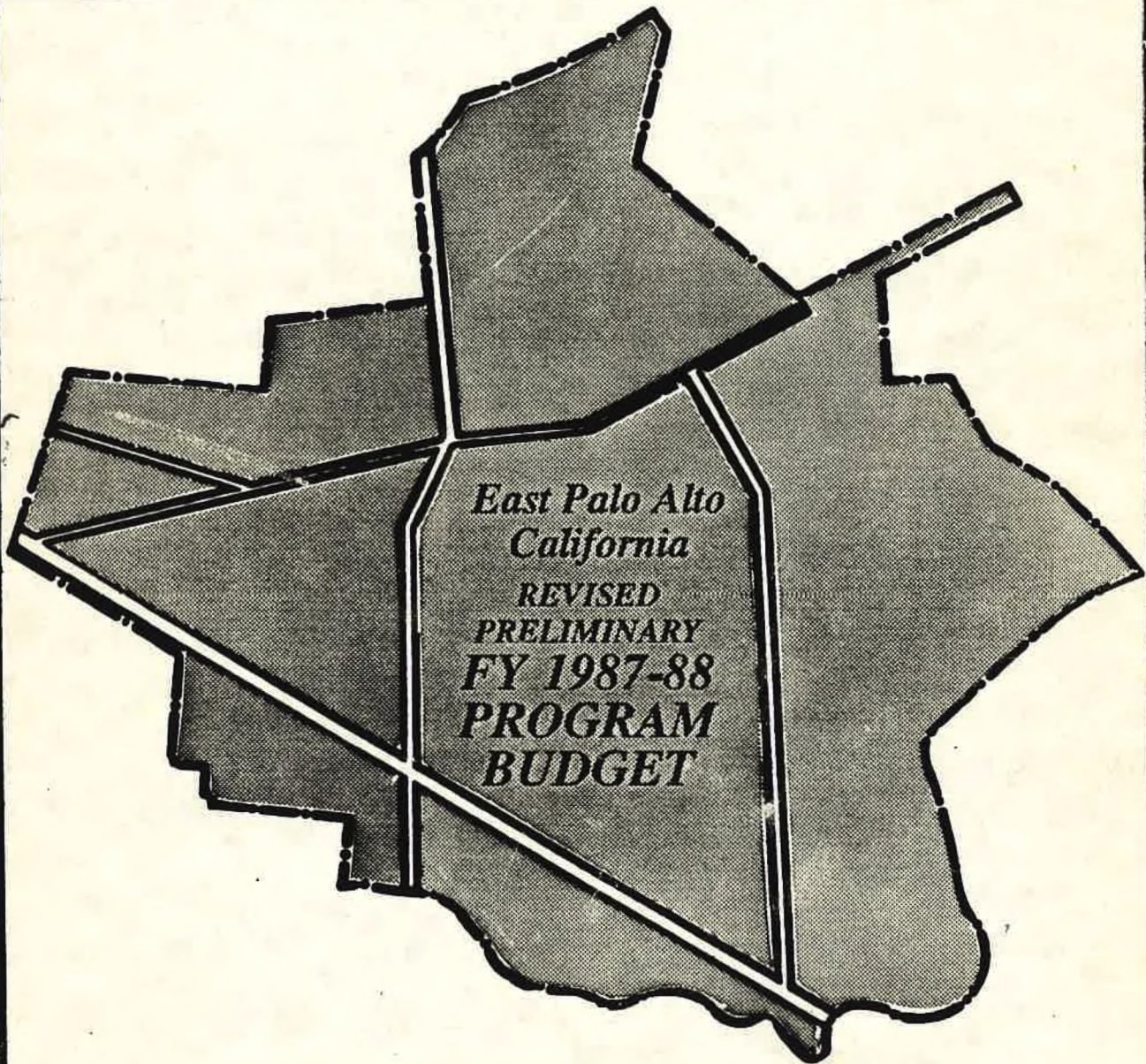




# City of East Palo Alto





**CITY OF EAST PALO ALTO**

***PRELIMINARY REVISED  
FY 1987-88  
PROGRAM BUDGET***

**CITY COUNCIL**

**JAMES E. BLAKEY JR., *MAYOR***  
**RUBEN ABRICA, *VICE-MAYOR***  
**JOHN B. BOSTIC, *MEMBER***  
**WARNELL COATS, *MEMBER***  
**BARBARA A. MOUTON, *MEMBER***

*Submitted By:*

**STANLEY H. HALL**

*City Manager*

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\* \* \* \* \*

## ***MISSION 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**



**MEMBERS OF THE COUNCIL**

**JAMES E. BLAKEY, JR.**  
Mayor  
**RUBEN ABRICA**  
Vice-Mayor  
**JOHN B. BOSTIC**  
**WARNELL COATS**  
**BARBARA A. MOUTON**



2415 UNIVERSITY AVENUE  
EAST PALO ALTO, CA. 94303

Tel: (415) 853-3100

STANLEY H. HALL, City Manager

December 7, 1987

**The Mayor and Members of the East Palo Alto City Council  
East Palo Alto, California 94303**

**Subject: Revised FY 1987-88 Proposed Program Budget**

**To The Honorable Mayor and Members of the Council:**

During this fiscal year, the City of East Palo Alto was faced with a number of problems related to its fiscal and management stability. In August of 1987, the City Council appointed its current City Manager. For the eight months prior to his appointment, the City was managed by its Assistant City Manager/Finance Director. During that period, the current program budget was developed and approved by the City Council. Prior to the appointment of the current City Manager, the City Council expressed concern over the City's current financial situation and appointed a City Council Subcommittee to investigate what appeared to be irregularities in the management of the City's finances. After the appointment of the new City Manager, the City Council authorized the execution of a contract for services with the Harvey M. Rose Accountancy Corporation. This firm completed a "Review of the City of East Palo Alto's Fiscal Year 1987-88 Budgeted Revenues and Expenditures, and related Management Information Systems and Reports" in October 1987. The report made a number of findings, including:

- The City had not developed a method to accurately estimate its annual revenues, which resulted in an inflated 1987-88 budget. Projected revenues were overstated by approximately \$1.9 million.
- The City's personnel costs were not accurately determined in the 1987-88 budget, nor was budget detail presented in an adequate manner. It was concluded that a lack of management control led to excessive overtime expenditures in some departments.
- The City did not have a cash management system to forecast its cash position. Thus, the City could neither anticipate short term financing needs, nor maximize its earnings when there were excess funds available for investment purposes.

Honorable Mayor and Members of the Council

Each of these findings has a serious impact on City operations for this fiscal year. The overstatement of revenues means that the City's 1987-88 budgeted expenditures will have to be reduced by at least that amount. The excessive overtime expenditures will most likely result in unplanned vacancies for certain positions, i.e. Community Development Director, Assistant City Manager, and Senior Planner, in order to further limit expenditures.

The City must adopt a balanced spending program within the constraints of the existing financial resources available. The program would include a debt liquidation schedule, conservatively tied into the monthly forecast of fixed expenditures. The City also must prepare regular cash flow analyses throughout the year to highlight periods when expenditures may exceed generated revenue.

Should the City Council decide to acquire an infusion of cash through some lending vehicle, funds would be required to service the debt and pay interest accruing on the principal of that debt. A reserve fund could be created to meet that obligation. Thus far, the City has done a remarkable job of weathering the storm of a dry cash period. I need not recite here the well-known litany of service level reductions and departmental and program activities that took place in the City since the appointment of the new City Manager.

The City is faced with two options: resign itself to the dramatic and seemingly long-term reality of the City's inability to provide an adequate level of services to the community, **or rise to the challenge of finding acceptable alternatives.** It is my hope that East Palo Alto will chose the latter. The City has taken bold, courageous actions in making necessary reductions without completely eliminating services; staff will, during the months ahead, come back to you with a proposal for reorganizing several City functions to minimize costs and increase operational efficiency. Staff will be recommending an increase in fees and other charges where it is legally permissible to do so; and we will continue to identify and assess new and creative ways to provide services and increase revenues.

It is abundantly clear that East Palo Alto must find alternatives which are under the City's direct control if it is to achieve and maintain fiscal stability. It is quite clear that East Palo Alto has not received a meaningful level of State and Federal grants; however, it is equally clear that the City cannot rely substantially on State and Federal support with any degree of certainty. Unfortunately, the unplanned budget deficit and cash management difficulties are realities within which the City must continue to operate for the balance of fiscal year 1987-88 and 1988-89.

Many difficult decisions have been, and continue to be, made, but I remain optimistic that we shall climb on the path of gradual fiscal stability. To this end, I am requesting the City Council to establish a citizens task force (presumably a cross-section of the electorate) that would work with City staff in developing a priority action plan for the creation of new revenue sources and resulting revenues for the City.

Honorable Mayor and Members of the Council

### Summary of 1987-88 Financial Position (Amended)

The revised total of budgeted expenditures for 1987-88 is \$4,716,564. This represents a 27% reduction in previously-approved expenditures for this fiscal year. Of this amount, \$4,373,587 is to fund departmental and program operations, and \$342,977 is available for capital improvement projects.

A detailed analysis of both unrestricted and restricted funds revenues and expenditures appears below.

#### Unrestricted Funds

It is estimated that the city will have \$2,826,071 in unrestricted funds available for 1987-88. This figure represents forecasted revenue for this fiscal year, combined with a small budgeted use of the 1986-87 fund balance. To date, \$1,642,469 has been spent this fiscal year. The City will spend an additional \$3,074,095 to maintain current City programs for the remainder of this fiscal year. We have previously outlined the recommendations in the Harvey M. Rose study, which require major revisions in previously-approved budget documents. It is anticipated that revenues will increase, albeit slowly, through 1987-88, above the low levels that have stagnated the City's economic growth. This can be achieved through the use of new revenue production instruments which are available to the City, but not yet utilized.

#### Restricted Funds

It is estimated that the City will receive \$1,699,380 in restricted revenue this fiscal year. \$266,000 of this amount is privately funded (Redevelopment - University Circle). The City will receive \$1,274,380 from federal, state and county sources. The remaining restricted funds, estimated at 159,000, in 1987-88, will be obtained from foundations and Rent Stabilization fees. The City of East Palo Alto, historically, has received very little in the way of federal and state grants. Programs as the Summer Youth Employment Program have not obtained their funding from available state funds, but rather City general funds or foundation grants. The success of increased efforts to obtain grant and foundation funding for the City is uncertain at this time. City staff will keep the Council fully apprised as new information is received.

#### Conclusion

The budget is the framework within which the City carries out all of its activities and provides services to the public. Indeed, the budget process determines what level of service is to be provided, in what manner, and to whom. In a municipality that has experienced miniscule growth in revenues since incorporation, this is not an enviable task. If the City was a municipality with an abundant supply of revenue, the budget process would be pleasant one: physical improvements that enhance City life could be undertaken; activities that provide recreational and social activities for youths and senior citizens could be implemented; increased levels of police funding are real possibilities; parks and playgrounds could be acquired, expanded and improved in physical appearance.



Honorable Mayor and Members of the Council

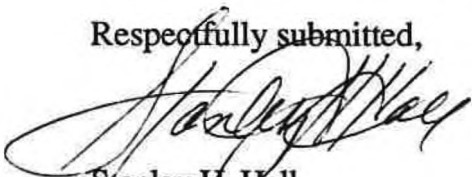
In times of austerity, however, the budget process can be, and often is, less than exciting. The programs which, in better times, could be fully funded or expanded must by necessity be reduced. The reality is that not all of the City's goals for this fiscal year are attainable at this time.

Staff has attempted to present to you a budget that speaks to the needs of the citizens of East Palo Alto as reflected in your many policy decisions. We were attentive to your expressions of concern and priorities, and we have taken into consideration the concerns of the many citizens who have appeared before you seeking improvements in the appearance of the City and the maintenance of an adequate level of police services as well as cultural and recreational programs.. While we have made recommendations which we feel satisfies many of the community's needs and wishes, the final decision is yours as the elected representatives of the City.

All citizens of the community should be inspired by the tremendous strides we have taken these past four months. The City has continued to provide a viable level of services in an environment of uncertain and stagnated resources. Hopefully, the courage, fortitude and creativity that sustained the City during its fight for incorporation and through the subsequent years will continue to sustain us in the months and years ahead.

The budget recommendation are based on careful review and detailed analysis. We feel that the budgeted level of expenditures is sufficient to satisfy many of the community's service needs. The final decision on these recommendations is rested with you as elected representatives of the City of East Palo Alto

Respectfully submitted,



Stanley H. Hall  
City Manager

SHH:jk:rrg

**CITIZENS OF EAST PALO ALTO**

**CITY COUNCIL  
REDEVELOPMENT AGENCY**

**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  
PROGRAM**

**COMMUNITY  
DEVELOPMENT**

**POLICE**

**MANAGEMENT  
SERVICES**

**PUBLIC  
WORKS**

**COMMUNITY  
SERVICES**

**CLERICAL  
SUPPORT**

**PLANNING**

**BUILDING  
INSPECTION**

**ADMINISTRAT**

**PATROL**

**INVESTIGATION**

**ADMINISTRAT.**

**FINANCE**

**PERSONNEL**

**COMMUNITY  
RELATIONS**

**ENGINEERING**

**MAINTENANCE**

**HUMAN  
SERVICES**

**RECREATION**

**ADMINISTRAT.**

**NUMBER OF POSITIONS BY DEPARTMENT**

(FULL-TIME EQUIVALENT)

| <u>Department</u>                             | <u>1985-86</u> | <u>1986-87</u> | <u>7/1-10/31<br/>1987-88</u> | <u>11/1-6/30<br/>1987-88</u> |
|---|----------------|----------------|------------------------------|------------------------------|
| CITY COUNCIL                                  | 1.0            | 1.0            | 2.0                          | 2.0                          |
| MANAGEMENT SERVICES                           | 5.0            | 6.0            | 8.0                          | 6.0                          |
| CLERICAL SUPPORT                              | 5.0            | 7.0            | 7.0                          | 5.0                          |
| LEGAL SERVICES*                               | 0.0 *          | 0.0 *          | 2.0*                         | 1.0*                         |
| COMMUNITY DEVELOPMENT                         | 2.0            | 4.0            | 6.0                          | 3.0                          |
| PUBLIC WORKS                                  | 14.0           | 16.0           | 16.0                         | 7.0                          |
| POLICE  | 40.0           | 42.0           | 42.0                         | 30.0                         |
| COMMUNITY SERVICES/<br>YOUTH DEVELOPMENT CTR. | 14.0           | 14.0           | 14.0                         | 4.0                          |
| RENT STABILIZATION                            | <u>0.0 *</u>   | <u>2.0</u>     | <u>2.0</u>                   | <u>2.0</u>                   |
|   | <u>81.0</u>    | <u>92.0</u>    | <u>99.0</u>                  | <u>60.0</u>                  |

\* Contract position



**CITY OF EAST PALO ALTO**  
**SUMMARY OF GENERAL AND DESIGNATED MUNICIPAL REVENUES**  
**AND EXPENDITURES BY MAJOR CATEGORY**  
**FY 1987-88**

|                                       | <u>Actual</u><br><u>FY 85-86</u> | <u>Actual</u><br><u>FY 86-87</u> | <u>Proposed</u><br><u>FY 87-88</u> |
|---------------------------------------|----------------------------------|----------------------------------|------------------------------------|
| <b>Beginning of Year Fund Balance</b> | <u>\$1,871,054</u>               | <u>\$1,377,684</u>               | <u>\$ 816,077</u>                  |
| <b><u>OPERATING BUDGET</u></b>        |                                  |                                  |                                    |
| <b>REVENUE</b>                        |                                  |                                  |                                    |
| <b><u>General Fund</u></b>            |                                  |                                  |                                    |
| Taxes, Licenses, and<br>Subventions   | \$ 2,357,976                     | \$ 2,407,578                     | \$ 2,628,776                       |
| Fees                                  | 193,665                          | 225,343                          | 185,000                            |
| Miscellaneous                         | <u>203,513</u>                   | <u>253,353</u>                   | <u>12,295</u>                      |
| <b>TOTAL GENERAL FUND</b>             | <u>2,755,154</u>                 | <u>2,886,274</u>                 | <u>2,826,071</u>                   |
| <b><u>Special Revenues</u></b>        |                                  |                                  |                                    |
| Grants                                | 425,453                          | 307,057                          | 461,500                            |
| Revenue Sharing                       | 73,951                           | 28,996                           | -0-                                |
| Other Special Revenues                | <u>1,247,460</u>                 | <u>1,061,224</u>                 | <u>1,237,880</u>                   |
| <b>TOTAL SPECIAL REVENUE</b>          | <u>1,746,864</u>                 | <u>1,397,277</u>                 | <u>1,699,380</u>                   |
| <b>TOTAL REVENUE</b>                  | 4,502,018                        | 4,283,551                        | 4,525,451                          |
| Budgeted Use of Fund Balance          | <u>493,370</u>                   | <u>663,479</u>                   | <u>191,113</u>                     |
| <b>Total Funds Available</b>          | <u>\$ 4,995,388</u>              | <u>\$ 4,947,030</u>              | <u>\$ 4,716,564</u>                |
| <b>EXPENDITURE</b>                    |                                  |                                  |                                    |
| Personnel                             | 1,995,645                        | 2,237,920                        | 2,204,743                          |
| Operating                             | 2,304,948                        | 2,134,245                        | 2,141,331                          |
| Capital                               | <u>139,707</u>                   | <u>58,971</u>                    | <u>27,513</u>                      |
| Total                                 | <u>4,440,300</u>                 | <u>4,431,136</u>                 | <u>4,373,587</u>                   |
| <b>Capital Improvements Program</b>   | <u>516,675</u>                   | <u>461,835</u>                   | <u>342,977</u>                     |
| <b>RESERVES:</b>                      |                                  |                                  |                                    |
| Legal                                 | 29,263                           | 4,376                            | -0-                                |
| Contingency                           | <u>9,150</u>                     | <u>49,683</u>                    | <u>-0-</u>                         |
| Total Reserves                        | <u>38,413</u>                    | <u>54,059</u>                    | <u>-0-</u>                         |
| Total Expenditure                     | <u>4,995,388</u>                 | <u>4,947,030</u>                 | <u>4,716,564</u>                   |
| <b>End of Year Fund Balance</b>       | <u>\$1,377,684</u>               | <u>\$ 816,077</u>                | <u>\$ 624,964</u>                  |

**DISTRIBUTION OF REVENUES - BUDGET FY 87-88**

| <u>REVENUE SOURCE</u>                           | <u>Actual<br/>FY 85-86</u> | <u>Actual<br/>FY 86-87</u> | <u>Proposed<br/>FY 87-88</u> |
|---|----------------------------|----------------------------|------------------------------|
| <b><u>General Fund</u></b>                      |                            |                            |                              |
| <b><u>Taxes, Licenses &amp; Subventions</u></b> |                            |                            |                              |
| Property Transfer Tax                           | \$ 23,077                  | \$ 48,667                  | \$ 30,000                    |
| Cigarette Tax                                   | 48,386                     | 44,474                     | 40,000                       |
| Vehicle In-Lieu Tax                             | 790,500                    | 739,451                    | 892,887                      |
| Property Tax                                    | 1,263,609                  | 1,347,661                  | 1,412,257                    |
| Sales Tax                                       | 177,337                    | 196,934                    | 191,995                      |
| Business License                                | 45,278                     | 18,389                     | 25,000                       |
| Misc. Tax & Subventions                         | 9,789                      | 12,002                     | 36,637                       |
|   | <u>2,357,976</u>           | <u>2,407,578</u>           | <u>2,628,776</u>             |
| Total   |                            |                            |                              |
| <b><u>Fees</u></b>                              |                            |                            |                              |
| PG&E Franchise                                  | 65,737                     | 59,348                     | 59,500                       |
| Garbage Franchise                               | 16,691                     | 16,824                     | 16,800                       |
| Building Permits                                | 57,776                     | 62,822                     | 52,000                       |
| Planning Applications                           | 19,386                     | 11,099                     | 15,000                       |
| Parks & Recreation                              | 13,645                     | 8,226                      | 10,700                       |
| Environmental Documents                         | 48                         | 4,766                      | -0-                          |
| Misc. Fees                                      | 20,382                     | 62,258                     | 31,000                       |
|   | <u>193,665</u>             | <u>225,343</u>             | <u>185,000</u>               |
| Total   |                            |                            |                              |
| <b><u>Miscellaneous</u></b>                     |                            |                            |                              |
| Interest Earned                                 | 87,017                     | 37,498                     | 10,000                       |
| Fiduciary Fund                                  | 3,973                      | -0-                        | -0-                          |
| Publications-Sales                              | 45                         | -0-                        | -0-                          |
| Photocopies-Sales                               | 6,435                      | -0-                        | 495                          |
| Reimb., Rebate, Refund, etc.                    | 66,368                     | -0-                        | -0-                          |
| Police Fund                                     | 14,064                     | 7,737                      | -0-                          |
| Other Miscellaneous                             | 25,611                     | 208,118                    | 1,800                        |
|   | <u>203,513</u>             | <u>253,353</u>             | <u>12,295</u>                |
| Total   |                            |                            |                              |
| <b>TOTAL GENERAL FUND REVENUE</b>               | <b><u>\$ 2,755,154</u></b> | <b><u>\$ 2,886,274</u></b> | <b><u>\$ 2,826,071</u></b>   |

Distribution of Revenue 1987-88 (Cont'd)

| <u>REVENUE SOURCE</u>  | <u>Actual<br/>FY 85-86</u> | <u>Actual<br/>FY 86-87</u> | <u>Proposed<br/>FY 87-88</u> |
|--|----------------------------|----------------------------|------------------------------|
| <b><u>Special Revenue</u></b>                                |                            |                            |                              |
| <b>Grants</b>  |                            |                            |                              |
| SM County Senior Needs<br>Assessment Study                   | -0-                        | -0-                        | 2,500                        |
| CDBG Carryover   | 225,143                    | 200,000                    | 200,000                      |
| CDBG Current   | 35,100                     | -0-                        | -0-                          |
| AB-90  | 35,085                     | 60,310                     | -0-                          |
| EDA (Intra-structure)  | 25,000                     | -0-                        | -0-                          |
| State Park & Rec. Grant                                      | -0-                        | -0-                        | 149,000                      |
| Youth Development Center                                     | -0-                        | -0-                        | 110,000                      |
| Miscellaneous  | 105,125                    | 46,747                     | - 0-                         |
| Total  | <u>\$425,125</u>           | <u>46,747</u>              | <u>461,500</u>               |
| <b><u>Revenue Sharing</u></b>                                | <u>\$ 73,951</u>           | <u>\$ 28,996</u>           | <u>\$ -0-</u>                |
| <b><u>Other Special Revenues</u></b>                         |                            |                            |                              |
| Fines and Forfeitures  | 30                         | 104,393                    | 90,000                       |
| Off-Highway  | 520                        | 525                        | 500                          |
| Gas Tax  | 702,490                    | 485,296                    | 381,380                      |
| Transportation Safety  | 37,241                     | 4,650                      | 6,000                        |
| Redevelopment  | -0-                        | 20,000                     | 266,000                      |
| Garbage Collection   | 323,066                    | 343,173                    | 335,000                      |
| Affordable Housing   | 111,000                    | -0-                        | -0-                          |
| Rent Stabilization   | 73,113                     | 103,187                    | 159,000                      |
| Total (Other Revenue)  | <u>1,247,430</u>           | <u>956,831</u>             | <u>1,237,880</u>             |
| <b>TOTAL SPECIAL REVENUE</b>                                 | <b>1,746,834</b>           | <b>1,292,884</b>           | <b>1,699,380</b>             |
| Total <b><u>All Revenue</u></b><br>(General & Special) Funds | 4,502,018                  | 4,283,557                  | 4,525,451                    |
| <b>Budgeted Use of Fund Balance</b>                          | <u>493,370</u>             | <u>663,479</u>             | <u>191,113</u>               |
| <b>Total Funds Available</b>                                 | <u>\$4,995,388</u>         | <u>\$ 4,947,030</u>        | <u>\$ 4,716,564</u>          |



**EXPENDITURES BY CATEGORY - BUDGET FY 1987-88**

|                              | <u>Actual<br/>FY 85-86</u> | <u>Actual<br/>FY 86-87</u> | <u>Proposed<br/>FY 87-88</u> |
|------------------------------|----------------------------|----------------------------|------------------------------|
| <b>City Council</b>          |                            |                            |                              |
| Personnel                    | \$ 36,106                  | \$ 33,644                  | \$ 53,847                    |
| Operating                    | 91,057                     | 102,905                    | 30,023                       |
| Capital                      | <u>4,180</u>               | <u>-0-</u>                 | <u>-0-</u>                   |
| Total                        | <u>131,343</u>             | <u>136,549</u>             | <u>83,870</u>                |
| <b>Management Services</b>   |                            |                            |                              |
| Personnel                    | 180,508                    | 180,545                    | 216,015                      |
| Operating                    | 186,516                    | 113,857                    | 85,654                       |
| Capital                      | <u>1,991</u>               | <u>-0-</u>                 | <u>3,745</u>                 |
| Total                        | <u>369,015</u>             | <u>294,402</u>             | <u>305,414</u>               |
| <b>Clerical Support</b>      |                            |                            |                              |
| Personnel                    | 102,056                    | 106,296                    | 112,525                      |
| Operating                    | 62,154                     | 81,364                     | 74,684                       |
| Capital                      | <u>13,515</u>              | <u>6,644</u>               | <u>-0-</u>                   |
| Total                        | <u>177,725</u>             | <u>194,304</u>             | <u>187,209</u>               |
| <b>Legal Service</b>         |                            |                            |                              |
| Personnel                    | -0-                        | -0-                        | -0-                          |
| Operating                    | 98,904                     | 109,373                    | 84,019                       |
| Capital                      | <u>-0-</u>                 | <u>-0-</u>                 | <u>-0-</u>                   |
| Total                        | <u>98,904</u>              | <u>109,373</u>             | <u>84,019</u>                |
| <b>Community Development</b> |                            |                            |                              |
| Personnel                    | 95,720                     | 94,741                     | 97,179                       |
| Operating                    | 88,817                     | 67,950                     | 62,855                       |
| Capital                      | <u>-0-</u>                 | <u>-0-</u>                 | <u>-0-</u>                   |
| Total                        | <u>184,537</u>             | <u>162,691</u>             | <u>160,034</u>               |
| <b>Public Works</b>          |                            |                            |                              |
| Personnel                    | 242,627                    | 348,004                    | 250,369                      |
| Operating                    | 979,502                    | 742,118                    | 668,983                      |
| Capital                      | <u>88,418</u>              | <u>34,154</u>              | <u>23,768</u>                |
| Total                        | <u>\$1,310,547</u>         | <u>\$1,124,276</u>         | <u>\$ 943,120</u>            |

Expenditure by Category - Budget FY 1987-88 (Cont'd)

|                                     | <u>Actual<br/>FY 85-86</u> | <u>Actual<br/>FY 86-87</u> | <u>Proposed<br/>FY 87-88</u> |
|-------------------------------------|----------------------------|----------------------------|------------------------------|
| <b>Police</b>                       |                            |                            |                              |
| Personnel                           | \$1,147,176                | \$1,276,049                | \$1,227,221                  |
| Operating                           | 607,443                    | 678,725                    | 765,130                      |
| Capital                             | 29,423                     | 17,337                     | -0-                          |
| Total                               | <u>1,784,042</u>           | <u>1,927,111</u>           | <u>1,992,351</u>             |
| <b>Community Services</b>           |                            |                            |                              |
| Personnel                           | 184,044                    | 157,935                    | 170,225                      |
| Operating                           | 151,712                    | 171,506                    | 98,665                       |
| Capital                             | 1,314                      | 503                        | -0-                          |
| Total                               | <u>337,070</u>             | <u>329,944</u>             | <u>268,890</u>               |
| <b>Rent Stabilization</b>           |                            |                            |                              |
| Personnel                           | 7,408                      | 38,109                     | 52,623                       |
| Operating                           | 38,843                     | 61,110                     | 38,525                       |
| Capital                             | 866                        | 333                        | -0-                          |
| Total                               | <u>47,117</u>              | <u>99,552</u>              | <u>91,148</u>                |
| <b><u>Total Department</u></b>      |                            |                            |                              |
| Personnel                           | 1,995,645                  | 2,235,323                  | 2,160,004                    |
| Operating                           | 2,304,948                  | 2,128,908                  | 1,928,538                    |
| Capital                             | 139,707                    | 58,971                     | 27,513                       |
| Total                               | <u>4,440,300</u>           | <u>4,423,202</u>           | <u>4,116,055</u>             |
| <b>Redevelopment Agency</b>         |                            |                            |                              |
| Personnel                           | -0-                        | 2,597                      | 44,739                       |
| Operating                           | -0-                        | 5,337                      | 212,793                      |
| Capital                             | -0-                        | -0-                        | -0-                          |
| Total                               | <u>-0-</u>                 | <u>7,935</u>               | <u>257,532</u>               |
| <b>Capital Improvements Program</b> |                            |                            |                              |
|                                     | <u>516,675</u>             | <u>461,835</u>             | <u>342,977</u>               |
| <b>Reserves</b>                     |                            |                            |                              |
| Legal                               | 29,263                     | 4,376                      | -0-                          |
| Contingency                         | 9,150                      | 49,683                     | -0-                          |
| Total                               | <u>38,413</u>              | <u>54,059</u>              | <u>-0-</u>                   |
| <b>GRAND TOTAL</b>                  | <u>\$4,995,388</u>         | <u>\$4,947,030</u>         | <u>\$4,716,564</u>           |

**EXPENDITURE BY PROGRAM - BUDGET FY 1987-88**

| <u>Department &amp; Program</u>       | <u>Actual<br/>FY 85-86</u> | <u>Actual<br/>FY 86-87</u> | <u>Proposed<br/>FY 87-88</u> |
|---------------------------------------|----------------------------|----------------------------|------------------------------|
| <b>City Council</b>                   |                            |                            |                              |
| Legislative Operations                | \$ 32,130                  | \$ 28,581                  | \$ 13,460                    |
| Intergovernmental Relations           | 15,807                     | 12,155                     | 10,000                       |
| Community & Inter Agency<br>Relations | 83,406                     | 95,813                     | 60,410                       |
| Total                                 | <u>131,343</u>             | <u>136,549</u>             | <u>83,870</u>                |
| <b>Management Services</b>            |                            |                            |                              |
| City Administration                   | 100,293                    | 114,601                    | 134,070                      |
| Finance                               | 194,445                    | 133,254                    | 118,635                      |
| Personnel Services                    | 74,277                     | 46,547                     | 52,709                       |
| Total                                 | <u>369,015</u>             | <u>294,402</u>             | <u>305,414</u>               |
| <b>Clerical Support</b>               |                            |                            |                              |
| General Support                       | 161,872                    | 185,928                    | 167,189                      |
| Records Management                    | 15,853                     | 8,376                      | 20,020                       |
| Total                                 | <u>177,725</u>             | <u>194,304</u>             | <u>187,209</u>               |
| <b>Legal Services</b>                 |                            |                            |                              |
| Legal Counsel                         | 98,904                     | 99,207                     | 78,530                       |
| Litigation                            | -0-                        | 10,166                     | 5,489                        |
| Total                                 | <u>98,904</u>              | <u>109,373</u>             | <u>84,019</u>                |
| <b>Community Development</b>          |                            |                            |                              |
| Economic Development                  | 72,198                     | 46,955                     | 1,747                        |
| Planning                              | 86,327                     | 67,923                     | 50,822                       |
| Building Inspection                   | 26,012                     | 47,813                     | 47,349                       |
| Code Enforcement                      | -0-                        | -0-                        | 60,116                       |
| Total                                 | <u>\$ 184,537</u>          | <u>\$ 162,691</u>          | <u>\$ 160,034</u>            |