

# CITY OF EAST PALO ALTO

East Palo Alto, California



**PROPOSED PROGRAM BUDGET  
FISCAL YEAR 1991-1992**

**CITY OF EAST PALO ALTO**

**Proposed Program Budget  
Fiscal Year 1990 - 1991**

**CITY COUNCIL**

**Warnell Coats, Mayor  
Pat Johnson, Vice-Mayor  
William Vines, Member  
Sharifa Wilson, Member  
Nevida Butler, Member**

Submitted by:  
Robert F. Beyer  
Interim City Manager



# Proposed Program Budget Fiscal Year 1991 - 1992

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# City of East Palo Alto

## MEMORANDUM

DATE: June 4, 1991  
TO: Honorable Mayor and Councilmembers  
FROM: Robert F. Beyer, Acting City Manager  
SUBJECT: Proposed 1991-92 Fiscal Year Operating Budget

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Submitted herewith is the Proposed 1991-92 Fiscal Year Operating Budget for the City of East Palo Alto. This document provides a comprehensive financial plan for the City's programs and services for the 1991-92 year and serves as a financial policy for the City. This financial plan reflects reduced levels of service due to a predicted shortfall in revenues over expenditures which are projected. Council is in a position to make a mid-year adjustment if the revenue reports indicate the necessity. In the preparation of this proposed budget, it became apparent that due to the projected revenue/expenditure shortfall, it was necessary to review this situation with the Council prior to the preparation of the Proposed Operating Budget.

The Council met at two budget study sessions in May to discuss the City's projected \$1.3 million revenue/expenditure shortfall in the General Fund. As a result of the discussion of options available to the City Council the enclosed budget is balanced, representing a combination of recommended new revenues along with program reductions. There are other choices available to the Council other than those reflected here. However, I have presented a budget which represents my interpretation of the Council discussions during those two meetings. There was not a clear direction given except to present a balanced budget, recognizing the Council might want to make certain adjustments in the revenue and reduction recommendations.

This budget reflects the tight financial constraints facing California Cities this year as State government goes through its worst fiscal crises ever. The resolution of service delivery by which level of government, ie. State or County will have an impact on the City of East Palo Alto's budget. Based on present proposals by the Governor and/or Legislative Conference Committee, the City's

Motor Vehicle in Lieu (MVL) funds and fines and forfeitures will be impacted by approximately \$112,000 in lost revenue. In addition the issue to County booking fees and property tax administration fees, imposed last year will remain in 1991-92 based on the present situation in Sacramento. This amount totals another \$185,000. This proposed budget takes the \$297,500 in additional costs and lost revenue into consideration.

There is an additional \$330,938 of commitments for 1990-91 made by the Council after the 1990-91 fiscal year budget was adopted, but were not funded. Those unfunded commitments consist of:

1). Sheriff's Contract for Police Service (Through June 30, 1991)	\$238,618
2). Booking Fees (Through June 30, 1991)	59,320
3). Property Tax Administration	<u>33,000</u>
Total	\$330,938

There is a provision in the contract with the County, under certain circumstances, the payment for Sheriff's services could be delayed. The Council has asked me to discuss this possibility with the County Executive.

### REVENUES

The proposed budget reflects total funds available of \$6,051,808 an increase of \$43,607 or .72% from the \$6,008,200 budgeted funds for the present fiscal year. Estimated actual revenues are down \$60,515 or 1.0%.

#### General Fund Revenues

The City's unrestricted or General Fund revenues are estimated at \$4,186,148 an increase of \$508,406 or 13.8% over budgeted revenues this fiscal year. The primary sources of increase are: Utility Users Tax (300,000), Fees and Charges (\$10,000) and facility user payment for utilities (\$21,180). Reductions are shown in Motor Vehicle in Lieu (\$69,000) and fines and forfeitures (\$43,500). These sources fund the bulk of the City's operating departments.

The Council is urged to consider the issue of revenue enhancements for which I stressed the need at the Council budget study sessions. The principal source of new revenue is the Utility Users Tax. As discussed, this source of revenue could bring in an additional \$400,000 on an annual basis. The first year it is estimated to return \$300,000 to the City. The City Council has already adopted



the ordinance to enable collection of these fees. The ordinance provides for the tax on telephone, gas, and electricity. It is recommended further that if Council proceeds with the Utility Users Tax, that the City Attorney's office be directed to proceed with a validation action in Superior Court as soon as possible. Recently, in the case of the City of Woodlake vs. the County Auditor, the Appellate Court found Proposition 62 to be unconstitutional. Therefore, it is timely for Council action on this revenue source.

Additionally, adjustments in certain fees and charges should be made to bring them in line with the cost of the City providing planning, building inspection, and public works services. It is estimated that this will bring in \$10,000 additional revenue. Additional revenue in the amount of \$21,180 is shown from use of facilities to pay for utilities, although there would be an offsetting charge to the user group.

Special Revenue

The restricted funds or Special Revenue is down to \$1,787,250 from \$2,109,494, a decrease of \$322,244 or 15.3% from that budgeted in 1990-91. This is due, in part, to reductions in ongoing grants and completion of projects which were grant funded. Included are new revenues of \$318,675 for the following programs:

* Police Officer from Guggenheim Foundation	\$ 93,675
* Code Enforcement Grant/County of San Mateo	75,000
* Three CDBG Capital Projects	<u>150,000</u>
Total	\$318,675

An amount of \$529,720 has been reduced due to completion of projects and a reduction in rent control fees:

* Two Park and Recreation Grants	\$270,720
* Sam Trans Grant	200,000
* T.D.A. Grant	25,000
* Rent Stabilization Fee Reduction	<u>34,000</u>
Total	\$529,720

As the Council considers the revenue picture for 1991-92 Fiscal Year, it is imperative to remember that commencing in the 1992-93

Fiscal Year the City will experience a revenue loss of \$300,000, from the County of San Mateo's two year grant of \$250,000/year and \$50,000 from DeMonet Industries. These funds are presently used to fund police services.

EXPENDITURES

The total proposed expenditure program for the 1991-92 Fiscal Year is \$5,675,008. This is a decrease of \$126,930 over that budgeted a year ago, but an increase of \$326,129 over the estimated actual amount to be spent in 1990-91. This budget is balanced based on two assumptions:

- 1). The Council implements the Utility Users Tax.
- 2). That \$92,478 will be taken from the \$400,000 Excise Tax leaving \$307,522 to be paid toward the unfunded liability.

The General Fund Operating Budget projects expenditures of \$4,186,148 or \$96,453 greater than budgeted in 1990-91. However, it is \$514,626 more than the estimated actual expenses for this fiscal year.

GENERAL FUND

	<u>Budgeted 90-91</u>	<u>Est. Actual 90-91</u>	<u>Proposed 91-92</u>
Revenues	\$ 3,677,742	\$ 3,853,333	\$ 4,186,148
Expenditures	<u>3,671,523</u>	<u>4,089,695</u>	<u>4,186,148</u>
Variance	\$ 6,220	<\$ 236,372>	-0-

It is important to note that General Fund estimated actual revenues for 1990-91 are \$175,581 greater than estimated at the time the budget was compiled. Couple this with estimated actual expenditures of \$4,089,695 or \$418,173 more than budgeted, the net short fall being \$236,372 in 1990-91. The proposed budget does not resolve that problem. This unfunded amount has been treated as an unfunded liability and added to the outstanding liabilities discussed previously with the City Council.

This expenditure program has been fashioned around the limited revenue resources available and within the context discussed with



the City Council. It meets the City's minimal obligations. It is "bare bones" and stops short of recommending the reduction of any functional departments. The budget reflects existing City Council policy by allocating a portion of the Excise Tax revenues funding a reduction of the unfunded liability for the third year. It is contrary to past practice where \$400,000 has been allocated by recommending \$307,522 be used for that purpose with the remaining \$92,478 being used to bring the revenue/expenditure program into balance.

### Personnel

This budget reflects the addition of two new positions funded by grant funds. A police officer position funded by the Guggenheim Foundation for a community policing program and a code enforcement officer, funded by the County of San Mateo. Those two positions with benefits account for the largest portion of the increased costs in this category (\$168,675).

There are no employee salary increases included in this expenditure program. The impact of this is a salary freeze on present employee salaries. At the same time no positions are proposed to be eliminated.

### Operating

The operating portion of the budget has increased \$426,964 over the approved 1990-91 budget, but is less than the estimated actual expenditures for the same period by \$99,636. Increased expenditures are as follows:

* Sheriff's contract for services through October	\$ 102,000
* Booking Fees	152,000.
* Property Tax Administration	33,000
* Utility Cost at Ravenswood Pool	15,000
* Increased Utility Cost at Ravenswood & Bell Recreation Facilities	45,716
* Increased Cost for Liability Insurance	37,268
* C/CAG Congestion Management Program	<u>26,460</u>
Total	\$ 411,444

There are several program reductions which have not been included in the proposed budget due to the revenue constraints.

* Continuation of Sheriff's contract beyond October	\$ 343,470
* Senior Citizen Program Funding	50,000
* Travel and Meetings	<u>11,125</u>
Total	\$ 404,595

There have been two requests from Community groups for funding next year. East Palo Alto Senior Center, Inc. has requested \$150,000 and La Raga Centro Legal, Inc. \$5,000. Funds have not been included for these programs.

#### Capital Outlay

The Capital Outlay items are budgeted at \$1,380 more than this past year with all but \$3,780 of the \$99,380 budgeted for equipment replacement or addition into the police department.

#### Capital Improvement Program

The 1991-92 Capital Improvement Program has been substantially reduced from 1990-91. The \$184,900 program is made up of four projects totaling \$150,000 funded for CDBG funds. The remainder are funded from Gas tax funds with the exception of \$4,200 from the general fund to match a park and recreation grant.

#### CONCLUSION

The City Council has some difficult decisions to make in order to adopt a balanced operating budget for the 1991-92 Fiscal Year. I know it is extremely frustrating when there aren't enough funds to provide minimal levels of service to the City's residents. It is important that the City Council continue with its plan to pay the unfunded liabilities, and at the same time keep the level of service at a minimum level which can be afforded as it is today. There is hope on the horizon. Within the next two years, the first redevelopment project, University Circle should get off the ground. This will generate additional one-time revenues in addition to the tax increment generated from the project. It is important that City policy remain consistent with a proposed developer, once a project is committed. This will enable the project(s) to be




completed within a reasonable schedule. Revenues from University Circle and later the 101/Gateway project will generate badly needed revenues which will enable the City to enhance its service delivery capabilities in future years. This year, we must again "bite the bullet" and make decisions which will adopt an operating budget providing limited services, essentially, the same as last year.

This proposed budget provides a plan for meeting the City's revenue/expenditure gap. This proposed financial program will meet most of the City's operating objectives in 1991-92. This is only the beginning. The next two to three years will be crucial for the City in providing a stepping stone to reach a stable fiscal position.

I appreciate the efforts on the part of the Department Heads and the staff in putting this budget together. I particularly want acknowledge Mosi Mays and Russell Bouligny for their expertise and abilities in assisting and compiling this document.

Respectfully submitted.



Robert F. Beyer  
Interim City Manager

RFB/sw  
OPERATIN. BGT

## NUMBER OF POSITIONS BY DEPARTMENT

### (FULL-TIME EQUIVALENT)

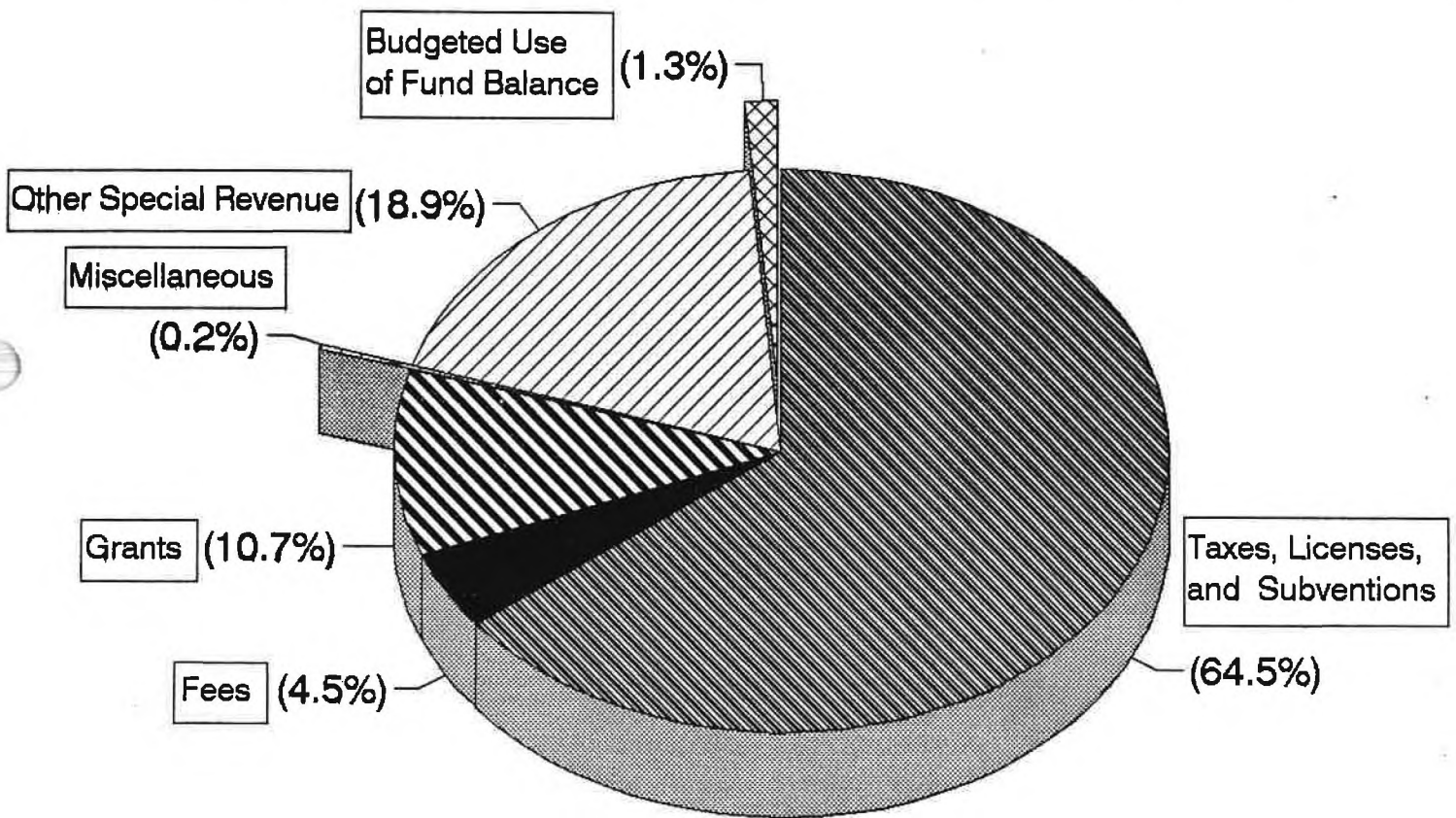
DEPARTMENT	APPROVED FY 1990 - 91	APPROVED FY 1991 - 92
City Council	0	0
City Administration	13.0	12.0
Legal Services *	0	0
Community Development	3.0	4.0
Police	40.0	41.0
Public Works	8.0	8.0
Community Services	2.0	2.0
Rent Stabilization	<u>3.0</u>	<u>3.0</u>
Total:	69.0	70.0

\* Contract Position

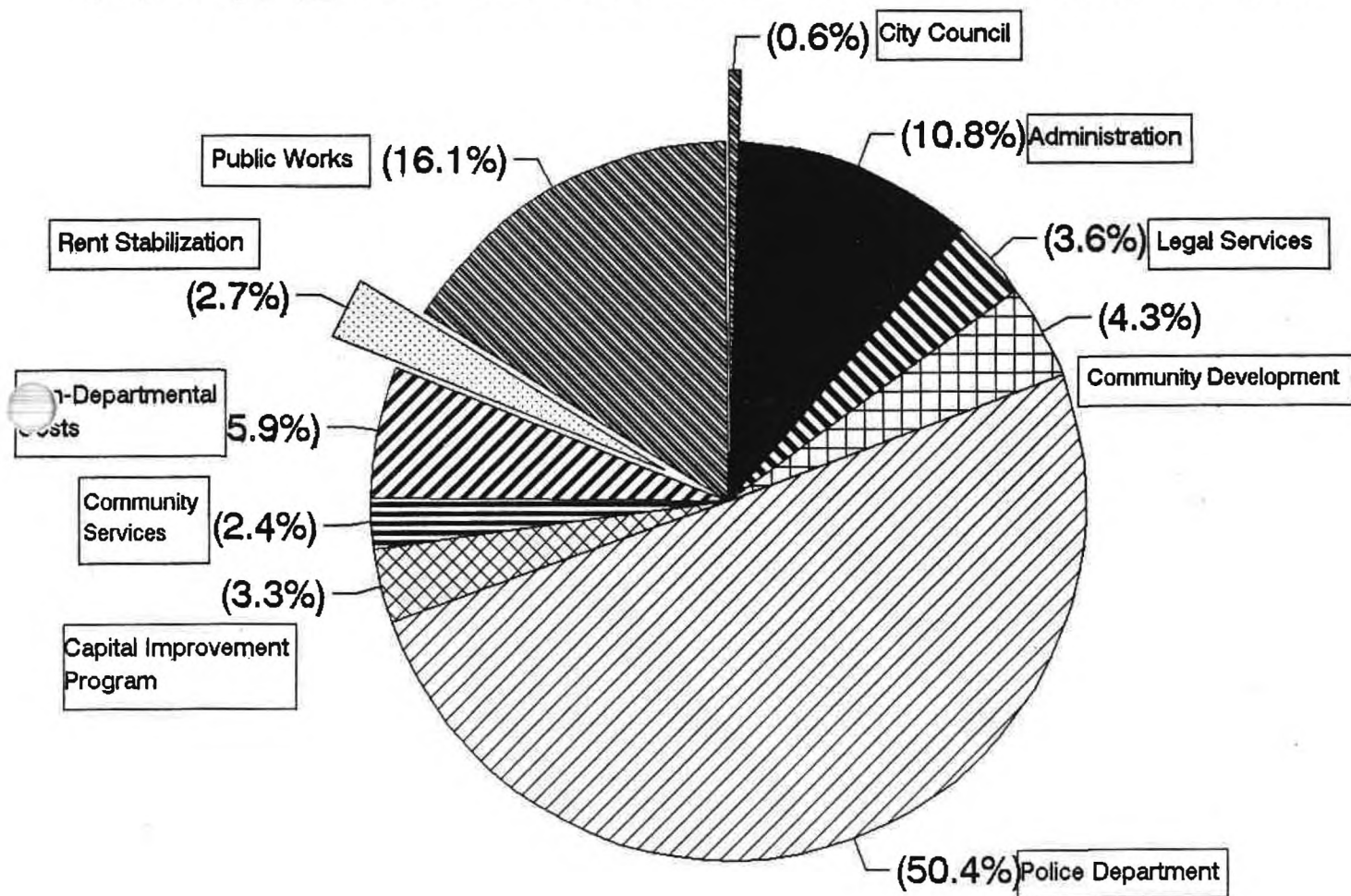


# CITY OF EAST PALO ALTO

## 1991-92 BUDGET - TOTAL FUNDS AVAILABLE



# CITY OF EAST PALO ALTO PROGRAM BUDGET EXPENDITURES BY CATEGORY



# **FINANCIAL SUMMARIES**



CITY OF EAST PALO ALTO  
PROGRAM BUDGET SUMMARY OF GENERAL & DESIGNATED MUNICIPAL REVENUES  
AND EXPENDITURES BY MAJOR CATEGORY  
FISCAL YEAR 1991 - 1992

	ACTUAL 1990-91	APPROVED BUDGET 1990-91	PROPOSED BUDGET 1991-92
BEGINNING OF YEAR-FUND BALANCE(DEFICIT)	\$951,930	\$347,271	\$1,319,877
<b>OPERATING BUDGET:</b>			
<b>REVENUE</b>			
<b>GENERAL FUND</b>			
Taxes, Licenses & Subventions	\$3,571,749	\$3,398,992	\$3,892,640
Fees	253,602	244,000	269,780
Miscellaneous	27,972	34,750	15,100
<b>TOTAL GENERAL FUND</b>	<b>\$3,853,323</b>	<b>\$3,677,742</b>	<b>\$4,177,520</b>
<b>SPECIAL REVENUE</b>			
Grants	\$763,175	\$894,929	\$644,766
Other Special Revenue	1,215,758	1,214,565	1,142,484
<b>TOTAL SPECIAL REVENUE</b>	<b>\$1,978,933</b>	<b>\$2,109,494</b>	<b>\$1,787,250</b>
<b>TOTAL REVENUE</b>	<b>\$5,832,256</b>	<b>\$5,787,236</b>	<b>\$5,964,770</b>
Budgeted Use of Fund Balance	115,430	220,965	78,410
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$5,947,686</b>	<b>\$6,008,201</b>	<b>\$6,043,180</b>
<b>EXPENDITURE</b>			
Personnel	\$2,803,812	\$2,980,027	\$3,147,354
Operating	2,343,010	1,816,410	2,234,746
Capital	70,392	98,000	99,380
<b>TOTAL</b>	<b>\$5,217,214</b>	<b>\$4,894,437</b>	<b>\$5,481,480</b>
<b>CAPITAL IMPROVEMENTS PROGRAM</b>	<b>\$54,083</b>	<b>\$857,544</b>	<b>\$184,900</b>
<b>CONTINGENT ACCOUNT</b>	<b>\$77,582</b>	<b>\$50,000</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES AND RESERVES</b>	<b>\$5,348,879</b>	<b>\$5,801,981</b>	<b>\$5,666,380</b>
<b>END OF YEAR FUND BALANCE (Deficit)</b>	<b>\$1,319,877</b>	<b>\$111,561</b>	<b>\$1,539,857</b>

CITY OF EAST PALO ALTO  
PROGRAM BUDGET DISTRIBUTION OF REVENUE  
FISCAL YEAR 1991- 1992

REVENUE SOURCE	ACTUAL 1990-91	APPROVED BUDGET 1990-91	PROPOSED BUDGET 1991-92
<b>GENERAL FUND</b>			
<b>TAXES, LICENSES &amp; SUBVENTIONS</b>			
Utility User's Tax	\$0	\$0	\$300,000
Property Transfer Tax	24,222	22,000	23,500
Cigarette Tax	25,163	33,821	26,000
Vehicle In-Lieu-Tax	939,483	997,550	924,358
Property Tax & Gen. Excise Tax	2,190,946	2,015,463	2,267,882
Sales Tax	272,390	217,458	250,000
Business License	54,734	50,000	35,000
Misc. Taxes & Subventions	64,811	62,700	65,900
TOTAL	<b>\$3,571,749</b>	<b>\$3,398,992</b>	<b>\$3,892,640</b>
<b>FEES</b>			
PG&E Franchise	\$81,655	\$75,000	\$80,000
Garbage Franchise	19,953	19,000	19,400
Building Permits	83,191	87,000	80,000
Planning Applications	38,243	30,000	40,000
Parks & Recreation	3,655	12,000	24,380
Police Fees & Post	26,905	21,000	26,000
TOTAL	<b>\$253,602</b>	<b>\$244,000</b>	<b>\$269,780</b>
<b>MISCELLANEOUS</b>			
Interest Earned	\$21,171	\$25,000	\$12,000
Other	6,801	9,750	3,100
TOTAL	<b>\$27,972</b>	<b>\$34,750</b>	<b>\$15,100</b>
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$3,853,323</b>	<b>\$3,677,742</b>	<b>\$4,177,520</b>

(1) Includes \$583,850 of the \$900,000 General Excise Taxes. The balance of \$316,150 will be applied to unfunded liabilities.

PROGRAM BUDGET DISTRIBUTION OF REVENUE- FY 91-92 (CONT'D)

REVENUE SOURCE	ACTUAL 1990-91	APPROVED BUDGET 1990-91	PROPOSED BUDGET 1991-92
<b>SPECIAL REVENUE</b>			
<b>GRANTS</b>			
Guggenheim Foundation	\$0	\$0	\$93,625
C-CAP	69,134	75,000	36,857
Coastal Conservancy-Carry over	15,837	--	--
Special Police Grant-Demonet-Carryover	--	50,000	50,000
Special Police Grant- S.M.C-Carryover	242,704	250,000	200,097
CDBG -Public Works	--	--	150,000
San Mateo County-Code Enforcement	--	--	75,000
State Park & Rec.Grant Carryover	79,454	213,729	--
State Park & Rec.Grant-New	--	57,000	--
Resource Development Prog-Packard	10,000	--	--
TDA Grant	25,200	--	--
Summer Youth Theatre Proj	11,165	8,800	8,866
Youth Tennis Foundation	10,203	8,000	9,680
Dept of Transportation (FETSIM)	354	--	--
Sam Trans - Carryover	245,000	200,000	--
Robert Z. Berg Harris Prog	--	13,400	--
Miscel Donations/Grants-(C/S)	54,124	19,000	20,641
<b>TOTAL GRANTS</b>	<b>\$763,175</b>	<b>\$894,929</b>	<b>\$644,766</b>
<b>OTHER SPECIAL REVENUE</b>			
Fines and Forfeitures	\$66,554	\$100,000	\$43,500
Park-In-Lieu Fees	20,000	--	--
Woodland Creek- EIR	10,000	--	--
Gas Tax	427,385	379,860	419,722
Transportation Safety	6,000	6,000	6,000
Measure A Funds	170,081	174,000	148,596
Garbage Collection	424,686	424,705	428,666
Rent Stabilization Fees	91,052	130,000	96,000
<b>TOTAL OTHER</b>	<b>\$1,215,758</b>	<b>\$1,214,565</b>	<b>\$1,142,484</b>
<b>TOTAL SPECIAL REVENUE</b>	<b>\$1,978,933</b>	<b>\$2,109,494</b>	<b>\$1,787,250</b>
<b>TOTAL ALL REVENUE- Gen. &amp; Spl. Funds)</b>	<b>\$5,832,256</b>	<b>\$5,787,236</b>	<b>\$5,964,770</b>
<b>BUDGETED USE OF FUND BALANCE</b>			
Measure A Funds for Str Resurf (CIP)	\$3,759	\$112,291	\$0
Minority Bus Incubation Prog	36,827	40,585	--
Rent Stabilization	47,497	18,089	54,757
Summer Youth Tennis Foundation	--	--	--
S. M. County-Senior Directory	--	--	1,000
Special Police Grant-Demonet	27,347	50,000	22,653
<b>Budgeted Use of Fund Balance</b>	<b>\$115,430</b>	<b>\$220,965</b>	<b>\$78,410</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$5,947,686</b>	<b>\$6,008,201</b>	<b>\$6,043,180</b>



CITY OF EAST PALO ALTO  
PROGRAM BUDGET EXPENDITURES BY CATEGORY  
FISCAL YEAR 1991-1992

	ESTIMATED 1990-91	APPROVED BUDGET 1990-91	PROPOSED BUDGET 1991-92
CITY COUNCIL			
PERSONNEL	\$5,549	\$10,500	\$10,500
OPERATING	87,915	21,500	71,500
CAPITAL	--	--	--
	-----	-----	-----
	93,464	32,000	82,000
	-----	-----	-----
CITY ADMINISTRATION			
PERSONNEL	\$395,348	\$544,607	\$540,964
OPERATING	52,946	77,052	73,135
CAPITAL	--	--	1,200
	-----	-----	-----
	448,294	621,659	615,299
	-----	-----	-----
LEGAL SERVICES			
PERSONNEL	\$0	\$0	\$0
OPERATING	234,646	200,000	203,000
CAPITAL	--	--	--
	-----	-----	-----
	234,646	200,000	203,000
	-----	-----	-----
COMMUNITY DEVELOPMENT			
PERSONNEL	\$115,347	\$140,033	\$182,521
OPERATING	94,531	57,860	58,670
CAPITAL	800	--	2,580
	-----	-----	-----
	210,678	197,893	243,771
	-----	-----	-----
POLICE			
PERSONNEL	\$1,880,949	\$1,817,554	\$1,947,016
OPERATING	894,796	552,445	757,174
CAPITAL	69,592	98,000	95,600
	-----	-----	-----
	2,845,337	2,467,999	2,799,790
	-----	-----	-----
PUBLIC WORKS			
PERSONNEL	\$297,892	\$300,945	\$294,036
OPERATING	503,673	555,671	621,561
CAPITAL	--	--	--
	-----	-----	-----
	801,565	856,616	915,597
	-----	-----	-----

PROGRAM BUDGET EXPENDITURES BY CATEGORY- FY 91-92 (CONT'D)

	ESTIMATED 1990-91	APPROVED BUDGET 1990-91	PROPOSED BUDGET 1991-92
COMMUNITY SERVICES			
PERSONNEL	\$46,445	\$74,403	\$80,561
OPERATING	94,131	59,778	56,012
CAPITAL	--	--	--
	140,576	134,181	136,573
NON-DEPARTMENTAL COST CENTER			
PERSONNEL	\$0	\$0	\$0
OPERATING	304,105	236,000	334,693
CAPITAL	--	--	--
	304,105	236,000	334,693
RENT STABILIZATION			
PERSONNEL	\$62,282	\$91,985	\$91,756
OPERATING	76,267	56,104	59,001
CAPITAL	--	--	--
	138,549	148,089	150,757
TOTAL DEPARTMENTS			
PERSONNEL	\$2,803,812	\$2,980,027	\$3,147,354
OPERATING	2,343,010	1,816,410	2,234,746
CAPITAL	70,392	98,000	99,380
TOTAL	5,217,214	4,894,437	5,481,480
CAPITAL IMPROVEMENTS PROGRAM	\$54,083	\$857,544	\$184,900
CONTINGENT ACCOUNT	\$77,582	\$50,000	\$0
GRAND TOTAL	\$5,348,879	\$5,801,981	\$5,666,380

CITY OF EAST PALO ALTO  
PROGRAM BUDGET EXPENDITURES BY PROGRAM  
FISCAL YEAR 1991-1992

DEPARTMENT AND PROGRAM	ESTIMATED 1990-91	APPROVED BUDGET 1990-91	PROPOSED BUDGET 1991-92
<b>CITY COUNCIL</b>			
LEGISLATIVE OPERATIONS	\$93,464	\$32,000	\$82,000
TOTAL	\$93,464	\$32,000	\$82,000
<b>CITY ADMINISTRATION</b>			
CITY CLERK	\$10,360	\$29,276	\$11,313
CITY MANAGER	114,264	147,922	176,016
MANAGEMENT BUDGET & STRAT	36,554	43,361	43,302
CLERICAL SERVICES	121,665	154,585	140,894
PERSONNEL	46,439	48,458	51,029
FINANCIAL OPERATIONS	119,012	198,057	192,745
TOTAL	\$448,294	\$621,659	\$615,299
<b>LEGAL SERVICES</b>			
LEGAL COUNSEL	\$87,845	\$88,000	\$75,000
LITIGATION	146,801	112,000	128,000
TOTAL	\$234,646	\$200,000	\$203,000
<b>COMMUNITY DEVELOPMENT</b>			
ADMINISTRATION	\$37,192	\$42,285	\$1,800
PLANNING	82,412	66,970	71,793
BUILDING INSPECTION	56,897	53,933	59,197
CODE ENFORCEMENT	34,177	34,705	110,981
TOTAL	\$210,678	\$197,893	\$243,771
<b>POLICE</b>			
ADMINISTRATION & SUPPORT	\$739,796	\$737,274	\$931,596
PATROL	1,757,811	1,251,288	1,476,726
INVESTIGATIVE SERVICES	296,842	366,591	287,844
TRAFFIC	50,888	112,846	103,624
TOTAL	\$2,845,337	\$2,467,999	\$2,799,790



## PROGRAM BUDGET EXPENDITURES BY PROGRAM

- FY 91-92 (CONT'D)

	ESTIMATED 1990-91	APPROVED BUDGET 1990-91	PROPOSED BUDGET 1991-92
PUBLIC WORKS			
ADMINISTRATION & ENGINEER	\$128,776	\$141,310	\$160,253
STREETS AND DRAINS	80,635	84,380	70,907
STREET CLEANING	28,182	34,332	32,008
WASTE DISPOSAL	364,060	424,705	418,285
BUILDING MAINTENANCE	48,333	26,157	84,551
PARKS AND LANDSCAPING	72,055	57,140	56,558
CITY SERVICES	2,966	5,146	5,174
EMERGENCY SERVICES	16,380	9,110	9,233
TRAFFIC	60,178	74,336	78,628
TOTAL	\$801,565	\$856,616	\$915,597
COMMUNITY SERVICES			
ADMINISTRATION	\$42,876	\$38,952	\$56,237
CULTURAL AFFAIRS & HUMAN RECREATION	24,331	34,217	28,018
	73,369	61,012	52,318
TOTAL	\$140,576	\$134,181	\$136,573
NON-DEPARTMENTAL COST CENTER	\$304,105	\$236,000	\$334,693
RENT STABILIZATION			
ADMINISTRATION & BOARD SU	\$52,236	\$40,140	\$35,625
COUNSELING & PUBLIC INFOR	18,216	45,641	45,213
ORDINANCE ENFORCEMENT	68,097	62,308	69,919
TOTAL	\$138,549	\$148,089	\$150,757
TOTAL DEPARTMENTS	\$5,217,214	\$4,894,437	\$5,481,480
ADD: CAPITAL IMPROVEMENT PROG	\$54,083	\$857,544	\$184,900
CONTINGENT ACCOUNT	\$77,582	\$50,000	\$0
GRAND TOTAL	\$5,348,879	\$5,801,981	\$5,666,380