,587,445	3,522,264	5,824,555
<b>EXPENDITURE</b>			
Personnel	170,191	766,701	2,718,246
Operating	706,617	2,302,356	1,732,783
Capital	-0-	117,821	112,722
Total	\$876,808	\$3,186,878	\$4,563,751
Capital Improvement Program	-0-	176,327	1,185,804
Reserves:			
Legal	-0-	23,334	25,000
Contingency	-0-	67,500	50,000
Total Reserves	\$ -0-	\$ 90,834	\$ 75,000
Total Expenditures	\$ 876,808	\$3,454,039	\$5,824,555
General Fund			373,522
Designated Fund			792,579
<b>End of Year Fund Balance</b>	<b>\$1,710,637</b>	<b>\$1,778,862</b>	<b>\$ 1,166,101</b>

**DISTRIBUTION OF REVENUES - FY 85-86**

<b>Revenue Source</b>	<b>Actual FY 84-85</b>	<b>Approved FY 85-86</b>
<b>General Fund</b>		
Property Transfer Tax	\$ 16,851	\$ 30,000
Cigarette Tax	47,453	40,000
Vehicle In-Lieu Tax	581,657	660,000
Property Tax	1,219,503	1,250,000
Sales Tax	212,066	275,000
Business License	-0-	50,000
Sub Total	\$2,077,530	\$2,305,000
<b>Designated</b>		
Off-Highway	\$ 493	\$ 500
Gas Tax	409,863	365,000
Transportation Safety	17,335	55,000
Federal Aid Urban	-0-	100,000
SB-325	-0-	100,000
Garbage Collection	324,335	325,000
Affordable Housing	-0-	111,000
Rent Stabilization	112,019	96,284
Sub Total	\$ 864,045	\$1,152,784
<b>Fees</b>		
PG&E Franchise	\$ 59,926	\$ 55,000
Garbage Franchise	14,647	15,000
Garbage Administration	10,283	-0-
Building Permits	17,969	70,000
Planning Applications	43,946	36,800
Parks & Recreation	6,792	50,470
Environmental Documents	-0-	15,000
Engineering Fees	-0-	50,000
Misc. Fees (Pub. Works)	-0-	-0-
Sub Total	\$ 153,563	\$ 292,270
<b>Grants</b>		
CDBG Carryover	\$ -0-	\$ 721,740
CDBG 1984-85	-0-	350,000
AB-90	37,164	42,000
City Mgr. Grant	10,000	-0-
EDA	-0-	25,000
Redevelopment	-0-	50,000
State Dept. of Parks & Recreation	119,231	-0-
Miscellaneous Grants	1,400	-0-
Sub Total	\$ 167,795	\$1,188,740

<b>Revenue Source</b>	<b>Actual FY 84-85</b>	<b>Approved FY 85-86</b>
<b>Revenue Sharing</b>		
15th Entitlement Per.	\$ 97,549	\$ -0-
16th Entitlement Per.	18,883	78,000
Sub Total	\$ 116,432	\$ 78,000
<b>Miscellaneous</b>		
Investment	\$ 142,899	\$ 50,000
Fiduciary Fund	-0-	10,000
Publications-Sales	-0-	5,000
Photocopies-Sales	-0-	5,000
Fines & Penalties	-0-	55,000
Reimbursements	-0-	70,000
Other (Police Fund)	-0-	-0-
San Mateo County	-0-	-0-
Sub Total	\$ 142,899	\$ 195,000
TOTAL	\$3,522,264	\$5,211,794
<b>Budgeted Use of Fund Balance</b>	-0-	612,761
Total	-0-	\$ 612,761
GRAND TOTAL	\$3,522,264	\$5,824,555

**EXPENDITURES BY CATEGORY**

	<b>Actual FY 84-85</b>	<b>Approved FY 85-86</b>
<b>City Council</b>		
Personnel	11,064	51,292
Operating	15,731	78,537
Capital	-0-	5,000
Total	\$ 26,795	\$ 134,829
<b>Management Services</b>		
Personnel	142,758	\$ 181,910
Operating	263,369	100,863
Capital	14,275	5,000
Total	\$ 420,402	\$ 287,773
<b>Clerical Support</b>		
Personnel	81,811	125,360
Operating	46,234	57,600
Capital	20,948	10,000
Total	\$ 148,993	\$ 192,960
<b>Legal Service</b>		
Personnel	-0-	-0-
Operating	71,747	93,056
Capital	-0-	-0-
Total	\$ 71,747	\$ 93,056
<b>Community Development</b>		
Personnel	68,802	118,289
Operating	76,979	67,823
Capital	-0-	-0-
Total	\$ 145,781	\$ 186,112
<b>Public Works</b>		
Personnel	30,094	388,607
Operating	471,125	554,625
Capital	-0-	28,000
Total	\$ 501,219	\$ 971,232

	Actual FY 84-85	Approved FY 85-86
<b>Police</b>		
Personnel	266,330	1,593,358
Operating	1,245,939	584,817
Capital	81,248	58,222
Total	\$1,593,517	\$2,236,397
<b>Community Services</b>		
Personnel	150,969	200,758
Operating	82,496	102,134
Capital	1,350	5,000
Total	\$ 234,815	\$ 307,892
<b>Rent Stabilization</b>		
Personnel	14,873	48,672
Operating	28,736	53,328
Capital	-0-	1,500
Total	\$ 43,609	\$ 103,500
<b>Redevelopment Agency</b>		
Personnel	-0-	10,000
Operating	-0-	40,000
Capital	-0-	-0-
Total	-0-	50,000
<b>Total Department</b>		
Personnel	766,701	2,718,246
Operating	2,302,356	1,732,783
Capital	117,821	112,722
Total	\$3,186,878	\$4,563,751
<b>Capital Improvement Program</b>	\$ 176,327	\$1,185,804
<b>RESERVES</b>		
Legal	23,334	25,000
Contingency	67,500	50,000
Total	\$ 90,834	\$ 75,000
<b>GRAND TOTAL</b>	<b>\$3,454,039</b>	<b>\$5,824,555</b>

**BUDGET EXPENDITURE BY PROGRAM**

<b>Department &amp; Program</b>	<b>Actual FY 84-85</b>	<b>Approved FY 85-86</b>
<b>City Council</b>		
Public Relations	-0-	32,719
Legislative Operation	2,340	24,133
Community Promotion	11,985	18,200
Intergovernmental Relations	12,470	14,109
Community Relations	-0-	45,668
<b>Total</b>	<b>\$ 26,795</b>	<b>\$ 134,829</b>
<b>Management Services</b>		
City Administration	131,619	54,441
Community Relations	35,074	-0-
Elections	26,472	38,915
Treasury	17,699	60,760
Central Services	73,894	41,207
Fiscal Control	45,083	59,720
Personnel Selection	5,320	17,105
Employee Services	85,241	15,625
<b>Total</b>	<b>\$ 420,402</b>	<b>\$ 287,773</b>
<b>Clerical Support</b>		
General Support	122,460	156,132
Record Management	26,533	36,828
<b>Total</b>	<b>\$ 148,993</b>	<b>\$ 192,960</b>
<b>Legal Services</b>		
Legal Counsel	71,747	93,056
Litigation	-0-	-0-
<b>Total</b>	<b>\$ 71,747</b>	<b>\$ 93,056</b>
<b>Community Development</b>		
Current Planning	50,473	51,702
Future Planning	20,816	20,500
Environmental Protection	4,985	18,134
Building Safety	36,169	35,874
Housing	10,427	13,590
Economic Development	22,911	46,312
<b>Total</b>	<b>\$ 145,781</b>	<b>\$ 186,112</b>

<b>Department &amp; Program</b>	<b>Actual FY 84-85</b>	<b>Approved FY 85-86</b>
<b>Public Works</b>		
Administration & Eng.	5,049	72,930
Streets & Drains	116,184	140,937
Street Cleaning	23,622	152,261
Waste Disposal	313,026	362,395
Building Maintenance	36,138	30,252
Traffic	7,200	104,467
Landscape Resources	-0-	107,990
Total	\$ 501,219	\$ 971,232
<b>Police</b>		
Patrol	1,385,287	1,265,950
Traffic Control	-0-	-0-
Investigation	34,926	198,296
Support Services	173,304	360,690
Administrative Services	-0-	368,815
Crime Prevention	-0-	42,646
Total	\$1,593,517	\$2,236,397
<b>Community Services</b>		
Technical & Administrative Services	50,534	75,646
Cultural Arts	53,180	81,143
Recreation & Youth Outreach	107,207	151,103
Landscape Resources	23,894	-0-
Total	\$ 234,815	\$ 307,892
<b>Rent Stabilization Program</b>		
Registration	4,830	27,486
Counseling & Public Information	35,201	41,163
Hearing	3,578	34,851
Total	\$ 43,609	\$ 103,500
Redevelopment Agency	-0-	50,000
Total Departments	\$3,186,878	\$4,563,751
<b>Capital Improvement Program</b>	\$ 176,327	\$1,185,804
<b>Reserves</b>		
Legal Services	\$ 23,334	\$ 25,000
Contingency	67,500	50,000
Total	\$ 90,834	\$ 75,000
<b>GRAND TOTAL</b>	<b>\$3,454,039</b>	<b>\$5,824,555</b>