

City of Salinas



Adopted Operating Budget FY 2014 – 2015

and

**Budget Plan
FY 2015 - 2016**





ADOPTED OPERATING BUDGET

**Fiscal Year
July 1, 2014 – June 30, 2015**

CITY COUNCIL

Joe Gunter, Mayor
Jose Castañeda Councilmember District 1
Tony Barrera, Councilmember District 2
Steve McShane, Councilmember District 3
Gloria De La Rosa, Councilmember District 4
Kimbley Craig, Councilmember District 5
Jyl Lutes, Councilmember District 6

Submitted by

CITY MANAGER

Ray E. Corpuz, Jr.

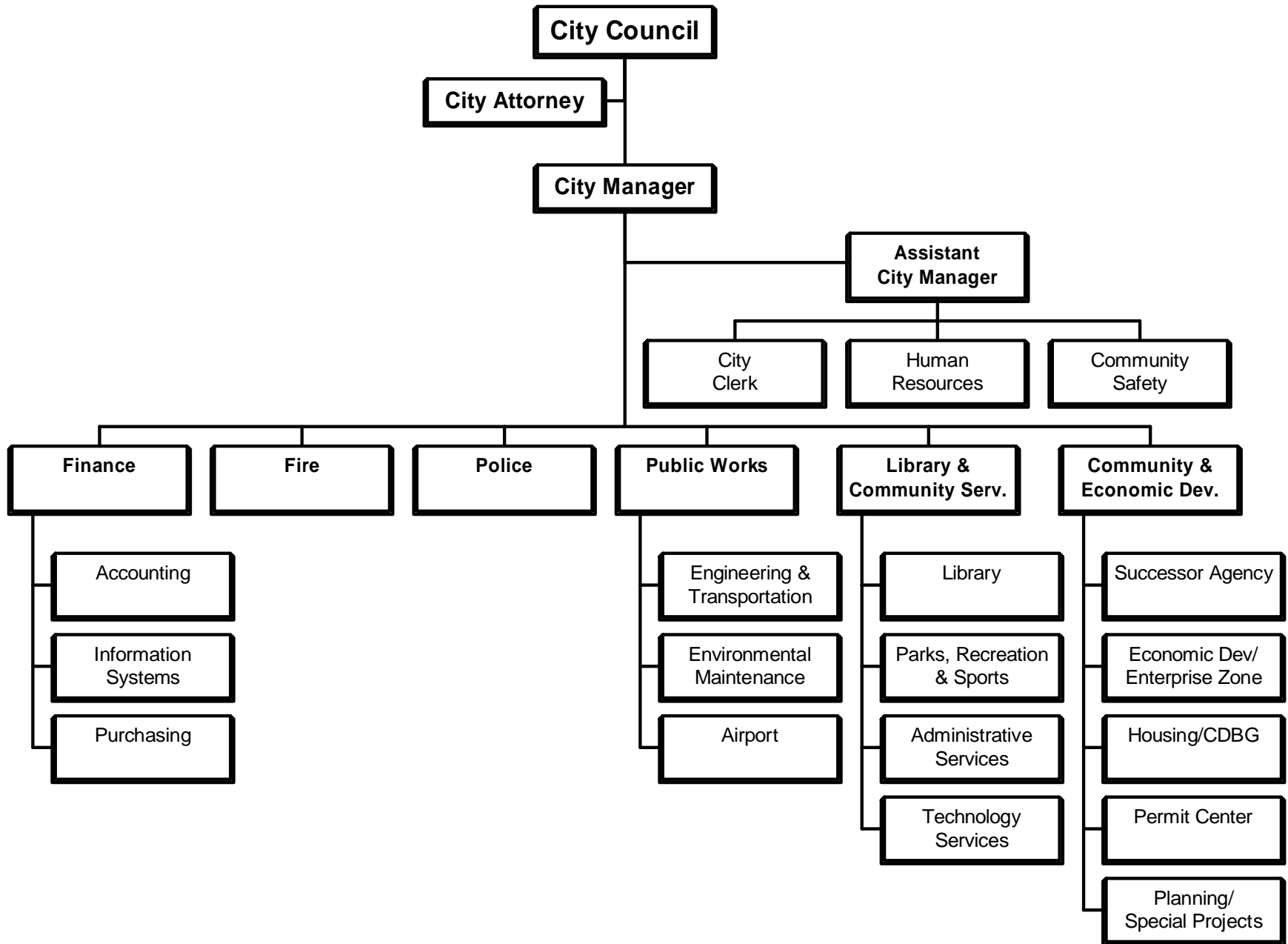
EXECUTIVE MANAGEMENT TEAM

Christopher Callihan, City Attorney
Jim Pia, Assistant City Manager
Jeffrey Weir, Community and Economic Development Director
Matt N. Pressey, CPA, Finance Director
Edmond A. Rodriguez, Fire Chief
Elizabeth Martinez, Library and Community Services Director
Kelly J. McMillin, Police Chief
Gary Petersen, Public Works Director



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CITY OF SALINAS Organization Chart





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City of Salinas

FINANCE DEPARTMENT • 200 Lincoln Ave • Salinas, California 93901

(831) 758-7420 • (831) 758-7937 (Fax) • www.ci.salinas.ca.us

June 17, 2014

Honorable Mayor and City Council of the City of Salinas:

It is my privilege to present the Proposed FY 2014-15 Annual Budget.

From a revenue high of \$88.1 million in FY 2007-08 to a low of \$76.2 million in FY 2009-10 the City of Salinas lost \$11.9 million in two years. During the preparation and subsequent adoption of the FY 2009-10 and FY 2010-11 budgets, City Council implemented many strategic budget balancing solutions. These solutions included increasing fees, leasing out City facilities, using grant funding for police, and making budget reductions that minimized cuts to vital police, fire, and library services. These creative budget balancing efforts coupled with strategic workforce reductions helped manage the impact of the large and fast revenue reductions. Over the past six budget cycles, since FY 08-09, 23% of the City's workforce has been eliminated (155 positions) as part of the solution to deal with the revenue shortage. As a service oriented government business, City staffing costs represent 80% of the operating budget. The potential for layoffs have continued to exist in the last four budget cycles, including this FY 2014-15 cycle. However, through the continued and significant employee concessions from bargaining groups, deferring capital projects and through shepherding vacancies, a balanced budget has been achieved without further layoffs. Employee concessions total more than \$6 million per year and aggregate to over \$30 million since 2008 including giving up their cost of living increases. There have been no cost of living increases for the past 5 years.

The City has a history of insufficient revenue to pay for the services the community needs. The City has made significant strides and continues to cut costs, make operation more efficient, leverage grant dollars, leverage public, private and non-profit partnerships where millions of partnership resources are being deployed in Salinas. The City currently has 62 State and Federal active grant awards totaling \$45.4 million. The City has embarked upon several fronts including implementing priority based budgeting, multiple rounds of pension reform, further expending and deploying economic development efforts, and implementing new technology to improve the workforce efficiency and effectiveness in administrative functions and service delivery. Studies including improving the Permit Center operations and a study of the Police and Fire department staffing and operations assessment have been complete or are in progress. These studies, performed by outside, independent consultants, further builds on what the Avery study accomplished and provide the City with a blueprint for a more specific sustainable service delivery model and structure. The studies will include a model and structure based on the current funding levels and on a future potential funding levels anticipated from a new successful revenue measure.

The City is also looking to voter approved funding in November 2014 to tackle the needs of the community and build the services the community deserves. Crime prevention, public safety, economic development, and street and sidewalk repair all contribute to safe, clean neighborhoods. These and other critical public services all suffer from inadequate funding. Based on the extensive outreach to the community held this last year, a wide variation of funding priorities has been identified. Increased funding for public safety has been identified through this community outreach process as the highest priority, but not the only priority. The community has signaled that it is ready to fix that problem and begin to fund the critical priorities for a safer, better Salinas.

Budget Summary

The City's Total Proposed FY 2014-15 General Fund/Measure V Operating Budget totals \$84,703,700. This is a .15% decrease and is due primarily to the rising cost of CalPERS, Health Insurance and Workers Compensation, net of the reduction from frozen positions. The balance of the budget includes Special Revenue Funds (\$1,568,200), Internal Services-Insurances (\$7,002,000), Enterprise Operations - proprietary type - (\$9,083,600), Assessment and Maintenance Districts (\$4,997,500), Block Grant and HOME Programs (\$3,359,300), Grants and Agencies (\$4,811,600), Debt Service (\$1,261,800) and Capital Improvement Budget (\$18,287,800). The total City Budget is \$135,075,500.

The City's total FY 2014-15 General Fund/Measure V Estimated Revenue is \$87,604,200. The balance of Estimated Revenue includes Special Revenue Funds (\$1,560,500), Internal Services-Insurances (\$7,487,000), Enterprise Operations - proprietary type - (\$7,492,700), Assessment and Maintenance Districts (\$5,200,300), Block Grant and HOME Programs (\$4,338,700), Grants and Agencies (\$6,113,200), Debt Service (\$700) and Capital Improvement Budget (\$10,446,800). The total City Estimated Revenue is \$130,244,100.

Budget Process

The FY 2014-15 budget process began four months ago, in February 2014 with the review of the projected revenue forecast and the compilation of the cost of service. In March 2014, budget instructions and budget packets were distributed to each department, which included a budget calendar, list of vacant positions, organization charts, summary of benefit assumptions, excel operating budget worksheets, prior year department budget narratives, a template for performance measures, and CIP budget worksheets. The budget instructions characterized the new budget as a "hold-the-line" budget and any non-personnel increases should have a corresponding decrease to offset it. Individual departmental budget meetings were conducted with the Finance Director and City Manager during May and culminated with this budget document.

FY 2014-15 Successor Agency to the Former Redevelopment Agency Budget

The California State legislature enacted Assembly Bill x1 26 (the "Dissolution Act") to dissolve redevelopment agencies formed under the Community Redevelopment Law. Under the Dissolution Act, all California redevelopment agencies were dissolved effective February 1, 2012, and various actions were required by successor agencies to unwind the affairs of all former redevelopment agencies.

An oversight board (the "Oversight Board"), consisting of members representing the County, the City, and various education and special districts, was formed on April 9, 2012 to approve and direct certain actions of the City as Successor Agency. The Board has adopted the ROPS for the six months ending December 2014 and will later approve the ROPS for the six month ending June 30, 2015. The Administrative budget of the Successor Agency totals \$250,000 and a budget for the pay down of Successor Agency obligations has been included in this FY 2014-15 operating budget. The budget includes 1.51 FTE's.

Measure V Committee

On May 15, 2014, the Measure V Committee recommended that the City Council approve the FY 2014-15 Measure V Budget, totaling \$11.0 million (\$10.4 operating and \$640,000 as a transfer for the paramedic program). The budget is an increase of \$519,961, or 4.9%. Measure V tax estimates are up \$321,000 (3%) from the prior year budget.

The largest cost increase relates to five additional proposed positions. In the Library and Community Services Department, the Community Services Manager and Administrative Secretary positions are being proposed. At the request of the Library and Community Services Director and the approval of the City Manager, these two vital positions are being funded on a part-time basis and funding them on a full time basis is needed. In addition to these positions, the request of the Library and Community Services Director, the City Manager also approved moving forward with recruiting and filling the Deputy Library Director and other vacant positions.

Two positions in the Community Safety division are being moved from the General Funds to the Measure V Fund to realign the service they provide with the resources that fund the services. The Community Safety division focuses on youth prevention and intervention programs. The two division staff lead and support the Community Alliance for Safety and Peace (CASP) General Assembly, four current active CASP committees, the Organizational Capacity Assessment Task Force and the first phase of implementation of the Comprehensive Violence Reduction Plan, and the Cross Functional Team. This Division is the point of contact for the National Forum on Youth Violence Prevention and the California Cities Violence Prevention Network, formerly known as 13 Cities. This division was successful at receiving and providing full administration of multiple state and federal grants totaling over \$2,400,000 in funding.

Lastly one additional patrol police officer is being added to the Measure V fund bring the total Measure V sworn police personnel up from 12 to 13.

Measure V
FY 2014-15 Operating Budget

	FY 13/14	% of Total	FY 14/15	% of Total	Change	% Change
Code Enforcement	347,200	3.3%	331,800	3.0%	\$ (15,400)	-4.4%
Finance	60,000	0.6%	60,000	0.5%	-	0.0%
Fire Marshall	93,600	0.9%	93,600	0.8%	-	0.0%
Insurance	191,300	1.8%	191,300	1.7%	-	0.0%
Paramedic Program	596,900	5.7%	640,000	5.8%	43,100	7.2%
Legal	15,000	0.1%	15,000	0.1%	-	0.0%
Library	4,264,500	40.6%	4,317,200	39.1%	52,700	1.2%
Public Works	915,000	8.7%	934,800	8.5%	19,800	2.2%
Parks & CS	615,000	5.8%	888,300	8.1%	273,300	44.4%
Community Safety	-	0.0%	190,500	1.7%	190,500	100.0%
Police	3,414,839	32.5%	3,370,800	30.7%	(44,039)	-1.3%
	<u>\$10,513,339</u>	<u>100.0%</u>	<u>\$11,033,300</u>	<u>100.0%</u>	<u>\$ 519,961</u>	<u>4.9%</u>

State Budget Impacts

Governor Jerry Brown released his revised FY 2014-15 Budget on May 13, 2014 and indicated, despite the improved fiscal picture, the state must “follow a policy of restraint going forward.”

Among the highlights for cities was a modest boost in funds for front-line law enforcement funding to \$40 million, a proposal to begin to repay pre-2004 owed local government mandates, additional augmentations to drought relief programs and some modest changes to the Governor’s Infrastructure Finance District proposal.

The state’s financial picture has continued on an upward trend with billions in additional revenues generated by the passage of Proposition 30 in 2012 as well as an uptick in capital gains tax receipts. The State Controller estimates that state revenue receipts have exceeded the Governor’s January revenue budget estimates by \$2.17 billion, which has considerably improved the state’s fiscal outlook for FY 2014-15.

FY 2015-16 Budget Outlook

The FY 15-16 has a projected deficit of \$11.1 million including \$8.1 million in capital or one-time projects, \$3.9 million of employee concessions that contractually expire and excludes adding back \$2.9 million of concessions that will continue. Assuming the ability to defer all but \$1.3 million of capital projects the deficit would be at least \$4.3 million.

To address the FY 2014-15 deficit and avoid layoffs, the City is grateful for employee concessions, has managed and shepherded its vacancies and defer one-time capital projects. With the potential of the new revenue measure, it was determined prudent to

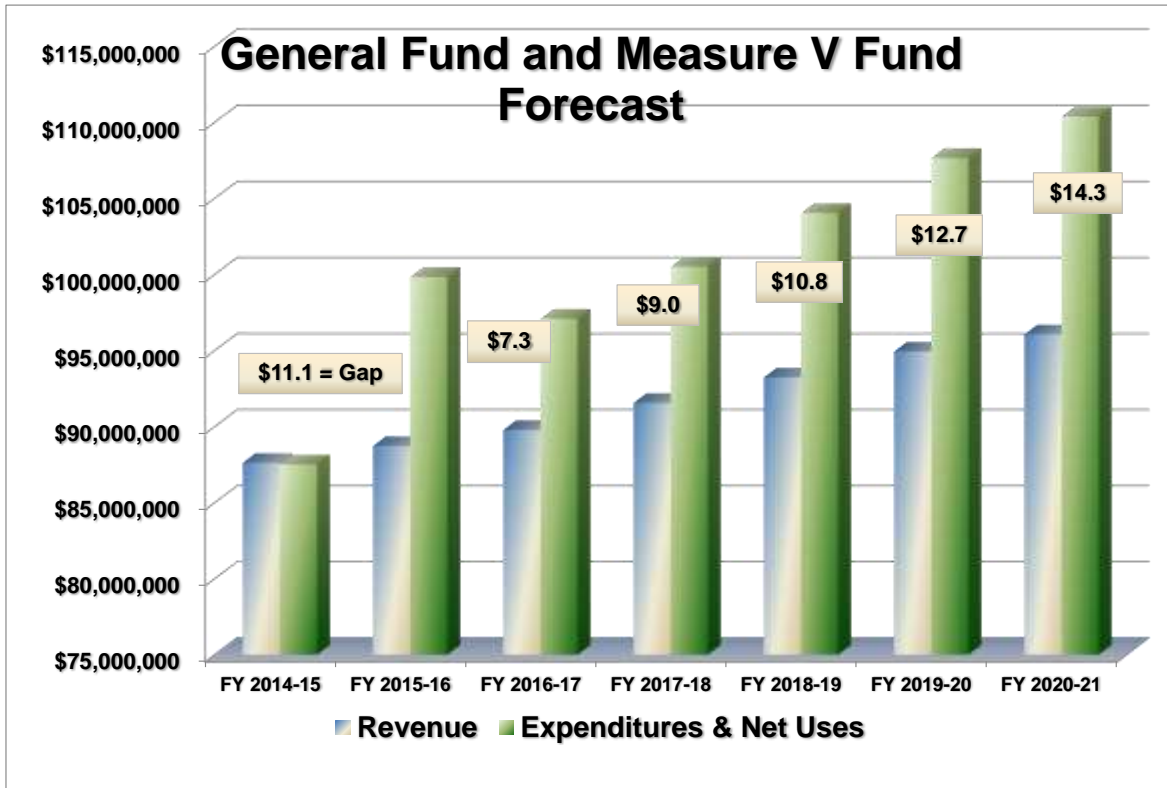
tackle the FY 2015-16 deficit after the election when the City knows the results and when the City can more fully use the priority based budgeting tool.

Five-Year Forecast

The City’s Five-Year Fiscal Forecast has been updated with revised forecasting of revenues and expenditures. The fiscal projections are consistent with last year’s projections and now include further fiscal impacts of CalPERS rate increases beginning in fiscal year 2015-16.

The major causes of increases in future expenditures are: 1) healthcare cost, 2) Public Safety related pension costs, and 3) Public Safety wages. The worker’s compensation and general liability insurance costs continue to be a large variable that could present a challenge and are estimated to grow at the same pace as health costs.

The chart below includes the two fiscal years included in this budget document and an additional five years for a total of seven years. The budget is balanced for FY 2014-15. In FY 2015-16 the gap grows to \$11.1 million, which includes \$8.1 million in capital projects, the expiration of concessions, and CalPERS rates increases. Of the \$8.1 million of capital projects, \$6.8 million is one-time costs and \$1.3 million is ongoing. The years after FY 2015-16 include the ongoing capital costs and do not reflect the one-time capital costs. It will cost the City an average of \$2.1 million more a year for the CalPERS rate increases. In the seventh year, in FY 20-21, the CalPERS rates will stabilize and reflect normal growth from that point forward.



Revenue Assumptions

The City's FY 2014-15 proposed budget and FY 2015-16 budget plan is built using economic assumptions to estimate revenue. Staff uses a variety of sources to determine revenue assumptions including the Monterey County Assessor's office and HdL Coren & Cone (the City's property tax auditors and sales tax consultants/auditors), the State Controller's office, the State Board of Equalization, and other sources as appropriate. Assumptions for General Fund major revenue sources are:

- Sales & Measure V Taxes
 1. FY 2014-15: Increase of \$1,544,000 assumes 4.5% growth from the prior year budget largely based on current year trends.
 2. FY 2015-16: Increase of \$361,000 assumes a conservative 1.0% growth.
- Property Tax
 1. FY 2014-15: Increase of \$565,900 assumes 2.7% growth based on current trends.
 2. FY 2015-16: Increase of \$404,600 assumes less than 1.8% growth.
- Utility Users Tax
 1. FY 2014-15: Decrease of \$23,000 assumes .2% decrease to the current year actual level.
 2. FY 2015-16: Increase of \$93,000 assumes 1.0% growth.
- Franchise Fees
 1. FY 2014-15: Increase of \$133,100 assumes 1.7% growth.
 2. FY 2015-16: Increase of \$100,100 assumes 1.2% growth.
- Business License Tax
 1. FY 2014-15: Increase of \$92,000 assumes 2.0% growth.
 2. FY 2015-16: Increase of \$47,000 assumes 1.0% growth.

Major Revenue Summary

Ninety three percent of General Fund/Measure V revenue comes from seven major revenue sources: property tax, sales tax, Measure V, utility users tax, franchise fees, business license tax, and building permits/plan check fees.

FY 2014-15 General Fund and Measure V revenue estimates total \$87,604,200 and major revenue categories are classified and discussed below:

	FY 2013-14	FY 2014-15	%	Change	%	
	Budget	Budget			Change	%
Property Tax	\$21,323,700	\$21,889,600	25%	\$ 565,900	2.7%	0.6%
Sales Tax	24,059,000	25,041,000	29%	982,000	4.1%	1.1%
Measure V Tax	10,467,600	11,030,000	13%	562,400	5.4%	0.6%
Utility Users Tax	9,300,000	9,277,000	11%	(23,000)	-0.2%	0.0%
Franchise Fees	8,066,000	8,199,100	9%	133,100	1.7%	0.2%
Business Lic Tax	4,600,000	4,692,000	5%	92,000	2.0%	0.1%
Other Taxes	1,835,000	2,015,000	2%	180,000	9.8%	0.2%
Plan Ck / Bldg Permit	1,160,000	1,173,200	1%	13,200	1.1%	0.0%
Other Rev/Transfers	4,370,900	4,287,300	5%	(83,600)	-1.9%	97.2%
Total	\$85,182,200	\$87,604,200	100%	\$2,422,000	2.8%	100.0%

Property Tax

The amount of property tax the City receives is determined based on growth and declines in property values. The City's property assessed value growth/declines for property tax collections are:

- FY 2004-05 – Growth of 10.7%
- FY 2005-06 - Growth of 12.9%
- FY 2006-07 - Growth of 12.7%
- FY 2007-08 - Growth of 7.3%
- FY 2008-09 – Decline of 5.1%
- FY 2009-10 – Decline of 11.2%
- FY 2010-11 – Decline of 6.8%
- FY 2011-12 – Decline of 0.6%
- FY 2012-13 – Growth of 0.5%
- FY 2013-14 – Growth of 2.8%
- FY 2014-15 – Projected to grow 2.7%

Overall, the City's annual property tax reduced \$7.8 million (27.2%) from projections made in April 2007 (prior to the housing downturn) and now signs of recovery and growth have begun. Estimates for FY 2014-15 reflect a growth of \$565,900, or 2.7%, because the current year secured tax trends.

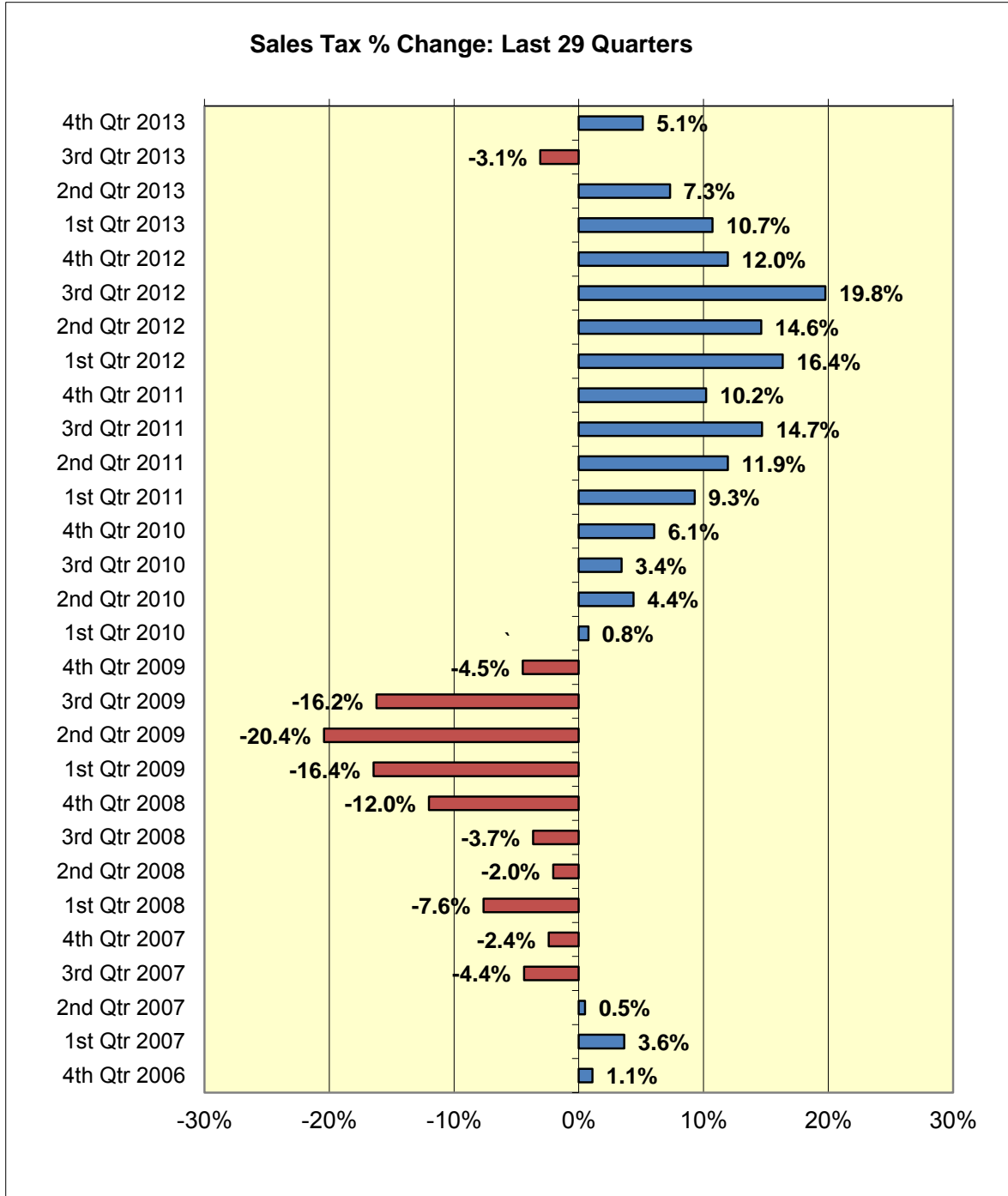
Sales Tax/Measure V

The City's share of the 7.75% sales and use tax collected on retail sales is one-percent (1%), which is credited to the General Fund. The City also receives revenues from a .5% transaction and use tax approved by Salinas's voters seven years ago and recently extended

with no sunset on November 6, 2012, which is accounted for separately in the Measure V Fund.

After ten consecutive quarter declines that began in April 2007 and a loss of \$4.5 million by April 2009, sales tax has shown strong recovery and has regained the peak it hit in FY 2006-07. All major business categories have shown improvement with General Consumer Goods, Autos/Transportation, and Fuel/Service Stations showing the most improvement.

Sales tax results for the past 29 quarters are as follows:

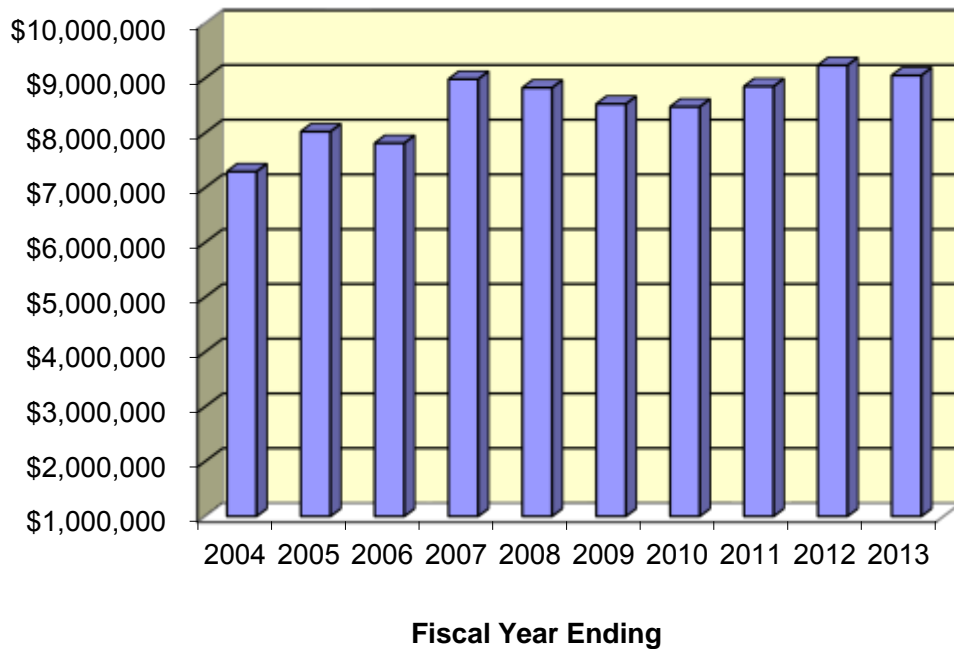


HdL, the City’s sales tax consultants/auditors, and their partnership with Beacon Economics, have evaluated trends in each sector and national and economic drivers. They are estimating an overall FY 2014-15 increase of 4.1 from the FY 2013-14 adopted budget. FY 2013-14 sales tax is estimated at \$25,041,000 and Measure V tax estimate of \$11,030,000. FY 2015-16 is estimated at 1.0% increase.

Utility Users Tax

Utility Users Tax is a general tax imposed on the use of utility services; the tax is 6% of the utility bill and is applied to land-line telephone, electric, gas, water and cable services. The tax is capped at \$2,000 per customer, per year, and per utility service. FY 2013-14 decrease slightly due to a number of large refunds processed to companies that had exceeded the cap. FY 2014-15 Utility Users Tax collections are expected to increase slightly to \$9,277,000. See illustration below:

Utility User Tax Revenues: Last Ten Years



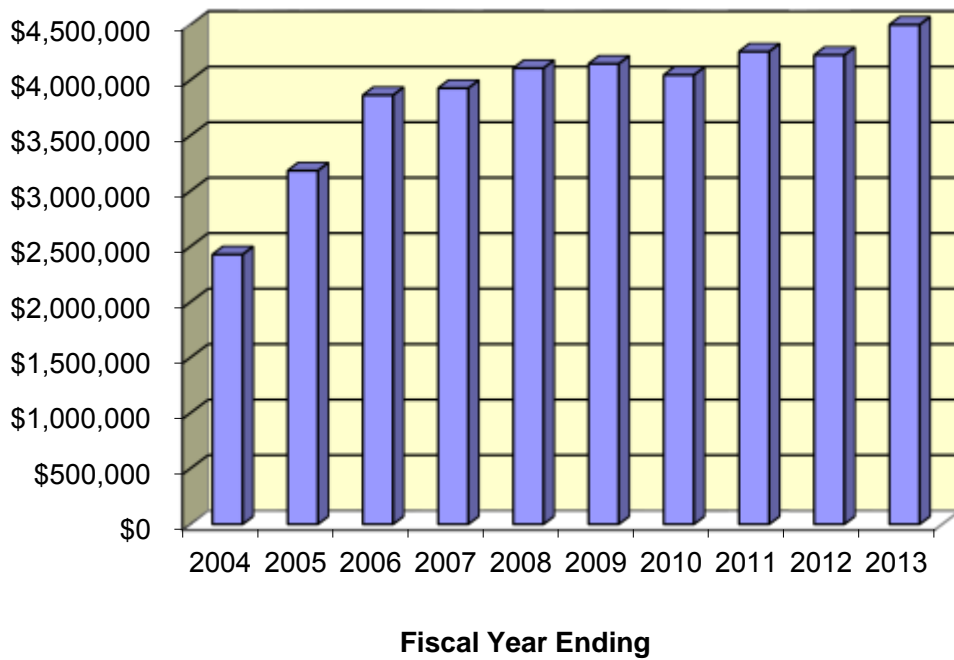
Franchise Fees

Franchise Fees are fees paid to a municipality from franchisees as a “toll” for the use of City streets and right of ways. The City’s franchise fees are charged on gross amounts billed for; Electric 2%; Gas 2%; Cable 5%; Garbage 26%; and actual cost for Towing Companies. The garbage franchise fee was increased from 20% to 26%, effective November 1, 2010. Total franchise fee for FY 2012-13 was \$7,600,534 and is expected to end the FY 2013-14 at \$8,066,000. FY 2014-15 is projected at \$8,199,100.

Business License Tax

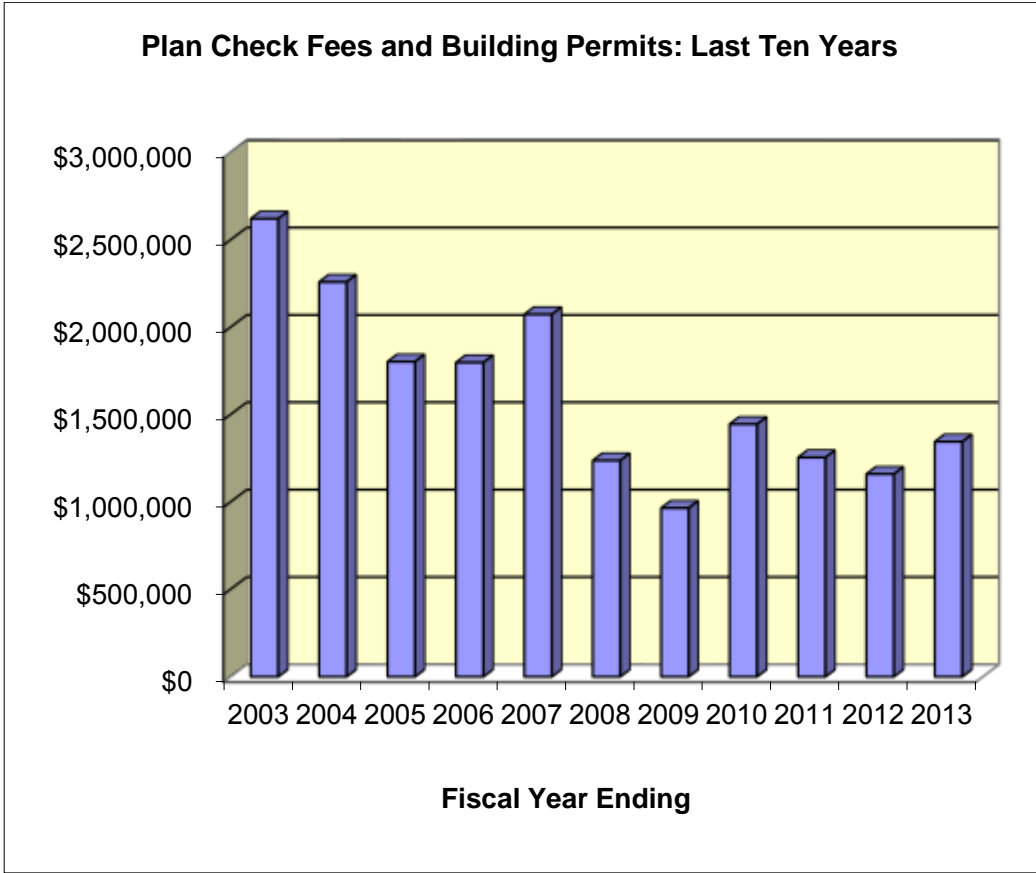
Business License Tax is a general tax on businesses that are conducting business within the City. The tax is levied either on gross receipts or on a flat rate. During November 2007, the City Council contracted with Municipal Auditing Services (MAS) to perform a business license tax compliance and enforcement program. MAS took a two year pause and did one more round of audits from from February 2013 to December 2013. To date, MAS has located over 4,006 unlicensed businesses and collected over \$1,944,056 in tax revenue. Business license tax is estimated at \$4,692,000 for FY 2014-15, a 2% increase from the current year projections. See illustration below:

Business License Tax: Last Ten Years



Plan Check Fees and Building Permits

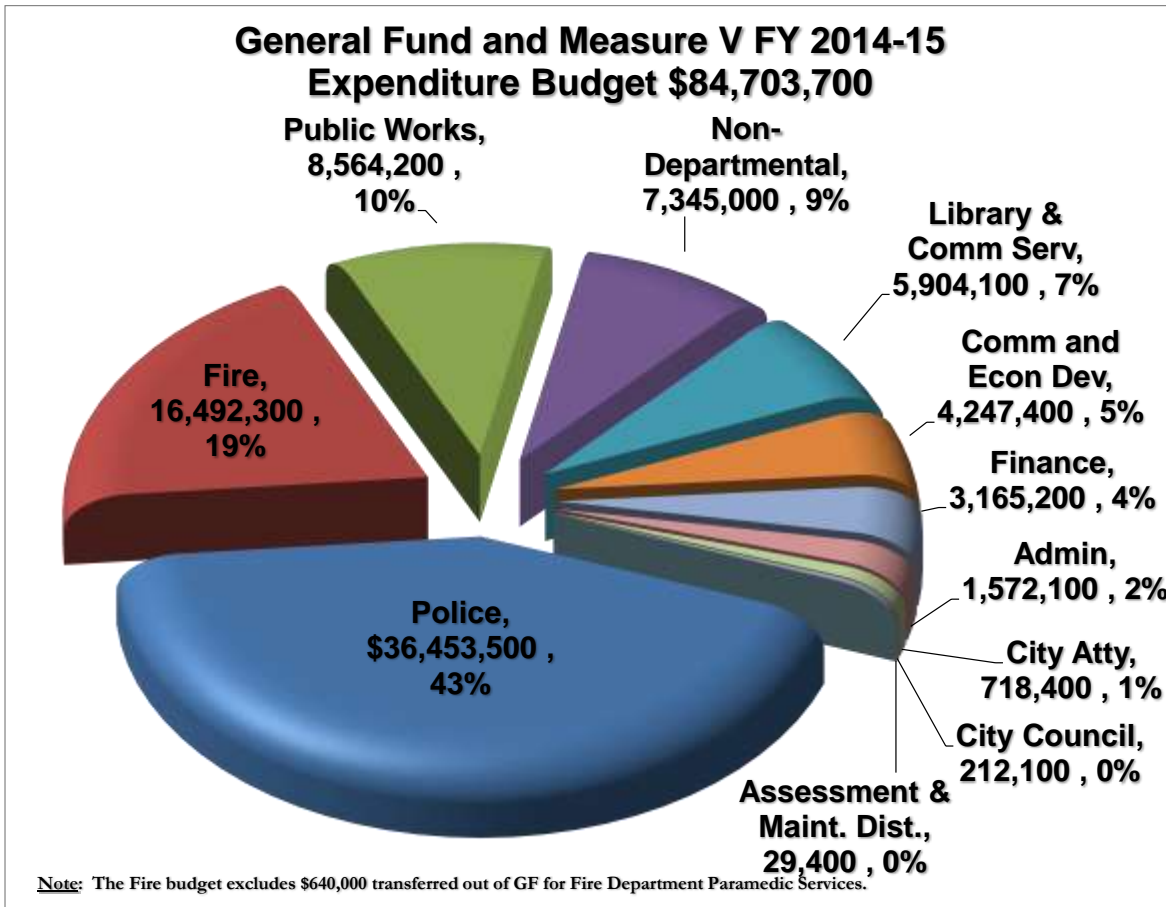
Plan check and building permit fees collections have declined 53% from FY 2006-07 actual collections of \$2,073,841 to FY 2008-09 actual collections of \$965,640. Plan check and building permit fee collections have shown improvement in FY 2009-10 with actual collections of \$1,445,488. FY 2010-11 plan check and building permit fees collections have dropped to \$946,300. Funds have been budgeted at \$1,173,200 for FY 2014-15. Please see illustration below:



General Fund and Measure V Expenditures

The FY 2014-15 General Fund/Measure V recommended operating budget totals \$84,703,700. Public Safety expenditures represent 62.5% of the operating budget. The recommended FY 2014-15 General Fund/Measure V operating budget, by department/service activity is as follows:

Department	FY 2013-14	FY 2014-15	%	Change	% Change
	Amended Budget	Proposed Budget			
Police	\$36,635,947	\$36,453,500	43.0%	\$ (182,447)	-0.5%
Fire	16,622,767	16,492,300	19.5%	(130,467)	-0.8%
Public Works	8,563,885	8,564,200	10.1%	315	0.0%
Non-Departmental	6,877,516	7,345,000	8.7%	467,484	6.8%
Library and Community Serv.	5,941,799	5,904,100	7.0%	(37,699)	-0.6%
Comm. and Economic Dev.	4,306,947	4,247,400	5.0%	(59,547)	-1.4%
Finance	3,369,350	3,165,200	3.7%	(204,150)	-6.1%
Administration	1,537,100	1,572,100	1.9%	35,000	2.3%
City Attorney	749,558	718,400	0.8%	(31,158)	-4.2%
City Council	223,800	212,100	0.2%	(11,700)	-5.2%
Assessment & Maint. Dist.	-	29,400	0.3%	29,400	
Total Exp. Budget	\$84,828,670	\$84,703,700	100.2%	\$ (124,970)	-0.1%



In addition to estimated revenue totaling \$87,604,200, the General Fund/Measure V budgets are balanced with net transfers out from other funds totaling \$1,090,200 (primarily representing a transfer out from the Measure V Fund of \$640,000 to the Emergency Medical Services Fund for paramedic services).

Retirement Programs

Most California cities participate in the the California Public Employees' Retirement System (CalPERS) retirement program. The cost of providing retirement benefits to employees remains a challenge to cities. Retirement costs represent 18% of total personnel costs. The average annual increases in CalPERS retirement costs have been 9.1% since Fiscal Year 2009-10 mainly due to the lower returns realized. Moreover, in the last two years, CalPERS has made four major policy changes that will result in further higher pension costs for the State and CalPERS contracting employers, with three of the changes occurring in the last year with the goal to stabilize pension costs over time. The most recent change just occurred on May 22, 2014. The changes amount to an increase of approximately \$2.1 million per year for five years and then level off. The costs will be spread over twenty years with the increases phased in over the first five years and ramped down over the last five years of the twenty year amortization period. The table below reflects the changes made by CalPERS:

CalPERS Board of Administration Policy Changes

Date Adopted by CalPERS	Description of the Change	Effective Year	Actuary Report Period	Date Actuary Report Due from CalPERS
3/13/2012	<u>ROR Assumption Change</u> - Lowered LT assumed rate of return at from 7.75 to 7.50%	FY 2014-15	6/30/2012	10/1/2013
4/17/2013	<u>Amortization & Smoothing Policy Change</u> - Recognize gains and loses over a shorter period & fixed amortization vs rolling	FY 2015-16	6/30/2013	10/1/2014
2/18/2014	<u>Change in Assumptions</u> - Lengthen the mortality rate	FY 2016-17	6/30/2013	10/1/2014
5/22/2014	<u>Policy Change</u> - Change to Risk Pools	FY 2016-17	6/30/2013	10/1/2014

On March 13, 2012, the CalPERS Board of Administration voted to reduce the discount rate from 7.75 percent to 7.50 percent. The discount rate is calculated based on expected price inflation and real rate of return. According to studies conducted by CalPERS and external actuaries, inflation has been in decline for the last 25 years. As a result, CalPERS Actuarial Office recommended a reduction in the price inflation from 3 to 2.75 percent. When added to the current real return assumption of 4.75 percent, this produces a discount rate of 7.5 percent. This new economic assumption will result in employer rate increases of about 1 percent to 2 percent of total payroll for most miscellaneous retirement plans and a 2 percent to 3 percent increase of total payroll for most safety plans beginning in FY 2013-14. On April 18, 2012, the CalPERS Board of Administration adopted a policy to phase in the impact on employers change in discount rate over a two year period. CalPERS employers will see about half of the projected rate increase in the first year and the rest of the increase in the second year. Currently, the entire projected increase is included in the FY 2013-14 budget plan.

On April 17, 2013, the CalPERS enacted significant changes in its actuarial policies that are aimed at returning the system to fully-funded status within 30 years. The new policies include a rate-smoothing method with a 30-year fixed amortization period for gains and losses. While it is a good decision for the long-term health and rate predictability of the system, the short term impact is that more money is required to be put into the system. Furthermore, on April 18, 2014, the CalPERS Board increased the mortality assumptions with a 20 year amortization period, which will increase contribution requirements beginning in FY 16-17.

Lastly, on May 22, 2014, the CalPERS Board approved changes to Risk Pooling, which only applies to the City's Fire Safety plan. CalPERS will combine all pools into two pools, with one for all safety plans and allocate the total unfunded liability. This Change will give the City the opportunity to refinance the Fire side fund obligation and achieve savings.

With the Governor's new pension reform law, new employees will begin to pay 50% of the normal costs of the pension. Existing city employees or new employees that have been active members in CalPERS within the last six months will continue to pay under the existing rates. City Public Safety employees pay nine (9%) percent of base salary into CalPERS; non-public safety employees pay seven (7%) percent. The majority of cities in the City's labor market (comparable cities) pay a portion or the entire employee share. As a member of CalPERS, the City can only charge Public Safety employees up to 9% and non-public safety employees up to 7% for the employee share of retirement premiums. The retirement formula used by the City of Salinas for non-public safety employees is 2% @ 55, at a time when many employee bargaining groups in other cities have negotiated 2.5% @ 55. The retirement formula that the City uses for sworn Public Safety employees is 3% @ 50 with the single highest year of salary. Any new sworn Public Safety employees hired between October 17, 2011 and December 31, 2012 are employed with a retirement formula of 3% @ 55 with a three-year final compensation. Under the new law, the retirement formula is 2% at 62 for non-public safety employees and 2.7% at 57 for safety employees, with the exception of new fire employees hired after March 4, 2014, which will be under the 2.5% at 57 formula as a result of City's fourth tier of pension reform.

The City budgets \$10.1 million to pay the cost for the Public Safety retirements and \$1.6 million for non-public safety retirements in the General and Measure V Funds.

Capital Improvement Program

The Capital Improvement budget was presented to the City Council on May 20, 2014 and June 3, 2014 and included a number of General Fund investments. The recommended General Fund items have been significantly scaled down to minimal levels and there are no Measure V funded capital project items proposed.

The FY 2014-15 General Fund CIP Budget projects are:

<u>Project Name</u>	<u>Cost</u>
Network Equipment Upgrades	\$ 5,000
Fire Hydrant Repairs	15,000
Self-Contained Breathing Apparatus	15,000
Commercial Washer & Dryer	20,000
PCs & Networking	30,000
ADA Transition Plans-Sidewalks & Ramps	35,000
Fire Safety Gear & Equipment	40,000
Fire Stations Repairs	50,000
Salinas Train Station Impvts	75,000
Copier Rental Program	105,000
LEOC Police Building	118,000
ED Element Analysis	150,000
PS Safety Radio Sys-2007 COPS Tech (NGEN)	210,400
Abbott St Safety Building	215,000
Storm Water Monitoring NPDES	<u>225,000</u>
Total General Fund FY 2014-15 Projects	<u>\$ 1,308,400</u>

The CIP is contained in a separate document and provides detailed information for each capital project included in the FY 2014-15 Capital Improvement Budget and Capital Improvement Program (FY 2015-16 through FY 2019-20).

General Fund/Measure V Operating Reserves

The City’s Financial Policies provide that the City “strive” to maintain a five (8%) percent General Fund Operating Reserve. Five (5%) percent of the reserve is required primarily for cash flow purposes. Reserves above the five (5%) percent level can be characterized more as “rainy day” funds to guard against economic uncertainties.

While a prudent reserve is certainly a worthy policy, it must be balanced with the fact that residents pay taxes for one purpose – to benefit from programs and services paid for with those taxes.

The FY 2009-10 Budget was balanced using \$9.4 million of General Fund/Measure V reserves. The use of reserves in both FY 2008-09 and FY 2009-10 was required to maintain services and were depleted to zero. Over the last three fiscal years using carryover funds and at the mid-year budget review, the City Council has approved replenishing the reserve with amounts each time. The reserves have grown and are now at \$4.8 million. As part of adopting the FY 2014-15 operating budget, staff is proposing to increase the reserves by \$400,000 and bring the reserve to a new total of \$5,170,000. The

FY 2014-15 reserve goal of 8% of operating expenditures is \$6,776,296, which leaves only \$1,606,296 remaining to achieve the 8% goal as shown below:

	<u>General Fund</u>	<u>Measure V</u>	<u>Total</u>
Fund Balance Reserves:			
Operating Reserve	\$ 4,230,000	\$ 540,000	\$ 4,770,000
Proposed Increase Reserves	<u>\$ 400,000</u>	<u>\$ -</u>	<u>400,000</u>
Total Reserves	<u>\$ 4,630,000</u>	<u>\$ 540,000</u>	<u>\$ 5,170,000</u>

City Council Goals and Objectives

On May 7, 2013, the City Council approved the Goals and Objectives for the 2013-2015 time period. These goals and objectives were the result of a strategic planning session held on January 12, 2013 and a follow-up meeting on February 4, 2013. Each department has aligned the specific tasks they plan to accomplish in FY 2013-14 to support and accomplish the City Council goals and objectives. On January 25, 2014, during the Annual City Council Strategic Planning Session, the City Council made slight modifications to the objectives, but the five council goals remained the same. These tasks are listed in each department’s summary section of the budget. The City Council’s strategic goals and objectives are listed below:

Economic Diversity and Prosperity

1. Alisal Market Place
2. Chinatown Revitalization
3. Enhanced Permit Center Operations
4. Sustainable Steinbeck Regional Innovation Foundation/Cluster (SIC)
5. Enhanced local, regional and national branding/imaging of the City
6. Future Growth Area (FGA)
7. Plan for and engage a safe, secure, well-managed water-supply

Safe, Livable Community

1. Work with citizen to create consistent funding for public safety
2. Support neighborhoods and volunteers
3. Address homelessness
4. Build a new police station
5. Fire Department Equipment needs

Effective, Sustainable Government

1. Employee Customer Service Fire Department Equipment needs
2. Technology Upgrades

Excellent Infrastructure

1. Seek Community Input
2. Categorize needs based on low medium and high priority
3. Define and agree on an approach that addresses the priority infrastructure needs

4. Develop a timeline for implementation
5. Advocate for funding from federal, state, regional, nonprofit and private sources

Quality of Life

1. Youth Soccer Fields at Constitution Park
2. Continued support for recreational, arts, libraries, entertainment, volunteer opportunities, playgrounds, sports, and culture
3. Prioritize El Gabilan Library expansion through Measure V Funds

Accomplishments

The City has accomplished a lot in the last five years as it navigated through significant change and the challenge of re-thinking how City business is done. Through the leadership of the City Council, and direction to staff, an amazing amount has been accomplished.

Included in this budget document at the beginning of each department's section is list of accomplishments during FY 2013-14 for each of the five City Council goals.

Conclusion

Through cooperation and communication, the City Council, staff and the community have persevered through the most recent economic crisis. I'm most grateful to the City's employees for their continued concessions and who continue to perform at a high level providing valuable service to the community in spite of significant staffing reductions. Also, I would like to thank the City Council for your leadership and the commitment you continue to exhibit in ensuring that the City of Salinas enhances and maintains its outstanding economic diversity and prosperity, the safety and livability of community, the effectiveness and sustainability of the government, excellent infrastructure and quality of life.

Lastly, I would like to thank the employees in the Finance Department who worked on the budget document, as well as all other staff who made contributions to its completion.

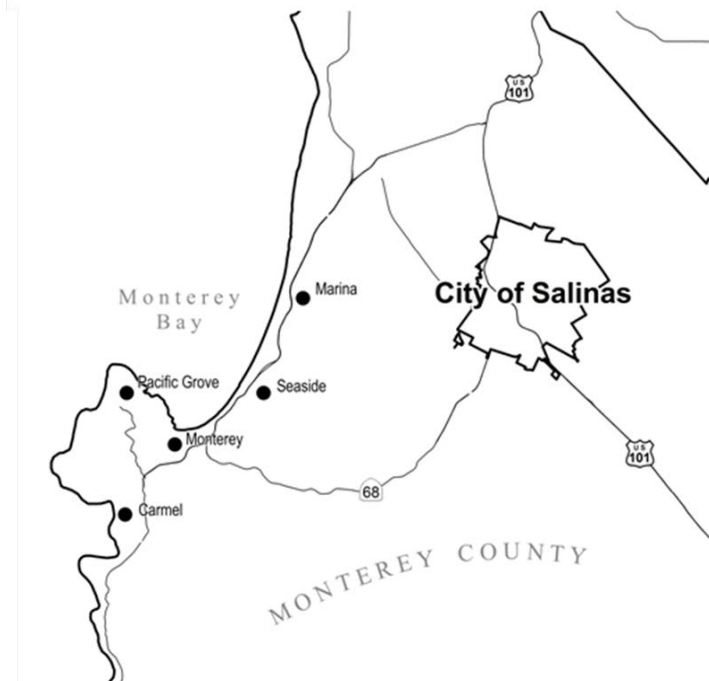
Sincerely,



Ray Corpuz
City Manager

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COMMUNITY PROFILE



HISTORY

The name Salinas means "salt marsh" in Spanish. The City got this name because at that time there was a large slough that ran through the area. In the mid-1800s, Salinas' agricultural industry began to grow. In 1867, several local businessmen laid-out a town plan and enticed the Southern Pacific Railroad to build its tracks through Salinas City.

Agriculture continued as the area's major industry and today, the Salinas Valley is known as "The Salad Bowl of the World".

The City of Salinas was incorporated as a charter city on March 4, 1874 providing all typical City services: Public Safety (police and fire), Public Works (engineering & transportation, and environmental & maintenance services), Community and Economic Development (permit services, planning, redevelopment and economic development), Library and Community Services (parks & community services, and library), and General Administrative Services. Business-type City services include: a Municipal Airport, Industrial Waste System, Golf (two municipal golf courses), Sanitary Sewer and Storm Drain Systems, Water Utility, Preferential and Downtown Parking District. The State Department of Finance reports the City's population at 155,205, as of January 1, 2014. The City employs about 511 persons on a full time basis.

CITY GOVERNMENT

The City of Salinas is operated under the Council-Manager form of government. The City Council is governed by a six member Council elected by districts for four-year alternating terms and a Mayor elected at large for a two-year term. The City Council acts as the legislative and policy-making body. Council appoints the City Manager and awards the contract for City Attorney services. The City Manager is the chief administrator and is responsible for implementing the policies and priorities of the City Council. Our current City Hall was built in 1964

COMMUNITY PROFILE

and an addition was constructed in 1975. Our old City Hall no longer exists, but we have some records of the building dating back to 1907. It was demolished shortly after our current City Hall was opened in 1964.

HOUSING

Salinas is a community of neighborhoods with a wide variety of housing options. With Victorians and the historic Spanish influence, Salinas provides renters and homebuyers a housing assortment, from modest cottages and modern townhouses to spacious "rancheros" nestled in the oak-dotted countryside.

Newer developments provide attractive and imaginative tract homes and condominiums along side the many modern homes in well-established neighborhoods. Newcomers and longtime residents will find a neighborhood to their liking, regardless of whether they are looking for something larger to accommodate a growing family, or simply want to find smaller quarters for their retirement years.

Salinas offers approximately 39,381 housing units of which 20,881 are detached single family residences, 2,863 are attached single family residences, 3,341 two to four unit multifamily complexes, 11,039 apartment units, and 1,257 mobile homes. The residential vacancy rate is approximately 4½% at any time during the year.

TRANSPORTATION

The City of Salinas is the county seat of Monterey County, and is located in the Central Coast region of California, 17 miles inland from the Monterey Bay, 325 miles north of Los Angeles and 106 miles south of San Francisco.

Air

The Salinas Municipal Airport serves the City as an element of the national transportation system. It is also an economic development asset and serves as an employment center with over twenty businesses providing jobs. The Municipal Airport has a 6,000-foot and a 5,000-foot lighted runways. Commercial airlines serve at the nearby, Monterey Peninsula Airport.

Bus

Monterey-Salinas Transit (MST) operates local bus service; Monterey-Salinas AirBus offers connections to San Jose and San Francisco airports; Greyhound offers service to all major cities.

Highways

The major north-south freeway, US-101, bisects Salinas. State highways 68 and 183 connect with scenic Highway 1 accessing the Monterey Peninsula and surrounding cities.

Rail

Union Pacific's main line has daily Amtrak service which runs through Salinas; with a stop at the new Intermodal Transportation Center.

SCHOOLS

Salinas is served by three elementary school districts, a unified high school district and several private schools at both the primary and secondary level. Hartnell College, a State Community College, offers two-year degrees and occupational certificate programs. California State University Monterey Bay is located less than 15 miles away on the former Fort Ord site. Graduate studies through Golden Gate University, Monterey Institute of International Studies and Chapman College are available nearby. Also in the area are Moss Landing Marine Laboratory, Monterey College of Law, Stanford University's Hopkins Marine Station and San Jose State University.

COMMUNITY PROFILE

COMMUNITY SERVICES

Salinas has extensive health and medical services with two of Monterey County's four hospitals located within the City. Salinas also offers skilled nursing and convalescent homes and residential retirement facilities for seniors, as well as over 200 practicing physicians.

Fire protection and basic and advanced life support are provided by the City's full service Fire Department. Advanced life support services are provided by the Fire Department's paramedic program with new funding being provided from a countywide ambulance contract. The City of Salinas has a well-equipped, fully staffed Police Department and receives additional support, as required, from the Monterey County Sheriff's Office.

The City's moderate climate encourages year-round use of its 550 plus acres of municipal parks, which include golf courses, tennis courts and swimming pools. The Salinas Community Center regularly hosts symphonies, ballets, concerts and conventions. Salinas is host to the annual Steinbeck Festival, the California Rodeo, and the California International Airshow. Salinas has a modern California Sports Complex and the National Steinbeck Center. Surrounding Salinas are diverse recreational opportunities including beautiful beaches and the world famed golf courses of the Monterey Bay Peninsula.

As the retail hub of the Central Coast, Salinas enjoys a wide selection and diversity in its stores. Northridge Shopping Center contains over 120 specialty shops and four major department stores – Macy's, Sears, J.C. Penney and Best Buy. Harden Ranch Plaza includes a Super Wal-Mart, Target, Safeway, specialty stores, restaurants, and banking institutions. The Westridge Shopping Center is home to Costco, a second Wal-Mart store, Office Max, Dick's Sporting Goods and a variety of national chain restaurants. The Salinas Auto Center houses nine local dealers. In October 2007, Home Depot moved its operations from Harden Ranch Plaza to the Auto Center area to join Kohl's and other specialty stores. Additionally, Salinas' location allows quick access to the Monterey Peninsula, as well as the San Jose area.

The City utilizes various Boards and Commissions in the conduct of its affairs. Commissions established by City Ordinance are:

- Equal Opportunity Commission
- Airport Commission
- Recreation-Parks Commission
- Library Commission
- Traffic and Transportation Commission
- Planning Commission
- Youth Commission
- Measure V Committee

Boards and committees established by Resolution of the City Council are:

- Police Community Advisory Committee
- Animal Shelter Committee
- Design Review Board
- Board of Appeals
- Grievance Advisory Board



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BUDGET GUIDE

BUDGET GUIDE

The budget represents the City's work plan in support of City Council goals and policies. It is the City's fundamental policy document, annual financial plan and operations guide expressed in dollars and staff resources. In addition, it informs the public about the City's financial strategies and provides the documentation needed for other financial matters, such as audits, loans and grants.

A sustainable budget allocates limited available resources to the provision of programs, services or projects in support of community needs and expectations, without compromising the long-term financial health of the City. It balances city resources with community priorities and requirements. A budget serves the following purposes:

- Public communication device
- Establishes annual goals and objectives to meet community priorities
- Policy document
- Resource allocation tool
- Spending plan
- Accountability document
- Management tool
- Grants authority to city staff

The annual operating budget is a financial plan for a specific period of time. Salinas prepares a two-year operating budget and a six-year capital improvement budget. The first year operating budget is adopted by Council and implemented by staff. The second year of the operating budget is presented as a financial planning tool that provides ample time to apply and implement corrective budgetary measures. For the City of Salinas the City's fiscal year starts on July 1st and end on June 30th.

DOCUMENT ORGANIZATION

The following section briefly describes the components that comprise the budget document.

Letter of Transmittal

In the transmittal letter to the City Council and Salinas' citizens, the City Manager summarizes the operating budget for Fiscal Year (FY) 2014-15 and the budget plan for FY 2015-16. It outlines strategies and objectives for the fiscal years and highlights the most critical issues facing the City.

Community Profile and Budget Guide

This is the current section and it contains a variety of information about the City of Salinas, its history, government, housing, transportation, schools and community services. The budget guide section is an important tool in understanding the budget. Long-term financial strategies and budget policies that provide guidance to city staff are identified. In addition, this section describes the structure of city finances, including financial objectives reporting requirements, reserve descriptions, appropriation control, debt management, and management responsibilities. A brief summary of the annual budget process and a glossary of budget terminology are also included to aid the reader.

Financial Summaries

Local government budgets are organized or separated into various funds in order to account for revenues, which are restricted by law as to how they may be spent. Each fund functions like a separate bank account targeted to a specific purpose or purposes and the City's budget is financed by these different funds. This section of the budget presents the Budget Resolution that captures the Estimated Revenue, Interfund Transfers and Appropriations for FY 2014-15; The Appropriation Limit calculation; Fund Balance projection by fund for FY 2014-

BUDGET GUIDE

15 and 2015-16; The Administrative Overhead Rates; A summary schedules of revenues by fund that includes actual revenues for FY 2012-13 and estimated for FY 2013-14 through FY 2015-16. Also contained here is the summary of the total full time workforce budgeted for the next two years with historical changes in staffing over time.

Financial Policies

An overview of city's financial policies that include Accounting Policies, Reserve Policies, Administrative Fee Policies, Revenue Policies, Operating and Capital Improvement Budget Policies, Debt Policies, Assessment and Community Facilities Financing Policies, Landscape and Lighting Policies, Capital Asset Policies and Risk Management Policies.

Measure V Funds

This section provides historical information about the circumstances surrounding the conception and implementation of the Transaction and Use tax approved by Salinas' voters on November 2005. This section also includes summaries of the Measure V funds budgeted for Operating and Capital Projects for FY 2014-15 and a list of the number of positions funded during the same period.

Department Operating Budgets

Here you will find detailed information about each department, including department organizational charts, department and division descriptions including Purpose, Goals, Strategies and Objectives and Major Budget Changes for FY 2014-15, and a financial summary showing funding sources, actual expenditures from FY 2012-13 and projected expenditures for FY 2013-14 through FY 2015-16

The Capital Improvement Budget is issued in a separate document. Both of these documents are available to residents and interested parties for review at the City's website located at www.ci.salinas.ca.us.

STRUCTURE OF THE CITY'S FINANCES

One way to view city finances is from the perspective of personal financial planning. It is good financial advice to take time each year to do some financial planning regardless of your personal circumstances. A portion of existing resources is used to pay for necessities (utilities, mortgage). Some of your projected income is used for maintenance needs on assets (car repair, plumbing problems). Yet another part of your income is set-aside for future use or anticipated costs (investment for retirement, buying a new car, insurance premiums, roof replacement, etc.).

A city is required to essentially complete the same type of financial planning. Salinas keeps track of its activities in self-balancing sets of accounts called "funds" which are the basic accounting and reporting components in governmental accounting. Funds are designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities.

Some funds are established to track activities required by law (e.g. gas tax fund), some fulfill revenue requirements (CDBG), and still others demonstrate prudent administrative practices (such as self-insurance funds for General, workers' compensation and liability).

Budget years run in fiscal year cycles beginning July 1 and ending June 30. The City budget is approved and balanced by fund. The vast majority of these fund balance dollars are held for future expenses for several reasons. Special taxes, such as the gas tax, are restricted to specific services and must be carried forward for that purpose (in this case, street improvements). Other balances may result from legal requirements, such as payment of long-term debts for bonds.

The City maintains budgetary controls that ensure compliance with the budget approved by the City Council. All activities of the City are included in the annual appropriated budget. The legal level of budgetary control (that is, the level at which actual expenditures may not legally exceed the appropriated amount) is at the fund level, as authorized in the Annual Appropriations Resolution.

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BASIS OF ACCOUNTING

Fund Accounting

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

The budget is adopted consistent with generally accepted accounting principles. Revenues are recognized on the accrual basis (i.e., when they are earned). Expenditures are recorded when the related fund liability is incurred.

Base Budget: Each department is initially provided an annual appropriation sufficient to fund current service levels and any other costs the department is responsible for managing. This year's base budget involved taking the FY 2013-14 final adopted budget, reducing it for any one-time capital outlay expenditures, downward adjustment for employee concessions (in the form of furlough) that do not have a sunset date and include a continuous postponement of Cost-of-living adjustment of four percent for the non-public safety groups agreed in April 2013, and cost increases for other contractual obligations (such as utilities increases, vendor service contract rate increases, etc.) The proposed FY 2014-15 budget reflects the partial impact of ending concessions from the non-public safety group.

Carry Over: Unexpended funds from a fiscal year are known as carryover funds. The City Council's past practice is to allocate carryover funds pursuant to the City's adopted financial policies. The policy states "General Fund carryover balances shall be allocated to reserves in the following priority order: 1) Insurance Reserves, 2) Operating Budget Reserve and 3) Capital Improvement Program Reserve."

Long Range Financial Planning

The City has developed a three-year forecasting model for operating revenues and expenditures. The City also produces a six-year capital improvements plan.

The Finance Department prepares initial Baseline Budget forecast and allows City Council and departments to focus on policy, program and work plan issues.

Reserves

The General Fund strives to maintain a contingency or prudent reserve, with a target of 8% of the General Fund Operating Budget.

Contingency Reserve Policy

The City Policy endeavors to maintain a contingency reserve for operations to help mitigate the effects of such unanticipated situations as (1) economic downturns, (2) loss of revenues to or imposition of additional costs by other governmental agencies, (3) variances in financial forecasting, and (4) natural disasters. The contingency reserve is funded at a level established by Council each June. All uses of the contingency reserve are approved by the City Council.

Long Term Capital Debt

The City of Salinas uses long term debt financing only for one-time capital improvement projects and unusual equipment purchases. Long-term capital debt complies with applicable federal and State regulations and is repaid over the legal life of the related asset or twenty years whichever is less. Financing is generally conducted on a competitive basis and the City seeks to maintain its current bond rating.

Investments and Cash Management

The City follows the practice of pooling and investing cash of all funds under its control to maximize the return in a safe and prudent manner while at the same time ensuring that the portfolio is sufficiently liquid to meet day-to-day cash needs. There is diversity in the types and maturity dates of investments, which are made in accordance

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with the California Government Code. The remaining final maturity on investments is limited to five years. Currently, the average life of our portfolio is generally about one year. An Investment Report is submitted to the City Council monthly, which shows investment activity and the performance of the investment portfolio. The investment policy is reviewed and readopted annually by the City Council, as required by State law.

BUDGET PROCESS

The Salinas' City Council adopts the City of Salinas' annual operating budget no later than June 30 of each fiscal year. Beginning July 1st, the budget process allows the City of Salinas to make resource allocation decisions, including choices about staffing, technology, and equipment, as well as determining which program priorities will be addressed in the coming fiscal year. Although the City Council deliberates the proposed budget in June, the budget process occurs throughout the year. Staff begins in earnest each January based on projections of city revenues, costs associated with contractual obligations, assessment of city needs, and review of the City's overall financial position.

Financial information containing actual revenue receipts and expenditures trends is presented to the Finance Committee at least once every month. During the year, Council amends the budget with the approval of supplemental appropriations and reviews and amends the budget at mid-year and at year-end.

The budget is prepared by the City Manager and adopted by the City Council. The City Council approves operating appropriations at the department and fund level prior to July 1, each year and may amend the budget during the fiscal year. Budgetary control is maintained at the program level. Formal budgetary integration was employed as a management control device during the fiscal year for the General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds, Enterprise Funds and Internal Service Funds.

Budgets are legally adopted for all Governmental and Proprietary Fund Types. Fiduciary Funds and Agency Funds have no adopted budgets because the City is only required to make payments to the extent funds are available. Agency Fund budgets that are approved by their respective governing boards are recorded in the City's accounting system.

The City Manager may transfer budget appropriations between departments and Department Directors may transfer appropriations between programs and accounts within their individual departments and divisions, but only the Council may appropriate funds from reserves or fund balances.

Budget policy excludes the use of taxes, accounts receivable, interest receivable assets and long-term advances that are not currently available resources for budget purposes. Condemnation deposits, are also excluded because they are returned upon right of way acquisition.

Expenditures may not legally exceed budgeted appropriations at the department level. Budgeted amounts shown are as originally adopted and as amended by the City Council during the year and reviews and amends the budget at mid-year and at year-end.

Appropriations lapse at fiscal year end to the extent they have not been expended. New budget appropriations are approved for the coming year. Project-length financial plans are adopted for all capital projects funds and appropriations are carried forward until project completion. Grant funds are carried forward until the grant expires.

Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary integration in the governmental funds. Encumbrances outstanding at year-end are recorded as reservations of fund balance and do not constitute expenditures or liabilities because the commitments will be honored during the subsequent year.

From January through March, departments review their functional responsibilities and services and their current year budget objectives in light of any modifications in Council priorities or other direction to staff. These are considered in conjunction with projections of revenues and expenditures as the departments prepare their

BUDGET GUIDE

preliminary budget requests. Departments develop budgets, which reflect departmental goals and City Council priorities within budgetary constraints.

The City Manager reviews department budget requests in March-April. From these reviews, the budget parameters may be modified and changes made to the preliminary budget for presentation to Council. During the month of April, the Finance Department compiles all department requests and the City's financial data to produce a preliminary document.

The presentation of the City Manager's Proposed Budget in early June is intended to provide the City Council and the public time to review the budget. Included in the City Manager's presentation are an update of the City's financial position and long-range plan, review of the national, state and local economies, and discussion of financial policies and department activities.

After the Council reviews the proposed budget and receives public comment, they may revise the proposed budget. Then, on or before June 30, the City Council votes to adopt the budget, including any amendments to the proposed budget that may occur, by an affirmative vote of the majority of the seven-member City Council. At any meeting after the adoption of the budget, the City Council may amend or supplement the budget by a majority vote of the Council.

Upon final adoption by city ordinance, the budget becomes the legal authorization for the various departments to expend revenues, subject to any controls established by the City Manager, City Council and internal audit requirements. The City Council has adopted several financial and budgetary policies, which address debt, reserves, and spending authorizations.

CITIZEN PARTICIPATION

Salinas' residents are encouraged to participate in the budget planning process through a variety of avenues, such as participating in Council-appointed boards and commissions or by attending budget sessions or public hearings at City Council meetings. Citizens may also view and comment on the budget document through the City's Internet Web page located at www.ci.salinass.ca.us.

Public hearings on the budget occur in June. Citizens have the opportunity to speak about budget issues at these hearings and at virtually any City Council meeting during the year. Council meetings are generally held on Tuesday afternoon beginning at 4:00 p.m. in the Council Rotunda at City Hall, located at 200 Lincoln Ave. Salinas. All council meetings are televised on the local cable access channel 25 and subsequently aired on Saturdays at 11:00 in the morning.

GLOSSARY OF BUDGET TERMINOLOGY

A city budget contains specialized and technical terminology that is unique to public finance and budgeting. Therefore, a glossary is provided to help the reader understand terms and vocabulary that are used in this document. Useful terms relevant to the budget process and/or city government are included.

APPROPRIATION An authorization made by the City Council, which permits the City to incur obligations and to make expenditures of resources.

BENEFITS: FULL TIME (FT) Cost to the City for insurance benefits for all regular part time employees. This includes health, disability, and workers' compensation insurance.

EDUCATIONAL INCENTIVE PAY Cost to the City for educational incentive pay to eligible public safety employees. For budget purposes, this payment is included as part of the total annual salary for eligible regular full time employees.

BENEFITS: REGULAR FT INSURANCE Cost to the City for insurance benefits for all regular full time employees. This includes the city's cost for health, dental, disability, life, and workers' compensation insurance.

BUDGET GUIDE

BENEFITS: REGULAR FT LEAVE TIME Compensation for all leave time to employees who are appointed to regular full time positions. For budget purposes, the percentage factor could be applied to net work hours as calculated by the Finance Department.

BENEFITS: REGULAR FT RETIREMENT Cost to the City for Public Employees' Retirement for all regular full time employees. The city participates in two pension plans: the California Public Employees' Retirement System (PERS) for public safety and miscellaneous employees hired after June 1995 or those employees who elected to switch from the other local plan, and the New York Life Retirement Plan for miscellaneous employees hired before June 19, 1995 and who elected not to receive benefits under the PERS system.

BUDGET A financial plan for a specific period of time (one fiscal year) that matches planned revenues and expenditures with various municipal services.

BUDGET ADJUSTMENT A legal procedure to revise a budget appropriation. City staff has the prerogative to move expenditures within or between department programs. Increases to the budget must be approved by the City Council.

BUDGET DOCUMENT The instrument used by the City Manager and staff to present a comprehensive financial program to the City Council.

BUDGET RESOLUTION The official enactment by the City Council to establish legal authority for city officials to obligate and expend city resources and funds.

BUDGETED FUNDS Funds that are planned for certain uses but have not been formally or legally appropriated by the City Council. The budget document submitted for City Council approval is composed of budgeted funds.

BUDGETARY CONTROL The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAPITAL IMPROVEMENT PROJECTS A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a period of several future years.

CAPITAL OUTLAY Purchase of equipment (including vehicles), tools, and furniture having a value of \$3,000 or more and a normal useful life of two years or more.

CONTRACTUAL SERVICES Expenditures for services which are obtained by an expressed or implied contract, or services which are of such nature that they normally would be obtained by such a contract. Major types of contractual services are advertising, printing and binding services, maintenance and repair services, auto body work, professional services, public utility services, and travel and transportation services.

DEPARTMENT A separate major administrative section of the City which indicates overall management responsibility for a group of related operations within a functional area. The City's structure has fourteen departments.

DEPARTMENT SUMMARY The Department Summary provides a summary of source of funds and expenditures by major category. The source of funds section shows how the fiscal year 2011-12 actual, the 2012-13 budget and the proposed 2013-14 budget are funded. The budget plan for FY 2014-15 is also included. The expenditure section details both employee services and other resources. The employee services category includes regular full-time, temporary part-time, and overtime. The other resources category includes: supplies/small equipment, outside services/other expenditures, and capital outlay

DIVISION A major administrative section of a department indicating management responsibility for a group of related operations within a department.

DIVISION SUMMARY Provides a summary of source of funds and expenditures by major category in the same manner as the Department Summary, described above, except that this summary is at the division level.

ENCUMBRANCE The commitment of appropriated funds to purchase an item or service. To encumber funds is to set aside or "commit" funds for a future expenditure.

BUDGET GUIDE

ENTERPRISE FUND A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that the revenues are adequate to meet all necessary expenditures. The City of Salinas has the following Enterprise Funds: Airport, Golf Courses, Industrial Waste, Sanitary Sewer, NPDES Storm Drain Sewer, NPDES Street Sweeping, Hitchcock Road Water Utility and the Downtown Parking.

EXPENDITURE Refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained, regardless of when the expense is actually paid. This term applies to all funds. Expenditures are recorded in the City's financial records when the goods, services, or assets are received.

EXPENDITURE BY CHARACTER A basis for distinguishing types of expenditures. The major expenditure categories used by the City of Salinas are Employee Services including salaries, benefits and overtime; operating expenditures (supplies and services) and capital outlay expenditures.

FISCAL YEAR (FY) The time period designated by the City representing the beginning and ending period for recording financial transactions. The City of Salinas has specified July 1 to June 30 as its fiscal year.

FULL TIME EQUIVALENT (FTE) Technique converting labor work hours into a unit measure of equivalent number of full time employees (1 FTE =2,080 annual hours) with the exemption of firefighters that are measured on 2,912 annual hours annually. For both FY 2013-14 and FY 2014-15 the budget included a ten percent reduction in the hours worked by non-public safety personnel as a result of the furlough program implemented by the City starting July 1, 2009.

FUND An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities, revenue sources, or government functions. Eight commonly used types of funds in public accounting are: general fund, special revenue funds, debt service funds, capital projects funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.

FUND BALANCE Refers to the excess of assets over liabilities and encumbrances at the end of the recorded accounting period. Also known as available funds.

FUNDING SOURCE Identifies which revenues the City will use to pay the expenditures of each department. Some department budgets include revenues from one or more sources, which legally, may only be used for specific purposes, while others rely more heavily on the City's General Fund, which, may be used for any appropriate purpose.

GRANT A donation by a government or other organization to support a particular function. Grants may be classified as either categorical or block, depending upon the amount of discretion allowed the grantee.

INTERNAL SERVICE FUND Funds used to account for the financing of goods or services provided by one city department to another on a cost reimbursement basis.

LETTER OF TRANSMITTAL The opening section of the budget, which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal year, and the views and recommendations of the City Manager.

LINE-ITEM BUDGET A budget that lists each expenditure type (salary, supplies, contractual services, etc.) as a separate line item, along with the dollar amount budgeted for each specified category.

OPERATING BUDGET The portion of the budget pertaining to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel services, materials and supplies, and capital outlay. It does not include Capital Improvement Project expenditures.

REVENUE Funds the City receives as income. Revenues include such items as taxes, licenses, user fees, service charges, fines and penalties, and grants.

RESERVE An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

SUPPLIES / SMALL EQUIPMENT Items purchased that have a unit value of less than \$3,000 regardless of

BUDGET GUIDE

normal useful life, or have a unit value of more than \$3,000 and a useful life of less than 2 years.

TEMPORARY Describes the job status of an employee as one who works less than full time and in a transitory position.

REVENUES SCHEDULES Complete revenue worksheet for 2012-13 actual & 2013-14, 2014-15 and 2015-16 revenue estimates.

REGULAR FULL TIME Describes the job status of a city employee as one who works a full weekly schedule (40 hours for Police sworn and non-public safety employees (adjusted for furlough concessions), 56 hours for Firefighters public safety employees) on a non temporary basis. For both FY 2014-15 and FY 2015-16 the budget included a ten percent reduction in the hours worked by non-public safety personnel as a result of the furlough program implemented by the City starting July 1, 2009.

FINANCIAL SUMMARIES

Budget Resolution Fiscal Year 2014-15

RESOLUTION NO. 20591 (N.C.S.)
RESOLUTION NO. 24 (S.A.)

RESOLUTION ADOPTING THE 2014-2015 ANNUAL OPERATING BUDGET

BE IT RESOLVED that the Operating Budgets of the City of Salinas and the Successor Agency of the Salinas Redevelopment Agency, including interfund transfers as set forth herein for Fiscal Year 2014-15 commencing on July 1, 2014 be adopted as listed below:

<u>Fund Description</u>	<u>Estimated Revenue</u>	<u>Interfund Transfers</u>	<u>Appropriations</u>
<u>General Government</u>			
10 General Fund	76,564,200	(410,200)	74,309,900
11 Measure V Fund-Annual	11,040,000	(640,000)	10,393,800
24 Emergency Medical Services Fund	105,000	640,000	609,800
25 Asset Seizure Fund	10,400		10,000
28 Public Safety Fund	590,100		600,000
34 Traffic Safety Fund	530,000	(525,000)	
35 Vehicle Abatement Fund	110,000	50,000	175,000
36 Recreation Park Fund	30,000		23,400
41 Public Education Fund	185,000		150,000
Total	89,164,700	(885,200)	86,271,900
<u>Internal Services</u>			
50 Internal Service Fund	7,487,000		7,002,000
<u>Enterprise Operations</u>			
21 Airport	1,222,500		1,170,800
22 Industrial Waste	3,055,000		1,556,800
23 Golf Courses	225,700	450,000	671,100
27 Sanitary Sewer	2,656,000		2,333,200
30 Storm Sewer	72,000	1,700,000	1,567,000
51 Hitchcock Road Water System	11,000		20,000
52 Parking District	250,500	1,344,700	1,764,700
Total	7,492,700	3,494,700	9,083,600
<u>Assessment and Maintenance Districts</u>			
26 Maintenance Districts	1,615,800		1,480,700
39 Business Surcharge Districts	250,000		245,000
70 Assessments Districts	3,334,500		3,271,800
Total	5,200,300		4,997,500
<u>Block Grants and Home Program</u>			
29 Community Development Block Grant	2,775,400		1,460,500
29 Home Investment Program	1,142,200		1,332,200
29 Inclusionary Housing	50,100		50,100
29 Emergency Shelter Program	182,900		159,700
29 Neighborhood Stabilization	188,100		356,800
Total	4,338,700		3,359,300
<u>Grants, Trusts & Agencies</u>			
61 Economic Development	360,000		337,700
62 Grants, Trusts & Agencies	2,695,700		2,655,500
63 Successor Agency	22,000	(1,169,700)	79,600
65 Deferred Comp Administration	40,000		31,200
91 Successor Agency Fund	2,995,500		1,707,600
Total	6,113,200	(1,169,700)	4,811,600

FINANCIAL SUMMARIES

Budget Resolution
Fiscal Year 2014-15

<u>Fund Description</u>	<u>Estimated Revenue</u>	<u>Interfund Transfers</u>	<u>Appropriations</u>
<u>Debt Service</u>			
40 Debt Service Fund	700	1,195,300	1,261,800
<u>Capital Projects Funds</u>			
10 General Fund		(1,308,400)	
21 Airport Fund		(54,400)	
22 Industrial Waste		(20,000)	
23 Golf Course		(44,000)	
24 Emergency Medical Services Fund		(105,000)	
26 Monte Bella Maintenance District		(709,000)	
27 Sanitary Sewer Fund		(584,000)	
29 Community Development Block Grant		(4,696,100)	
30 Storm Sewer Fund		(760,000)	
32 Development Fee Fund	335,500	(360,000)	
33 Gas Tax Fund-Capital	4,057,100	(3,391,700)	
33 Gas Tax Fund-Operating		(2,250,000)	
36 Recreation Parks Fund		(30,000)	
37 Special Aviation Fund	170,000	(342,100)	
38 Construction Assistance Fund	5,883,100	(6,268,200)	
40 Debt Service			
61 Trust Deposits			
70 Assessment District Project Fund	1,100		
63 Successor Agency			
80 Capital Projects Fund		18,287,800	18,287,800
Total	10,446,800	(2,635,100)	18,287,800
Total Budget	130,244,100	0	135,075,500

BE IT FURTHER RESOLVED that the Work Force, Salary Schedule and Financial Policies included in the budget document be adopted and that the Finance Director is hereby authorized to make interfund transfers as herein authorized when such monies become available.

PASSED AND ADOPTED this 17th day of June 2014 by the following vote:

AYES: Council/Agency Members: Barrera, Craig, De La Rosa, Lutes, and Mayor Gunter

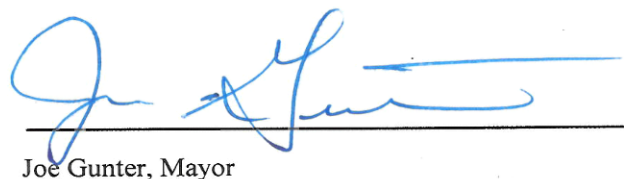
NOES: None

ABSENT: Council/Agency Members: Castañeda and McShane

ATTEST:



Patricia Barajas, City Clerk



Joe Gunter, Mayor

FINANCIAL SUMMARIES

Appropriations Limit

RESOLUTION No. 20576

A RESOLUTION SETTING THE APPROPRIATIONS LIMIT
FOR THE CITY OF SALINAS FOR
FISCAL YEAR 2014-15

WHEREAS, Article XIII B of the California Constitution was amended by the passage of Proposition 111 at the June 5, 1990, Primary Election; and,

WHEREAS, each City must now select its change in the cost-of-living annually by a recorded vote of the City Council; and,

WHEREAS, each City must now select its change in population annually by a recorded vote of the City Council;

NOW THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SALINAS that the Appropriations Limit for the City shall be changed based on:

1. The population within the City limits, and
2. The change in California cost of living.


BE IT FURTHER RESOLVED that the Appropriations Limit for the City of Salinas for Fiscal Year 2014-15 is hereby adopted at \$200,619,291 pursuant to Article XIII B as amended by Proposition 111.

PASSED AND ADOPTED this 3rd day of June 2014, by the following vote:

AYES: Councilmembers: Barrera, Castañeda, Craig, De La Rosa, McShane, and Mayor Gunter

NOES: None

ABSENT: Councilmember: Lutes



Joe Gunter, Mayor

ATTEST:


Patricia Barajas, City Clerk



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FINANCIAL SUMMARIES

Fund Balances

Fiscal Year 2014-15

Fund	Estimated Balance 06/30/2014	Estimated Revenues FY 14-15	Budget FY 14-15	Interfund Transfers FY 14-15	Reserve Transfers FY 14-15	Estimated Balance 06/30/2015	
General	1,329,500	76,564,200	(74,309,900)	(450,200)	(1,308,400)	1,825,200	
General-Capital Improvement Reserve				(1,308,400)	1,308,400	-	
General-Operating Reserve	4,230,000					4,230,000	
Total	5,559,500	76,564,200	(74,309,900)	(1,758,600)	-	6,055,200	1
Measure V Fund							
Transactions & Use 1/2 cent Tax		11,040,000	(10,393,800)	(640,000)		6,200	
Cesar Chavez Expansion Reserve	281,300				(281,300)	-	
Measure V - Operating Reserve	540,000				281,300	821,300	
Total	821,300	11,040,000	(10,393,800)	(640,000)		827,500	2
Emergency Medical Services Fund							
Asset Seizure	265,000	105,000	(609,800)	535,000		295,200	3
Public Safety	2,700	10,400	(10,000)			3,100	
Traffic Safety	384,800	590,100	(600,000)			374,900	
Vehicle Abatement	3,900	530,000		(485,000)		48,900	
Recreation Parks Fund	190,900	110,000	(175,000)	50,000		175,900	
Public Education Fund	109,400	30,000	(23,400)	(30,000)		86,000	4
	219,100	185,000	(150,000)			254,100	
Internal Service							
Administration	413,600	350,000	(303,900)			459,700	
General Insurances	1,568,300	951,000	(530,100)			1,989,200	
Workers Compensation Insurance	1,790,000	5,225,000	(4,953,000)			2,062,000	
Liability Insurance		961,000	(1,215,000)		254,000		
Total	3,771,900	7,487,000	(7,002,000)		254,000	4,510,900	5
Enterprise Operations							
Airport	181,200	1,222,500	(1,170,800)	(54,400)		178,500	
Industrial Waste	1,582,400	3,055,000	(1,556,800)	(20,000)		3,060,600	
Golf Courses	1,286,100	225,700	(671,100)	406,000		1,246,700	6
Sanitary Sewer	8,278,300	2,656,000	(2,333,200)	(584,000)		8,017,100	7

FINANCIAL SUMMARIES

Fund Balances

Fiscal Year 2014-15

Fund	Estimated Balance 06/30/2014	Estimated Revenues FY 14-15	Budget FY 14-15	Interfund Transfers FY 14-15	Reserve Transfers FY 14-15	Estimated Balance 06/30/2015
Storm Sewer	558,800	72,000	(1,567,000)	940,000		3,800
Hitchcock Road Water System	42,000	11,000	(20,000)			33,000
Downtown Parking District	(138,000)	211,100	(1,725,300)	1,344,700		(307,500) 8
Preferential Parking	100	39,400	(39,400)			100
Total	11,790,900	7,492,700	(9,083,600)	2,032,300		12,232,300
Assessment & Maintenance Districts						
Maintenance District Administration	(1,400)	73,100	(63,100)			8,600
Woodside Park	46,200	38,500	(59,400)			25,300
Downtown Mall	(30,000)		(2,400)			(32,400)
Airport Business Park	1,300	21,200	(22,000)			500
North East	162,400	663,000	(743,600)			81,800
Harden Ranch	161,000	142,200	(225,800)			77,400
Vista Nueva	135,500	30,400	(27,800)			138,100
Mira Monte	271,000	122,700	(131,200)			262,500 9
Monte Bella	2,863,600	524,700	(205,400)	(709,000)		2,473,900 10
Oldtown Business Surcharge District	24,700	110,000	(105,000)			29,700
SUBA Business Surcharge District	100	140,000	(140,000)			100
Assessment Administration		35,000	(34,600)			400
Assessment Districts Bonds	6,759,300	3,299,500	(3,237,200)			6,821,600
Total	10,393,700	5,200,300	(4,997,500)	(709,000)		9,887,500
Community Development Act of 1974	467,300	4,338,700	(3,359,300)	(4,696,100)		(3,249,400)
Grants, Trusts & Agencies						
Economic Development Corporation	344,300	360,000	(337,700)			366,600
Successor Agency - SRA	180,000	3,017,500	(1,787,200)	(1,285,700)		124,600
Grants		2,695,700	(2,655,500)	116,000		156,200
Total	524,300	6,073,200	(4,780,400)	(1,169,700)		647,400
Deferred Compensation & Retirement	30,600	40,000	(31,200)			39,400

FINANCIAL SUMMARIES

Fund Balances Fiscal Year 2014-15

Fund	Estimated Balance 06/30/2014	Estimated Revenues FY 14-15	Budget FY 14-15	Interfund Transfers FY 14-15	Reserve Transfers FY 14-15	Estimated Balance 06/30/2015
Gas Excise Tax	1,770,500	4,057,100		(5,641,700) 12		185,900
Development Fees						
Sewers	(8,700)	60,000				51,300
Parks	(11,600)	20,000				8,400
Library Fees	82,700	2,500		(25,000)		60,200
Trees	(1,700)	500				(1,200)
Annexation	57,100	1,000				58,100
Fire Fees		1,500				1,500
Arterial	114,100	250,000		(335,000)		29,100
Total	231,900	335,500		(360,000)		207,400 13
Special Aviation						
California Aid to Airports	21,100	10,000				31,100
CC&F Land Sale	1,431,200	10,000		(192,100)		1,249,100
Federal Aviation Grants		150,000		(150,000)		
	1,452,300	170,000		(342,100)		1,280,200
Construction Assistance						
State & Federal		4,070,500		(4,455,600)		
Others		1,812,600		(1,812,600)		-
Construction Assistance		5,883,100		(6,268,200)		(385,100)
Debt Service	69,200	700	(1,261,800)	1,195,300		3,400 14
Assessment District Project	385,800	1,100				386,900
Capital Projects Revolving Fund	2,000,000		(18,287,800)	18,287,800		2,000,000 15
Total All Funds	40,445,000	130,244,100	(135,075,500)	-	254,000	35,867,600

FINANCIAL SUMMARIES

Fund Balances - Notes Fiscal Year 2014-15

	Estimated FY 13-14	Estimated FY 14-15
1		
Beginning General Fund Balance	6,020,900	5,559,500
Estimated Revenue	76,386,600	76,564,200
(To) From Other Funds	266,400	(450,200)
Estimated Expenditures		
Operating	(73,786,200)	(74,309,900)
Capital Projects-Mid Year	(704,400)	
Capital Projects-On-going (Minimum Required)	<u>(2,623,800)</u>	<u>(1,308,400)</u>
Ending General Fund Unreserved Fund Balance	5,559,500	6,055,200
Reserves		
Operating Reserve	(4,230,000)	(4,230,000)
Unreserved Fund Balance	<u>1,329,500</u>	<u>1,825,200</u>
2		
Beginning Measure V Fund Balance	<u>1,627,600</u>	<u>821,300</u>
Estimated Revenue	<u>10,660,000</u>	<u>11,040,000</u>
On-going Expenditures		
Operating Budget	(9,938,100)	(10,393,300)
Capital Projects	(970,500)	
Transfer to Paramedic Fund	<u>(575,000)</u>	<u>(640,000)</u>
Total On-going Expenditures	<u>(11,483,600)</u>	<u>(11,033,300)</u>
Ending Measure V Unreserved Fund Balance	804,000	828,000
Operating Reserve	(540,000)	(821,300)
Chavez Library - Expansion Reserve	<u>(281,300)</u>	
Ending Measure V Unreserved Fund Balance	<u>(17,300)</u>	<u>6,700</u>
3		
Emergency Medical Services Fund (Paramedic Program)		
Beginning Balance	324,700	265,000
County CSA 74 Funds	105,000	105,000
Ambulance Contract		
Measure V Contribution	575,000	640,000
Estimated Expenditure		
Operations	(587,600)	(562,700)
EMS Equipment	(47,100)	(47,100)
Capital Project - EMS Safety Equipment	<u>(105,000)</u>	<u>(105,000)</u>
Unreserved Fund Balance	<u>265,000</u>	<u>295,200</u>

FINANCIAL SUMMARIES

Fund Balances - Notes Fiscal Year 2014-15

	Estimated FY 13-14	Estimated FY 14-15
4 The Recreation Park Fund collects revenue received from an admission fee imposed on events held at the Rodeo Grounds stadium. City Council has designated these funds for park and recreation		
5 Internal Service-Fund Balance	7,486,400	7,971,400
Reserves		
-Workers Compensation Insurance	(1,790,000)	(2,062,000)
-Liability Insurance	<u>(3,714,500)</u>	<u>(3,460,500)</u>
Unreserved Fund Balance	<u>1,981,900</u>	<u>2,448,900</u>
6 Golf Courses Fund Balance	1,447,300	1,246,700
Reserve-Debt Service	<u>(908,200)</u>	<u>(908,200)</u>
Unreserved Balance	<u>539,100</u>	<u>338,500</u>
7 Sanitary Sewer Fund Balance	8,278,300	8,017,100
Reserve-Debt Service	(1,209,800)	(1,209,800)
-Operating Reserve	<u>(225,000)</u>	<u>(225,000)</u>
Unreserved Balance	<u>6,843,500</u>	<u>6,582,300</u>
2012 Sanitary Sewer Revenue Bonds (\$18.0 million) were issued in february 2012. Funds are deposited in a Trustee account. Future sewer system improvement projects will use this new funding.		
8 Downtown Parking District		
Beginning Balance	(4,800)	(138,000)
Estimated Revenue	204,000	211,100
General Fund	175,000	175,000
Successor Agency of RDA	* 1,128,300	1,169,700
Estimated Expenditure		
Operations	(512,200)	(516,000)
Debt Service	(1,128,300)	(1,209,300)
Capital Projects & Equipment		
Unreserved Fund Balance	<u>(138,000)</u>	<u>(307,500)</u>
* Currently, available on-street parking in the downtown (2,000 parking spaces) is free. Annual debt service on the Monterey Street Parking Structure is paid by the Succesor Agency of the		
9 Mira Monte Maintenance District		
Capital Reserve		
(Streets, Curbs, Gutters & Sidewalks)	143,900	143,900
Operating Reserve	<u>127,100</u>	<u>118,600</u>
Reserved Fund Balance	<u>271,000</u>	<u>262,500</u>

FINANCIAL SUMMARIES

Fund Balances - Notes Fiscal Year 2014-15

	<u>Estimated FY 13-14</u>	<u>Estimated FY 14-15</u>
10 Monte Bella Maintenance District		
Capital Reserve		
(Streets, Curbs, Gutters, Sidewalks & Street Trees)	2,195,300	1,342,600
Operating Reserve	<u>668,300</u>	<u>1,131,300</u>
Reserved Fund Balance	<u><u>2,863,600</u></u>	<u><u>2,473,900</u></u>
12 Includes Gas Tax Transfers to fund the Federally mandated NPDES Storm Sewer program	<u><u>(4,320,000)</u></u>	<u><u>(2,250,000)</u></u>
13 Reserved for Future Development Fee projects.	231,900	207,400
14 COP Debt Service Fund Balance	1,136,000	1,265,200
Reserve-Debt Service	<u>(1,066,800)</u>	<u>(1,261,800)</u>
Unreserved Fund Balance	<u><u>69,200</u></u>	<u><u>3,400</u></u>
15 Capital Projects Revolving Fund Balance Required for Capital Grant Advances	<u><u>2,000,000</u></u>	<u><u>2,000,000</u></u>

FINANCIAL SUMMARIES

Fund Transfers

Fiscal Year 2014-15

	Transfers In (Out)	Net Transfers In (Out)
	\$	\$
10 General Fund		
From Gas Tax		
From Gas Tax	1,500,000	
From Traffic Safety	485,000	
Street Sweeping (NPDES) (26% Franchise)	(950,000)	
To Golf Courses	(450,000)	
To Parking District-52.00	(175,000)	
To Debt Service Fund		
40.12 Crazy Horse	(262,000)	
40.14 Animal Shelter	(84,000)	
40.17 National Steinbeck Center	(179,500)	
40.19 Animal Shelter/Projects	(284,700)	
To Vehicle Abatement Fund	(50,000)	(450,200)
11 Measure V Fund		
To EMS Paramedic Fund	(640,000)	(640,000)
24 Emergency Medical Services Fund		
From Measure V for Paramedics	640,000	640,000
23 Golf Courses		
From General Fund	450,000	450,000
34 Traffic Safety Fund		
To General Fund	(485,000)	(485,000)
35 Vehicle Abatement Fund		
From General Fund	50,000	50,000
30 Storm Sewer (NPDES) Fund		
From General Fund	950,000	
From Gas Tax for NPDES	750,000	1,700,000
52 Parking District Fund		
From General Fund	175,000	
From Successor Agency of the SRA	1,169,700	1,344,700
40 Debt Service Fund		
From General Fund		
Crazy Horse Proceeds	262,000	
Animal Shelter	84,000	
National Steinbeck Center	179,500	

FINANCIAL SUMMARIES

Fund Transfers

Fiscal Year 2014-15

	Transfers In (Out) \$	Net Transfers In (Out) \$
65 W Alisal Refinancing	284,700	
From Construction Assistance		
COP Refinancing	385,100	1,195,300
38 Cnstruction Assistance Fund		
To Debt Service Fund COP Refinancing	(385,100)	(385,100)
62 Affordable Housing Fund		
From Successor Agency	116,000	116,000
63 Successor Agency of the SRA		
To Debt Service Fund		
Monterey Street Parking Garage	(1,169,700)	
To Affordable Housing Fund		
Affordable Housing	(116,000)	(1,285,700)
33 Gas Tax Fund		
To General Fund for Street Maintenance	(1,500,000)	
To Storm Sewer Fund for NPDES	(750,000)	(2,250,000)
80 Capital Projects Fund		
From:		
General Fund	1,308,400	
Airport Fund	54,400	
Industrial Waste	20,000	
Golf Course	44,000	
Emergency Medical Services Fund	105,000	
N E Salinas Landscape District		
Monte Bella Maintenance District	709,000	
Sanitary Sewer Fund	584,000	
COPS More 2002		
Community Development Block Grant	4,696,100	
Storm Sewer Fund	760,000	
Development Fee Fund	360,000	
Gas Tax Fund	3,391,700	
Recreation Parks Fund	30,000	
Special Aviation Fund	342,100	
Construction Assistance Fund	5,883,100	
Successor Agency of the SRA		18,287,800
Total Interfund Transfers	<u>18,287,800</u>	<u>18,287,800</u>

FINANCIAL SUMMARIES

Administration Overhead Rates

	D E P A R T M E N T S								
	TOTAL (1)	GENERAL GOVERNMENT (2)	POLICE (4)	FIRE (5)	DEVELOPMENT PERMIT SERVCS (6)	DEVELOPMENT & ENGINEERING (7)	MAINTENANCE SERVICE (8)	RECREATION- PARKS (9)	LIBRARY (10)
ACTUAL EXPENDITURES	\$173,164,457								
EXPENDITURE ADJUSTMENTS	(\$79,834,778)								
ADJUSTED ACTUAL EXPEND	\$93,329,679	\$21,169,815	\$35,151,115	\$17,687,144	\$3,049,134	\$3,210,615	\$6,153,838	\$1,563,655	\$5,344,363
COSTING ADJUSTMENTS	\$2,918,760	\$886,764	\$346,231	\$40,013	\$139,552	\$127,025	\$185,164	\$686,696	\$507,315
OVERHEAD BASE	\$96,248,439	\$22,056,579	\$35,497,346	\$17,727,157	\$3,188,686	\$3,337,640	\$6,339,002	\$2,250,350	\$5,851,678
LESS: OVERHEAD									
GENERAL	\$9,733,861	\$9,733,861							
DEPARTMENTAL	\$2,834,723		\$647,970	\$334,936	\$367,392	\$452,037	\$211,640	\$383,055	\$437,693
DIRECT COST OF TAX / FEE SUPPORTED SERVICES	\$83,679,855	\$12,322,719	\$34,849,376	\$17,392,222	\$2,821,294	\$2,885,603	\$6,127,362	\$1,867,295	\$5,413,985
APPLIED OVERHEAD:									
COST		\$9,733,861	\$647,970	\$334,936	\$367,392	\$452,037	\$211,640	\$383,055	\$437,693
RATE:									
GENERAL		12%							
DEPARTMENTAL			2%	2%	13%	16%	4%	21%	8%
COMPOSITE	15%								



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FINANCIAL SUMMARIES

Revenue

Account Number		12-13 Actual	13-14 Budget	14-15 Budget	15-16 Budget	
General Fund						
10.00	51101	Secured Taxes - Curr Year	10,633,850	10,699,800	10,913,800	11,132,100
		Monterey County Tax Collection Fee		(167,900)	(171,300)	(174,700)
10.00	51102	Unsecured Taxes - Curr Year	608,484	610,800	623,000	635,500
10.00	51104	Supplement Assessment Roll	234,709	203,600	207,700	211,900
10.00	51105	Property Taxes - Interest	6,519	5,100	5,200	5,300
10.00	51106	Secured Taxes - Prior Yr	223,439	275,000	250,000	225,000
10.00	51107	Unsecured Taxes - Prior Yr	6,123	5,100	5,200	5,300
10.00	51108	Homeowners Property Tax Relief	61,257	76,400	77,900	79,500
10.00	51112	Vehicle License Fee In-Lieu	9,513,153	9,615,800	9,808,100	10,004,300
10.00	51116	ROPS III Pass-Through	36,297			
10.00	51117	ROPS Residual Distribution	382,539		170,000	170,000
		Total Property Taxes	<u>21,706,370</u>	<u>21,323,700</u>	<u>21,889,600</u>	<u>22,294,200</u>
10.00	51201	Sales Tax-75%	17,770,336	18,044,000	18,781,000	18,969,000
10.00	51114	Sales Tax In-Lieu-25%	5,871,528	6,015,000	6,260,000	6,323,000
10.00	51202	Utility Users Tax	9,051,780	9,300,000	9,277,000	9,370,000
10.00	51203	Hotel - Motel Tax	1,725,575	1,575,000	1,725,000	1,725,000
10.00	51204	Property Transfer Tax	272,855	260,000	290,000	290,000
10.00	51205	Business License Tax	4,602,282	4,600,000	4,692,000	4,739,000
10.00	51207	Franchise Fee - Electric	484,076	500,000	535,000	545,700
10.00	51208	Franchise Fee- Gas	217,984	285,000	240,000	244,800
10.00	51209	Franchise Fee- Garbage	5,609,847	6,021,000	6,141,400	6,202,800
10.00	51216	Franchise Fee - AT&T	184,406	150,000	153,000	156,100
10.00	51257	BFI Recycling Revenue Share	293,079	240,000	244,800	249,700
10.00	51210	Franchise Fee - Cable TV	727,980	745,000	759,900	775,100
10.00	51214	Franchise Fee - Towing	83,162	125,000	125,000	125,000
		Total Other Taxes	<u>46,894,890</u>	<u>47,860,000</u>	<u>49,224,100</u>	<u>49,715,200</u>
10.00	52001	Animal License	74,347	75,000	76,500	78,000
10.00	52002	Bicycle Licenses		500	500	500
10.00	52005	Mechanical Permits	8,062	6,000	6,100	6,200
10.00	52006	Building Permits	760,040	660,000	673,200	686,700
10.00	52008	Plumbing Permits	29,070	30,000	30,600	31,200
10.00	52009	Electrical Permits	8,747	15,000	15,300	15,600
10.00	52010	Encroachment Permits	179,197	145,000	147,900	150,900
10.00	52011	Re-Roofing Permits	76,716	100,000	102,000	104,000
10.00	52012	Building Demolition Permits	360	2,500	2,600	2,700
10.00	52014	Regulatory Licenses	114,461	50,000	51,000	52,000
10.00	52016	Garage Sale Permits	9,374	10,000	10,200	10,400
10.00	52017	Fast Track Permit		500	500	500
10.00	52050	Other Licenses & Permits		500	500	500
10.00	52020	Transportation Permit	6,578	10,000	10,200	10,400
		Total Licenses & Permits	<u>1,266,952</u>	<u>1,105,000</u>	<u>1,127,100</u>	<u>1,149,600</u>
10.00	53006	General Code Fines	30,558	35,000	35,700	36,400
10.00	53008	Code Enforcement Violations	15,508	50,000	51,000	52,000
		Total Fines & Penalties	<u>46,066</u>	<u>85,000</u>	<u>86,700</u>	<u>88,400</u>
10.00	54001	Investment Earnings	45,643	65,000	66,300	100,000

FINANCIAL SUMMARIES

Revenue

Account Number		12-13 Actual	13-14 Budget	14-15 Budget	15-16 Budget	
10.00	54020	Rental Income	82,567	50,000	51,000	90,000
10.00	54023	Building Lease	34,800	35,000	35,700	36,400
		Total Investment Earnings	<u>163,010</u>	<u>150,000</u>	<u>153,000</u>	<u>226,400</u>
10.00	55102	County Housing - In-Lieu	34,259	40,000	40,800	41,600
10.00	55124	County HAZMAT	83,091	120,000	122,400	124,800
10.00	55135	Monterey County DNA Fund		5,000	5,100	5,200
10.00	55138	SVMH Maintenance Reimbursement		1,400	1,400	1,400
10.00	55202	Motor Vehicle In-Lieu-1/3rd	80,233			
10.00	55210	State Highway Maintenance	7,864	5,000	5,100	5,200
10.00	55211	State Mandated Costs	90,464	90,000	90,000	90,000
10.00	55213	CLSB Direct Loan Fund		1,000	1,000	1,000
10.00	55214	State Public Library Fund		15,000	15,300	15,600
10.00	55218	Post Training Reimbursement	50,566	30,000	30,600	31,200
10.00	55222	State Fire Reimbursement	194,012	10,000	10,200	10,400
10.00	55224	State Office of Emergency		1,000	1,000	1,000
10.00	55248	South Co Training Consortium			35,000	35,000
10.00	55249	Cal-Joint Apprenticenship Council			25,000	25,000
10.00	55258	State ABC Grant		500	500	500
10.00	55321	Alisal-Steinbeck Park	6,000	8,000	8,200	8,400
10.00	55331	Dept of Justice BVP		10,000	10,200	10,400
10.00	55347	City of Marina (Animal Shelter)	23,443	44,800	45,700	46,600
		Total From Other Agencies	<u>569,932</u>	<u>381,700</u>	<u>447,500</u>	<u>453,300</u>
10.00	56102	Administrative Service Fees	1,400,162	1,215,000	1,215,000	1,215,000
10.00	56103	Sale of Printed Material	1,358	5,000	5,000	5,000
10.00	56104	Bus License App. Fees	36,129	55,000	55,000	55,000
10.00	56105	Bond Issuance Fees	75,988	10,000	10,000	10,000
10.00	56106	Minute/Agenda Sales Fees	91	500	500	500
10.00	56107	Candidate Filing Fees	7,871	100	100	100
10.00	56108	Return Check Fees	682	2,000	2,000	2,000
10.00	56110	Research Fees		100	100	100
10.00	56111	Copying Fees	354	1,500	1,500	1,500
10.00	56114	Holiday Parade of Lights	7,387	5,000	5,000	5,000
10.00	56115	Airshow Charges	6,357	15,000	15,000	15,000
10.00	56116	Parade Permit Fees	768	500	500	500
10.00	56117	Legal Services	12,425	12,000	12,000	12,000
10.00	56118	Map Sales	388	500	500	500
10.00	56121	Special Events Application Fee	8,267	10,000	10,000	10,000
10.00	56122	Credit Card Convenience Fee	13,615	10,000	10,000	10,000
10.00	56150	Other Fees-City Clerk		100	100	100
10.00	56201	Tentative Map Review Fees		5,000	5,000	5,000
10.00	56203	Minor Subdivision Review Fees	8,252	14,000	14,000	14,000
10.00	56204	Manufactured Housing Cert Fee		100	100	100
10.00	56205	General Plan Amendment Fees	7,427	10,000	10,000	10,000
10.00	56208	Rezoning Fees		5,000	5,000	5,000
10.00	56209	Zoning Appeal Fees		1,000	1,000	1,000
10.00	56210	Conditional Use Permit Fees	68,383	60,000	60,000	60,000
10.00	56212	Preliminary Project Review Fees	-	1,000	1,000	1,000
10.00	56213	Planned Unit Development Fees	4,333	15,000	15,000	15,000

FINANCIAL SUMMARIES

Revenue

Account Number		12-13 Actual	13-14 Budget	14-15 Budget	15-16 Budget	
10.00	56215	Architectural Review	520	500	500	500
10.00	56216	Environment Assessment Fees	1,876	2,500	2,500	2,500
10.00	56217	Environment Impact Report Fee		1,000	1,000	1,000
10.00	56218	Annexation Review Fee		1,000	1,000	1,000
10.00	56220	Temp Use of Land Review Fees	11,071	15,000	15,000	15,000
10.00	56221	Sign Review Fees	13,590	15,000	15,000	15,000
10.00	56223	Technical Assistance Fees		100	100	100
10.00	56224	Variance Fees		500	500	500
10.00	56226	Advance Planning Fees		100	100	100
10.00	56227	Site Plan Review	29,583	30,000	30,000	30,000
10.00	56228	Planning Inspection Fee	3,513	4,500	4,500	4,500
10.00	56229	EIR Review Fee		1,000	1,000	1,000
10.00	56230	Building Permit Review	8,125	15,000	15,000	15,000
10.00	56231	Time Extensions of Permits	344	500	500	500
10.00	56232	Precise & Specific Plan Review		1,000	1,000	1,000
10.00	56233	Home Occupation Permits	6,909	7,000	7,000	7,000
10.00	56235	Fire Plan Check Fee-Permit Ctr	20,638	8,000	8,000	8,000
10.00	56250	Other Planning Fees	6,468	15,000	15,000	15,000
10.00	56301	Bingo Parlor Fees		100	100	100
10.00	56302	Special Police Service Fees	115,873	225,000	150,000	150,000
10.00	56303	Police Accident Report Fees	38,223	35,000	35,000	35,000
10.00	56304	Police False Alarm Fees	182,857	160,000	160,000	160,000
10.00	56306	Vehicle Inspection Fees	1,184	1,000	1,000	1,000
10.00	56307	Fingerprint Fees	1,502	2,000	2,000	2,000
10.00	56309	Card Room Fees	9,429	7,500	7,500	7,500
10.00	56310	Police Photo Fees	1,232	200	200	200
10.00	56311	Animal Shelter Fees	58,738	75,000	65,000	65,000
10.00	56312	Noise Regulation Fees	2,696	2,500	2,500	2,500
10.00	56314	Police Record Review Fees	3,585	2,500	2,500	2,500
10.00	56316	Vehicle Engine Cert Fees		500	500	500
10.00	56317	Abandon Vehicle Abatement Fee	2,501	1,000	1,000	1,000
10.00	56318	Firearm Fees	2,339	1,000	1,000	1,000
10.00	56319	Booking Fees	113	5,000	5,000	5,000
10.00	56320	Towing Release Fees	34,908	25,000	25,000	25,000
10.00	56322	Vehicle Impound Fee	50,889	35,000	35,000	35,000
10.00	56323	Animal Shelter Citation Fees	8,961	10,000	10,000	10,000
10.00	56401	Rural Fire Fees	186,397	191,000	191,000	191,000
10.00	56402	Emergency Medical Fees		500	500	500
10.00	56403	Fire Protection System Fees	128,684	110,000	110,000	110,000
10.00	56404	State Mandated Inspection Fees	26,352	145,000	50,000	50,000
10.00	56405	Fire Plan Check Fee	33,540	20,000	50,000	50,000
10.00	56406	Special Fire Permits	40,754	53,000	53,000	53,000
10.00	56407	Structural Fire Report Fees	1,365	6,000	6,000	6,000
10.00	56408	Fire Works Fees	7,000	7,500	7,500	7,500
10.00	56409	Fire Works Surcharge	49,342	45,000	45,000	45,000
10.00	56410	Fire Hazard Inspection Fees	44,577			
10.00	56412	Fire False Alarm Fees	12,709	15,000	15,000	15,000
10.00	56413	Fire Emergency Stand By	3,298			
10.00	56417	Special Event-Fire	5			
10.00	56420	Admin Fire Citations	2,650	1,000	1,000	1,000

FINANCIAL SUMMARIES

Revenue

Account Number		12-13 Actual	13-14 Budget	14-15 Budget	15-16 Budget
10.00	56433 Fire Dept Service Charge	235	2,500	2,500	2,500
10.00	56434 Outside Fire Plan Review Services		500	500	500
10.00	56437 Fire Apparatus Fee	3,213			
10.00	56450 Other Fire Fees	2,613	1,000	1,000	1,000
10.00	56501 Building Plan Check Fees	585,173	500,000	500,000	500,000
10.00	56502 Requested Building Insp Fees	33,412	15,000	20,000	20,000
10.00	56503 Reinspection Service Fees	2,872	3,000	3,000	3,000
10.00	56504 Residential Report Fees	51,637	70,000	50,000	50,000
10.00	56505 Microfilm Fee	20,195	20,000	20,000	20,000
10.00	56506 Special Code Inspection	13,460	30,000	25,000	25,000
10.00	56550 Other Building Fees	14,505	25,000	20,000	20,000
10.00	56601 Subdivision Map Check Fees		5,000	5,000	5,000
10.00	56602 Subdivision Imp Plan Check Fees		1,000	1,000	1,000
10.00	56603 Subdivision Imp Inspection Fees		1,000	1,000	1,000
10.00	56612 Special Traffic Marking Fees	11,332	6,000	6,000	6,000
10.00	56620 Routing/Escorting Overload Fees	453	1,000	1,000	1,000
10.00	56621 Flood Zone Request		1,000	1,000	1,000
10.00	56640 Street Tree Pruning		200	200	200
10.00	56650 Special Public Works Fees	100	1,000	1,000	1,000
10.00	56714 Sherwood Tennis Fees	3,952	5,000	5,000	5,000
10.00	56720 Reserved Picnic Area Fees		2,500	2,500	2,500
10.00	56721 Stadium Fees	4,023	25,000	25,000	25,000
10.00	56722 Ball Field Fees	8,506	5,000	5,000	5,000
10.00	56726 Youth Sports League Fees	94,352	90,000	90,000	90,000
10.00	56727 Reimbursable Fee Activities	53,697	50,000	50,000	50,000
10.00	56730 Community Center Rental Fees		1,000	1,000	1,000
10.00	56732 Other Rec Bldg Rental Fees	826	2,000	2,000	2,000
10.00	56740 Neighborhood Center Rental Fees	18,543	1,000	5,000	5,000
10.00	56742 Recreational Facility Use Fees		100	100	100
10.00	56801 Other Library Fees	4,832	5,000	5,000	5,000
10.00	56802 Library Copying Fees	2,208	3,000	3,000	3,000
10.00	56807 Overdue Book Fees	15,603	15,000	15,000	15,000
10.00	56808 Lost/Damaged Material Fees	1,766	5,000	5,000	5,000
	Total Fees for Services	<u>3,762,085</u>	<u>3,646,200</u>	<u>3,475,200</u>	<u>3,475,200</u>
10.00	57001 Unclaimed Property	8,289	10,000	10,000	10,000
10.00	57002 Surplus Property Sales	4,852	10,000	10,000	10,000
10.00	57003 Land and Building Sale		1,000	1,000	1,000
10.00	57004 Loss/Damage Reimbursement		5,000	5,000	5,000
10.00	57005 Miscellaneous Receipts	45,388	135,000	135,000	135,000
10.00	58011 Subpoena-Civil	30			
10.00	58013 Community Center Deposits	3,000			
	Total Other Revenue	<u>61,559</u>	<u>161,000</u>	<u>161,000</u>	<u>161,000</u>
	Total General Fund	<u>74,470,864</u>	<u>74,712,600</u>	<u>76,564,200</u>	<u>77,563,300</u>
Measure V Fund					
11.00	51215 Transactions and Use Tax	10,332,414	10,467,600	11,030,000	11,140,000
11.00	54001 Investment Earnings	10,704	10,000	10,000	10,000
11.00	58002 Miscellaneous Deposits	29,262			
	Total Measure V Fund	<u>10,372,380</u>	<u>10,477,600</u>	<u>11,040,000</u>	<u>11,150,000</u>

FINANCIAL SUMMARIES

Revenue

Account Number		12-13 Actual	13-14 Budget	14-15 Budget	15-16 Budget	
Airport Fund						
21.00	54001	Investment Earnings	775	1,500	1,500	1,500
21.00	54010	Hangar Rentals	615,573	590,000	610,000	610,000
21.00	54011	Aircraft Parking	2,862	2,000	2,000	2,000
21.00	54012	Building Rentals	211,593	190,000	220,000	220,000
21.00	54013	Ground Leases	220,144	245,000	220,000	220,000
21.00	54014	Fuel Fees	52,557	32,500	38,000	38,000
21.00	54015	Use Permits	1,236	1,000	1,000	1,000
21.00	54017	Flight Fees	1,632	2,000	2,000	2,000
21.00	56115	Airshow Fees	2,645	3,000	3,000	3,000
21.00	56120	Rental Income	132,589	100,000	100,000	100,000
21.00	57005	Miscellaneous Receipts	46,559	25,000	25,000	25,000
21.00	58121	Airport Cardlock Deposits	1,001			
		Total Airport Fund	1,289,166	1,192,000	1,222,500	1,222,500
Industrial Waste Fund						
22.00	54001	Investment Earnings	5,052	5,000	5,000	5,000
22.00	56606	Industrial Waste Fees	1,264,955	2,825,000	3,050,000	3,050,000
		Total Industrial Waste Fund	1,270,007	2,830,000	3,055,000	3,055,000
Golf Courses Fund						
23.20	54001	Investment Earnings	391	600	600	600
23.20	54025	Sierra Lease	100,095	100,000	100,000	100,000
23.30	54001	Investment Earnings	1,464	100	100	100
23.30	54024	First Tee Lease	125,000	125,000	125,000	125,000
		Total Golf Course Fund	226,950	225,700	225,700	225,700
Emergency Medical Services Fund						
24.00	54001	Investment Earnings	2,015			
24.00	55118	CSA 74 Funds-Safety Equipment	122,415	105,000	105,000	105,000
		Total EMS Fund	124,430	105,000	105,000	105,000
Asset Seizure Fund						
25.00	54001	Investment Earnings	48	100	100	100
25.00	55219	State Seizure Reimbursement	13,630	20,000	10,000	10,000
25.00	55309	Federal Seizure Reimbursement		1,000	100	100
25.00	57002	Surplus Property		1,000	100	100
25.00	57005	Miscellaneous Receipts		100	100	100
		Total Asset Seizure Fund	13,678	22,200	10,400	10,400
Maintenance Districts Fund						
26.05	56012	Administrative Fees	60,652	63,100	73,100	73,100
26.10	54001	Investment Earnings	92	500	500	500
26.10	57110	Woodside	30,227	38,000	38,000	38,000
26.12	54001	Investment Earnings	10	100	100	100
26.12	57112	Airport Business Park	13,545	14,100	14,100	14,100
26.12	58072	Airport Contribution	900	900	7,000	7,500
26.13	54001	Investment Earnings	771	2,000	2,000	2,000
26.13	57113	N/E Landscape	628,166	686,000	661,000	661,000
26.14	54001	Investment Earnings	799	2,000	2,000	2,000

FINANCIAL SUMMARIES

Revenue

Account Number		12-13 Actual	13-14 Budget	14-15 Budget	15-16 Budget
26.14	57114 Harden Ranch	140,805	140,200	140,200	140,200
26.15	54001 Investment Earnings	390	1,000	1,000	1,000
26.15	57115 Vista Nueva	36,948	29,400	29,400	29,400
26.16	54001 Investment Earnings	653	2,000	2,000	2,000
26.16	57116 Mira Monte	119,191	120,700	120,700	120,700
26.17	54001 Investment Earnings	8,130	10,000	10,000	10,000
26.17	57117 Monte Bella	513,307	514,700	514,700	514,700
	Total Maintenance District Fund	1,554,586	1,624,700	1,615,800	1,616,300
Sanitary Sewer Fund					
27.00	54001 Investment Earnings	6,201	5,000	5,000	5,000
27.00	56607 Sewer Service Fees	2,059,105	2,650,000	2,650,000	2,650,000
27.00	56617 Sewer Grease Trap Inspections		1,000	1,000	1,000
	Total Sewer Fund	2,065,306	2,656,000	2,656,000	2,656,000
Tax-Local Public Safety Fund					
28.10	51212 City of Salinas SB172	416,849	390,000	390,000	390,000
28.23	55243 State Traffic Grant	86,355			
28.50	54001 Investment Earnings	337	100	100	100
28.50	55239 Supp Law Enforcement (AB 3229)	342,950	200,000	200,000	200,000
28.66	55327 COPS More 2001-Imaging Project		400,000		
28.68	55342 COPS 2007- Radios	682,545			
28.70	55330 Federal BJA-City and County Share	70,362			
28.89	55344 JAG Recovery (Police Vehicles)	94,773			
28.91	55344 COPS 2009 Recovery Grant	1,361,192			
	Total Sales Tax-Local Public Safety Fund	3,055,363	990,100	590,100	590,100
Block Grant Fund					
29.10	55306 Block Grant	847,146	1,784,700	1,784,700	1,784,700
	Block Grant Carryover Funds		948,000	948,000	948,000
29.10	57005 Miscellaneous Receipts		2,500	2,500	2,500
29.10	57008 Housing Rehab Revolving Loans	744,389	40,000	40,000	40,000
29.20	54001 Investment Earnings		200	200	200
29.30	55323 HOME Inv Partnership (HUD)	589,563	494,900	494,900	494,900
	HOME Carryover Funds		617,300	617,300	617,300
29.30	57008 Housing Rehab Revolving Loans	27,681	30,000	30,000	30,000
29.40	55324 HUD-Emergency Shelter Grant	177,191	182,900	182,900	182,900
29.45	55344 HPRP Economic Stimulus	43,914			
29.55	55305 NSP Proceeds from Property Sales	1,043,484	188,100	188,100	188,100
29.55	57005 Miscellaneous Receipts	63			
29.57	58083 Inclusionary Housing			50,100	
	Total Block Grant Fund	3,473,431	4,288,600	4,338,700	4,288,600
Storm Sewer (NPDES) Fund					
30.00	54001 Investment Earnings	1,527	5,000	2,000	2,000
30.00	56611 Street Sweeping Fees		180,000		
30.00	56618 Clean Water Inspection		25,000		
30.00	56622 Environmental Compliance Inspection	43,685	35,000	70,000	70,000
30.00	56660 Storm Sewer Utility Fee		1,000		

FINANCIAL SUMMARIES

Revenue

Account Number		12-13 Actual	13-14 Budget	14-15 Budget	15-16 Budget
30.00	57005 Miscellaneous Receipts	2,774			
	Total Storm Sewer (NPDES) Fund	<u>47,986</u>	<u>246,000</u>	<u>72,000</u>	<u>72,000</u>
Crazy Horse Landfill Fund					
31.00	54007 Installment Sale	385,097	385,100		
	Total Crazy Horse Landfill Fund	<u>385,097</u>	<u>385,100</u>	<u>-</u>	<u>-</u>
Development Fees Fund					
32.10	54001 Investment Earnings-Sewers	7,378	10,000	10,000	10,000
32.10	56652 Sanitary Sewer Impact Fees	72,893	75,000	30,000	35,000
32.10	56653 Storm Sewer Impact Fees	7,721	75,000	20,000	25,000
32.11	54001 Investment Earnings-Parks	3,967	5,000	5,000	5,000
32.11	56654 Park Fee	23,896	25,000	15,000	70,000
32.12	54001 Investment Earnings	247	5,000	500	500
32.12	56659 Library Fee		5,000	2,000	2,000
32.13	56651 Street Tree Fees		500	500	500
32.14	54001 Investment Earnings-Annex	294	1,000	500	500
32.14	56658 Annexation Impact Fees		500	500	500
32.15	54001 Investment Earnings-Traffic	34,970	50,000	50,000	50,000
32.15	56655 Traffic Impact Fees	795,418	350,000	200,000	3,505,000
32.16	54001 Investment Earnings		500	500	500
32.16	56664 Fire Protection Service Fee		1,000	1,000	1,000
	Total Development Fees	<u>946,784</u>	<u>603,500</u>	<u>335,500</u>	<u>3,705,500</u>
Special Gas Tax Impvts Fund					
33.10	54001 Investment Earnings	7,579	7,000	7,000	7,000
33.10	54020 Rental Income	113,039	200,000	175,000	175,000
33.10	55204 State Gas Tax - 2107	1,091,392	1,088,600	1,088,600	1,088,600
33.10	55206 State Gas Tax - 2107.5	10,000	10,000	10,000	10,000
33.20	55203 State Gas Tax - 2106	334,685	489,500	315,000	315,000
33.40	55226 State Gas Tax - 2105 (P-III)	688,155	731,200	630,000	630,000
33.50	55250 State Traffic Relief - Prop 42 (2103)	1,361,178	2,215,300	1,831,500	1,831,500
	Total Gas Tax Impvt Fund	<u>3,606,028</u>	<u>4,741,600</u>	<u>4,057,100</u>	<u>4,057,100</u>
Traffic Safety					
34.00	53001 Vehicle Code Fines	327,931	330,000	330,000	330,000
34.00	53002 Parking Fines	217,611	200,000	200,000	200,000
	Total Traffic Safety Fund	<u>545,542</u>	<u>530,000</u>	<u>530,000</u>	<u>530,000</u>
Vehicle Abatement Fund					
35.00	55234 Abandoned Vehicle Abatement	153,349	110,000	110,000	110,000
	Total Vehicle Abatement Fund	<u>153,349</u>	<u>110,000</u>	<u>110,000</u>	<u>110,000</u>
Recreation Parks Fund					
36.00	54020 Rental Income	26,565	30,000	30,000	30,000
	Total Recreation Parks Fund	<u>26,565</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>
Special Aviation Fund					
37.10	55209 California Aid to Airports		10,000	10,000	10,000
37.20	54001 Investment Earnings	6,154	10,000	10,000	10,000

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Account Number		12-13 Actual	13-14 Budget	14-15 Budget	15-16 Budget
37.20	55301 Federal Aid - Airport	87,025	3,056,900	150,000	150,000
	Total Special Aviation Fund	93,179	3,076,900	170,000	170,000
Special Construction Assist Fund					
38.20	55126 Air District	264,042			
38.20	55201 Calif State Bond Act (Bicycle 9336)		950,000		
38.20	55201 Calif State Bond Act (Bicycle 9643)				760,000
38.20	55201 Calif State Bond Act (Bicycle 9873)				450,000
38.20	55220 Other State Aid	56,324			
38.20	55220 4 Bridge Sr Enviromental R (9062)			22,000	2,000
38.20	55220 Trans Grant-Traffic Signal (9431)				370,000
38.20	55220 Other State Aid - 9525				320,000
38.20	55220 Other State Aid - 9640				330,000
38.20	55220 Regional Funds-Davis Rd Widen (9878)				1,750,000
38.20	55220 IW Conveyance System Imp (9941)		9,832,000		
38.20	55220 Other State Aid - 9984				250,000
38.20	55220 Self-contained Breathing Apparatus(9989)			417,500	
38.20	55220 Other State Aid - 9949				450,000
38.20	55250 State Gas Tax - 2103 (TCR) 9163				75,000
38.20	55250 State Gas Tax - 2103 (TCR) 9507				15,000
38.20	55262 State Air Resources Board (9163)			75,000	
38.20	55262 State Air Resources Board (9431)				55,000
38.20	55310 Other Federal & State Aid	56,357	207,500		
38.20	55310 Other Federal & State Aid -9062				212,000
38.20	55310 LEOC Police Building (9122)			21,000	21,000
38.20	55310 Other Federal & State Aid -9503				1,487,000
38.20	55310 Bicycle Lane Installations (9607)			50,000	50,000
38.20	55322 RSTP		575,000		
38.20	55322 RSTP ITC Bicycle - 9176				1,340,000
38.20	55322 RSTP-E Laurel Dr Imprvmts - 9924				125,000
38.20	55333 Federal TEA	434,730			
38.20	55335 Economic Development Grant (9941)			3,485,000	
38.20	55525 Other State/Federal Grants-9924				6,325,000
38.25	55344 Fed Econ Stimulus-Streets (9505)	471,908			
38.25	55344 Fed Econ Stimulus-Streets (9981)				2,180,000
38.27	55344 Fed Econ Stimulus-Maint (9718)				50,000
38.30	52019 Building Permit Surcharge (9357)		50,000	50,000	50,000
38.30	55110 Developers Contributions (9281)			350,000	
38.30	55110 Developers-Davis Rd Imp (9173)				400,000
38.30	55110 Developers Contributions (9955)				10,200
38.30	55110 Developers Contributions (9956)				10,100
38.30	55110 Developers Contributions (9957)				19,600
38.30	55110 Developers Contributions (9958)				17,400
38.30	55111 Construction Assistance -Others	193,526	224,000	105,000	
38.30	55111 Construction Assistance -Others (9059)				20,000
38.30	55111 Construction Assistance -Others (9062)				3,000
38.30	55111 Construction Assistance -Others (9173)				500,000
38.30	55115 Capital ONE - Econ Development	500,000			
38.30	55131 Developers Contrib.-Future Growth (9401)	91,646			
38.30	55134 Monterey County Gov Center 9122			118,000	120,500

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Revenue

Account Number		12-13 Actual	13-14 Budget	14-15 Budget	15-16 Budget
38.30	55221 Rebates (9960)	18,599			250,000
38.30	56206 General Plan Fee (9701)	37,355	240,000	75,000	
38.30	56206 Developers-FGA Specific Plan Fees (9701)				75,000
38.30	56423 Fire Mitigation Fee (Equipment)	615,989	265,500	1,114,600	
38.30	56423 Fire Mitigation Fee 9527				50,000
38.30	56423 Fire Mitigation Fee 9540				475,900
38.30	57020 Bond Proceeds 9612				2,000,000
38.30	57020 Bond Proceeds 9712				2,000,000
38.30	57020 Bond Proceeds 9904				104,559,200
38.30	57048 Loan Proceeds	969,759			
38.30	58070 Chavez Lib Expansion Contrib	922,607			
38.30	55136 Trakit Permit System Charges	115,087	50,000		
	Total Construction Assist Fund	4,747,929	12,394,000	5,883,100	127,177,900
Business Surcharge Funds					
39.00	57031 Old town Business Imp Dist Taxes	89,343	95,000	95,000	95,000
39.00	58060 SRA Contribution-Oldtown		15,000	15,000	15,000
39.20	57031 SUBA Business Improvement District	81,156	90,000	90,000	90,000
39.20	58060 SRA Contribution-SUBA		50,000	50,000	50,000
39.20	58071 City Contribution	50,000			
	Total Business Surcharge Fund	220,499	250,000	250,000	250,000
Debt Service Fund					
40.12	54001 Investment Earnings	641	100	100	100
40.14	54001 Investment Earnings	15	100	100	100
40.17	54001 Investment Earnings	19	500	500	500
40.17	54008 Steinbeck Lease	56,160	180,000		
40.18	57020 Bond Proceeds Measure C - Capitalization		8,005,000		
	Total Debt Service Fund	56,835	8,185,700	700	700
Local Public, Ed. & Governmental Access Fund					
41.00	51210 PEG Cable Franchise (1%)	182,775	185,000	185,000	185,000
	Total PEG Fund	182,775	185,000	185,000	185,000
Internal Service Fund					
50.05	56012 Administrative Fees	350,000	350,000	350,000	350,000
50.05	57005 Miscellaneous Receipts	120			
50.08	57005 Miscellaneous Receipts	26,894	1,000	1,000	1,000
50.08	57102 Miscellaneous Receipts	896,681	50,000	50,000	50,000
50.08	57102 Miscellaneous Insurances		900,000	900,000	900,000
50.11	54001 Investment Earnings	10,154	15,000	15,000	15,000
50.11	57026 Workers Comp - Premium	2,715,217	3,900,000	4,560,000	4,000,000
50.11	57027 Workers Comp - Reimbursement	516,711	500,000	500,000	500,000
50.11	57030 CalPERS Ind Disability Reimb	31,137	150,000	150,000	150,000
50.12	54001 Investment Earnings	6,811	10,000	10,000	10,000
50.12	57035 Liability Insurance	950,000	950,000	950,000	950,000
50.12	57102 Miscellaneous Insurances		1,000	1,000	1,000
	Total Internal Service Fund	5,503,725	6,827,000	7,487,000	6,927,000

FINANCIAL SUMMARIES

Revenue

Account Number		12-13 Actual	13-14 Budget	14-15 Budget	15-16 Budget
Hitchcock Road Water System					
51.00	55127 MRWPCA	2,074	3,000	3,000	3,000
51.00	55128 Monterey County Animal Shelter	3,494	4,000	4,000	4,000
51.00	55129 City of Salinas Industrial Waste System	581	1,000	1,000	1,000
51.00	55130 City of Salinas Animal Shelter	2,079	3,000	3,000	3,000
	Total Hitchcock Road Water System	8,228	11,000	11,000	11,000
Parking District					
52.00	52003 Parking Lot Permits	32,845	36,000	36,000	36,000
52.00	52004 Salinas St. Garage	44,622	50,000	50,000	50,000
52.00	52018 Monterey St. Garage	115,434	115,000	115,000	115,000
52.00	52021 Parking Lot Hourly	9,967	10,000	10,000	10,000
52.00	54001 Investment Earnings	884	100	100	100
52.00	57005 Miscellaneous Receipts	9,000			
52.01	52024 Preferential Permits	19,420	18,000	39,400	39,400
	Total Parking District	232,172	229,100	250,500	250,500
Economic Development Corporation					
61.12	58071 City of Salinas Contribution	130,000	130,000	130,000	130,000
61.12	58103 Private Memberships		1,000		
61.12	58104 Private Program Support		1,000		
61.13	57047 Micro Loan Program	10,663			
61.13	58002 Miscellaneous Receipts	10			
61.13	58071 City of Salinas Dues	150,900	151,200		
61.13	58101 Public Agency Dues	40,200	80,000	80,000	80,000
61.13	58102 EZ Voucher Fees	201,300	150,000	150,000	150,000
	Total Economic Development	533,073	513,200	360,000	360,000
Grant Fund					
61.31	58013 Community Center Deposits	72,293			
61.34	58062 MRWPCA Fees	15,491			
61.35	58016 Business License Fee	13,445			
61.40	58028 Sales Tax	2,966			
61.41	58031 Payroll Tax	25,703,690			
61.41	58074 Icma/HL/Taxes W/H	1,449,665			
61.43	58092 KDF Tenant Services (Los Padres Apts.)	31,850			
61.45	56668 Regional Dev Impact Fee	400,474			
61.46	58040 Police Evidence Room Safe	(1,484)			
61.47	51205 Business License Tax	3,111			
61.49	57011 Mo.Co. Tourism Hotel Impt Dist	208,851			
61.51	57041 TID-Welcome Center	102,394			
	Total Grant Fund	28,002,746	-	-	-
Grants					
62.02	55230 State CLLS Adult Literacy Grant	25,826	20,000	20,000	20,000
62.03	58067 CLSA Families for Literacy		20,000	20,000	20,000
62.05	56851 LSTA Grant	17,000			
62.08	59005 Library Contributions	81,000			
62.09	58054 California Endowment	150,311			
62.10	58006 Grants and Contributions	116,696			

FINANCIAL SUMMARIES

Revenue

Account Number		12-13 Actual	13-14 Budget	14-15 Budget	15-16 Budget
62.44	55266 CalGrip 3 Grant	7,740			
62.47	55330 Federal BJA	3,360			
62.48	55266 CalGrip 4 Grant	226,057			
62.49	55147 CalGrip 4 Grant Match	76,688			
62.52	55147 COPS Secure Our School-Agency Match	6,081			
62.52	55342 COPS Secure Our School	4,737			
62.53	55117 Monterey County RAN	77,741	85,000	89,200	89,200
62.54	55330 Federal BJA	18,754			-
62.55	55342 COPS Grant Reimb	642,796	1,110,100	1,071,700	1,071,700
62.56	55243 State Traffic Grant	116,526			
62.57	55266 CalGRIP Grant	46,701			
62.58	55147 Grant Match-Agencies	128,205			
62.61	58059 Firefighter Equipment AFG	121,375			
62.65	55243 State Traffic Grant (Federal)	55,956			
62.66	55309 Federal Reimbursements	9,500			
62.70	55330 Federal Reimbursements	10,597			
62.79	55315 Safer Grant	1,363,607	665,000	1,494,800	1,494,800
62.90	55315 Federal BJA	2,500			
	Total Assessment District Fund	3,334,754	1,900,100	2,695,700	2,695,700
Successor Agency Fund					
63.02	54001 Investment Earnings	2,071			
63.02	57008 Housing Revolving Loans	22,339	22,000	22,000	22,000
	Total Successor Agency Fund	24,410	22,000	22,000	22,000
Deferred Compensation Fund					
65.05	57190 Trust Deed Management Fee	37,715	40,000	40,000	40,000
	Total Deferred Compensation Fund	37,715	40,000	40,000	40,000
Assessment Districts Fund					
70.10	54001 Investment Earnings	1,166	1,100	1,100	1,100
	Total Assessment District Fund	1,166	1,100	1,100	1,100
Assessment District Debt Service Fund					
70.05	56012 Administrative Fees	35,058	35,000	35,000	35,000
70.05	56604 Redistribution Fees	1,894			
70.20	57024 Assessment Dist Taxes	3,302,982	3,292,000	3,292,000	3,292,000
70.30	54001 Investment Earnings	7,009	7,500	7,500	7,500
	Total Assess Dist Debt Service	3,346,943	3,334,500	3,334,500	3,334,500
Successor Agency Fund					
91.04	51110 Tax Increments	3,337,999	4,439,000	2,963,200	4,400,100
91.04	54001 Investment Earnings	1,324	3,000	1,000	1,000
91.05	54001 Investment Earnings	4			
91.04	54020 Rental Income	25,840	12,400	24,400	24,400
91.04	57005 Miscellaneous Receipts	32,821			
91.04	57006 Small Business Revolving Loans	16,422	6,900	6,900	6,900
91.05	57005 Miscellaneous Receipts	3,414,410	4,461,300	2,995,500	4,432,400
	Total Successor Agency Fund	3,414,410	4,461,300	2,995,500	4,432,400
GRAND TOTAL		153,368,071	147,201,600	130,244,100	256,845,300



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FINANCIAL SUMMARIES

Workforce

	<u>FY 05-06</u>	<u>FY 06-07</u>	<u>FY 07-08</u>	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>FY 14-15</u>	<u>FY 15-16</u>
GENERAL OPERATIONS											
Police (Sworn)	182.000	188.000	182.000	182.000	176.000	146.000	148.000	156.000	150.000	145.000	145.000
Police (Administrative)	56.000	69.000	69.000	69.000	63.000	57.500	57.500	57.500	47.500	47.500	47.500
Fire (Sworn)	89.000	90.000	90.000	90.000	86.000	78.000	92.000	92.000	90.000	86.000	86.000
Fire (Administrative)	6.000	6.000	6.000	6.000	6.000	6.000	5.000	5.000	4.000	4.000	4.000
Total Public Safety	<u>333.000</u>	<u>353.000</u>	<u>347.000</u>	<u>347.000</u>	<u>331.000</u>	<u>287.500</u>	<u>302.500</u>	<u>310.500</u>	<u>291.500</u>	<u>282.500</u>	<u>282.500</u>
Mayor and City Council	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000
Administration	8.000	12.000	10.000	10.500	10.000	7.000	10.000	11.000	9.000	9.000	9.000
Community Safety (Sworn)			1.000	1.000	1.000						
Finance	23.000	26.500	26.500	26.500	26.500	23.000	21.000	21.000	21.000	20.000	20.000
City Attorney	5.000	6.500	6.500	6.500	6.500	5.000	5.000	5.000	5.000	5.000	5.000
Development & Permit Services	28.500	31.500	31.500	32.500	27.000	23.000	21.875	21.900	17.900	20.200	20.200
Planning			9.000	9.000	10.750	6.750	6.875	7.025	6.090	6.570	6.570
Engineering & Transportation	33.500	35.500	26.500	26.500	24.500	20.500	21.000	20.625	20.125	20.625	20.625
Environmental & Maintenance Services	63.500	82.000	79.250	78.250	71.250	48.750	47.500	48.375	46.375	44.375	44.375
Parks and Community Services	15.500	19.500	22.000	23.000	22.000	6.500	5.000	6.000	6.000	6.000	6.000
Library	0.000	41.000	42.500	49.500	48.000	43.500	42.500	45.500	43.500	43.500	43.500
Rally Salinas!	16.000										
Total Non Public Safety	<u>200.000</u>	<u>261.500</u>	<u>261.750</u>	<u>270.250</u>	<u>254.500</u>	<u>191.000</u>	<u>187.750</u>	<u>193.425</u>	<u>181.990</u>	<u>182.270</u>	<u>182.270</u>
TOTAL GENERAL OPERATIONS	<u>533.000</u>	<u>614.500</u>	<u>608.750</u>	<u>617.250</u>	<u>585.500</u>	<u>478.500</u>	<u>490.250</u>	<u>503.925</u>	<u>473.490</u>	<u>464.770</u>	<u>464.770</u>
INTERNAL SERVICES	2.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000	1.000
ENTERPRISE OPERATIONS	34.000	36.000	27.750	26.750	28.750	30.250	28.750	29.500	29.500	30.500	30.500
ASSESSMENT & MAINTENANCE DISTRICTS	1.000	1.000	1.000	1.000	1.000	1.000	2.000	2.000	1.500	2.000	2.000
BLOCK GRANT PROGRAMS	9.000	9.000	9.500	8.000	7.750	7.550	6.375	5.390	5.680	5.565	5.565
HOUSING	6.500	6.500	6.500	6.500	6.000	6.450	7.000	4.800	4.575	3.880	3.880
REDEVELOPMENT AGENCY	2.000	2.000	2.000	3.000	3.500	3.500	3.750				
SUCCESSOR AGENCY									1.380	1.510	1.510
COMMUNITY & ECONOMIC DEVELOPMENT			1.000	2.000	2.000	2.000	1.375	4.385	3.375	2.275	2.275
CITY-WIDE TOTAL	<u>587.500</u>	<u>671.000</u>	<u>658.500</u>	<u>666.500</u>	<u>636.500</u>	<u>531.250</u>	<u>540.500</u>	<u>551.000</u>	<u>520.500</u>	<u>511.500</u>	<u>511.500</u>

FUND BUDGET SUMMARY

FY 14-15

Fund	Description	11-12 Expenditures	12-13 Expenditures	Current Budget	14-15 Budget	15-16 Budget
1000	General Fund	67,673,709	70,366,027	74,227,063	74,309,900	79,804,600
1100	Measure V Fund	7,860,197	8,837,438	9,902,839	10,393,800	10,943,200
2100	Municipal Airport Fund	1,093,193	1,075,972	1,211,430	1,170,800	1,202,500
2200	Industrial Waste Fund	981,248	1,108,779	1,049,886	1,556,800	1,483,400
2320	Fairways Golf Course	67,834	101,453	95,000	100,000	110,000
2330	Twin Creeks Golf Course	579,910	567,067	573,000	571,100	568,800
2400	Emergency Medical Services Fund	565,182	561,862	634,700	609,800	576,900
2500	Asset Seizure Fund	19,965	23,532	25,000	10,000	10,000
2605	Maintenance Dist Administration	91,416	117,549	163,400	63,100	65,400
2610	Woodside Park Maint District	31,118	12,051	31,100	59,400	31,600
2611	Downtown Mall Maint District	1,678	1,719	2,400	2,400	2,400
2612	Airport Bus Park Maint District	17,100	20,901	19,300	22,000	22,000
2613	N E Salinas Landscape Dist	631,903	707,202	686,000	743,600	734,900
2614	Harden Ranch Landscape Dist	196,883	167,567	233,600	225,800	169,700
2615	Vista Nueva Maint District	23,336	8,766	38,400	27,800	36,400
2616	Mira Monte Maint District	110,747	84,833	103,400	131,200	130,000
2617	Monte Bella Maint District	102,061	105,177	178,500	205,400	225,400
2700	Sewer Fund	2,351,660	2,300,757	2,319,800	2,333,200	2,362,100
2810	Sales Tax-SB172	153,643	450,000	390,000	400,000	400,000
2850	Supplemental Law Enforcement-AB3229	121,144	200,000	200,000	200,000	200,000
2870	Bureau of Justice Assistance	27,946	65,639	9,480	-	-
2891	COPS 2009 Recovery Grant	1,147,905	1,210,103	52,577	-	-
2910	Community Development Act of 1974	1,185,946	1,129,836	3,400,982	1,460,500	1,486,600
2915	CDBG-Recovery	466	-	-	-	-
2930	Home Investment Partnership Funds	1,254,729	635,401	1,140,907	1,332,200	1,342,900
2937	Inclusionary Housing	-	-	-	28,000	29,200
2940	H U D - Emergency Shelter Grant	130,532	235,537	150,549	159,700	160,300
2945	HPRP-Homelessness Prevention Prog	273,770	12,180	-	-	-
2955	HUD Neighborhood Stabilization	961,893	1,021,305	178,350	356,800	23,200
2957	Inclusionary Housing	-	108,901	31,000	22,100	23,000
3000	Storm Sewer (NPDES) Fund	1,396,515	1,493,528	1,841,934	1,567,000	1,604,500
3500	Vehicle Abatement Fund	159,085	141,492	168,200	175,000	181,000
3600	Recreation Parks Fund	18,582	484	32,600	23,400	23,400
3900	Business Imp District	104,578	86,649	105,000	105,000	105,000
3920	SUBA Business Imp District	136,478	214,256	91,000	140,000	140,000
4012	Debt Service-1997 COPs	785,052	792,827	792,800	792,600	796,900
4014	Debt Service-1999 COPs	90,027	90,501	88,800	-	-
4017	Steinbeck COP	188,308	186,458	187,700	184,500	186,200
4019	2014 COP Consolidation	-	-	-	284,700	234,800
4100	PEG (1%) Cable Franchise	120,000	149,202	150,000	150,000	150,000
5005	Internal Services Administration	284,048	89,530	299,600	303,900	313,800
5008	Internal Services Insurances	467,248	464,684	588,474	530,100	530,100
5011	Workers Compensation Self-Insurance	4,754,565	4,866,814	4,640,000	4,953,000	5,055,000
5012	General Liability Self-Insurance	1,203,690	1,155,462	1,226,500	1,215,000	1,215,000
5100	Water Utility Fund	8,229	11,542	20,000	20,000	20,000
5200	Downtown Parking District	1,602,239	1,626,858	1,640,500	1,725,300	1,490,000
5201	Preferential Parking	27,725	30,079	40,866	39,400	39,400
6112	Economic Development	104,695	101,696	111,800	112,900	120,000
6113	Salinas Valley Enterprise Zone	284,644	298,715	461,479	224,800	230,600
6202	CLLS-Adult Literacy Project	-	21,274	-	-	-
6210	First Five Monterey County	63,032	73,617	84,000	-	-
6247	Local JAG Program	25,464	3,017	2,751	-	-
6251	Sobriety Checkpoint Grant 12-13	-	13,224	17,972	-	-
6252	COPS Secure Our Schools	171,317	13,508	161,040	-	-
6253	Cal ID / RAN Grant	82,450	79,112	91,865	89,200	92,500
6254	Bureau of Justice Assist.-JAG 2011	34,873	39,522	30,555	-	-
6255	COPS Hiring Program 2011	101,450	807,572	1,923,449	1,071,600	-

FUND BUDGET SUMMARY

FY 14-15

Fund	Description	11-12 Expenditures	12-13 Expenditures	Current Budget	14-15 Budget	15-16 Budget
6263	Selective Traffic Enforcement 2012	-	37,898	23,916	-	-
6264	Bureau of Justice Assist.-JAG 2012	-	1,802	99,524	-	-
6265	DUI Avoid Campaign 12-13	-	94,466	94,015	-	-
6266	Federal Subrecipient Grants	-	7,584	1,916	-	-
6279	SAFER Grant 2013	-	-	-	1,494,700	1,269,300
6280	SAFER Grant 2011	862,753	1,385,153	643,362	-	-
6302	HSA-Affordable Housing	327,630	857,355	331,600	79,600	82,500
6303	HSA-Sunset Ave Affordable Housing	-	-	-	-	-
6308	Successor Agency - Administration	92,531	-	-	-	-
6505	Deferred Compensation Admin	31,200	31,200	31,200	31,200	31,200
7005	Assessment Dist Administration	67,498	62,098	73,600	34,600	35,990
7020	Assessment Districts-Debt Service	3,019,501	3,221,772	3,241,100	3,237,200	1,376,800
9104	RORF-RedevObligationRetirementFund	-	1,576,903	1,460,900	1,457,600	1,458,100
9105	Successor Agency-Administration	-	376,754	250,000	250,000	253,400
		<u>104,272,521</u>	<u>111,742,162</u>	<u>118,098,681</u>	<u>116,787,700</u>	<u>119,179,990</u>



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FINANCIAL POLICIES

Adopted by the Salinas City Council on December 10, 1991, Resolution Number 14343 (N.C.S.) and amended on June 21, 1994, Resolution Number 15193 (N.C.S.) and adopted each year with the adoption of the annual budget.

I. ACCOUNTING POLICIES

A. Accounting Standards

1. The City's accounting systems and procedures will comply with Generally Accepted Accounting Principles (GAAP) and standards promulgated by the Financial Accounting Standards Board (FASB) and the Governmental Accounting Standards Board (GASB) to the extent necessary to achieve an unqualified audit opinion and adequate internal controls.
2. The City will prepare regular monthly, a mid-year, and an annual financial report to present a summary of financial performance and position.
3. The City will provide full disclosure in the annual financial report and debt representations.
4. The City's budgetary system will be integrated and compatible with the accounting system and the City's budget will be prepared on a basis in conformance with Generally Accepted Accounting Principles (GAAP).

II. RESERVE POLICIES

- A. Adequate reserves shall be maintained for all known liabilities, including payable employee leave balances, workers' compensation, and self-insured retention limits.
- B. Adequate reserves shall be maintained for all lease purchases. For each lease purchase, the City will make a down payment equal to one annual payment from current revenues. The balance of the lease purchase obligation shall be fully reserved.
- C. The City will endeavor to maintain an operating reserve equal to eight percent of the General Fund and Measure V Operating Budget to cover cash flow requirements and normal variances in revenue and expenditure estimates.
- D. The City will endeavor to maintain a reserve equal to twenty-five percent of the future City financed Capital Projects scheduled in the four out-years of the Six-Year Capital Improvement Program to cover variances in project revenue and expenditures.
- E. The City will endeavor to maintain reserves in the Enterprise Funds equal to twenty-five percent of the budgets.
 1. The City will endeavor to maintain a reserve in the Sewer Enterprise Fund equal to the larger of twenty-five percent of debt service on the 1998 Sewer System Revenue Bonds or twenty-five percent of the sewer operating budget. This reserve will be in addition to the debt service reserve required in the bond documents.
- F. Airport Enterprise Fund Reserves
 1. The Airport will endeavor to maintain an Operating Reserve equal to 25% of its operating expenditures.
 2. The Airport will endeavor to maintain a Capital Reserve equal to the proceeds from the sale of surplus airport property to a real estate developer, Cabot, Cabot & Forbes (CC&F). It is imperative that the Airport maintains this Working Capital Fund because FAA grants operate on a reimbursement basis. In addition, this fund should only be designated for unbudgeted, unplanned and unforeseen capital improvement related contingencies.

FINANCIAL POLICIES

- G. The City will endeavor to maintain reserves in the Maintenance Districts equal to fifty percent of the budgets.
- H. Reserve requirements will be reviewed annually and may be increased or decreased, or adjusted by an amount necessary to meet future identified, one-time, and specific expenditures requiring the accumulation of funds over a given period.
- I. General Fund Year-end carryover balances shall be allocated to reserves in the following priority order until all desirable reserve levels are achieved. The Council may decide, on an exception basis, to use the carry over balances to offset revenue shortfalls that result from State and County budgetary actions.
 - 1. Insurance reserves
 - 2. Operating Budget reserve
 - 3. Capital Improvement Program reserve

III. ADMINISTRATIVE FEES POLICIES

- A. An administrative fee for the provision of administration and/or policy direction shall be charged by the City to the following activities.
 - 1. Successor Agency
 - 2. All enterprise operations
 - 3. All maintenance districts
 - 4. Community Development Block Grant Program
 - 5. The Six-Year Capital Improvement Program
 - 6. Billings for City Services
- B. The administrative fee charged by the City shall be based on the actual expenditures of the various activities and shall be recorded during June of each year or during the closeout of each completed Capital Improvement Project.
- C. The administrative fee charged to individual multi-year projects in the Capital Improvement Program shall not exceed \$50,000 annually.
- D. The administrative fee shall be expressed as a percentage. The fee shall be reviewed and adjusted, as appropriate, on an annual basis during the budget approval process.

IV. REVENUE POLICIES

- A. Maintenance of Revenues
 - 1. The City will attempt to maintain a diversified and stable revenue base to shelter it from short-term fluctuations in any one revenue source.
 - 2. The City will promote growth in its revenue base through economic development programs, which maintain and enhance a vigorous local economy.
 - 3. The City will seek to supplement its revenue base, through the identification and application for State and Federal grant funds which will support identified needs.
 - 4. One-time revenues shall be applied to one-time expenditures.

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B. User Fees and Rates

1. The City will recover the costs of services providing a benefit to users through the imposition of user fees and charges.
2. The City will establish all user fees and charges at a level related to the direct and indirect costs of providing services and the degree of public versus private benefit.
3. The City will biennially recalculate the full costs of activities supported by user fees and rates to identify the impact of inflation and other cost increases.
4. The City will set user fees and rates for each enterprise fund (e.g. airport, golf courses, landfill, industrial waste), at a level which fully supports the total direct, indirect, and capital costs of the activity.

C. Revenue Collection

1. The City will take all cost-effective actions available to collect revenues.
2. The City will grant use fee waivers and/or debt forgiveness only under the following conditions:
 - a. All requests will be approved or disapproved by Council on a case-by-case basis.
 - b. Each request will be individually considered and Council action will be by resolution.
3. The City will not grant development and permit fee waivers.

D. Interest Earnings

1. The City will assign interest earnings to the General Fund unless specifically prohibited by State or Federal laws or by other regulations, covenants or agreements, with the exception that the City will assign interest earned by enterprise funds to those funds.
2. Investment policies shall be reviewed annually by the City Council.

V. **OPERATING BUDGET POLICIES**

A. Budget Format

1. The budget shall provide a complete financial plan of all City funds, agencies and activities for the ensuing fiscal year and shall be in such form as the City Manager deems desirable or that the Council may require.
2. The budget shall begin with a clear general summary of its contents; shall show in detail all estimated revenues of all City funds; all carry-over fund balances and reserves; and all proposed expenditures, including debt service, for the ensuing fiscal year.
3. The total of proposed expenditures shall not exceed the total of estimated revenues plus the unappropriated fund balance, exclusive of reserves, for any fund.
4. The budget will be organized on a program/service level format.
5. The budget development process will include the identification and evaluation of policy options for increasing and decreasing service levels.
6. A two-year budget may be substituted for the required annual budget, in which case the budget shall be prepared and presented in two annual increments.

B. Estimated Revenues

1. The City will annually update its revenue forecast to enhance the budgetary decision-making

FINANCIAL POLICIES

process.

2. In its budget projections, the City will attempt to match current expense to current revenue. If it becomes apparent that revenue shortfalls will create a deficit, efforts will be made first to reduce the deficiency through budgetary reductions.
3. If appropriate reductions are insufficient, the Council may decide, on an exception basis, to use an appropriate existing reserve, which is in excess of minimum reserve requirements.

C. Appropriations

1. In evaluating the level of appropriations for program enhancements, or reductions, the City will apply the following principles in the priority order given:
 - a. Essential services, which provide for the health and safety of residents, including but not limited to police, fire, street maintenance, and sewer and storm drainage will be funded to maintain current dollar levels.
 - b. The budget will provide for adequate ongoing maintenance of facilities and equipment.
 - c. Appropriations for program enhancements or reductions will be evaluated on a case-by-case basis rather than across the board.
 - d. When reductions in personnel are necessary to reduce expenditures, they shall be consistent with the City Council's established service level priorities and, when possible, shall be accomplished through normal attrition.
 - e. Programs, which are self-supported by special revenues or fees, shall be separately evaluated.
2. Prior to the City Council making any supplemental appropriation, the City Manager or Finance Director shall certify that funds in excess of those estimated in the budget are available for appropriation. Any such supplemental appropriations shall be made for the fiscal year by Council action up to the amount of any excess.
3. Appropriations may be reduced any time during the fiscal year by the City Council upon recommendation of the City Manager. When appropriation reductions are recommended, the City Manager shall provide specific recommendations to the Council, indicating the estimated amount of the reduction, any remedial actions taken, and recommendations as to any other steps to be taken.
4. The City Manager may transfer appropriations between departments and Department Directors may transfer appropriations between programs and accounts within their individual departments and divisions, but only the Council by minute-order may appropriate funds from reserves or fund balances.
5. Only the City Manager may authorize the use of departmental salary budget savings.
6. All appropriations, except for Capital Improvement Program appropriations, shall lapse at the end of the fiscal year to the extent that they have not been expended or encumbered. An appropriation in the Capital Improvement Program shall continue in force until expended, revised, or cancelled.
7. The City will endeavor to budget an appropriated contingency account in the Non-Departmental operating budget equal to one percent of the total General Fund Operating Budget to meet changing operational requirements during the fiscal year. City Manager can authorize transfers from contingency account subject to purchasing limits.

FINANCIAL POLICIES

VI. PURCHASING LIMITS

A. Professional Service Agreements

1. Exempt from competitive bidding.
2. Does not require Council approval if: a) contract cost is budgeted; and b) agreement is routine in nature.
3. Requires Council approval if agreement is over \$50,000 and service is a new initiative (non-routine).
4. Administrative Memo 05-01 delegates authority to Directors to execute professional service agreements under \$50,000 (subject to #2 above).
5. City Manager can execute professional service agreements in any amount (subject to #2 & #3 above).
6. The RFP/RFQ process is recommended if value/qualifications cannot be determined informally.

B. Supplies/Equipment Construction

1. Directors can approve supplies and equipment purchases under \$20,000 and construction projects under \$50,000 if funds are included within the appropriate departmental budget.
2. Equipment purchases over \$20,000 subject to bidding.
3. Construction projects over \$50,000 subject to bidding.
4. Exceptions are emergency equipment purchases using cooperative purchasing with other governmental agencies (i.e. State Bid List).
5. Direct purchases: Council can waive bidding requirements on equipment purchases. Example: equipment is unique or equipment has been informally researched.

VII. CAPITAL IMPROVEMENT PROGRAM POLICIES

A. Capital Planning Period

1. The City will budget all capital improvements in accordance with an adopted Capital Improvement Program.
2. The City's long-range capital planning period shall be a minimum of six years or longer where appropriate.
3. The Six-Year Capital Improvement Program will be reviewed and approved every two years. It will include balanced budgets for the first two years and a listing of all projects for the last four years. Appropriations will be approved annually.
4. The City's annual Capital Improvement Program will be reviewed and preliminarily approved by Council in advance of reviewing/approving the City's Operating Budget.
5. The City's Capital Improvement Program will be in conformance with and support the City's major planning documents: the General Plan, Project Specific Plans, and City-wide Master Plans for related infrastructure improvements.
6. Master plans for major infrastructure and utility improvements will be prepared with a 10 or 20 year planning horizon when appropriate.

FINANCIAL POLICIES

B. Capital Project Priorities

1. The City will evaluate each proposed capital project against the following criteria:
 - a. Linkage with community needs as identified in the City's planning documents.
 - b. A cost/benefit analysis, identifying all economic or financial impacts of the project.
 - c. Identification of available, funding resources.
2. The City will develop its capital improvement program with funding priorities in the following order:
 - a. Projects which maintain and preserve, existing facilities.
 - b. Projects which replace existing facilities that can no longer be maintained.
 - c. Projects which provide new and expanded services to the community.

C. Capital Project Management

1. The City will fund and manage its capital projects in a phased approach. The project phases will become a framework for appropriate decision points and reporting. The phasing will consist of:
 - a. Conceptual/schematic proposal
 - b. Preliminary design and cost estimate
 - c. Engineering and final design
 - d. Bid administration
 - e. Acquisition/construction
 - f. Project closeout
2. Each CIP project will have a project manager who will prepare the project proposal, ensure that required phases are completed on schedule, authorize all project expenditures, ensure that all regulations and laws are observed, periodically report project status and track project expenditures.

VIII. DEBT POLICIES

A. Use

1. Tax and revenue anticipation borrowing shall be consistent with state and federal laws and regulations.
2. The issuance of long-term debt will be only for:
 - a. The acquisition of land, capital improvements, improvements or equipment, when the useful life of the acquired asset will exceed the term of the debt.
 - b. The creation of contractually required reserves.
 - c. The payment of judicial awards or settlements or the establishment of actuarial reserves to pay such awards.
3. Debt financing will not be considered appropriate for current operating, maintenance expenses, or for any recurring purposes.

B. Conditions

1. The City may use long-term debt to finance major equipment acquisition, a capital project or

FINANCIAL POLICIES

reserve only if it is established through a cost/benefit analysis that the financial and community benefits of the financing exceed the financing costs. Benefits would include, but not be limited to, the following:

- a. Present value benefit: The current cost plus the financing cost is less than the future cost of the project.
 - b. Maintenance value benefit: The financing cost is less than the maintenance cost of deferring the project.
 - c. Equity benefit: Financing provides a method of spreading the cost of a facility back to the users of the facility over time.
 - d. Community benefit: Debt financing of the project enables the City to meet an immediate community need.
2. Debt financing will be used only when project revenues or other identified revenue sources are sufficient to service the debt.
 3. On all debt financed City projects, the City will make a down payment equal to one year's debt service from current revenues.
 4. The City will periodically establish industry standard, bond debt ratios to assess maximum debt carrying capacity and will apply these ratios to each proposed debt issue.
 5. When the City obtains debt financing on behalf of or benefiting a third party (as with assessment districts) such debt will be issued in conformance with existing City priorities and policies without contingent liability of the City and with all costs of issuance and administration fully reimbursed.

C. Methods

1. The City's preference is to issue fixed-rate, long-term debt with level debt service, but variable rate debt or other debt service structure may be considered if an economic advantage is identified for a particular project.
2. Bond proceeds, for debt service, will be held by an independent bank acting as trustee or paying agent.
3. The City's minimum bond rating objective for all debt issues is a Moody's and Standard & Poor's rating of A (upper medium grade). Credit enhancements will be used to achieve higher ratings when there is an economic benefit.
4. The City may retain the following contract advisors for the issuance of debt:
 - a. Financial Advisor - To be selected, when appropriate, by negotiation to provide financial analysis and advice related to the feasibility and structure of the proposed debt.
 - b. Bond Counsel - To be selected by negotiation for each debt issue.
 - c. Underwriters - To be selected by negotiation or competitive bid for each bond issue based upon the proposed structure for each issue.

IX. ASSESSMENT AND MELLO-ROOS COMMUNITY FACILITIES DISTRICT FINANCING POLICIES

A. Formation

1. Assessment districts (AD's) or Mello-Roos Community Facilities districts (CFD's) financing may be made available by the City for those public improvements within a development or project area that either create extraordinary public benefit, and/or require public improvements that cannot be

FINANCIAL POLICIES

funded without substantial financial hardship to the property owner.

a. The City shall make the determination as to whether a proposed district shall proceed under the provisions of the Mello-Roos Community Facilities Act or other appropriate assessment district laws, and whether the district will be a construction or acquisition district.

2. New development projects must be consistent with the City's General Plan and have secured appropriate land use approvals from the City and all other agencies having jurisdiction to allow all proposed development of the project area.
3. Unless waived by the City Council, the City will require, for each new development project, a study conducted by an independent, recognized expert in real estate to appraise the property proposed to be included in the assessment district. The appraisal shall take into account the public improvements, which will be financed by the assessment district. The appraisal methodology shall be subject to the approval of the City. This study shall be paid for by the developer, but shall be commissioned by the City and shall be done for the City.
4. An absorption study of new development projects may be required for public financing. The absorption study shall be used as a basis for verification that sufficient revenues can be produced to service the debt and to determine whether public financing is appropriate given the timing of development.
5. Where the City provides AD or CFD financing for new development projects, and the City deems it appropriate, the City may enter into a development or similar agreement with the owners of the project.
6. The City Council shall select the assessment engineer, appraiser, bond counsel, underwriter, financial advisor, special tax consultant and other professionals and consultants as it deems appropriate. The City Council's policy is for the developer to pay all of the City's costs associated with the formation and administration of assessment districts.
 - a. An advance deposit is required, in those instances, where a proposed district is initiated by a party or parties other than the City.
7. Any development agreement associated with the use of public financing shall be approved by the City Council prior to the issuance of debt. Any modifications to the development agreement proposed subsequent to the issuance of debt will be considered only if the modification would benefit the City and not impair the outstanding debt obligations. Approval of any modifications requested by the developer shall be at the sole discretion of the City Council.
8. The City allows for the formation of acquisition districts. The City shall make the final determination as to which public improvements and to what extent such improvements are eligible for financing through acquisition. An acquisition agreement between the City and applicant/developer shall be required and approved by the City Council prior to the sale of bonds.

B. Financing

1. The amount of AD or CFD bonds issued for any project shall not be greater than one-third of the appraised value of the improved property as determined by the independent real estate valuation expert, except when credit enhancements are provided and/or when the improvements are of extraordinary public benefit.
2. Unless specifically exempted by the City Council, residential projects using assessment district financing shall be required to pay off the outstanding assessments as part of the first sale escrow of each completed (ready-for occupancy) residential property to the first purchaser of such property.
3. The resolution of intention to form an AD or CFD shall contain a statement that the City will not

FINANCIAL POLICIES

obligate itself to advance available funds from the City treasury to cure any deficiency which may occur in the bond redemption fund.

4. Each bond issue shall be structured to adequately protect bond-owners and to protect the bonding capacity and credit rating of the City. The structure shall include a foreclosure covenant that permits the City to foreclose any deficiency. The structure may also include some combination of credit enhancement, special reserve funds or deposits.
5. Unless waived by the City Council the term of the bonds shall not exceed twenty-five (25) years.
6. The AD or CFD lien shall be fully disclosed in compliance with applicable statutory requirements. For developer-constructed facilities, the developer will prepare and obtain approval from the City of a statement and report notifying any prospective property owners of existing or proposed special assessments or taxes on the property. This disclosure statement shall be issued to and signed by the prospective buyer prior to any commitment by the buyer to purchase the property. The City, in its sole discretion, may require additional property owner notification if the City deems that such notification will help make subsequent property owners aware of future liens.
7. All statements and materials related to the sale of AD or CFD bonds shall emphasize and state that none of the faith, credit, and taxing power of the City is pledged to the repayment of the bonds. The City is not obligated to replenish the reserve fund from revenue sources other than annual assessments or special taxes, or proceeds from foreclosure proceedings.
8. A reserve fund will be required in each AD or CFD bond issue. The reserve fund shall be of a size sufficient to provide adequate security against default and in a size that is deemed vital to bond marketing and of such a size as not to violate applicable federal tax law requirements.
9. The calculation of assessment prepayments and reserve fund credits shall be as follows:
 - a. Each assessment prepayment will be computed and collected by the City of Salinas using part 11.1 of Division 10 (Sections 8766 and following) of the Streets and Highways Code. The computation will include principal outstanding, interest to date of bond call and costs including bond premium, legal, public noticing, administration and paying agent less a credit for the original reserve collected.
 - b. Prepayments must be received at least ninety days prior to applicable bond call dates (July 2, September 2, January 2 or March 2) to be included in the bond call. The current fiscal year assessment, which has been posted to the property tax roll must be paid to the Monterey County Tax Collector.
 - c. Upon receipt of the pay off, the City will cancel future assessment levies and shall cause to be recorded under Section 8687 of the Streets and Highways Code an appropriate amendment or addendum to any recorded notice of Assessment as evidence of the pay off.
 - d. The calculation of prepayments and reserve fund credits for CFD bonds will be made in accordance with the Mello-Roos Community Facilities Act of 1982.

C. Special Tax Formula

1. Where the district to be formed is a Mello-Roos district, the maximum special tax shall adhere the following:
 - a. The special tax shall include the annual administrative cost of the City to administer the district.
 - b. The City shall retain a special tax consultant to prepare a report, which recommends and evaluates a special tax, which adequately funds identified public improvements, administrative costs and other related expenditures.
 - c. The projected special assessment and/or special tax, when added to the ad valorem property

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tax and other direct and overlapping debt of the proposed district (including other projected benefit assessments, special taxes levied for authorized but un-issued debt, and any other anticipated special assessments, taxes or charges which may be included on a property owner's annual property tax bill), shall not exceed two percent (2.0%) of the projected assessed value of each improved parcel within the district. As it pertains to commercial, industrial, or other parcels within the district, the City reserves the right to exceed the two-percent (2.0%) limit if, in the City's sole discretion, it is fiscally prudent. A backup special tax shall be required to protect against changes in land use that may result in insufficient annual special tax revenues.

D. Administration and Fees

1. The City's administrative costs, before, during, and after the debt is issued, shall be recovered. Costs chargeable to the district may be included in the debt issue. All City administrative costs not chargeable to the district shall be paid by the developer.
2. The City Council hereby affirms that the fees, established for AD's and CFD's is a three percent issuance fee levied on total bonds issued through the assessment district, a two percent construction administration fee and a two percent contract engineering review fee levied on total construction costs of the project. In-house engineering, legal and project inspection shall be charged directly to the project.
3. The City shall require a developer requesting AD or CFD financing to advance the costs for engineering work associated with the district improvements. The City retains the right of being the engineer of work for all improvements financed by AD's or CFD's.
4. The City Council will honor all existing agreements, for projects utilizing public financing that will continue in effect subsequent to the adoption of the policies contained herein. However, any modifications to these existing agreements subsequent to the adoption of these policies will be subject to review in accordance with the adopted policies.

E. Continuing Disclosure

1. The developer will comply with federal requirements concerning secondary market disclosure, as those requirements, are interpreted by the City and its counsel.

F. Refunding

1. AD or CFD bond refunding may be initiated by the City or at the request of property owners. Refunding Bonds shall be issued pursuant to California State law as deemed appropriate by the City.
2. All applicable provisions of these AD and CFD Policies shall apply to refunding except for the City's issuance fee which shall be one and one-half percent of the principal amount of the Refunding Bonds for issues that are exclusively refunding.

X. LANDSCAPE AND LIGHTING MAINTENANCE DISTRICT POLICIES

The City of Salinas seeks to enhance the quality of residential, commercial and business developments by requiring new developments to form Landscape and Lighting Districts ("Districts") to maintain landscaping improvements required as a condition of development.

A. Formation

1. New development project must install improvements consistent with the City's General Plan.
2. The City Council's policy is that new development pay all of the City's costs associated with the formation and administration of Districts.

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- a. An advance deposit is required, in those instances, where a proposed district is initiated by a party or parties other than the City.
3. The initial maintenance costs and reserves will be funded by the developer based on the Engineer's Report in an amount sufficient to maintain the improvements until the first assessment apportionment is received from the County.
4. The City Council shall select the assessment engineer and other professionals and consultants as it deems appropriate.

B. Budget

1. Operating Budget – Ongoing annual operating expenses include, but are not limited to, the direct costs for landscape maintenance, water, electricity, street lighting, graffiti removal, open spaces, appurtenant facilities, tree trimming and pruning and street slurry sealing and overlay.
2. Administrative Expenses – Ongoing annual administrative expenses shall include charges for accounting, printing, publication of legal notices, consultant expense, city and county fees for collecting assessments, Public Works overhead and other City staff general and administrative expenses.
3. Reserves – Reserves may be collected for two primary purposes – cash flow and capital replacement.
 - a. Cash Flow Reserves shall be established at 25% of the annual budget as set forth in the initial engineer's report and adjusted each fiscal year thereafter. These reserves may be drawn down, as needed; during the first half of each fiscal year until the first installment of property tax assessment is collect to replenish the reserves.
 - b. Capital Replacement Reserves shall be established to protect against damage to landscaping and lighting improvements or provide funding for facilities that may not be conveniently raised in one year. Capital Replacement Reserves may be collected over an extended period of time, from five to thirty years. When the Capital Replacement Reserve is established, the City Council shall approve by resolution the improvements, estimated cost, and the number of years they will be collected.
4. Interest Earnings – Interest income for each District shall accrue at the City's interest rate and shall be shown in the budget.
5. Surpluses – Surplus funds within a District on June 30th shall be noted in the budget. Surplus funds are those funds above and beyond those required to cover annual expenses and reserves. Any surplus funds shall be applied as a reduction of future fiscal year's assessment.
6. Deficits – Deficits within a District on June 30th shall be noted in the budget. Deficits shall be considered funding shortfalls required to cover annual expenses. Any deficit balance will be recovered with assessment revenue from future levies.
7. General Fund or other appropriate fund contributions – Contributions from the General Fund or other appropriate fund will be made to cover the Costs determined as general public benefit in the engineer's report. Such contributions may include direct deposits to the District accounts or credits that effectively reduce the assessments.

C. Method of Apportionment

1. The formula used for calculating assessments will reflect the composition of the parcels, and the improvements and services provided, to fairly apportion the costs based on estimated benefit to each parcel.
2. Pursuant to the Constitution Article XIID Section 4 a parcel's assessment may not exceed the

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reasonable cost of the proportional special benefit conferred on the parcel and only special benefits may be assessed.

3. The method of apportionment will also include an assessment range formula and inflationary adjustments. The purpose of establishing an assessment range formula is to provide for reasonable increases and inflationary adjustment to annual assessments without requiring costly noticing and mailing procedures, which could add to the District costs and assessments.

XI. CAPITAL ASSET POLICIES

A. Overview – The Finance department will maintain a capital asset management system that will meet external financial reporting requirements and the needs of the departments in line with these policies. Governmental Accounting Standards Board Statement No. 34 (GASB 34) changed GAAP for capital assets reporting for governmental funds. Beginning in fiscal year ending June 30, 2003, pursuant to GASB 34, the General Fixed Asset Account Group will be eliminated and the City will report these assets by function and activity on the government-wide financial statements. Enterprise Funds capital assets will continue to be recorded within their own fund.

1. Capital assets are recorded as expenditures in governmental funds at the time the assets are received and the liability is incurred. These assets will be capitalized at cost on the government wide financial statements. Enterprise fixed assets are recorded as assets within the fund when purchased and a liability is incurred.
 - i. GASB 34 defines Capital Assets as land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.
 - ii. GASB 34 defines Infrastructure Assets as long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples include roads, bridges, tunnels, drainage systems, water and sewer systems, dams and lighting systems. Buildings that are an ancillary part of a network of infrastructure assets are included.

The City uses the most current edition of GOVERNMENTAL ACCOUNTING, AUDITING, AND FINANCIAL REPORTING (GAAFR) published by the Government Finance Officers Association (GFOA) as its authoritative guide in setting policy and establishing accounting procedures regarding capital assets.

B. Capitalization – Generally all capital assets with an original cost of \$5,000 or more will be capitalized (recorded as an asset on the balance sheet versus expensing the item). Infrastructure Assets with an original cost of \$150,000 or more will be capitalized. This capitalization policy addresses financial reporting, not control. The City follows the GFOA recommended practices for establishing capitalization thresholds. Specific capitalization requirements are described as follows:

1. The asset must cost \$5,000 or more.
2. The asset must have a useful life of two (2) or more years.
3. The capitalization threshold is applied to individual units of capital assets rather than groups. For example, ten desks purchased for \$1,000 each will not be capitalized even though the total (\$10,000) exceeds the threshold of \$5,000.
4. For purposes of capitalization, the threshold will generally not be applied to components of capital assets. For example a keyboard, monitor and central processing unit purchased as components of a computer system will not be evaluated individually against the capitalization threshold. The

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entire computer system will be treated as a single asset. The capitalization threshold will be applied to a network if all component parts are required to make the asset functional.

5. Repairs to existing capital assets will generally not be subject to capitalization unless the repair extends the useful life of the asset. In this case the repair represents an improvement and is subject to the requirements described number 6 below.
6. Improvements to existing capital assets will be presumed by definition to extend the useful life of the related capital asset and therefore will be subject to capitalization if the cost exceeds \$5,000.
7. Work of arts, animals (i.e. police dogs) and historical treasures are not capitalized, but will be recorded as tracked property.
8. Capital projects will be capitalized as "construction in progress" until completed.
9. The following infrastructure items will be capitalized as a network/system rather than individually:
 - Fire hydrants

As a result of the above capitalization policies the following infrastructure items will not be capitalized:

- Street trees
- Street signs

Additionally, the following capital equipment will also not be capitalized:

- Personal computers
- Handheld radios
- Weapons

C. Leased Assets

1. Operating leased assets are usually short term and cancelable at anytime. The recording of an operating lease as a fixed asset is not required because the item is not purchased.
2. Capital leases will be capitalized if one or more of the following criteria are met and the chance of cancellation is low:
 - a. Ownership is transferred by the end of the lease term
 - b. The lease contains a bargain purchase option
 - c. The lease term is greater than or equal to 75 percent of the asset's service life
 - d. The present value of the minimum lease payment is greater than or equal to ninety percent (90%) of the fair market value of the asset at the inception of the lease.

Capital lease items are capitalized at the beginning of the lease period, regardless of when the title transfers. Capital leases are recorded at net present value of lease payments.

- D. Capital Asset Recording - It is the responsibility of the Finance Department to record, monitor and inventory all fixed assets. Each department will assign appropriate staff members to respond to verification, inventories, and filling out the necessary forms for recording transfers, dispositions or retired fixed assets.
- E. Acquisition of Capital Assets - Fixed assets may be acquired through direct purchase, lease-purchase or capital lease, construction, eminent domain, tax foreclosures, donations, and gifts.

When a capital asset is acquired the funding source will be identified as either a governmental fund, proprietary fund or component unit. Additionally the fund type will be identified as well as the specific

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fund.

If funds are provided by a specific funding source, a record will be made of that specific source such as:

Bond Proceeds

Federal Grants

State Grants

Local Grants

- F. Measuring the Cost and/or Value - Capital assets are recorded at their "historical cost", which is the original cost of the assets. Donations accepted by the City will be valued at the fair market value at the time of donation. Costs include purchase price (less discounts) and any other reasonable and necessary costs incurred to place the asset in its intended location and prepare it for service. Costs could include the following:

Sales Tax

Freight charges

Legal and title fees

Closing costs

Appraisal and negotiation fees

Surveying fees

Land-preparation costs

Demolition costs

Relocation costs

Architect and accounting fees

Insurance premiums and interest costs during construction

- G. Establishing Cost in the Absence of Historical Records - According to the GASB 34, an estimate of the original cost is allowable. Standard costing is one method of estimating historical cost using a known average installed cost for a like unit at the estimated date of acquisition. Another recognized method is normal costing wherein an estimate of historical cost is based on current cost of reproduction new indexed by a reciprocal factor of the price increase of a specific item or classification from the appraisal date to the estimated date acquired. When necessary the City will use whichever method gives the most reasonable amount based on available information.
- H. Recording Costs Incurred After Acquisition - Expenditures/expenses for replacing a component part of an asset are not capitalized. However, expenditures/expenses that either enhance a capital asset's functionality (effectiveness or efficiency), or that extend a capital asset's expected useful life are capitalized. For example, periodically slurry sealing a street would be treated as a repair (the cost would not be capitalized), while an overlay or reconstruction would be capitalized. Adding a new lane constitutes an addition and would therefore also be capitalized.
- I. Disposition or Retirement of Fixed Assets - It is the City's policy that departments wishing to dispose of surplus, damaged or inoperative equipment must notify the Finance Department.

The City will conduct public auctions, as necessary, for the purpose of disposing of surplus property. Auctions will be conducted by the Finance Department through its Purchasing Division. All proceeds from the sale of surplus property will be allocated to the City's General Fund unless the property was

FINANCIAL POLICIES

originally purchased with monies from a specific fund, in which case, the proceeds will be returned to that specific fund. The original cost less depreciation will then be removed from the City's capital asset management system.

J. Transfer de Assets – The transfer of fixed assets between departments requires notification to the Finance Department.

K. Depreciation – It has long been the City's policy to record depreciation for Enterprise funds. In accordance with GASB Statement No. 34, effective with the fiscal year ending June 30, 2003 the City will record depreciation expense on all capital assets, except for inexhaustible assets.

The City will use straight-line depreciation using the half-year convention or mid month as appropriate. Depreciation will be calculated for half a year in the year of acquisition and the year of disposition. Depreciation will be calculated over the estimated useful life of the asset.

L. Recommended Lives - The City follows GFOA Recommended Practices when establishing recommended lives for capitalizable assets. In accordance with GASB 34 the City will rely on "general guidelines obtained from professional or industry organizations." In particular the City will rely on estimated useful lives published by GFOA. If the life of a particular asset is estimated to be different than these guidelines, it may be changed. Following is a summary of the estimated useful lives:

<u>Asset Class</u>	<u>Useful Life</u>
Buildings	20 to 50 years
Improvements	15 to 45 years
Infrastructure	20 to 50 years
Equipment and Machinery	5 to 20 years

M. Control of Assets – In accordance with GFOA Recommended Practice the City will exercise control over the non-capitalized tangible capital-type items by establishing and maintaining adequate control procedures at the department level. The City's capitalization threshold of \$5,000 meets financial reporting needs and is not designed for nor particularly suited to maintain control over lower cost capital assets. It is the responsibility of each department to maintain inventories of lower-cost capital assets to ensure adequate control and safekeeping of these assets.

N. Maintenance Schedules - The City shall develop and implement maintenance and replacement schedules with a goal of maximizing the useful life of all assets. The schedules shall include estimates of annual maintenance and/or replacement funding required for each asset.

O. Maintenance Funding - The City shall identify specific sources of funds for the annual maintenance or replacement of each asset. Whenever possible, the maintenance or replacement funding shall be identified from a source other than the City General Fund. The City shall maximize the use of maintenance assessment districts and dedicated special revenue (e.g. gas tax). The City shall endeavor to set aside, on an annual basis, one and one-half percent (1½%) of its General Fund Operating Budget to provide for on-going maintenance and required replacement of assets that cannot be reasonably funded from other sources.

P. Works of Art and Historical Treasures – GASB 34 encourages but does not require the capitalization of art collections that meet all of the following conditions:

- Held for public exhibition, education, or research in furtherance of public service, rather than financial gain
- Protected, kept unencumbered, cared for, and preserved
- Subject to an organizational policy that requires the proceeds from sales of collection items to be

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used to acquire other items for collections

It is the City's Policy that proceeds from the sale of art collections be used to acquire other works of art. That being the case the City's works of art and historical treasures will not be capitalized.

- Q. Intangibles – Intangibles assets are now included in the GASB 34 definition of capital assets. Prior to GASB 34 the City did not capitalize intangibles. GFOA recommends that governmental entities follow the guidance of AICPA Statement of Position 98-1 Accounting for Costs of Computer Software Developed or Obtained for Internal Use.
- R. Inventorying – The City will follow the GFOA recommended practice of performing a physical inventory of its capitalized capital assets, either simultaneously or on a rotating basis, so that all capital assets are physically accounted for at least once every five years.
- S. Tagging – The City will tag only moveable equipment with a value of \$5,000 or higher. Rolling stock items will not be tagged. They will be identified by the VIN number. The Finance department will be responsible for tagging equipment.

XII. RISK MANAGEMENT POLICIES

- A. The City shall maintain a risk management program for liability, workers' compensation, health insurance, and loss of property exposures which emphasizes avoidance of risk, whenever possible, funding for losses which cannot be avoided, and transfer or risk to third parties whenever appropriate.
- B. The risk management process will include the systematic and continuous identification of loss perils and exposures, the analysis of these perils and exposures in terms of frequency and severity probabilities, the application of sound risk control procedures and the financing of risk consistent with the City's financial resources.
- C. If the loss potential in dollars for a particular risk is substantial and cannot be absorbed within the City's annual operating budget and reserves, the City will develop and maintain a program of purchased insurance or funded self-insurance.
- D. The City will endeavor to promptly settle justified claims but will vigorously defend claims which are doubtful, frivolous, or unsupported.
- E. The City will maintain separate self-insurance funds to identify and segregate the financial resources necessary to cover insurance premiums and self-insurance retentions
 - 1. Revenues into the insurance funds will be generated by charges to operating departments and programs.
 - 2. Resources will be established at the end of each year to fully fund liability for open claims, incurred but not reported (IBNR) claims, and a catastrophic loss reserve as periodically recommended by the City's Risk Management Advisor.
 - 3. The City will endeavor to maintain reserves equal to three-times the self-insured retention for both the liability and worker's compensation self insurance internal service funds.

XIII. INTERFUND LOANS

- A. Purpose - This policy documents requirements and responsibilities to be followed regarding interfund borrowing between funds of the City of Salinas.
- B. Scope - Often local governments will loan resources from one fund to another fund that is experiencing a temporary cash shortage. Under generally accepted accounting principles (GAAP), funds that

FINANCIAL POLICIES

account for reserved or dedicated monies may make temporary loans to other funds. This policy addressed the approval, terms and accounting requirements for interfund loans.

C. Definition - Interfund loans are amounts provide between funds with a requirement for repayment. Interfund loans will be reported according to GAAP, as interfund receivables in lender funds and interfund payables in borrower funds. If repayment is not expected within a reasonable time, the interfund balances should be reduced and the amount that is not expected to be repaid should be reported as a transfer from the fund that made the loan to the fund that received the loan.

D. Policy

1. Interfund loans-Types:

a. Internal loans that are necessary part of normal business operations:

- To maintain cash flow and provide working capital, in anticipation of future tax receipts or other revenue, the General Fund may require cash advances from other funds during the course of a fiscal year. Other funds eligible to make cash advances include: Measure V; Special Revenue, Capital Projects, and Internal Services. Cash advances shall be treated as short-term loans. Interest shall be paid on these loans at a rate determined according to the procedure established in section B.2 of this policy.
- Cash advances to provide working capital to the General Fund or other funds must be approved by the City Manager. Such approval must be in writing, and should specify maximum allowable amounts.

b. Internal loans that provide for advance spending for a capital project prior to securing project financing. Such loans must be approved by the City Council with the adoption of the annual Capital Improvement Project budget or by separate action by the City Council. Approval is not required for advance spending from the \$2 million Capital Projects Revolving Fund established by prior City Council action.

2. Interfund Loans-Terms:

- a. Repayment of an interfund loan shall be with the same fiscal year. Exceptions to this rule require approval by the City Council.
- b. When required by the lending fund's restrictions or regulations, interest will be paid by the borrowing fund to the lending fund, during the time the loan is outstanding, at the State Local Agency Investment Fund (LAIF) rate. The LAIF rate is approximately what the City earns on its investments.
- c. Upon receipt of the anticipated revenue, the borrowing fund shall repay the lending fund with 30 calendar days.
- d. Interfund loans shall not hinder the accomplishment of any function or project for which the lending fund was established.



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PRIORITY BASED BUDGETING

With the leadership of the City Manager and City Council, staff has been working on a significant new way of allocating valuable City resources: Priority Based Budgeting. This cutting edge trend is now a best practice and is growing in the government sector because it is helping cities, counties and other governmental agencies allocate resources to programs that matter most.

Priority Based Budgeting has been declared a leading practice for government management by the International City/County Manager's Association (ICMA). Priority Based Budgeting is a strategic alternative to traditional budgeting. The philosophy of priority-driven budgeting is that resources should be allocated according to how effectively a program or service meets the City Council's goals and priorities and how effectively a program or service achieves the goals and objectives that are of greatest value to the community.

City Staff have progressed through the first four steps and are now in the final, fifth step of evaluating the model data. Staff will then begin to use the diagnostic tool to evaluate lower priority programs as potential areas from which to reallocate resources to higher priority programs or potentially recommend elimination of programs. The diagnostic tool used in the fifth step was presented to the City Council at this May 6, 2014 meeting by Chris Fabian with the Center for Priority Based Budgeting as part of this administrative report.

The entire process has been a significant collaborative effort city wide including over 32 directors and managers, as well as other staff, from all departments.

Priority Based Budgeting – Progress through the 5 Steps

There are five steps in priority based budgeting:

1. Determine "Results"
 - What are the Goals and Objectives (Results) the City is in business to achieve?
2. Define Results
 - "When the City does X , then the Result is achieved"
3. Identify Programs and Services
 - Prepare a comprehensive list of programs and services
 - Comparing individual programs and services as opposed to comparing departments that provide those services allows for better priority setting
4. Value Programs Based on Results
 - Score the Programs based on their influence on Results
5. Allocate Resources Based on Priorities
 - Using "Resource Alignment Diagnostic Tool"

Step 1 – Determine Results

The first step in the priority based budget process is to identify the Results that most-effectively meet the City Council's goals and priorities and which matter most to the community. For an accurate prioritization of programs to occur that reflect the organization's stated goals and priorities, the City must identify the Results it seeks to achieve. On May 7, 2013, the City Council approved five goals that were the culmination of a strategic planning session held on January 12, 2013 and a follow-up review held on February 5, 2013 that focused on goals and objectives for the 2013-2015 time period. On January 25, 2014, during the Annual City Council Strategic Planning Session, the City Council made slight modifications to the objectives, but the five council goals remained the same.

These five goals translate well into the Results needed for the priority based budget methodology. With minor changes to the wording for two goals and splitting Quality of Life into separate Results, the Results are substantially the same:

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<u>Council Goals</u>	<u>Results</u>
<ul style="list-style-type: none"> • Economic Diversity and Prosperity 	<ul style="list-style-type: none"> • Economic Diversity and Prosperity
<ul style="list-style-type: none"> • Safe, Livable Community 	<ul style="list-style-type: none"> • Safe, Livable Community
<ul style="list-style-type: none"> • Excellent Infrastructure 	<ul style="list-style-type: none"> • Effective Mobility and Excellent Infrastructure
<ul style="list-style-type: none"> • Quality of Life 	<ul style="list-style-type: none"> • Healthy, Vibrant, Sustainable and Green Community • Family-Oriented Community with Diverse Recreational, Arts, Cultural, Educational and Leisure Opportunities
<ul style="list-style-type: none"> • Effective, Sustainable Government 	<ul style="list-style-type: none"> • Good Governance

The "Quality of Life" Goal was split nicely into two discrete Results within it, which are more descriptive and tangible for defining and measuring how well a program meets these Results.

Regarding wording changes, there is a slight clarification about the "Excellent Infrastructure" Result. As staff and the consultant looked at all of the input provided in the Strategic Plan, it appeared that while transportation and roads and mobility were identified as something important to the City, they were not totally obvious among the Results. Therefore, the "Excellent Infrastructure" Result was simply broadened to "Effective Mobility and Excellent Infrastructure". This gives more clarity for those participating in the Results Definition exercise what we need to define. For "Effective, Sustainable Government", this was translated into "Good Governance", for a unique Result for programs designed to support Governance. All programs should be efficient, effective, and sustainable.

Step 2 – Prepare Result Definitions ("Result Maps") to Clearly Defines What Achieves the Results

On September 11, 2013, department directors and managers participated in a three hour workshop led by the Center for Priority Based Budgeting consultants. Participants were asked in the Results Definition exercise to help define each of the City's Results so that Result Maps could be created to be used in Program Scoring. The approach in the facilitated exercise was to ask open-ended questions about each Result, and have the staff provide their input to questions like, "When the City of Salinas does _____, (fill in the blank) then the Result of 'Safe, Livable Community' is achieved" (their job was to answer that question in as many ways as possible until we had a complete understanding of how all of the City's Results are achieved). Accordingly, there were approximately 694 individual responses captured on half sheets of paper and posted up on the wall and grouped in categories. Essentially, these categories ultimately became the 36 Results Definitions associated with the six Results. Each Result has between five and seven Result Definitions. On November 5, 2014, the City Council reviewed and approved the six Results and Result Definitions. As part of their review of the Result definitions and to become familiar with them, each City Council member completed the "\$600 Exercise" as homework prior to the City Council meeting. The exercise requested that the City Council allocate \$600 to each of the 36 result definitions. See the "Result Definitions (More Detail)" section below for a complete list of the 36 result definitions.

Step 3 – Identify Programs and Services

Departments prepared their comprehensive list of programs during October through December 2013. The objectives for developing program inventories were to:

PRIORITY BASED BUDGETING

- Create a comprehensive listing of all services offered by each operating division (to both “external” and “internal” users)
- Provide a better understanding of “what we do” to staff, management, elected officials and citizens
- Provide a framework to better understand how resources are used to support “what we do”
- Provide a valuable tool for staff, management and elected officials to use when faced with budgetary “choices” about how funds are distributed
- Allow for the preparation and discussion of a “program budget” rather than a “line-item budget

Based on training provided by the Center for Priority Based Budgeting, each department was instructed to complete the list of programs.

Step 4 – Value Programs Based on Results – Score the Programs based on their influence on Results

Department Scoring

First, after the program inventories were finalized by the department and finalized by the Center for Priority Based Budgeting, the departments were given a score card with all of their programs listed. Training on scoring was provided by the CPBB. See “Department Scoring (More Details)” section below for more details.

Peer Review Scoring

In a four week period, from the middle of February through the middle of March, 32 managers and directors participated in the Peer review process. For each of the five (5) Community Results, seven (7) Governance Results and five (5) Basic Attributes, a team was assigned to evaluate all of the programs for that single scoring criteria. Each peer review team was made up of three staff and three meetings were scheduled for each team. A total of 17 teams were formed (one for each scoring criteria) and a total of 51 meetings were scheduled. Each director and manger was on two teams each.

Costing Allocation

The city’s budget was loaded into the model and the departments assisted in providing allocations of the cost for each program.

Step 5 – Allocate Resources Based on Priorities

We are now at the fifth and final stage of the process where the tool data can be reviewed and analyzed. The tool then can be used to drill down into programs to determine if resources should be reallocated or if programs should be deferred or eliminated.

Davenport Institute for Public Engagement and Civic Leadership – Grant Award

The City Manager received news in mid-October that the City was 1 of 4 grant award recipients in the state to receive the Davenport Institute 2013 Public Engagement Grant. This is the sixth annual Public Engagement Grant Program.

The Davenport Institute planned to award 2-4 grants, with a maximum individual grant amount of \$20,000 for a total of around \$50,000 in funded consulting services. The City was awarded \$10,000.

With the training, assistance and partnership of the Davenport Institute and the Center for Priority Based Budgeting, the City desired to effectively engage a high volume of the public to participate in the Priority Based Budgeting process. The City planned to gather public input and link it in a completely unique way to the City’s budget process, so that budget decisions are directly influenced by public priorities. Through the “\$500 Exercise” (also called “Budget Challenge”) (formerly the \$600 exercise) and through online and in-person outreach, the City brought the public into a position of influence as they’ve never experienced before.

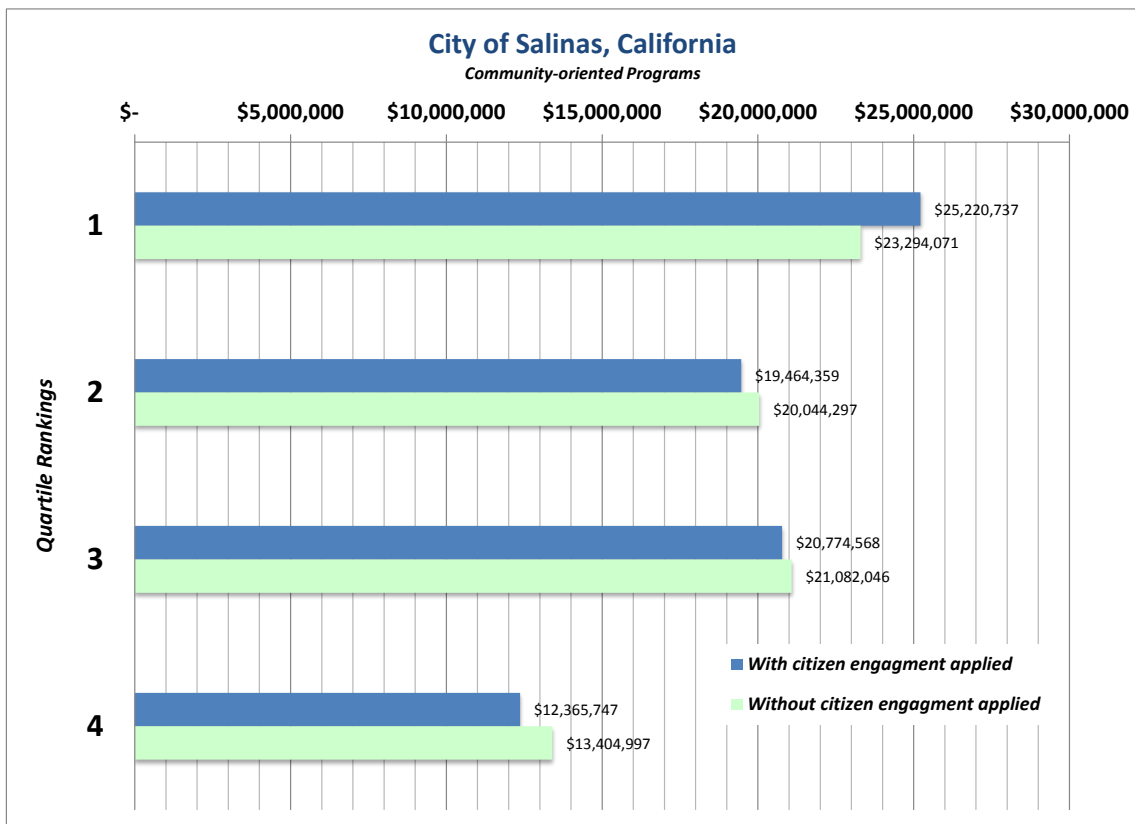
PRIORITY BASED BUDGETING

In summary, the \$500 exercise had a direct influence on determining the overall priority and relevance of the City's programs. By extending this process to the citizens of Salinas, citizens were placed in a role of influence unlike any other budgeting process – their "investment" of the \$500 helped the City realize which Results are most important, and further guided the process of prioritizing the services offered by the City. It is a crucial role, and a true definition of participatory budgeting.

The City held three facilitated public forums and the virtual online public forum called "Open Town Hall" through Peak Democracy. The grant funded a portion of the Center for Priority Based Budgeting contract and all of the Peak Democracy online service. To maximize participation, a full array of media methods were used to get the word out. The full extent of the public outreach through the use social media (Facebook, Twitter), press releases, flyers, e-mail blasts, and regular mail is presented in a report by the City's media consultant Boots Road Group and is available online at: <https://salinas.legistar.com/LegislationDetail.aspx?ID=1744905&GUID=D97B85E6-9CCC-4077-ADA2-3C8ED5F44244>

Public Engagement Impact and Influence on the Priority Based Budget Scores

Prior to finalizing the priority based budget model, the consultant applied a weight to the Community and Governance Results based on the feedback from the community outreach. As mentioned above, the Departments scored all of their programs on how well they influence the Council goals (Results) and a peer review team also scored all of the programs. The total score from the online and in-person community meetings was tallied and was applied as a final weight to determine which Result mattered most to the community. The chart below shows the impact the weighting had on the programs and how the shift occurred before and after the weighting was applied. The striking observation and validation shown in the chart is that after applying the weight from the community input to the priority based budget model, programs shift from lower, less priority quartiles, to higher quartiles, which indicates the City is funding programs that matter most to the community.



PRIORITY BASED BUDGETING

Impact of FY 2014-15 Budget Process

As departments prepared their FY 2014-15 operating budgets, they evaluated lower priority programs that fell in the fourth quartile to determine if they should recommend reducing the lower priority programs or eliminate those programs. Falling in the fourth of four quartiles does not mean the program should be eliminated, it just means that the program was determined to not accomplish the Results or Council goals and should be evaluated. Programs that fell in the fourth quartile were evaluated to determine if they were either cost recovery, mandated (legally required), caused safety issues if eliminated or the benefits of keeping the program justified the cost. As a first step in using the new model, the City departments evaluated 115 programs that fell in the 4th quartile. Of the 115 programs, 75 were funded with the General Fund totaling approximately \$12 million. Of the \$12 million, approximately \$150,000 was identified as resources that could be reallocated from certain programs to other programs within the departments. Examples of the programs that could be eliminated or reduced includes the Bounce House/Park Reservations, the City Arts and First Friday Art Walks, and the CPR Public Education programs. As the model is analyzed and training occurs on how to use this new diagnostic tool during the next few months, the departments will be taking a closer look and will be able to come up with additional recommendations.

Result Definitions (More Detail)

As mentioned in step 2 above, on September 11, 2013, department directors and managers participated in a three hour workshop led by the Center for Priority Based Budgeting consultants to determine the result definitions. On November 5, 2014, the City Council reviewed and approved the six Results and 36 Result Definitions.

Results

The first five Results below are Community Results and the last one, "Good Governance" is a Governance Result. Each "Community" Program was scored against the five Community Results based on how essential the program is to achieving the result definitions listed below.

SAFE, LIVABLE COMMUNITY

1. Protects the community, enforces the law, prevents crime, promptly responds to calls for service and is well-prepared for all emergency situations
2. Fosters a feeling of personal safety and security through a visible, responsive public safety presence and by proactively focusing on prevention, intervention and safety education
3. Ensures a safe transportation network that is well-maintained, accessible, enhances traffic flow and offers safe mobility to motorists, pedestrians and cyclists
4. Builds an informed, involved, engaged and respectful community that helps provide for the welfare of others, instills a sense of community pride and ensures the community feels connected and unified
5. Offers and promotes a variety of safe activities, accessible programs and highly utilized facilities that provide for the physical, social, cultural and educational well-being of the community, especially focusing on the needs of youth and families
6. Provides and sustains a healthy, thriving environment that is clean, well-kept and sufficiently regulated, offering connected neighborhoods with quality housing choices where neighbors care for each other

EFFECTIVE MOBILITY and EXCELLENT INFRASTRUCTURE

1. Provides and promotes convenient access to diverse mobility options, supporting a safe,

PRIORITY BASED BUDGETING

accessible public transit network, as well as ample options for bicyclists and pedestrians

2. Ensures access to clean water, clean air, and timely, accurate information through the design, development and long-term investment in wastewater, stormwater and information technology infrastructure
3. Collaboratively invests in building and improving a well-designed, well-maintained system of safe, reliable road and street infrastructure (including roads, traffic signals, sidewalks, bridges and street lighting)
4. Encourages community beautification with properly maintained and visually appealing parks, green spaces and public spaces
5. Plans for responsible, sustainable growth, ensuring that the City's long-term infrastructure needs are met, and that a variety of diverse employment opportunities are available

FAMILY-ORIENTED COMMUNITY with DIVERSE RECREATIONAL, ARTS, CULTURAL, EDUCATIONAL and LEISURE OPPORTUNITIES

1. Develops, enhances and invests in its parks, biking/walking trails and outdoor recreational areas, ensuring they are safe, well-maintained, inviting and conveniently located
2. Partners to offer a wide range of athletic programs, recreational activities and community centers that are accessible, promote a healthy lifestyle and meet the interests and needs of a diverse, multi generational community
3. Encourages and supports the visual, performing, graphic and literary arts, advances cultural enrichment and celebrates its diverse ethnic heritage through collaborative community partnerships
4. Ensures access to quality education, technical training, public libraries, information resources, literacy enhancement and life-long learning opportunities for all ages
5. Promotes and supports a variety of community events, entertainment venues and dining opportunities that connect the community and offer a positive environment to raise a family

HEALTHY, VIBRANT, SUSTAINABLE and GREEN COMMUNITY

1. Preserves, maintains and enhances its parks, green spaces and public spaces, offering quality recreational, entertainment and leisure opportunities that contribute to the health and well-being of it's citizens
2. Manages growth and promotes strategic development, infill development and community revitalization
3. Practices environmentally responsible conservation, re-use and recycling of its resources
4. Manages and mitigates factors that impact environmental quality of air, land and water, and increases public awareness of each citizen's role and responsibility in creating a healthy environment for all
5. Enhances the feeling of personal safety of it's residents through proactive crime prevention and community-building
6. Promotes and supports sustainable energy use through the encouragement of alternative forms of transportation, and the renovation of inefficient facility infrastructure

PRIORITY BASED BUDGETING

ECONOMIC DIVERSITY and PROSPERITY

1. Partners with the community to promote quality job creation and retention, offering a broad range of well-paying employment opportunities, and to provide a skilled, educated workforce that meets the needs of local employers
2. Encourages and supports the recruitment, retention and growth of a well-balanced mix of thriving business and industry that enhances the community's economy and provides for the day-to-day needs of its residents
3. Fosters a strong sense of community identity, pride and investment through timely, two-way communication, creative problem-solving and collaborative visioning
4. Provides a safe, clean and attractive community in which to live and work, offering quality parks, ample recreational opportunities and desirable residential neighborhoods
5. Markets its cultural and historical heritage and encourages a variety of events and activities to promote its attractiveness as a destination point for tourists and visitors
6. Stimulates economic growth through well-planned development, redevelopment and community revitalization supported by sufficient infrastructure and reliable transit options
7. Facilitates economic development and growth through shared resources, appropriate incentives and efficient, "business-friendly" processes

GOOD GOVERNANCE

1. Supports decision-making with timely and accurate short-term and long-range analysis
2. Instills trust, fosters transparency and ensures fiscal solvency and sustainability by demonstrating accountability, efficiency, honesty, best practice and innovation
3. Provides assurance of regulatory and policy compliance to mitigate risk and exposure to liability
4. Attracts, develops, motivates and retains a high-quality, engaged, dedicated and professional workforce
5. Protects, manages, optimizes and invests in its financial, human, physical and technology resources
6. Advances City interests by building strong strategic partnerships and fostering civic engagement
7. Delivers courteous, respectful and responsive service to its internal and external customers while engaging in timely accurate and effective two-way communication

Department Scoring (More Detail)

As mentioned briefly in step 4 above, the departments were given a score card with all of their programs listed and scored each of the Community Programs and the Governance Programs.

Community Program Scoring

Community Programs were scored (0-4) against the following five results based on how essential the programs are to achieving the result's definitions listed above associated with each results.

Community Results:

1. Economic Diversity and Prosperity
2. Effective Mobility and Excellent Infrastructure
3. Family-Oriented Community with Diverse Recreational, Arts, Cultural, Educational and Leisure

PRIORITY BASED BUDGETING

Opportunities

4. Healthy, Vibrant, Sustainable and Green Community (Quality of Life)
5. Safe, Livable Community

Scoring Criteria (0-4 scale):

- 4 = Program has an **essential** or **critical** role in achieving Result
- 3 = Program has a **strong** influence on achieving Result
- 2 = Program has **some** degree of influence on achieving Result
- 1 = Program has **minimal** (*but some*) influence on achieving Result
- 0 = Program has **no** influence on achieving Result

Governance Program Scoring

Governance Programs were scored (0 to 4) against the following seven result definitions based on how essential the programs are to achieving the result definitions.

Governance Result Definitions:

1. Advance City interests by building strong strategic partnerships and fostering civic engagement
2. Attracts, develops, motivates and retains a high-quality, engaged dedicated and professional workforce
3. Delivers courteous, respectful and responsive service to its internal and external customers while engaging in timely, accurate and effective two way communication
4. Instills trust, fosters transparency and ensures fiscal solvency and practice and innovation
5. Protects, manages, optimizes and invests in its financial, human, physical and technology resources
6. Provides assurance of regulatory policy compliance to mitigate risk and exposure to liability
7. Supports decision-making with timely and accurate short-term and long range analysis

Scoring Criteria:

- 4 = Program has an **essential** or **critical** role in achieving Result definition
- 3 = Program has a **strong** influence on achieving Result definition
- 2 = Program has **some** degree of influence on achieving Result definition
- 1 = Program has **minimal** (*but some*) influence on achieving Result definition
- 0 = Program has **no** influence on achieving Result definition

Basic Program Attributes

- All programs (Community or Governance programs) were also evaluated relative to ***Basic Program Attributes***
- ***Basic Program Attributes*** are additional characteristics of programs that could increase their overall relevance

Mandated to Provide Program

- *Programs that are mandated by another level of government (i.e. federal, state or county) will receive a higher score for this attribute compared to programs that are mandated solely by the City or have no mandate whatsoever.*
- The grading criterion established to score programs, on a 0 to 4 scale is as follows:
 - 4 = Required by Federal, State or County legislation
 - 3 = Required by Charter or incorporation documents **OR** to comply with regulatory agency standards
 - 2 = Required by Code, ordinance, resolution or policy **OR** to fulfill executed franchise or contractual agreement

PRIORITY BASED BUDGETING

- 1 = Recommended by national professional organization to meet published standards, other best practice
- 0 = No requirement or mandate exists

Reliance on City to Provide Program

- *Programs for which residents, businesses and visitors can look only to the City to obtain the service will receive a higher score for this attribute compared to programs that may be similarly obtained from another intergovernmental agency or a private business.*
- The grading criterion established to score programs, on a 0 to 4 scale is as follows:
 - 4 = City is the sole provider of the program and there are **no** other public or private entities that provide this type of service
 - 3 = City is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service
 - 2 = Program is only offered by another governmental, non-profit or civic agency
 - 1 = Program is offered by other private businesses but none are located within the City limits
 - 0 = Program is offered by other private businesses located within the City limits

Cost Recovery of Program

- *Programs that demonstrate the ability to “pay for themselves” through user fees, intergovernmental grants or other user-based charges for services will receive a higher score for this attribute compared to programs that generate limited or no funding to cover their cost.*
- The grading criterion established to score programs, on a 0 to 4 scale is as follows:
 - 4 = Fees generated cover 75% to 100% of the cost to provide the program
 - 3 = Fees generated cover 50% to 74% of the cost to provide the program
 - 2 = Fees generated cover 25% to 49% of the cost to provide the program
 - 1 = Fees generated cover 1% to 24% of the cost to provide the program
 - 0 = No fees are generated that cover the cost to provide the program

Portion of Community Served by Program

- *Programs that benefit or serve a larger segment of the City’s residents, businesses and/or visitors will receive a higher score for this attribute compared to programs that benefit or serve only a small segment of these populations.*
- The grading criterion established to score programs, on a **0 to 4** scale is as follows:
 - 4 = Program benefits/serves the **ENTIRE** community (100%)
 - 3 = Program benefits/serves a **SUBSTANTIAL** portion of the community (at least 75%)
 - 2 = Program benefits/serves a **SIGNIFICANT** portion of the community (at least 50%)
 - 1 = Program benefits/serves **SOME** portion of the community (at least 10%)
 - 0 = Program benefits/serves only a **SMALL** portion of the community (less than 10%)

Change in Demand for Program

- *Programs demonstrating an increase in demand or utilization will receive a higher score for this attribute compared to programs that show no growth in demand for the program. Programs demonstrating a decrease in demand or utilization will actually receive a negative score for this attribute.*
- The grading criterion established to score programs, on a -4 to 4 scale is as follows:
 - 4 = Program experiencing a **SUBSTANTIAL** increase in demand of 25% or more
 - 3 = Program experiencing a **SIGNIFICANT** increase in demand of 15% to 24%
 - 2 = Program experiencing a **MODEST** increase in demand of 5% to 14%
 - 1 = Program experiencing a **MINIMAL** increase in demand of 1% to 4%
 - 0 = Program experiencing **NO** change in demand

PRIORITY BASED BUDGETING

- -1 = Program experiencing a **MINIMAL** decrease in demand of 1% to 4%
- -2 = Program experiencing a **MODEST** decrease in demand of 5% to 14%
- -3 = Program experiencing a **SIGNIFICANT** decrease in demand of 15% to 24%
- -4 = Program experiencing a **SUBSTANTIAL** decrease in demand of 25% or more

Once the department and peer review scoring was completed, a ranking by quartiles was created with four quartiles. The first quartile included the highest scoring programs and the 4th quartile included the lowest scoring programs. There were 664 Community Programs and 102 Governance Programs that were scored by 17 peer review teams. The table below shows the results:

Community Results - Quartile Ranking by Department		
Department	Quartile Rank	Program Count
Administration	2	2
	3	1
Administration Total		3
Assessment Districts	2	7
Assessment Districts Total		7
City Attorney	1	4
	2	1
	4	1
City Attorney Total		6
Community and Economic Development	1	16
	2	35
	3	38
	4	34
Community and Economic Development Total		123
Enterprise Operations	1	47
	2	15
	3	9
	4	1
Enterprise Operations Total		72
Fire	1	4
	2	19
	3	42
	4	24
Fire Total		89
Library & Community Services	1	1
	2	27
	3	97
	4	37
Library & Community Services Total		162
Police	1	26
	2	57
	3	22
	4	13
Police		118
Public Works	1	58
	2	13
	3	8
	4	5
Public Works		84
Grand Total		664

Governance Results - Quartile Ranking by Department		
Department	Quartile Ranking	Program Count
Administration	1	3
	2	2
	3	4
	4	3
City Attorney	1	3
	2	7
	3	6
	4	7
Community and Economic Development	2	6
	3	2
Finance	1	19
	2	8
	3	3
	4	4
Public Works	2	5
	3	14
	4	6
Grand Total		102

MEASURE V

Over a period of three fiscal years beginning in April 2003, the Salinas City Council reduced City programs and services funded by the General Fund budget a total of \$15.3 million dollars or 24%. The reductions were required to maintain the City's financial solvency. The financial crisis was the result of a combination of factors including a weak economy evidenced by sales tax actually decreasing for two years, State raids on local revenue, increasing charges assessed by the County of Monterey, increasing retirement costs and increasing employee health insurance costs.

The required reductions included the elimination of 123.50 authorized positions, the layoff of employees and broadly impacted services throughout the City. Staff reported to City Council that absent a new, guaranteed source of General fund revenue, the City would not be able to restore the services that had been cut for at least 8-10 years.

At the City Council's May 3, 2005 meeting, members of the public expressed their view that the City must be able to provide adequate police, fire and street and park maintenance services, and that the libraries and recreation centers should remain open. The public requested that Council consider placing a tax measure on the ballot so that revenue could be provided to restore vital services.

On May 17, 2005, the City Council received a report regarding its options for placing a tax measure before the City's voters to generate sufficient revenue to maintain minimal levels of service for the public welfare. Members of the public reiterated their support for such a measure, indicated that the community would suffer if services were further curtailed.

On June 7 and June 14, 2005, the Council reviewed and approved the FY 2005-06 budget, and confirmed the on-going reductions in services previously approved. On July 12, 2005, the Council adopted a resolution calling for an election to take place on November 8, 2005 to ask City voters to approve a half-cent transactions and use tax. The proposed tax measure also included a ten (10) year sunset provision and mandated the appointment of an independent committee with authority to both recommend the use of the tax revenue and provide oversight as to the use of funds.

On November 8, 2005, the voters of Salinas approved (61.74%) the ordinance establishing a Temporary Transactions and Use Tax at the rate of one-half of one percent (0.50%) to be in effect for a period of ten (10) years. Initial collection of the tax began April 1, 2006 with the first receipt of revenues from the tax to occur in July 2006. The temporary tax was therefore scheduled to sunset April 1, 2016. During November 2012 Salinas' residents approved the renewal of the transaction and use tax (Measure V) with no expiration date by removing the language addressing a tax collection sunset in April 2016.

The tax approved by the voters is a general tax. As such, the City may use the revenue from the tax for any general governmental purpose, including without limitation police, fire safety, paramedics, libraries, crossing guards, graffiti removal, anti-gang programs, and street and park maintenance.

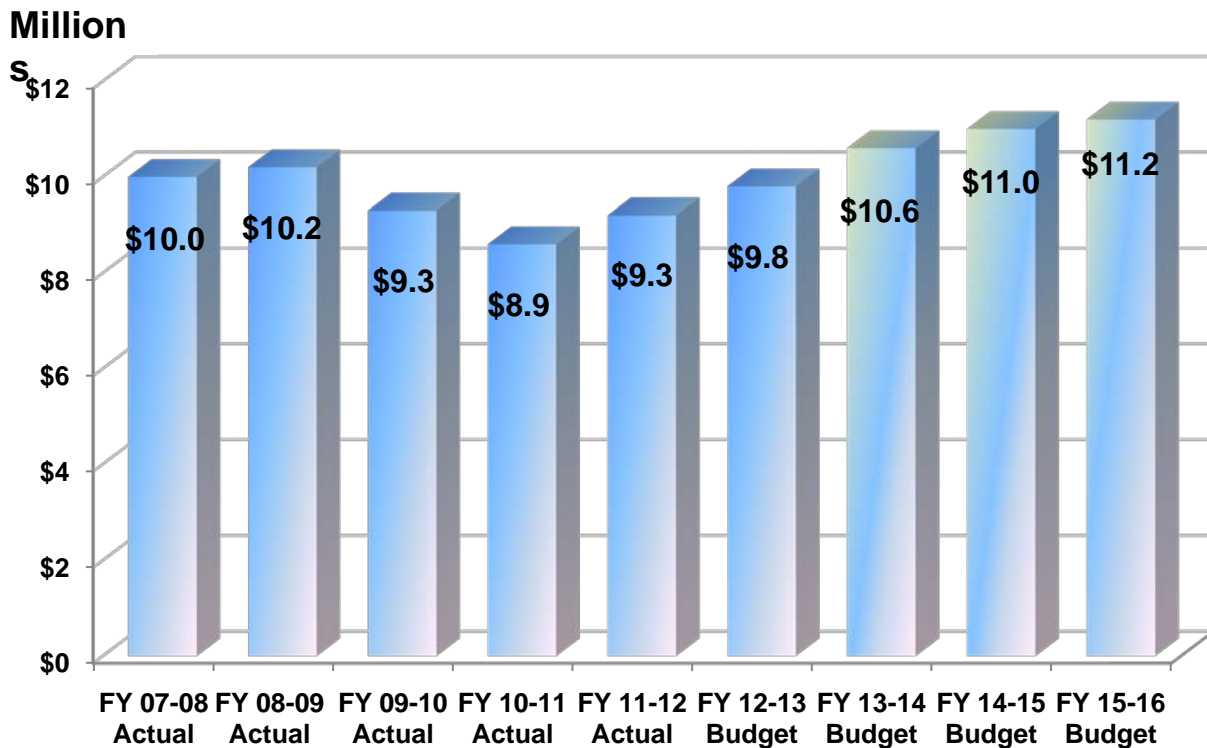
In order to assure full compliance with the intent of the ordinance, the tax proceeds from this ordinance are separately received and accounted for in the City's financial reporting system (Fund 11.00). The Finance Director reports at least quarterly to the Oversight Committee the use of tax proceeds. The Oversight Committee reports annually to the City Council regarding the use of tax proceeds.

The Oversight Committee is a fundamental provision in the voter-approved ordinance. The ordinance states that:

The Mayor and City Council shall each annually appoint one member of the public to serve as an oversight committee for the revenue that the City receives from the tax. The committee shall prepare an annual report on the revenue received and recommend the use thereof. The City Manager shall provide staff for the committee, and the Finance Director shall provide all relevant data regarding revenue from the tax and expenditure thereof.

MEASURE V

Transactions and Use Tax collections began a severe decline starting in April 2007 that continued over a two year period. Signs of recovery started to show in FY 2010-11 with projected increases in the future. The following chart exemplifies the trend:



Measure V tax collections are projected to increase \$380,000 or 3.6% in FY 2014-15 and \$150,000 or 1.4% in FY 2015-16. Staff revenue projections are optimistic and based on current economic recovery signs. The City's outside consultant (Hinderliter, de Llamas & Associates) agrees with staff revenue estimates for the City's Transaction and Use Tax.

The Measure V Oversight Board recommended and the City Council approved during FY 2013-14, investments in the amount of \$806,000 for the following Capital Projects using one-time FY 2012-13 carryover funds:

- | | |
|---------------------------------------|------------|
| 1) Recreation Centers Improvements | \$ 118,300 |
| 2) Recreation Vehicle | \$ 31,000 |
| 3) Upgrades at City Libraries | \$ 51,200 |
| 4) Upgraded Computers for Police Cars | \$ 145,000 |
| 5) Police Software and Equipment | \$ 35,000 |
| 6) Closter Park Improvements | \$ 395,100 |
| 7) Sidewalk Program | \$ 30,400 |

MEASURE V

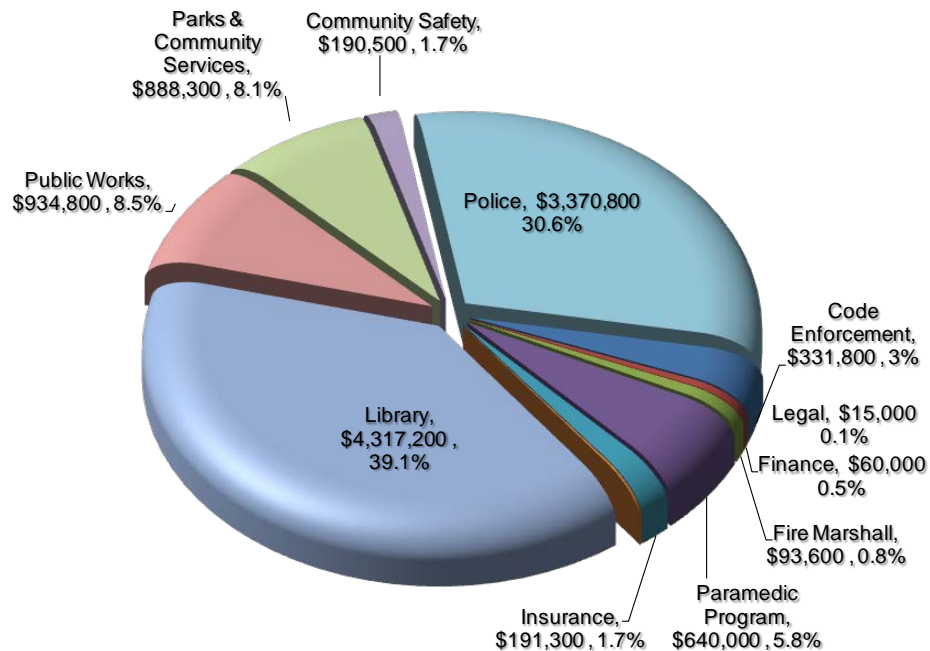
With an investment of \$1,770,985, the remodeling and expansion of the Cesar Chavez Library project is among others, the most important projects funded by Measure V funds since its inception.

Employee concessions are phased out in the FY 2014-15. Although the furlough program for non-public safety employees that equals 10% concession will continue with no sunset date, a salary adjustment of 4% that was deferred since December 2009 is scheduled to take effect on December 1, 2014. Police Officers salaries reflect a 6.3% furlough concession for FY 2014-15.

Due to limited resources in the Measure V, the proposed FY 2014-15 CIP budget submitted May 20, 2014, did not include any necessary investment in Capital Improvement Projects.

The Measure V appropriations by department for FY 2014-15 are as follows:

Code Enforcement	\$ 331,800	3.0%
Finance	\$ 60,000	0.5%
Fire Marshall	\$ 93,600	0.8%
Paramedic Program	\$ 640,000	5.8%
Insurance	\$ 191,300	1.7%
Legal	\$ 15,000	0.1%
Library	\$ 4,317,200	39.1%
Public Works	\$ 934,800	8.5%
Parks & Community Services	\$ 888,300	8.1%
Community Safety	\$ 190,500	1.7%
Police	\$ 3,370,800	30.6%
	<u>11,033,300</u>	100.0%



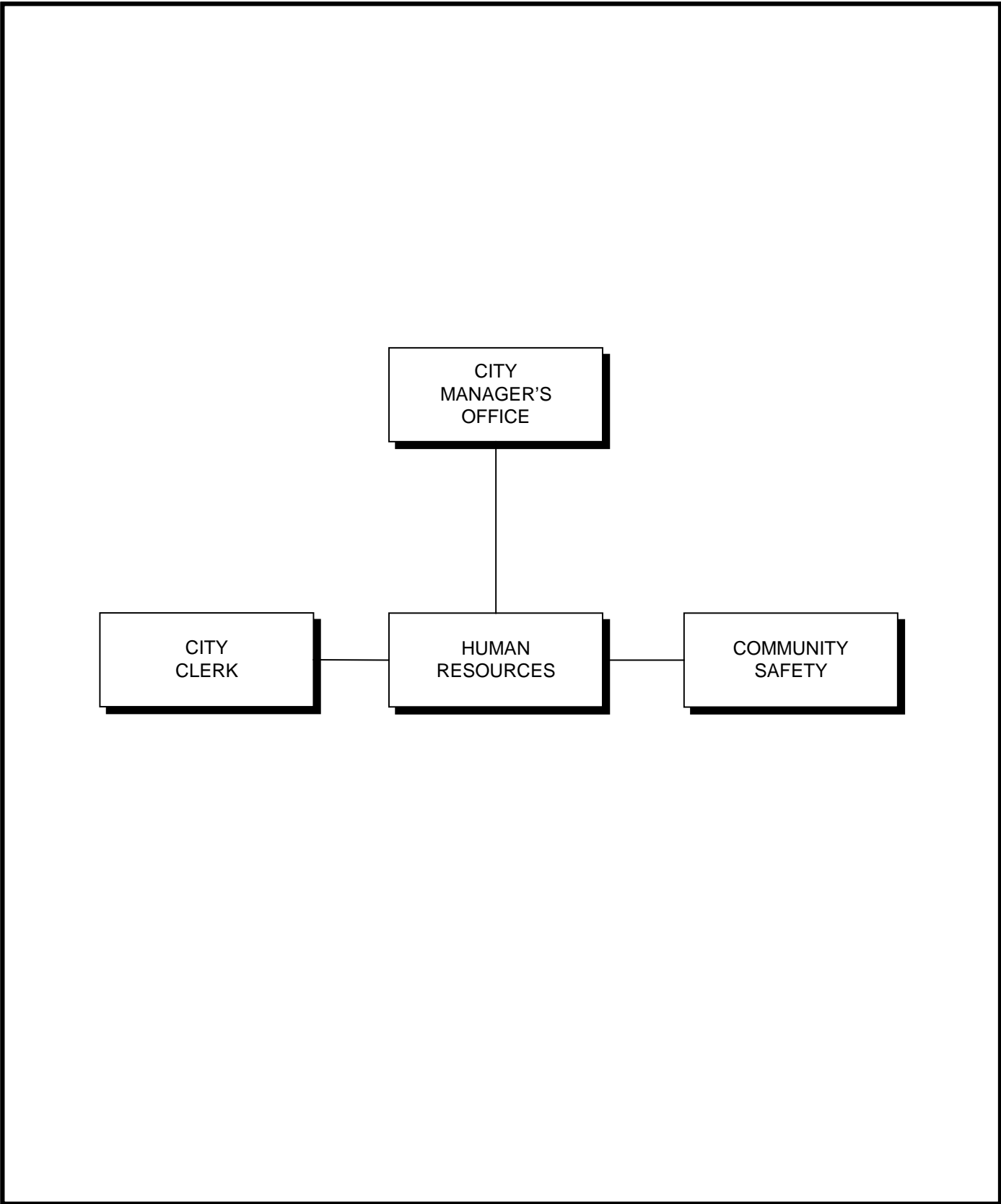
MEASURE V

The number of positions funded by Measure V during FY 2014-15 is summarized as follows:

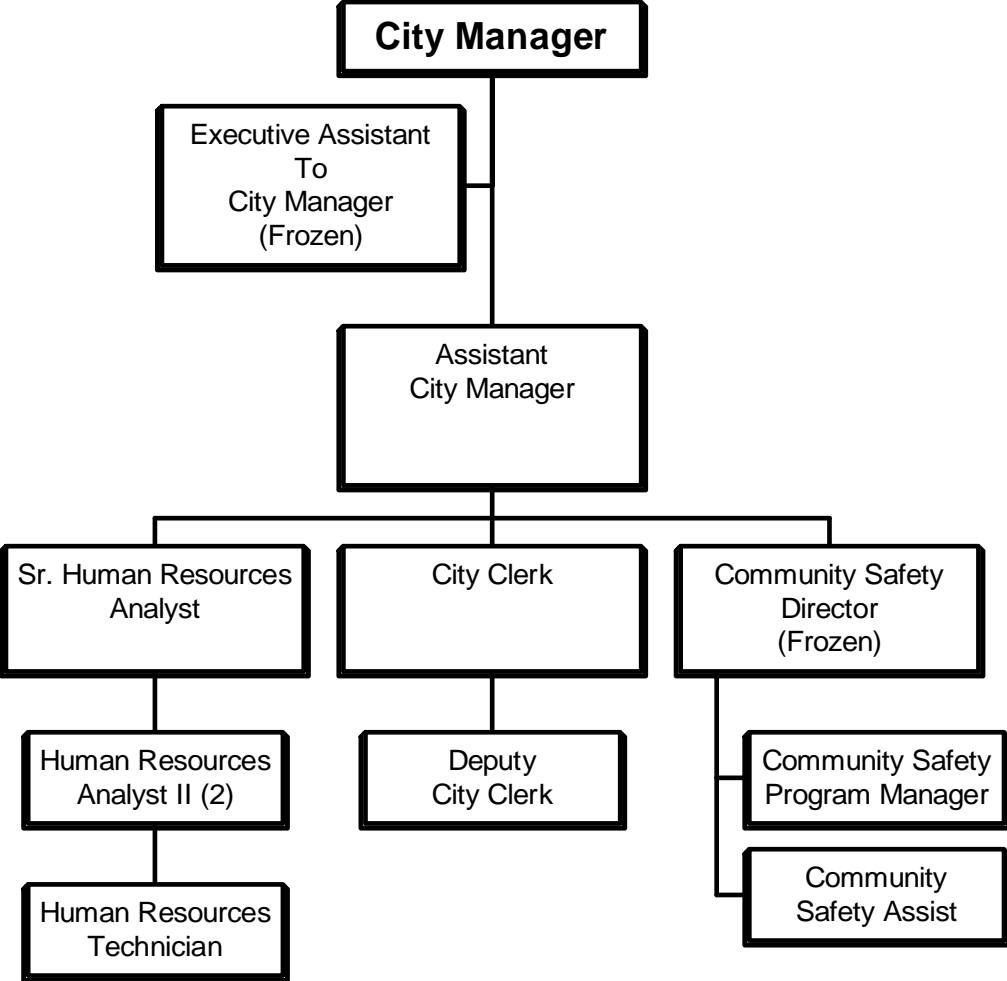
	<u>FY 14/15</u>
Police	22.5
Community Safety	2.0
Code Enforcement	3.0
Public Works	10.0
Parks & Community Services	4.9
Library	<u>43.5</u>
Total Positions	<u><u>85.9</u></u>

The number of full time authorized positions under Measure V shows a reduction of one positions when compared to the previous fiscal year, however, last fiscal year showed six vacant positions as unfunded (frozen) while in the proposed fiscal year 2014-15 budget all positions in the Measure V Fund are funded.

ADMINISTRATION DEPARTMENT



ADMINISTRATION DEPARTMENT Organization Chart



ADMINISTRATION DEPARTMENT

Summary

Purpose

The Administration Department provides external and internal support services for a number of essential functions related to the management operations of the City government. Under the direction of the City Manager's Office, these functions include: logistical support for the Mayor and Council, recording and archiving of the City's official records by the City Clerk's office, human resource services and risk management.

Top Accomplishments for FY 2013-14

Effective, Sustainable Government

1. The City Clerk's Office processed over 220 Political Reform Act filings and over 250 Council actions; coordinated over 100 commendations and proclamations; received and processed over 85 tort claims, responded to over 5,000 public inquiries and over 50 records requests.
2. Processed six City Council recall attempts and one citizen proposed initiative for a special tax measure and two Council proposed initiatives.
3. City Manager conducted 12 joint City/School Districts/Superintendent collaborative meetings.
4. City Manager administered 20 federal and state legislative committee meetings. City Manager attends and coordinates City Council Strategic Planning Session and City Council meetings throughout the year.
5. City Manager and Assistant City Manager participated in approximately 12 informational community meetings regarding City services fiscal management upon request by Council members and community organizations.
6. The City Clerk's Office successfully implemented a Statement of Economic Interest Statement (SEI) E-filing system resulting in 100% compliance with Fair Political Practices Commission and City Code mandates; increased transparency by establishing a public review portal for filed SEI's.
7. The City Clerk's Office successfully implemented an electronic legislative and agenda management system (Granicus); in the process of launching live video streaming for all codified legislative body meetings.

City Council Goals, Strategies, and Objectives for FY 2014-15

Effective, Sustainable Government

1. Continue to work to achieve customer service training for City employees in all Departments.
2. Continue discussions with employee bargaining groups and executive team regarding future budget structural gap.
3. Update and modernize record retention schedule and management, and day to day function in the City Clerk's Office utilizing current technology.

Major Budget Changes

None

ADMINISTRATION DEPARTMENT

Summary

Expenditures by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1511	City Manager's Office Division	585,932	509,900	513,600	537,600
1513	Community Safety Division	291,485	251,900	245,500	258,400
1520	City Clerk Division	231,768	256,500	264,000	278,600
1540	Human Resources Division	484,572	550,900	572,400	600,800
TOTAL		1,593,757	1,569,200	1,595,500	1,675,400

Expenditures by Character

1.	Employee Services	1,522,981	1,412,300	1,466,814	1,546,714
2.	Office Supplies & Materials	7,969	13,900	13,900	13,900
3.	Special Dept Supplies	4,742	9,700	7,700	7,700
4.	Communications	2,327	9,900	9,900	9,900
5.	Contract Maintenance Services		4,900	4,300	4,300
6.	Professional Services	14,097	51,800	32,500	32,500
7.	Outside Services	4,623	10,000	10,000	10,000
8.	Advertising	10,753	17,500	16,500	16,500
9.	Training/Conferences/Meetings	17,344	37,900	28,100	28,100
10.	Membership & Dues	1,350	1,300	1,400	1,400
11.	Insurance and Bonds			4,386	4,386
12.	Capital Outlay	7,571			
TOTAL		1,593,757	1,569,200	1,595,500	1,675,400

Expenditures by Fund

General Fund	1,593,273	1,536,600	1,381,200	1,448,200
Measure V Fund			190,900	203,800
Recreation Parks Fund	484	32,600	23,400	23,400
TOTAL	1,593,757	1,569,200	1,595,500	1,675,400

Workforce by Program

1511	City Manager's Office Division	2.5	1.5	1.5	1.5
1513	Community Safety Division	3.0	2.0	2.0	2.0
1520	City Clerk Division	2.0	2.0	2.0	2.0
1540	Human Resources Division	3.5	3.5	3.5	3.5
TOTAL		11.0	9.0	9.0	9.0



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ADMINISTRATION DEPARTMENT

City Manager's Office Division

1511

Purpose

Manage the Salinas Municipal Corporation and the Successor Agency to the former Salinas Redevelopment Agency consistent with the policy direction established by the City Council and the Redevelopment Law.

Division Operations

1. Economic Vitality: Develop, enhance and protect an expanded local economic base.
2. Salinas as a City of peace: Through a community safety director, develop a comprehensive and collaborative community safety strategy.
3. Develop, recommend and implement comprehensive City and Successor Agency budgets and financial policies.
4. Coordinate efforts to achieve cooperative intergovernmental initiatives and private/public partnerships.
5. Implement and monitor City Council Goals and Objectives.

Major Budget Changes

None

ADMINISTRATION DEPARTMENT
City Manager's Office Division

1511

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	571,185	496,200	498,366	522,366
2. Office Supplies & Materials	1,774	2,500	2,500	2,500
3. Special Dept Supplies	213	500	500	500
4. Communications	133	1,700	1,700	1,700
5. Training/Conferences/Meetings	12,627	9,000	9,000	9,000
6. Insurance and Bonds			1,534	1,534
TOTAL	585,932	509,900	513,600	537,600
 Authorized Positions	 2.5	 1.5	 1.5	 1.5

Funding Source

General Fund, Measure V Fund

ADMINISTRATION DEPARTMENT

Community Safety Division

1513

Purpose

Implement a community safety initiative focused on prevention, intervention and suppression strategies.

Division Operations

1. Development and implementation of the Strategic Work plan for the Community Safety Initiative.
2. Continue the Community Alliance for Safety and Peace, a coalition of more than 30 organizations and leaders from Salinas and Monterey County determined to address gang activity.
3. Conduct Community Dialogues and Presentations, two per month in the coming fiscal year.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Grants: Lead agency and management of State and Federal grants to include record keeping, program review, progress reports and communications with funder and agencies as needed. Includes preparation and submittal of any requested modifications (budget and/or program). Communicate and coordinate funder site visits as requested including but not limited to coordinating with subgrantees.		7	5	6	6
PSN Steering Committee: Prepare, lead and manage quarterly Steering committee meetings for Federal PSN grant.	1	4	2	2	N/A
Salinas Night Walks: Prepare, manage and lead monthly meetings. Maintain all volunteer registration forms and waivers. Coordinate all volunteer events and site visit from Faith consultants.	2	7	14	14	14
La Buena Radio: Prepare, manage and participate in weekly radio show with various CASP members.	45	40	12	12	0
Junto Podemos: Prepare and participate in meetings as coordinated.	N/A	8	15	15	15
PARTS committee: Prepare and participate in monthly meetings.	N/A	10	10	10	10
Padres Creando Soluciones: Prepare and participate in meetings as scheduled	N/A	6	0	0	0
National Forum on Youth Violence Prevention: Prepare and participate in monthly conference calls of all Forum Cities.	10	12	12	12	12
National Forum on Youth Violence Prevention: Prepare and participate in annual Summit with Forum Cities in Washington DC	2	1	2	2	2
National Forum on Youth Violence Prevention: Prepare and participate in annual working sessions with Forum Cities in Washington DC	2	1	2	2	2
Department of Justice: Prepare and participate in monthly conference calls with OJJDP Program Manager	10	6	12	12	12
CCVFN - California Cities Violence Prevention Network: Prepare and participate in monthly conference calls.	10	12	12	12	12
CASP General Assembly (Bi-Monthly): Prepare, attend and manage meetings and membership.	22	22	22	22	22
CASP Executive Committee (Monthly): Prepare and manage monthly meetings	20	11	11	11	11
CASP Board of Directors (Quarterly): Prepare and manage quarterly meetings	N/A	4	4	4	4
Strategic Work Plan Committee: Prepare for and participate in SWP meetings on a monthly basis.	N/A	3	12	12	12
Cross Functional Team (CFT): Prepare, attend and lead CFT on a bi-monthly basis. Maintain all confidential records and provide all updates to CFT.	6	22	22	22	22
Organizational Capacity Assessment Task Force (Bi-Monthly): Prepare and participate in review and implementation of Organizational Capacity Assessment	N/A	3	22	22	22
Prevention Committee (Monthly): Prepare and attend meeting including responsibility for minutes.	4	10	10	10	10
Community Engagement Committee (Bi-Monthly): Prepare, co-manage and co-lead committee	4	20	20	20	20
Communications Committee (Monthly): Prepare for and attend meeting.	10	10	10	10	10
Grants Committee (Bi-Monthly): Prepare solicitations to committee and take minutes in addition to general preparation and attendance at meeting	6	4	0	0	0

Major Budget Changes

None

ADMINISTRATION DEPARTMENT
Community Safety Division

1513

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	275,915	168,300	190,900	203,800
2. Office Supplies & Materials	519	5,100	5,100	5,100
3. Special Dept Supplies	3,823	6,200	6,200	6,200
4. Communications	556	5,700	5,700	5,700
5. Contract Maintenance Services		800	800	800
6. Professional Services	5,229	35,000	15,000	15,000
7. Outside Services	1,742	5,000	5,000	5,000
8. Training/Conferences/Meetings	3,126	25,200	15,600	15,600
9. Membership & Dues	575	600	600	600
10. Insurance and Bonds			600	600
TOTAL	291,485	251,900	245,500	258,400

Authorized Positions	3	2	2	2
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Funding Source

General Fund

ADMINISTRATION DEPARTMENT

City Clerk Division

1520

Purpose

The City Clerk's Office is the record and archive keeper of the City's legislative actions, which includes indexing and retrieving of reports, resolutions, ordinances, agreements and minutes of the City Council, the Successor Agency to the former Salinas Redevelopment Agency and the Measure V Oversight Committee. The Clerk's Office is responsible for processing all legislative actions ensuring transparency and the recordation and codification of the Salinas City Code. The Clerk's Office prepares and posts the City Council agendas, public meeting notices, and distributes Council material in accordance with State law. The Office of the City Clerk is the filing official for campaign committee reports and statements of economic interest filings in accordance with the Political Reform Act, Brown Act and AB 1234 Local Ethics training filings. The office of the Clerk oversees Commission/Board/Committee vacancies, appointments, ceremonial function and serves as the election official for local municipal elections; responds to records research requests adhering to the Public Records Act; serves as liaison for the public inquiries; and provides support to the City Council, Successor Agency to the former Salinas Redevelopment Agency Measure V Oversight Committee, Oversight Board to the former Salinas Redevelopment Agency and the Housing Sub-committee.

Division Operations

1. Agenda management and preparation for legislative body meetings.
2. Legislative actions recordation through imaging and indexing of historical records of the City Council, Measure V Oversight Committee, Successor Agency and Oversight Board.
3. Provide support services to the City Council ensuring they are adequately prepared for deliberation and implementation of public policy via Council actions.
4. Provide public service through information and referral for City related inquiries.
5. Administers the Claim filing process and initial proceedings for Risk Management and Legal review.
6. The City Clerk's office serves as the filing official and oversees municipal elections for even-year consolidated elections.
7. Responsible for City Council Redistricting
8. Continue to implement customer service initiatives.
9. Coordinates the State mandated AB 1234 Local Ethics Training for designated employees and appointees.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Conduct Consolidated 2013 Election	0		1		
Revenue Measure Ballot Initiatives	0		1		
Claims Administration	77		85		
Records Management/Indexing	414		350		
Agenda Processing	24		25		
Public Information and Referral			5,000		
Capital Improvement Project Bid Agreement Processing	8		5		
City of Champions Recognitions	48		49		
Fair Political Practices Commission Mandated Filings	210		251		

Major Budget Changes

None

ADMINISTRATION DEPARTMENT
City Clerk Division

1520

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	199,989	219,400	229,200	243,800
2. Office Supplies & Materials	3,180	2,300	2,300	2,300
3. Special Dept Supplies		2,000		
4. Communications	618	500	500	500
5. Contract Maintenance Services		3,600	3,000	3,000
6. Professional Services	8,868	16,800	17,500	17,500
7. Advertising	9,176	7,500	6,500	6,500
8. Training/Conferences/Meetings	1,591	3,700	3,500	3,500
9. Membership & Dues	775	700	800	800
10. Insurance and Bonds			700	700
11. Capital Outlay	7,571			
TOTAL	231,768	256,500	264,000	278,600
 Authorized Positions	 2	 2	 2	 2

Funding Source

General Fund

ADMINISTRATION DEPARTMENT

Human Resources Division

1540

Purpose

Provide centralized human resources and employee relations services in support of the delivery of municipal services to Salinas' residents.

Division Operations

1. Provide effective and timely personnel recruitments.
2. Administer grievance and disciplinary process to include: contract review and interpretation; discussions and negotiations with bargaining unit representatives; coordination and conducting training for City staff; scheduling all hearings and appeals; providing administrative support to Grievance Board.
3. Support the City's labor relations' activities and collective bargaining process.
4. Develop and coordinate employee training and development initiatives to promote positive employee/work relations to include mandated training on Sexual Harassment and Ethics.
5. Provide positive customer service to external and internal customers.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Recruitments	34	27	10	30	10
Applications Processed/Screened	1,373	1,273		1,000	
New Hire Processing	76	57	30	75	30
Trainings	15	7	15	10	15
Job Description Development & Review	14	14	10	15	10
Grievances & Discipline	11	6	0	7	0

Major Budget Changes

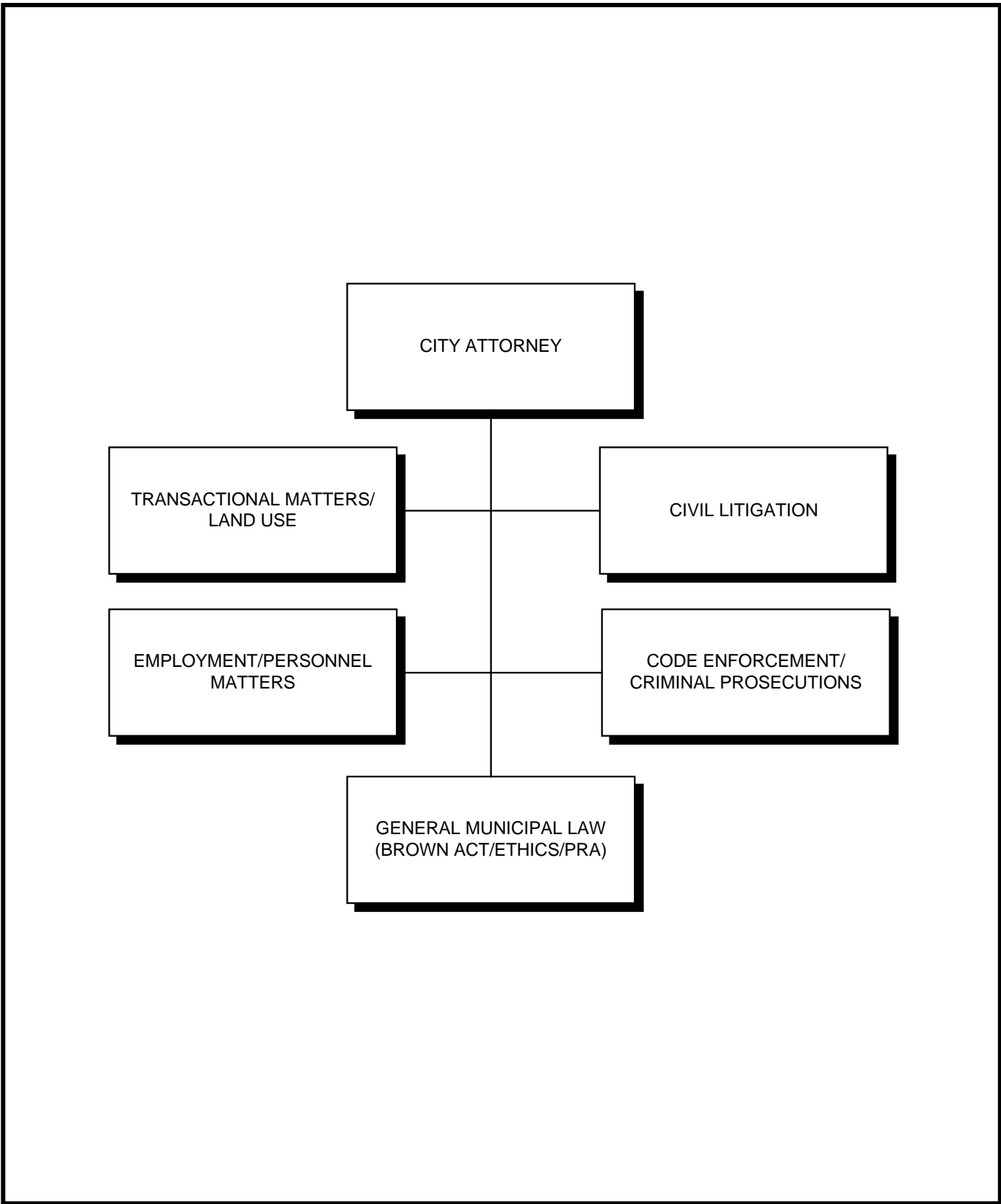
None

ADMINISTRATION DEPARTMENT

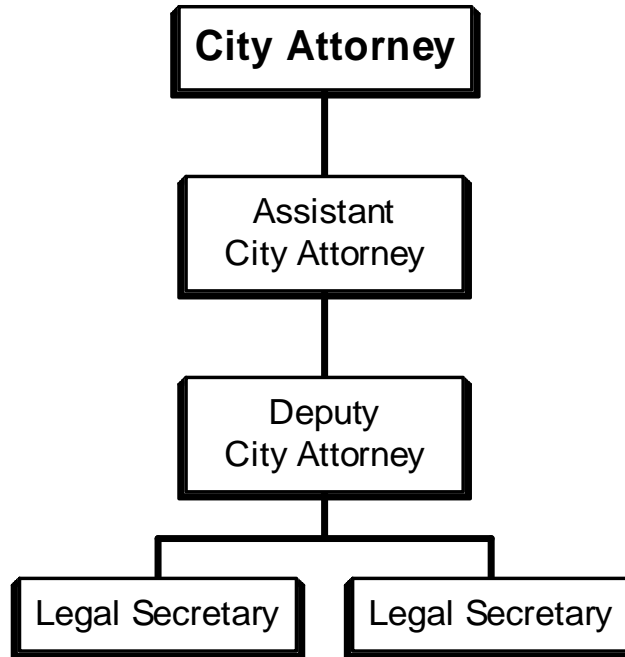
Work Force

City Manager's Office Division	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
City Manager	1.0	1.0	1.0	1.0
Assistant City Manager	0.5	0.5	0.5	0.5
Executive Assistant	1.0	1.0		
Executive Asst (Frozen)		-1.0		
Total	2.5	1.5	1.5	1.5
 Community Safety Division				
Community Safety Mgr(MV)	1.0	1.0	1.0	1.0
Dir of Comm Safety Div	1.0	1.0		
Dir Comm Safety (Frozen)		-1.0		
Comm Safety Assistant(MV)	1.0	1.0	1.0	1.0
Total	3.0	2.0	2.0	2.0
 City Clerk Division				
City Clerk	1.0	1.0	1.0	1.0
Deputy City Clerk	1.0	1.0	1.0	1.0
Total	2.0	2.0	2.0	2.0
 Human Resources Division				
Assistant City Manager	0.5	0.5	0.5	0.5
H R Analyst II	1.0	1.0	1.0	1.0
Sr Human Resources Analys	1.0	1.0	1.0	1.0
Human Resource Tech	1.0	1.0	1.0	1.0
Total	3.5	3.5	3.5	3.5
 Department Total				
	11.0	9.0	9.0	9.0

CITY ATTORNEY'S DEPARTMENT



LEGAL DEPARTMENT Organization Chart



CITY ATTORNEY'S DEPARTMENT

Summary

Purpose

As provided in the City Charter, the City Attorney's Office provides legal representation and guidance to the City Council, its committees, boards and commissions, the City Manager and City Departments.

Top Accomplishments for FY 2013-14

Economic Diversity and Prosperity

1. **Alisal Marketplace.** Supported City efforts to move this project forward toward realization.
2. **Chinatown Revitalization.** Supported acquisition and development of properties on Soledad Street. Supported efforts to establish warming shelter, including working with Public Works staff on agreements with Monterey County and other partner agencies.
3. **Enhanced Permit Center Operations.** Participated in the consultant's review of Permit Center operations; provided legal support during the consultant's review.
4. **Steinbeck Regional Innovation Foundation/Cluster.** Supported CEDD and Admin with implementation of the Cluster, including legal agreements related to the programs (Kauffman FastTrac, etc.).
5. **Enhanced Branding Image of City.** Provided legal support to CEDD and Admin with programs and agreements.
6. **Secure Source of Water.** Supported DPW's efforts to identify and secure a stable source of water for residents and businesses.
7. **Municipal Utility.** Supported DPW and Admin in developing agreements with DeepWater Desal, LLC for establishment of a municipal electric utility and power purchase agreements.

Safe, Livable Community

1. **Work with public to create consistent funding for public safety.** Provided legal support and information to Finance Department and City Council related to the placement of a transactions and use tax measure on the November 2014 ballot.
2. **Support neighborhoods and volunteers.** Provided legal support and advice as request by DPW and LCSD; support Code Enforcement efforts in addressing neighborhood issues through administrative and criminal prosecution efforts.
3. **Address Homelessness.** Supported DPW and SPD to implement "sweeps" of the Chinatown area and other tasks related to homeless efforts, consistent with State law. Supported DPW in the establishment of the warming shelter and the extension of the warming shelter.
4. **Build new police station.** Provided legal support for the selection of a consultant related to the design and construction of the new facility; drafted consulting agreement for design consultant's work.
5. **Elvee Drive Extension.** Supported DPW in the environmental and public review of the proposed Elvee Drive extension and improvements.

Effective, Sustainable Government

1. **Employee Customer Service.** Provided legal support for agreements, as needed; training to departments and Commissions on Brown Act and procedural compliance; reviewed temp policies.
2. **Technology upgrades.** Provided legal support for any technology upgrades (e.g., Council Agenda review and management [Granicus]).
3. **Development Impact Fee.** Provided legal support to Finance Department as it developed (Nexus Study) and had adopted new development impact fees (resolutions and ordinances) to support the provision of services in the North of Boronda Future Growth Area.

Quality of Life

1. **Youth Soccer Fields.** Drafted agreements with Monterey County and Salinas Regional Sports Authority for development of the soccer fields at Constitution Boulevard. Supported Planning Division and DPW in the preparation of the environmental review associated with the project development.

CITY ATTORNEY'S DEPARTMENT

Summary

City Council Goals, Strategies, and Objectives for FY 2014-15

Economic Diversity and Prosperity

1. **Alisal Marketplace.** Continue to support the City's efforts to move the project forward to completion (Negotiating Rights Agreement; acquisition of County and other property; coordination with SVSWA for relocation of transfer station; draft other legal documents as requested and ensure legal compliance).
2. **Chinatown Revitalization.** Continue to support the acquisition and the development of properties in the Chinatown area (e.g., MidPeninsula housing project; 10 Soledad Street); continue to support DPW and SPD in "sweeps" and enforcement efforts; support Code Enforcement efforts.
3. **Sustainable Steinbeck Regional Innovation Foundation/Cluster.** Continue to provide support to Admin and CEDD with ongoing Foundation/Cluster activities.
4. **Future Growth Area.** Continue to support the Planning Division in review of the Specific Plans for legal compliance; support efforts related to completion of the environmental review; draft and implement a Reimbursement Ordinance to ensure recovery of City costs.
5. **Plan for and engage a safe, secure, well-managed water supply.** Continue supporting DPW in their efforts related to multi-agency water agreements and discussions; continue working with Admin and DPW to implement agreements with DeepWater Desal, LLC on the development of a desalination plant.

Safe, Livable Community

1. **Work with citizen groups to create consistent and predictable funding for public safety.** Continue support of City efforts to place a transactions and use tax on the November 2014 ballot.
2. **Address Homelessness.** Continue to support the DPW's efforts to address homeless issues in the Downtown neighborhood; continue to support the establishment of homeless resources in the Chinatown areas; draft agreements as required for property acquisitions and development in the Chinatown area; support DPW and SPD in future clean-up efforts and in establishing future warming shelters; continue work to address housing issues and related issues at hotels; support Code Enforcement efforts.
3. **Build a new police station.** Support ongoing efforts to acquire properties to support development of a new police station; draft agreements as required to support development of the facility.
4. **Fire Department equipment needs.** Support SFD's acquisition of new equipment through review and drafting of agreements, as required.

Effective, Sustainable Government

1. **Customer service employee training and culture.** Participate in City-wide efforts to focus on excellent customer service and training of employees in customer service training.
2. **Technology upgrades.** Continue to support the City's efforts to upgrade City technology; complete revisions to Social Media policy.

Excellent Infrastructure

1. **Continue assessment and inventory of infrastructure needs based on a standard of quality for the City.** Support efforts to review and update the Traffic Fee Ordinance; manage litigation related to sidewalk-related cases; continue to support DPW in public works contracts and projects; support efforts to develop and update fee programs which fund infrastructure improvements.

Quality of Life

1. **Youth Soccer Fields at Constitution Park.** Continue working with Monterey County and Salinas Regional Sports Authority to approve Master Lease and Sublease to support development of the soccer complex project.
2. **Prioritize El Gabilan Library expansion through Measure V Funds.** Draft agreements, as required, and support DPW and LCSD to complete expansion of El Gabilan Library.

Major Budget Changes

Position Changes

CITY ATTORNEY'S DEPARTMENT

Summary

Expenditures by Program	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
2500 City Attorney's Department	791,836	749,558	718,400	778,000

Expenditures by Character

1. Employee Services	686,310	649,300	616,192	675,792
2. Office Supplies & Materials	7,117	7,000	7,000	7,000
3. Books and Publications	16,953	17,500	17,500	17,500
4. Communications	400	1,000	1,000	1,000
5. Contract Maintenance Services	258	800	800	800
6. Professional Services	69,729	63,500	62,500	62,500
7. Outside Services	3,000	3,000	3,000	3,000
8. Training/Conferences/Meetings	3,993	4,500	5,500	5,500
9. Membership & Dues	1,535	2,500	2,500	2,500
10. Insurance and Bonds			2,408	2,408
11. Capital Outlay	2,541	458		
TOTAL	791,836	749,558	718,400	778,000

Expenditures by Fund

General Fund	781,855	734,558	703,400	763,000
Measure V Fund	9,981	15,000	15,000	15,000
TOTAL	791,836	749,558	718,400	778,000

Workforce by Program

2500 City Attorney's Department	5	5	5	5
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CITY ATTORNEY'S DEPARTMENT

City Attorney

2500

Purpose

As provided in City Charter, provide effective legal representation and guidance to the City Council, its committees, boards and commissions, the City Manager, and City departments.

Division Operations

1. Economic Diversity and Prosperity Initiative
2. Sale, Livable Community Initiative
3. Effective, Sustainable Government Initiative
4. Excellent Infrastructure Initiative
5. Quality of Life Initiative

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
# requests for legal services		1,537	1,250	1,350	1,600
# criminal cases reviewed or prosecuted		293	250	250	300
# Pitchess motions responded to and defended		11	10	18	15
# civil cases filed and defended		24	20	25	25
# Code enforcement cases and nuisance abatements		8	8	11	15
# Public Records Act requests responded to		65	50	85	85
# Economic development agreement and other contracts		125	100	115	125
# Workers Compensation cases presented to CM or CC		17	10	20	15
# Employee hearings, grievances, discipline cases		10	10	16	15
Acquisition or contract to acquire 312 E. Alisal				0	1
Legal support of election and/or revenue measure initiative				1	1
Legal support of wind down of the SRA				1	1

Major Budget Changes

None

CITY ATTORNEY'S DEPARTMENT
City Attorney's Department

2500

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	686,310	649,300	616,192	675,792
2. Office Supplies & Materials	7,117	7,000	7,000	7,000
3. Books and Publications	16,953	17,500	17,500	17,500
4. Communications	400	1,000	1,000	1,000
5. Contract Maintenance Services	258	800	800	800
6. Professional Services	69,729	63,500	62,500	62,500
7. Outside Services	3,000	3,000	3,000	3,000
8. Training/Conferences/Meetings	3,993	4,500	5,500	5,500
9. Membership & Dues	1,535	2,500	2,500	2,500
10. Insurance and Bonds			2,408	2,408
11. Capital Outlay	2,541	458		
TOTAL	791,836	749,558	718,400	778,000
 Authorized Positions	 5	 5	 5	 5

Funding Source

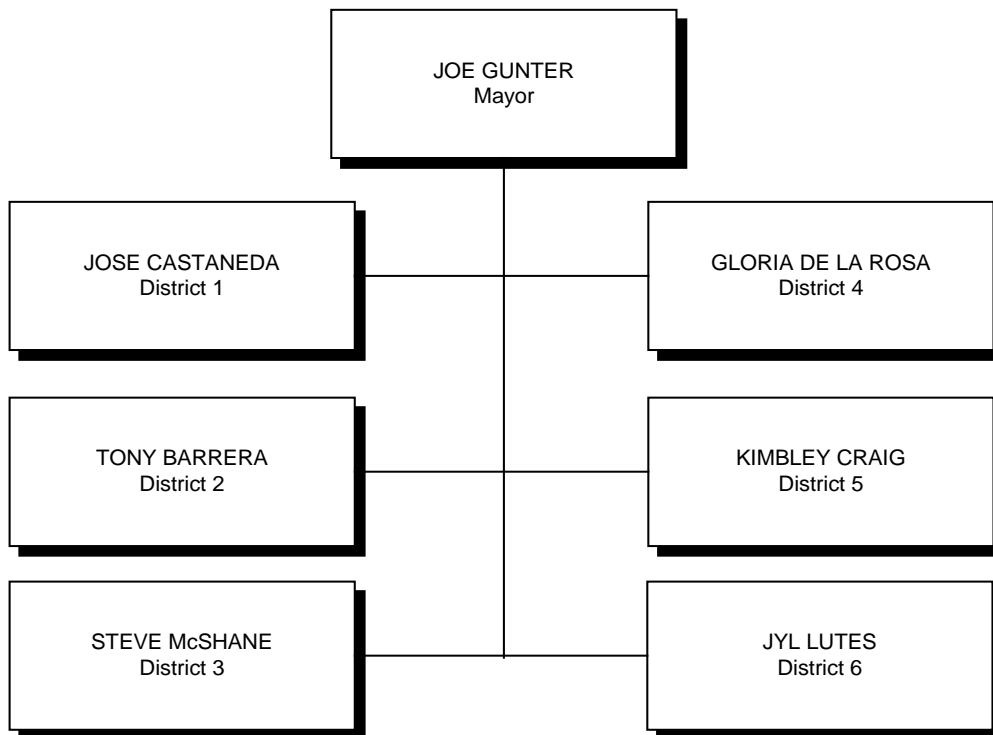
General Fund, Measure V Fund

CITY ATTORNEY'S DEPARTMENT

Work Force

City Attorney's Department	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
City Attorney	1	1	1	1
Assistant City Atty	1	1	1	1
Sr Deputy City Attorney	1	1	1	1
Legal Secretary	2	2	2	2
Total	5	5	5	5
 Department Total	 5	 5	 5	 5

CITY COUNCIL



CITY COUNCIL DEPARTMENT Summary

Purpose

The City Council is comprised of seven members, and serves as the policy-making and legislative body of the City of Salinas. Six council members are elected by district for a four-year term, and the Mayor is elected at-large for a two-year term. The Council meets on Tuesdays of each month at 4:00 p.m. or at said hour/date as established by notice in the City Council Rotunda at City Hall, 200 Lincoln Avenue. Special Meetings and Study Sessions may occur on other days of the week as necessary.

Top Accomplishments for FY 2013-14

In May of 2013, the City Council adopted new Strategic Goals and Objectives developed during their work on a City Strategic Plan. Ongoing work on the City's Strategic Goals and Objectives continued throughout this fiscal year. These Goals include:

1. Economic Diversity and Prosperity
2. Safe, Livable Community
3. Effective, Sustainable Government
4. Excellent Infrastructure
5. Quality of Life

Incremental progress was made on the following initiatives identified by the City Council:

- Alisal Market Place
- China Town Revitalization
- Enhanced Permit Center Operations
- Steinbeck Innovation
- Funding for Public Safety
- Empower and support neighborhoods
- Address homelessness (and Seasonal shelter)
- Fire Department equipment needs
- Assess and inventory infrastructure needs
- Youth Soccer Field expansion at Constitution Park
- Continued Support for Recreation, Arts, Libraries and Sports

City Council Goals, Strategies, and Objectives for FY 2014-15

During January of 2014, the City Council reviewed the original Goals and initiatives identified during their 2013 strategic planning session. The goals of Economic Diversity and Prosperity, Safe, Livable Community; Effective, Sustainable Government; Excellent Infrastructure; and Quality of Life were maintained.

The Initiatives, however, were updated to include three new objectives. These include the following:

- **Future Growth Area**
- **Plan for and engage a safe, secure, well-managed water supply**
- **Prioritize El Gabilan Library expansion through Measure V Funds**

Staff will continue to work incrementally to make progress on all of the goals and included initiatives.

CITY COUNCIL Summary

Expenditures by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1000	City Council	204,621	223,800	212,100	222,800

Expenditures by Character

1.	Employee Services	193,139	214,300	202,328	213,028
2.	Office Supplies & Materials	1,298	1,200	1,200	1,200
3.	Special Dept Supplies	1,718	1,500	1,500	1,500
4.	Communications	82	500	500	500
5.	Training/Conferences/Meetings	8,384	6,300	6,300	6,300
6.	Insurance and Bonds			272	272
	TOTAL	204,621	223,800	212,100	222,800

Expenditures by Fund

General Fund	204,621	223,800	212,100	222,800
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Workforce by Program

1000	City Council	7	7	7	7
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CITY COUNCIL DEPARTMENT
City Council Department

1000

Division Operations

1. Continue to hold City Council meetings as prescribed by the Charter.
2. Determine and prioritize service levels for all City departments.
3. Complete annual performance evaluations for the City Manager and the City Attorney.
4. Participate in appropriate advocacy associations, including the League of California Cities and the National League of Cities.
5. Represent the City's interests in regional and intergovernmental processes.
6. Continue meeting with City Boards and Commission.
7. Continue outreach to City residents, neighborhoods and community groups.

Major Budget Changes

Position Changes

CITY COUNCIL
City Council

1000

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	193,139	214,300	202,328	213,028
2. Office Supplies & Materials	1,298	1,200	1,200	1,200
3. Special Dept Supplies	1,718	1,500	1,500	1,500
4. Communications	82	500	500	500
5. Training/Conferences/Meetings	8,384	6,300	6,300	6,300
6. Insurance and Bonds			272	272
TOTAL	204,621	223,800	212,100	222,800

Authorized Positions	7	7	7	7
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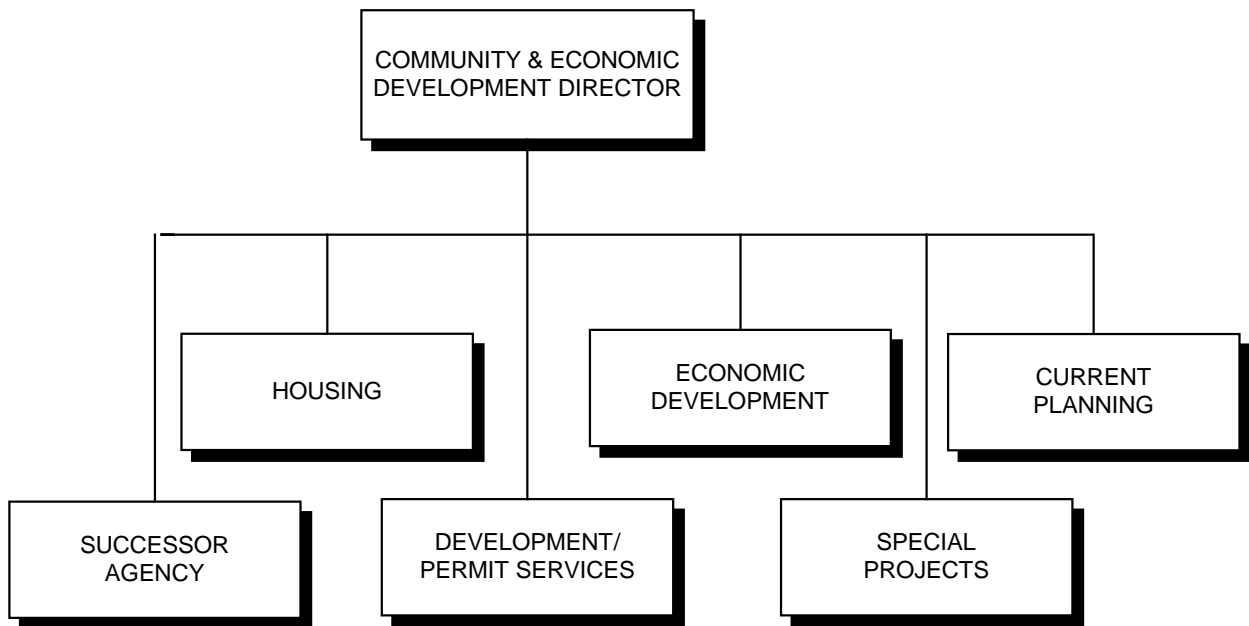
Funding Source

General Fund

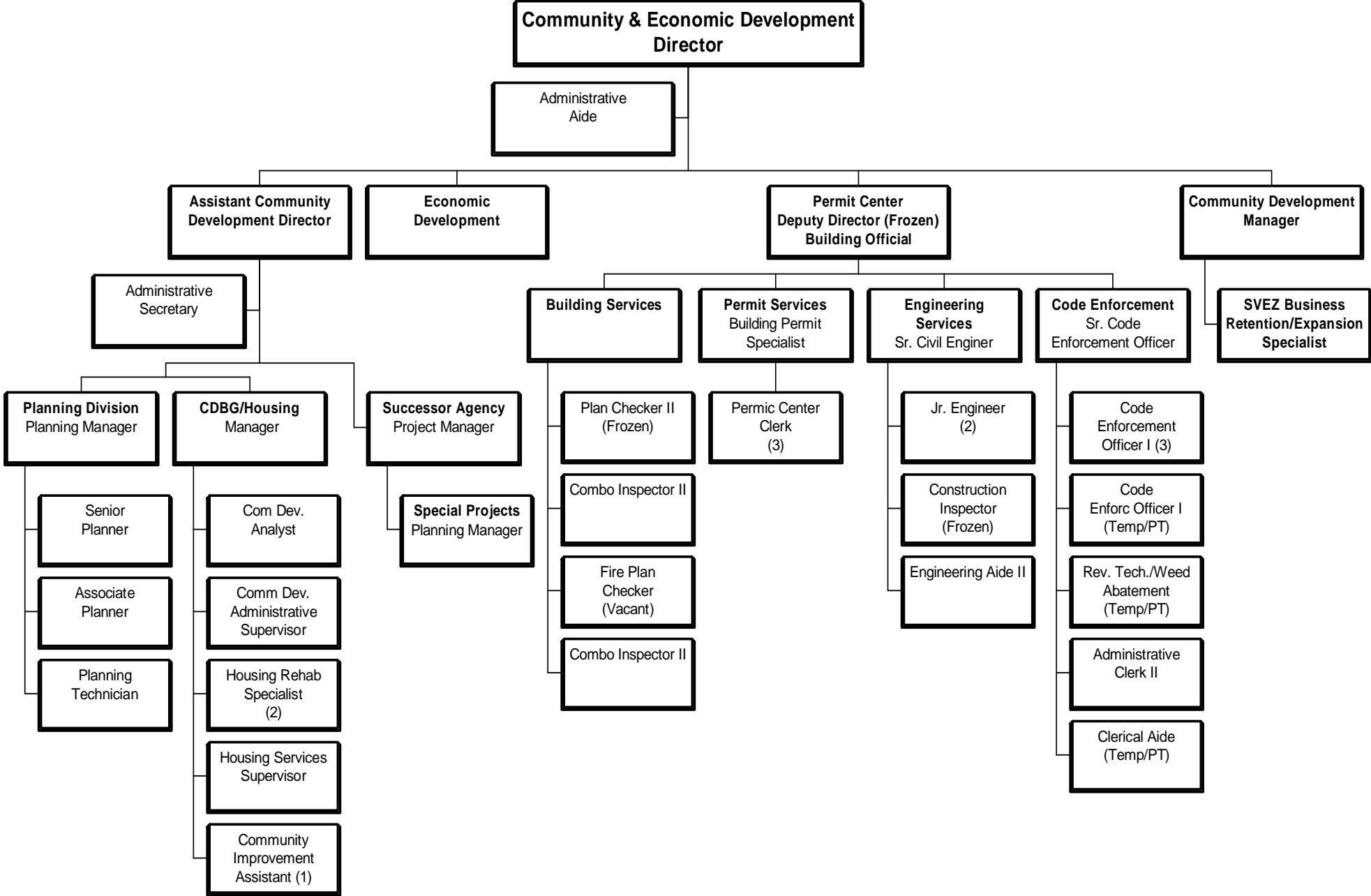
CITY COUNCIL Work Force

City Council	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Councilmembers	7	7	7	7
Department Total	7	7	7	7

COMMUNITY & ECONOMIC DEVELOPMENT



COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT Organization Chart



COMMUNITY & ECONOMIC DEVELOPMENT DEPT.

Summary

Purpose

Develop and implement strategies that reflect City Council goals, objectives and priorities to support private development that is safe, attractive and beneficial to the community and in accordance with the General Plan and development regulations; to enhance the economic well-being of Salinas' residents; to increase the number of middle and upper income job opportunities; and to enhance the City's revenue base for provision of City services. All divisions within the Department; Permit Center, Planning, Special Projects, Successor Agency, Housing, Salinas Valley Enterprise Zone and Economic Development, will concentrate efforts in unison to attain the Department's goals.

Top Five Accomplishments for FY 2013-14

Economic Development Initiative (Economic Diversity and Prosperity)

1. Economic Development/Salinas Valley Enterprise Zone:
 - a. Support provided for the Economic Development Element to the General Plan.
 - b. Economic Development marketing efforts resulted in many positive articles about Salinas in major business journals and other media outlets.
 - c. Continued to provide support for the Steinbeck Innovation Cluster. Steinbeck Innovation Center announcement to be physically locate in OldTown area.
 - d. SVEZ continues to support local businesses in its last full year of operation.
 - e. First Grow Salinas Fund (GSF) Revolving Loan placed for a local business.
 - f. GSF cap expanded from \$1.0 Million to \$2.0 Million.
 - g. Hosted two Site Selector Consultant visits.
 - h. Funded the CSUMB Small Business Development Center (SBDC).
 - i. Provided support for the hosting of two travel writer visits (close to fifty writers in attendance) to continue to promote visitation and tourism for the Salinas Valley region.
2. Permit Center:
 - a. Continued emphasis on full cost recovery of Permit Center services.
 - b. CEDD Assessment (Citygate Report) recommendations are being implemented as rapidly as possible.
 - c. Continued high performance in reviewing and approving site plans, building plans and necessary inspections (Mann Packing, Taylor Farms Central Office Building, etc.).
3. Planning/Special Projects:
 - a. Significant community outreach accomplished associated with the new Economic Development Element for the General Plan.
 - b. Two Specific Plans were submitted for the Future Growth Area and staff comments were returned to the development teams.
4. Successor Agency:
 - a. Successor Agency (SA) and Oversight Board continue to meet dissolution act requirements.
 - b. SA properties placed for sale.
 - c. Continued Long Range Property Management Plan activities.
5. Housing:
 - a. Assisted with the creation of the HUD Section 108 Loan Pool Fund, first use of funds are for the IWW Conveyance Systems improvement of \$ 4.0 Million.
 - b. Funded Loma El Paraiso renovation project, 43 unit multi-family housing development.
 - c. Completion of Gateway Seniors Apartments – 52 affordable seniors units.
 - d. Completion of Haciendas Phase II – 50 affordable multi-family units.
 - e. Successful allocation of \$3.8 million of Federal funding for HOME, CDBG, and ESG programs.

COMMUNITY & ECONOMIC DEVELOPMENT DEPT.

Summary (Continued)

Organizational Effectiveness Initiative

1. TRAKIT Permitting System now in use by other departments.
2. Citygate Assessment Implementation Plan well underway.
3. Expanded mobile TRAKIT usage to facilitate ease of capturing information for building inspections, fire inspection and code enforcement activities.
4. CEDD/Permit Center Assessment findings presented to City Council with an implementation plan for the major recommendations.

Youth/Gang Violence Prevention Initiative (Peace)

1. Focus on job creation, thereby presenting many young people the ability to choose between productive roles in society versus other negative choices. Assist in all other areas that accomplish the stated Council goals.

City Council Goals, Strategies, and Objectives for FY 2014-15.

Economic Development Initiative (Economic Diversity and Prosperity)

1. Continue implementation of Economic Development Marketing Strategy.
2. Expand Micro Loan Program to include funding for medium sized businesses.
3. Continue to identify and recruit new retail businesses which contribute to overall revenue enhancement and convenient access for city residents.
4. Create five year implementation plan for the Economic Development Element.
5. Provide needed assistance for new Community Safety Facility planning, design and construction.

Organizational Effectiveness Initiative

1. Complete fee study of all Permitting Services; including Planning, Engineering and Building divisions.
2. Re-evaluate job descriptions and responsibilities of all positions and consider revisions in line with work demands.
3. Assist with identification and creation of a regional Economic Development effort.
4. Initiate updates of the General Plan Housing Element and Inclusionary Housing Ordinance.

Major Budget Changes

None

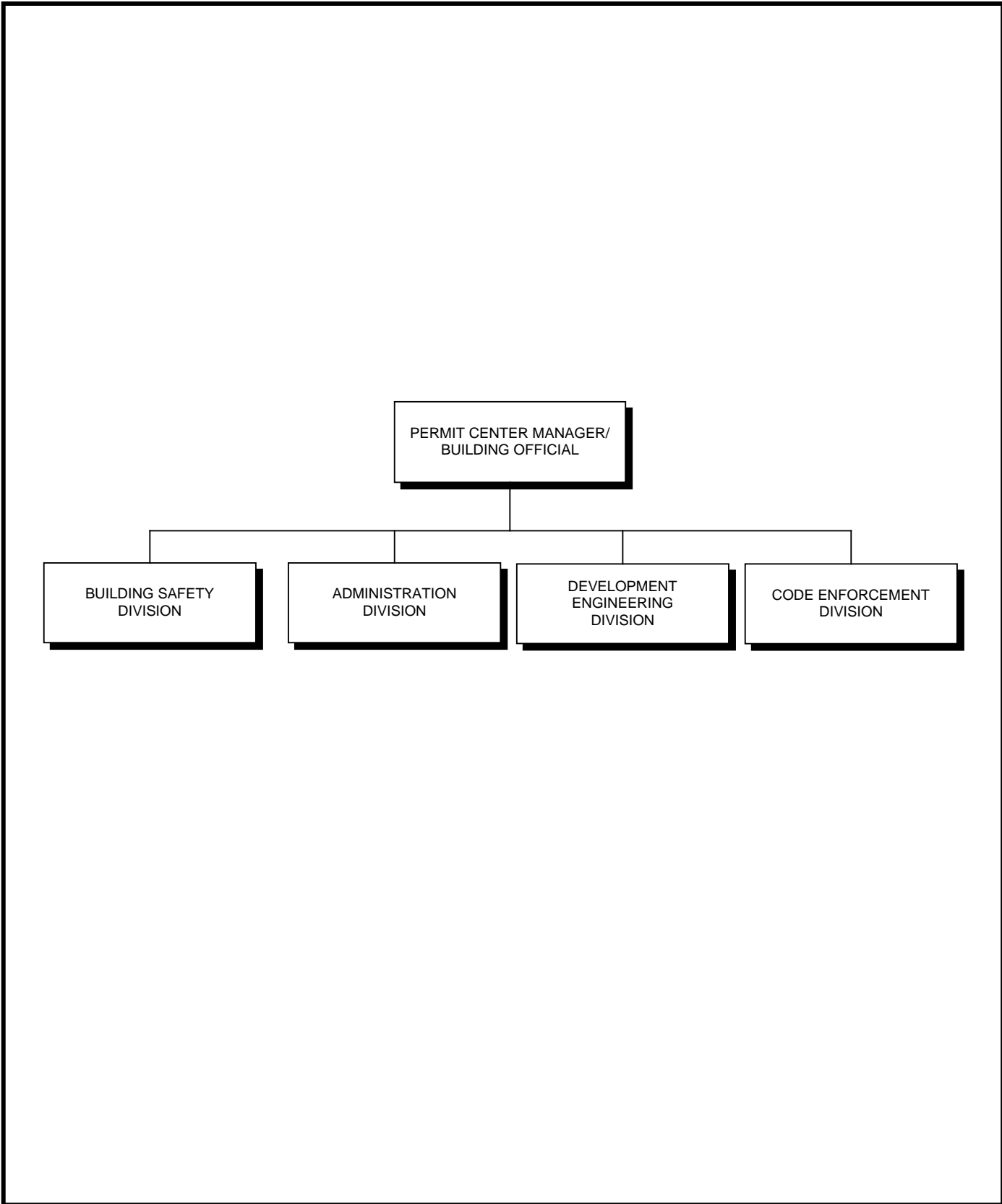
COMMUNITY & ECONOMIC DEVELOPMENT DEPT. Summary

	<u>12-13 Actual</u>	<u>13-14 Budget</u>	<u>14-15 Adopted</u>	<u>15-16 Plan</u>
Expenditures by Program				
Community & Economic Development/Permit Services	669,757	838,979	631,500	648,700
Development/Permit Services	2,383,426	2,340,601	2,580,200	2,692,700
Planning	953,936	1,087,348	1,124,800	1,176,500
Successor Agency	1,953,657	1,710,900	1,707,600	1,711,500
Total	<u><u>5,960,776</u></u>	<u><u>5,977,828</u></u>	<u><u>6,044,100</u></u>	<u><u>6,229,400</u></u>
Workforce by Program				
Community & Economic Development/Permit Services	2.875	3.375	2.275	2.275
Development/Permit Services	20.900	18.900	20.200	20.200
Planning	7.025	6.090	6.770	6.770
Successor Agency	1.510	1.380	1.510	1.510
Total	<u><u>32.310</u></u>	<u><u>29.745</u></u>	<u><u>30.755</u></u>	<u><u>30.755</u></u>



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DEVELOPMENT/PERMIT SERVICES





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DEVELOPMENT/PERMIT SERVICES

Summary

Expenditures by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
4805	Administration Division	599,818	694,900	675,600	710,600
4815	Development Engineering Division	777,678	731,071	735,400	771,800
4825	Building Safety Division	514,012	377,730	579,900	600,900
4830	Compliance/Inspection Services	491,918	536,900	589,300	609,400
TOTAL		2,383,426	2,340,601	2,580,200	2,692,700

Expenditures by Character

1.	Employee Services	1,804,260	2,011,100	2,236,639	2,349,139
2.	Office Supplies & Materials	6,973	9,250	9,700	9,700
3.	Small Tools & Equipment	205	3,805	5,100	5,100
4.	Books and Publications	1,038	9,050	5,100	5,100
5.	Special Dept Supplies	9,175	11,950	11,500	11,500
6.	Communications	6,410	6,600	6,600	6,600
7.	Contract Maintenance Services		1,100	1,100	1,100
8.	Professional Services	460,730	150,101	175,700	175,700
9.	Outside Services	81,612	76,103	56,200	56,200
10.	Training/Conferences/Meetings	12,608	60,192	57,500	57,500
11.	Membership & Dues	415	1,350	1,000	1,000
12.	Insurance and Bonds			14,061	14,061
TOTAL		2,383,426	2,340,601	2,580,200	2,692,700

Expenditures by Fund

General Fund	2,066,693	1,993,401	2,248,400	2,347,500
Measure V Fund	316,733	347,200	331,800	345,200
TOTAL	2,383,426	2,340,601	2,580,200	2,692,700

Workforce by Program

4805	Administration Division	5.65	6.65	5.95	5.95
4815	Development Engineering Division	5.25	5.25	5.25	5.25
4825	Building Safety Division	5.00	2.00	4.00	4.00
4830	Compliance/Inspection Services	5.00	5.00	5.00	5.00
TOTAL		20.90	18.90	20.20	20.20

DEVELOPMENT/PERMIT SERVICES

Administration Division

4805

Purpose

Provide assistance to customers by telephone and over the counter regarding Permit Center issues. This includes processing daily inspection requests, issuing various types of permits, processing new plan/application submittals, collecting and receipt of fees and handling other general administrative duties, including payroll, purchase orders, and activity reports. Administer Software Tracking Program (Trakit) and provide support related thereto.

Division Operations

1. Assist customers in a timely and professional manner.
2. Provide administrative support for the Permit Center staff.
3. Accurately process all permits, inspection requests, and calculation of fees.
4. Continue implementation of new permit tracking software, including mobile module.
5. Lead continuous improvement efforts for the Permit Center with input from customer groups.
6. Properly and promptly respond to complaints and, where possible, work toward resolution.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Percentage cost recovery of fee supported programs (building permits and engineering)			100%	100%	100%
Permit Center counter, average wait time by discipline			N/A	17 Minutes	17 Minutes
Permit Center customer service satisfaction survey (to be developed)			100%	In-progress	TBD
Complete Permit Fee Study	NA		100%	TBD	TBD
Develop "Dashboard" predicated on completion of Permit Center Assessment	NA		100%	In-progress	TBD

Major Budget Changes

Reassignment of an existing employee as a Customer Service Representative to facilitate improved customer interactions with members of the public requesting advice and/or issuance of permits and receive and process electronically submitted limited types of plans (solar panel installations, etc.).

The recent council action to provide recovery of outstanding/delinquent fines associated with code violations requires expanding a half time position into a full time position (full cost recovery).

Eliminate Deputy Director position and replace with Permit Center Manger/Building Official title retaining existing salary range and classification.

DEVELOPMENT/PERMIT SERVICES
Administration Division

4805

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	556,641	624,400	601,201	636,201
2. Office Supplies & Materials	6,265	7,750	8,200	8,200
3. Special Dept Supplies	5,655	3,750	3,300	3,300
4. Communications	6,410	6,600	6,600	6,600
5. Contract Maintenance Services		500	500	500
6. Outside Services	22,221	26,200	26,200	26,200
7. Training/Conferences/Meetings	2,626	25,000	25,000	25,000
8. Membership & Dues		700		
9. Insurance and Bonds			4,599	4,599
TOTAL	599,818	694,900	675,600	710,600
 Authorized Positions	 5.65	 6.65	 5.95	 5.95

Funding Source

General Fund

DEVELOPMENT/PERMIT SERVICES

Development Engineering Division

4815

Purpose

Perform plan review and inspections to verify that site work, grading and associated utilities are built in compliance with applicable codes and laws; rendering them safe and accessible upon completion of construction. This includes coordination with the City Engineer and other City Departments/Sections and governmental agencies. Verify that public and private site improvements are built in compliance with City standards and are safe to use upon completion of construction. Issues encroachment permits and vendor permits for activities in the public right of way. Provides development related implementation and enforcement of NPDES storm water permit requirements.

Division Operations

1. Plan review of construction documents for public improvements and site improvements for private developments.
2. Coordinate implementation of NPDES requirements related to development in conformance with the Permit.
3. Inspections of public improvements and private site improvements constructed by applicants.
4. Review of planning site improvement applications and building permit applications for development related engineering requirements.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Percentage of inspections within 24 hours of request			95%	TBD	TBD
Engineering Services/Permit Center Compliance with NPDES Stormwater Permit			100%	100%	100%

Major Budget Changes:

None

DEVELOPMENT/PERMIT SERVICES
Development Engineering Division

4815

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	500,897	646,600	645,544	681,944
2. Small Tools & Equipment	205	205	1,500	1,500
3. Books and Publications	273	1,000	1,000	1,000
4. Special Dept Supplies	2,819	2,600	2,600	2,600
5. Professional Services	210,677	46,721	45,700	45,700
6. Outside Services	59,391	29,903	30,000	30,000
7. Training/Conferences/Meetings	3,066	3,892	2,500	2,500
8. Membership & Dues	350	150	500	500
9. Insurance and Bonds			6,056	6,056
TOTAL	777,678	731,071	735,400	771,800
 Authorized Positions	 5.25	 5.25	 5.25	 5.25

Funding Source

General Fund

DEVELOPMENT/PERMIT SERVICES

Building Safety Division

4825

Purpose

Review construction plans and provide inspections for residential and non-residential projects to assure compliance with applicable building codes, City ordinances, and state laws to safeguard the public's health and welfare, and provide building access for disabled persons. Coordinate the approval of building permits with other City Departments/Sections and governmental agencies prior to permit issuance. Provide timely review of plans and issuance of permits to help stimulate economic development. Inspect building construction for conformance with applicable codes, standards and construction documents. Assist code enforcement with technical construction requirements. Respond to disabled access complaints from the public.

Division Operations

1. Plan review and inspection of building projects in a timely and complete manner.
2. Update educational and informational handout material for public use regarding building codes, City ordinances, and State laws.
3. Respond to building safety and work without permit complaints.
4. Contract with state mandated Certified Access Specialist assistance.
5. Provide technical support to code enforcement division.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Over the Counter plan review (disciplines requiring review)			500	398	500
Overall percentage of plan review disciplines meeting time goals for building permit plan review			90%	75%	90%
Number of Building Inspections established via customer by appointment			20	27	30
Percentage of inspections within 24 hours of request			98%	98%	98%
Electronic permit submittals			30	95	200
Inspectors utilizing electronic tablets			75%	100%	100%

Major Budget Changes

None

DEVELOPMENT/PERMIT SERVICES
Building Safety Division

4825

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	258,690	243,500	442,394	463,394
2. Small Tools & Equipment		600	600	600
3. Books and Publications	452	6,450	2,500	2,500
4. Special Dept Supplies	13	600	600	600
5. Contract Maintenance Services		600	600	600
6. Professional Services	250,053	103,380	130,000	130,000
7. Outside Services		20,000		
8. Training/Conferences/Meetings	4,804	2,600	1,000	1,000
9. Insurance and Bonds			2,206	2,206
TOTAL	514,012	377,730	579,900	600,900

Authorized Positions	5	2	4	4
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Funding Source

General Fund

DEVELOPMENT/PERMIT SERVICES

Code Enforcement Division

4830

Purpose

Eliminate substandard housing, dangerous buildings, unauthorized land and building uses, zoning violations, work done without permits, and other violations of City Codes. Perform inspections to verify that housing within the City complies with applicable state laws and codes. Code Enforcement is an essential tool of crime prevention and is committed to promote and improve the quality of life, protect and preserved the integrity of public health, safety and welfare; supporting the City Council goal to promote a safe and peaceful community and to improve the City's image.

Division Operations

1. Increase public awareness of the hazards of substandard housing and dangerous buildings.
2. Use available remedies to address issues of blight, housing code violations and dangerous buildings.
3. Seek grants and other cost recovery options to enhance the resources available to the Code Enforcement Division in order to strengthen the level of enforcement and reduce substandard and dangerous conditions.
4. Continue to seek ways to streamline and improve cost recovery of code enforcement operations.
5. Develop and strengthen the Weed Abatement Program that has been transferred to Code Enforcement.
6. Establish and maintain framework to prioritize and measure code enforcement activities.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of cases resolved	1,717		1,500		
Average cycle time of cases by category (per month, framework and data base reports being developed)	NA		TBD		

Major Budget Changes

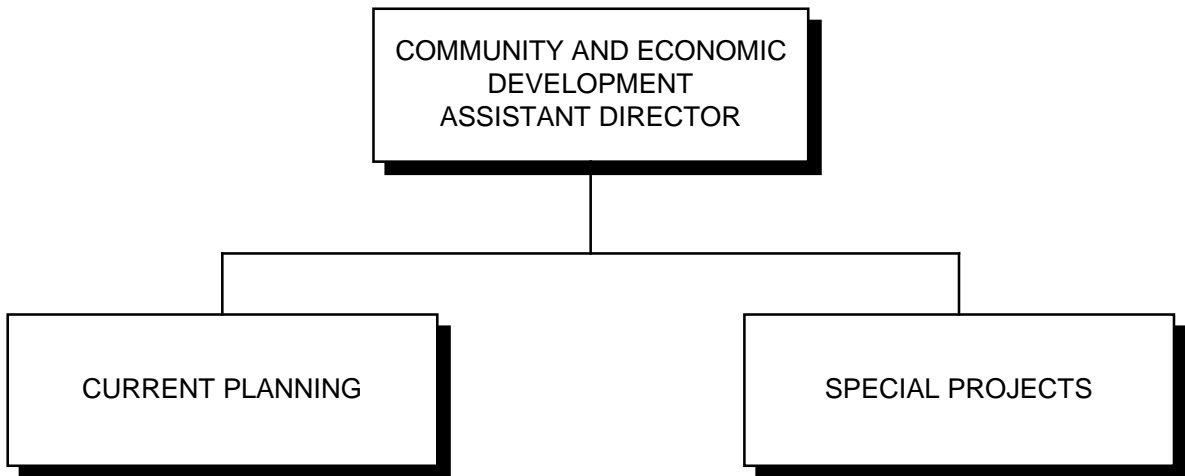
None

DEVELOPMENT/PERMIT SERVICES

Work Force

Administration Division	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Deputy Dir PS (Frozen)		-1.00		
Deputy Dir Permit Svcs	1.00	1.00		
Comm/Economic Dev Dir	0.15	0.15	0.20	0.20
Permit Center Bldg Ofcl		1.00	1.00	1.00
Administrative Secretary	0.50	0.50	0.50	0.50
Admin Secretary (Frozen)			-0.50	-0.50
Revenue Officer		1.00	0.75	0.75
Bldg Permit Spec	1.00	1.00	1.00	1.00
Permit Center Clerk	3.00	3.00	3.00	3.00
Total	5.65	6.65	5.95	5.95
 Development Engineering Division				
Deputy PW Dir/City Engr	0.25	0.25	0.25	0.25
Senior Civil Engineer	1.00	1.00	1.00	1.00
Junior Engineer	2.00	3.00	3.00	3.00
Construction Inspector	1.00	1.00	1.00	1.00
Engineering Aide II	1.00			
Total	5.25	5.25	5.25	5.25
 Building Safety Division				
Construction Inspector	1.00	1.00		
Const Inspector (Frozen)		-1.00		
Comb Bldg InspII (frozen)		-2.00		
Comb Bldg Inspector II	3.00	3.00	3.00	3.00
Plan Checker II	2.00	1.00	1.00	1.00
Fire Plan Checker(Frozen)	-1.00			
Total	5.00	2.00	4.00	4.00
 Compliance/Inspection Services				
Administrative Clerk II	1.00	1.00	1.00	1.00
Code Enf Officer I (2MV)	3.00	3.00	3.00	3.00
Sr Code Enf Officer (MV)	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00
 Department Total	 20.90	 18.90	 20.20	 20.20

PLANNING





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PLANNING Summary

Expenditures by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
4910	Administration	152,232	170,500	123,900	139,300
4914	Special Project	252,906	348,948	419,500	430,200
4915	Planning	548,798	567,900	581,400	607,000
TOTAL		953,936	1,087,348	1,124,800	1,176,500

Expenditures by Character

1.	Employee Services	905,453	888,200	980,174	1,031,874
2.	Office Supplies & Materials	3,073	4,000	4,000	4,000
3.	Books and Publications	666	600	600	600
4.	Special Dept Supplies	3,249	2,200	1,500	1,500
5.	Communications	1,336	4,500	4,500	4,500
6.	Contract Maintenance Services		500	500	500
7.	Professional Services	34,795	145,848	89,400	89,400
8.	Outside Services	365	21,200	21,200	21,200
9.	Advertising	2,825	4,700	4,700	4,700
10.	Training/Conferences/Meetings	579	12,000	12,000	12,000
11.	Membership & Dues	1,595	3,600	3,600	3,600
12.	Insurance and Bonds			2,626	2,626
TOTAL		953,936	1,087,348	1,124,800	1,176,500

Expenditures by Fund

General Fund	953,936	1,087,348	1,124,800	1,176,500
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Workforce by Program

4910	Administration	1.025	1.090	0.770	0.770
4914	Special Project	1.000	1.000	2.000	2.000
4915	Planning	5.000	4.000	4.000	4.000
TOTAL		7.025	6.090	6.770	6.770

Purpose

Provide administrative support and oversight to the Special Projects and Current Planning Divisions by supervising, monitoring, and controlling the Department's operating budget and activities.

Division Operations

1. Supervise and manage the Special Projects and Current Planning Divisions in an efficient and organized manner.
2. Administer the department's budget within approved authorized amounts.
3. Provide administrative and technical support to the divisions in the performance of their duties.
4. Develop a Department Policy Manual.
5. Workload and Performance Indicators
6. Achieve 25% increase in revenue support for Planning Divisions, where feasible.
7. Provide efficient timely customer service under parameters established for Permit Center and State Planning Laws

Performance Measure

See Performance Measures in Special Projects (4914) and Current Planning (4915).

Major Budget Changes

Due to the elimination of the City's Redevelopment Agency in 2011, a part-time/temporary position was transferred from the Redevelopment Division to the Special Project Division to provide staff assistance to the City Historic Resources Board. The funding for this position was inadvertently reduced in the last budget cycle by \$20,000 and has been restored in the year's budget to the previously allocated amount. This position is funded by the General Fund. The budget also reflects the addition of a full time limited term Senior Planner Position in the Special Projects Division which was approved as part of the FY 2013-2014 midyear budget adjustment. The costs associated with this position will be funded (in part) by developers through development application fees.

PLANNING
Administration

4910

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	152,132	170,400	123,308	138,708
2. Office Supplies & Materials	100	100	100	100
3. Insurance and Bonds			492	492
TOTAL	152,232	170,500	123,900	139,300
 Authorized Positions	 1.025	 1.090	 0.770	 0.770

Funding Source

General Fund

PLANNING Special Projects

4914

Purpose

The General Plan is a statement of goals and policies that will guide the City's long-range physical development. It sets forth the community's priorities for housing, land use, transportation, conservation, open space, noise, and public health and safety. The Special Projects Planning Division will support and coordinate departmental initiatives to implement the General Plan and to foster economic development. This Division is responsible for coordinating and overseeing projects located in the Future Growth Area of the City. The Division is also responsible for coordinating and overseeing City-Center projects such as the Alisal Marketplace project and other projects provided for in the City/County Government Center MOU. This Division also processes complex development projects and related environmental documents, updates City Ordinances and regulations and coordinates with Monterey County, School Districts and other agencies on long-term and regional planning issues. The Division is responsible for serving as the executive secretary for and providing staff assistance to the Historic Resources Board.

Division Operations

1. Continue with the implementation of the General Plan and Zoning Code including the implementation of the Housing Element Update adopted in 2011 (including the preparation of the Annual Housing Element Review).
2. Oversee and assist with the preparation of an Economic Development General Plan Element in coordination and partnership with the Salinas Planning and Research Corporation (SPARC)
3. Develop and facilitate the processing of Specific Plans and Environmental Impact Reports for the Future Growth Area located north of Boronda Road.
4. Provide staff assistance to the Future Growth Area City Council Subcommittee
5. Process annexations and sphere of influence amendments to facilitate the development of the south Boronda area and other large scale development proposals.
6. Complete the update the City's Subdivision Ordinance and assist with the completion of the proposed Park and Sports Facility Standards.
7. Develop and facilitate the processing of City-Center and other infill projects such as the Alisal Marketplace project, community safety center and other projects as provided for in the City/County Government Center MOU.
8. Coordinate with Association of Monterey Bay Area Governments (AMBAG), the County All Policies and Leadership Team, school districts, and other public agencies in regard to regional and community planning issues.
9. Support the Salinas Historic Resources Board

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Complete and submit the Annual Housing Element Progress Report to the State no later than April 1st of each year. Note: A Report was not submitted in 2009 and 2010 because the document was being updated.	100%		100%		
Process all Specific Plans and other projects within the timeframes established pursuant to funding agreements (e.g. Gateway Center Specific Plan Approved within 12 months from submittal).	90%		90%		
Continue to engage and facilitate planning relationships and efforts with community and regional organizations.	N/A		N/A		

Major Budget Changes

None

**PLANNING
Special Project**

4914

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	214,056	187,400	314,602	325,302
2. Office Supplies & Materials	221	400	400	400
3. Books and Publications	100	100	100	100
4. Special Dept Supplies	2,693	1,700	1,000	1,000
5. Communications	312	1,500	1,500	1,500
6. Professional Services	34,795	145,848	89,400	89,400
7. Outside Services	150			
8. Training/Conferences/Meetings	579	12,000	12,000	12,000
9. Insurance and Bonds			498	498
TOTAL	252,906	348,948	419,500	430,200

Authorized Positions	1	1	2	2
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Funding Source

General Fund

PLANNING

Current Planning

4915

Purpose

Develop plans and policies relating to growth, development standards, and annexation proposals in the implementation of the City's land use and development policies. Review plans and proposals for conformance with applicable standards and regulations, and present new or revised development standards, as appropriate. Process administrative applications (Site Plan Reviews, Parcel Maps, Lot Line Adjustments, Lot Mergers, Temporary Use of Land Permits, Home Occupation Permits, Master Sign Plans, and Sign Permits), as well as discretionary development applications including, but not limited to General Plan and Zoning Code Amendments, Specific Plans, amendments there to Planned Unit Development Permits, Tentative Maps, and Conditional Use Permits. Prepare/coordinate environmental evaluations (CEQA) for development projects.

Division Operations

1. Review development proposals for consistency with local and state requirements.
2. Provide support to Planning Commission.
3. Process administrative and discretionary development applications.
4. Assist the public with development and subdivision of land.
5. Provide planning level support to the public counter, phones, other departments, and other agencies.
6. Complete processing of Salinas Valley Memorial Hospital Master Plan.
7. Develop performance standards.
8. Review building permit plans within established timeframes.
9. Complete processing of the Soccer Complex Project.
10. Provide staff assistance to the Historic Resources Board
11. Provide staff assistance to the Design Review Board, as applicable.
12. Work in collaboration with the Business Development Task Force to improve the development review process.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Conditional Use Permits Processed	22		15		
Number of Site Plan Reviews Processed	13		15		
Number of Home Occupation Permits Processed	224		225		
Number of Sign Permits Processed	68		64		
Number of Temporary Use of Land Permits Processed	161		180		
Number of Counter Customers Served	2146		2310		
Number of Building Permit Reviews	364		350		
Percent building permit reviews processed within prescribed timeframes	92%		90%		

Major Budget Changes

Vacant Associate Planner Position is frozen.

PLANNING

Planning

4915

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	539,265	530,400	542,264	567,864
2. Office Supplies & Materials	2,752	3,500	3,500	3,500
3. Books and Publications	566	500	500	500
4. Special Dept Supplies	556	500	500	500
5. Communications	1,024	3,000	3,000	3,000
6. Contract Maintenance Services		500	500	500
7. Outside Services	215	21,200	21,200	21,200
8. Advertising	2,825	4,700	4,700	4,700
9. Membership & Dues	1,595	3,600	3,600	3,600
10. Insurance and Bonds			1,636	1,636
TOTAL	548,798	567,900	581,400	607,000

Authorized Positions	5	4	4	4
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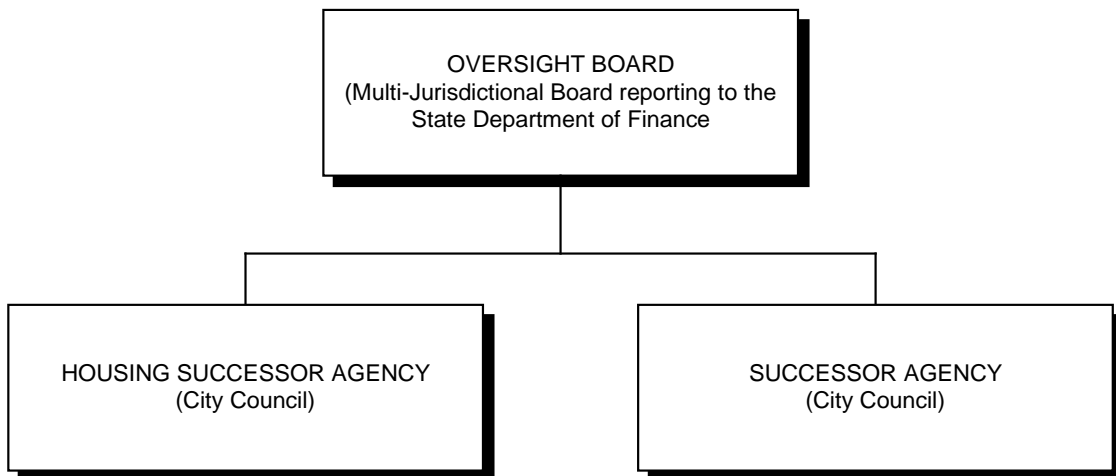
Funding Source

General Fund

PLANNING Work Force

	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Administration				
Comm/Economic Dev Dir	0.150	0.150	0.200	0.200
Administrative Secretary	0.500	0.500	0.500	0.500
Admin Secretary (Frozen)			-0.500	-0.500
Asst Comm/Econ Dev Dir	0.375	0.440	0.570	0.570
Total	1.025	1.090	0.770	0.770
Special Project				
Sr Planner (Limit term)			1.000	1.000
Planning Manager			1.000	1.000
Principal Planner	1.000	1.000		
Total	1.000	1.000	2.000	2.000
Planning				
Senior Planner	1.000	1.000	1.000	1.000
Assistant Planner(Frozen)		-1.000		
Assistant Planner	2.000	2.000	1.000	1.000
Planning Manager	1.000	1.000	1.000	1.000
Planning Technician	1.000			
Associate Planner		1.000	1.000	1.000
Total	5.000	4.000	4.000	4.000
Department Total	7.025	6.090	6.770	6.770

SUCCESSOR AGENCY
(TO THE FORMER REDEVELOPMENT AGENCY)



SUCCESSOR AGENCY OF SRA

Summary

Expenditures by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
7102	Central City-RORF	1,495,122	1,368,000	1,378,600	1,381,700
7103	Central City-RORF (Jan-June)		92,400	78,500	75,900
7104	Sunset Ave-RORF	81,781	500	500	500
7105	Succesor Agency Admin	376,754	250,000	250,000	253,400
TOTAL		1,953,657	1,710,900	1,707,600	1,711,500

Expenditures by Character

1.	Employee Services	208,592	176,800	205,200	216,650
2.	Office Supplies & Materials	946	1,200	700	700
3.	Small Tools & Equipment	851	1,000	500	500
4.	Communications	301	500	500	500
5.	Utilities	3,333	3,300	1,800	1,800
6.	Contract Maintenance Services	4,994	7,600	7,600	7,600
7.	Professional Services	207,114	25,500	24,550	16,500
8.	Outside Services	13,906	38,800		
9.	Administration/Contingencies	65,351	7,550	4,750	4,750
10.	Advertising	1,130	2,000	1,000	1,000
11.	Training/Conferences/Meetings	1,608	5,000	1,600	1,600
12.	Insurance and Bonds	8,300	8,300	8,300	8,300
13.	Contribution to Other Agencies	74,229			
14.	Refunds & Reimb Damages		3,750		
15.	Taxes	1,621	2,500	3,000	3,000
16.	Bond-Principal	846,957	878,400	366,600	353,700
17.	Bond-Interest	506,217	534,500	1,067,300	1,080,700
18.	Paying Agent Fees	8,207	14,200	14,200	14,200
TOTAL		1,953,657	1,710,900	1,707,600	1,711,500

Expenditures by Fund

General Fund					
Successor Agency - Administration					
	RORF-RedevObligationRetirementFund	1,576,903	1,460,900	1,457,600	1,458,100
	Successor Agency-Administration	376,754	250,000	250,000	253,400
TOTAL		1,953,657	1,710,900	1,707,600	1,711,500

SUCCESSOR AGENCY OF SRA Summary

Workforce by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
7105	Succesor Agency Admin	1.51	1.38	1.51	1.51

**SUCCESSOR AGENCY OF SRA
Central City-RORF**

7102

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Professional Services	128,042	1,800	1,800	1,800
2. Outside Services	11,630	10,800		
3. Contribution to Other Agencies	-7,389			
4. Taxes	1,458	2,000		
5. Bond-Principal	846,957	878,400	366,600	353,700
6. Bond-Interest	506,217	469,600	1,004,800	1,020,800
7. Paying Agent Fees	8,207	5,400	5,400	5,400
TOTAL	1,495,122	1,368,000	1,378,600	1,381,700

Authorized Positions

Funding Source

Central City-Debt Service

**SUCCESSOR AGENCY OF SRA
Central City-RORF (Jan-June)**

7103

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Professional Services		4,700	4,700	4,700
2. Outside Services		14,000		
3. Taxes			2,500	2,500
4. Bond-Interest		64,900	62,500	59,900
5. Paying Agent Fees		8,800	8,800	8,800
TOTAL		92,400	78,500	75,900

Authorized Positions

Funding Source

**SUCCESSOR AGENCY OF SRA
Sunset Ave-RORF**

7104

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Outside Services				
2. Contribution to Other Agencies	81,618			
3. Taxes	163	500	500	500
TOTAL	81,781	500	500	500

Authorized Positions

Funding Source

Sunset Ave Debt Service



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COMMUNITY & ECONOMIC DEVELOPMENT DEPT. SUCCESSOR AGENCY

7105

Purpose

The Successor Agency, ("SA") established in February 2012, has played a key role in the dissolution of the former Salinas Redevelopment Agency. On an ongoing basis, the SA plays a key day-to-day role in assuring that the existing obligations of the former Redevelopment Agency, including debt payments, are properly carried out, and that the former Redevelopment Agency's properties and other assets are disposed of in an appropriate manner. Actions taken by the SA are subject to the approval by the "Oversight Board" or "OB" of seven representatives largely representing the County and various local education and property tax receiving districts. The staff of the SA has played a significant role in guiding the dissolution of the redevelopment to the best of the community's benefit. The three remaining tasks of the Successor Agency include receiving the State's approval of the preparation of Long Range Property Management Plan for 14 properties, continued accounting for the Required Obligation Payment Schedules and answering to the State Controller's Office and the State Department of Finance.

Division Operations

1. Keep the Successor Agency advised as to the actions taken by the Oversight Board, and stay abreast of changing legal interpretations that may impact the intended outcomes of Successor Agency and/or Oversight Board actions.
2. Report actions taken by the Oversight Board to the State Department of Finance and State Controller's Office, and respond to questions from them.
3. Pay on-going obligations of the former redevelopment agency.
4. Provide staff support to the appointed Oversight Board, including convening meetings and researching existing assets and related agreements to determine if or when assets should be liquidated.
5. Prepare and receive approval of a long range property management plan for 14 properties formerly held by the Redevelopment Agency.
6. Administer the process of fulfilling the Required Obligation Payment Schedule. Prepare new bi-annual budgets on behalf of the Successor Agency and seek approval from the Oversight Board.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Complete the Long Range Property Management Plan	N/A		14		
Complete Audit and close books of former Redevelopment Agency	N/A		1		
Determine disposition of and/ or sell, retain or transfer to other departments or private parties the Assets of former Redevelopment Agency (as many as 15 properties)	N/A		Consolidated with 1st goal		
Reduce the need for Oversight Board Meetings from 2 per month to one per quarter (meetings began April 11, 2012)	N/A		6		

Budget Changes

Work load will be slowing significantly next Fiscal Year as most of the major tasks have been accomplished.

SUCCESSOR AGENCY OF SRA
Successor Agency Admin

7105

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	208,592	176,800	205,200	216,650
2. Office Supplies & Materials	946	1,200	700	700
3. Small Tools & Equipment	851	1,000	500	500
4. Communications	301	500	500	500
5. Utilities	3,333	3,300	1,800	1,800
6. Contract Maintenance Services	4,994	7,600	7,600	7,600
7. Professional Services	79,072	19,000	18,050	10,000
8. Outside Services	2,276	14,000		
9. Administration/Contingencies	65,351	7,550	4,750	4,750
10. Advertising	1,130	2,000	1,000	1,000
11. Training/Conferences/Meetings	1,608	5,000	1,600	1,600
12. Insurance and Bonds	8,300	8,300	8,300	8,300
13. Refunds & Reimb Damages		3,750		
14. Paying Agent Fees				
TOTAL	376,754	250,000	250,000	253,400
 Authorized Positions	 1.51	 1.38	 1.51	 1.51

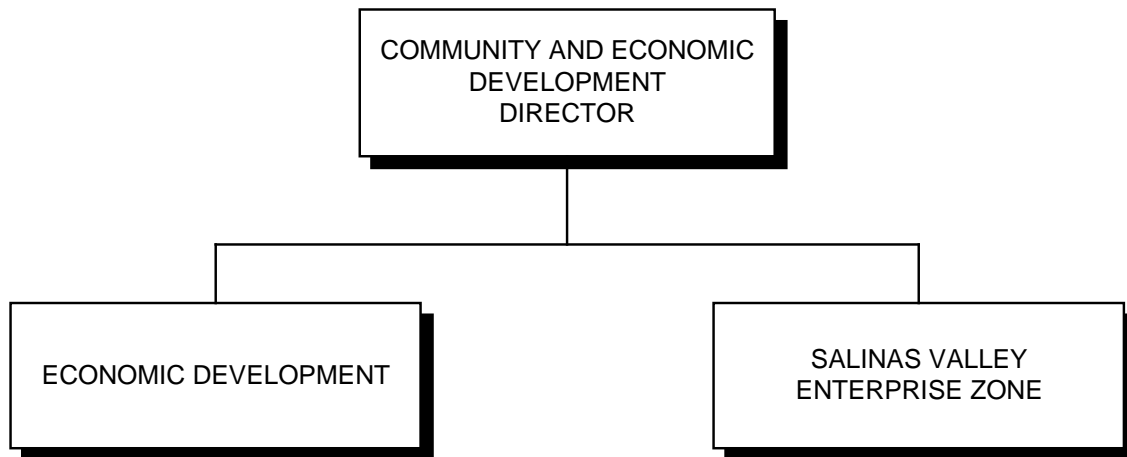
Funding Source

Successor Agency Administration

SUCCESSOR AGENCY OF SRA Work Force

Succesor Agency Admin	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Comm & Economic Dev Dir	0.13	0.13	0.13	0.13
Assistant Development Dir	0.13		0.13	0.13
Redev Project Manager	0.50	0.50	0.50	0.50
Administrative Aide	0.50	0.50	0.50	0.50
Neighborhood Svcs Worker	0.25	0.25	0.25	0.25
Total	1.51	1.38	1.51	1.51
 Department Total	 1.51	 1.38	 1.51	 1.51

ECONOMIC DEVELOPMENT





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COMMUNITY AND ECONOMIC DEV

Summary

Expenditures by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
7301	Economic Development Division	371,042	377,500	406,700	418,100
7302	Salinas Valley Enterprise Zone	298,715	461,479	224,800	230,600
	TOTAL	669,757	838,979	631,500	648,700

Expenditures by Character

1.	Employee Services	393,932	367,026	340,926	358,126
2.	Office Supplies & Materials	3,732	3,500	2,500	2,500
3.	Books and Publications				
4.	Special Dept Supplies	4,467	1,000		
5.	Communications	2,073	4,500	3,300	3,300
6.	Rents & Leases	12,400	12,400	12,400	12,400
7.	Professional Services	13,541	210,282	58,000	58,000
8.	Outside Services	61,925	38,200	65,000	65,000
9.	Administration/Contingencies			5,100	5,100
10.	Advertising	8,507	20,584	7,500	7,500
11.	Training/Conferences/Meetings	16,650	11,700	8,700	8,700
12.	Membership & Dues	12,770	15,787	3,700	3,700
13.	Insurance and Bonds			374	374
14.	Contribution to Other Agencies	99,500	114,000	114,000	114,000
15.	Refunds & Reimb Damages	40,260	40,000	10,000	10,000
	TOTAL	669,757	838,979	631,500	648,700

Expenditures by Fund

	General Fund	269,346	265,700	293,800	298,100
	Economic Development	101,696	111,800	112,900	120,000
	Salinas Valley Enterprise Zone	298,715	461,479	224,800	230,600
	TOTAL	669,757	838,979	631,500	648,700

Workforce by Program

7301	Economic Development Division	1.775	1.275	1.275	1.275
7302	Salinas Valley Enterprise Zone	1.100	2.100	1.000	1.000
	TOTAL	2.875	3.375	2.275	2.275

ECONOMIC DEVELOPMENT

Economic Development Division

7301

Purpose

Develop and implement strategies that reflect the Council's Goals, Objectives and Priorities which result in the enhanced economic well being of Salinas' residents; provide an increased number of middle and upper income job opportunities; and a continued focus on enhancing the City's revenue base which provide the revenue source for the provision of City services.

Division Operations

1. Implement the Economic Development Marketing Strategy and Action Plan.
2. Assist in the creation of an Economic Development Element for the General Plan.
3. Promote the advantages offered through the Salinas Valley Enterprise Zone to new and existing area businesses.
4. Continue regional cooperation efforts resulting in measurable regional success.
5. Provide support for the Steinbeck Innovation Cluster effort.
6. Assist other departments in achieving increased efficiencies and accomplishment of common goals.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Monitor Micro-Loan Program applications and repayment for SUBA and OSA small businesses assuring prompt repayment.			100%		
Determine viability of establishing enhanced Micro/Macro Loan Program through partnering with other organizations by end of March 2013.			100%		
Assist DCI with Economic Development Marketing Strategy identification of local contacts and content development on a timely basis maximizing DCI/local contacts effectiveness.			100%		
Business Retention & Expansion Program: July-December 2012 conduct two site visits per week for Synchronist Survey; January-June 2013 conduct four site visits per week.			75%		
Initiate six business attraction contacts based on focused industry study.			100%		
By January 1, 2013, Contact known Brokers and Realtors on a monthly basis to keep GIS-based property tool up-to-date			75%		
Identify and contact twelve (12) new retail businesses which will, upon either locating to Salinas or expanding into Salinas, enhance revenue generation for the General Fund.			100%		
Assist with tourism development/enrichment activities as partners with the NSC, MCCVB and CWC.			TBD		

Major Budget Changes

Economic Development Manager Position is frozen.

COMMUNITY AND ECONOMIC DEV
Economic Development Division

7301

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	187,008	170,400	174,226	185,626
2. Office Supplies & Materials	1,466	1,000	1,000	1,000
3. Special Dept Supplies	2,584			
4. Communications	1,045	2,500	1,700	1,700
5. Rents & Leases	7,500	7,500	7,500	7,500
6. Professional Services		28,000	28,000	28,000
7. Outside Services	61,925	38,200	65,000	65,000
8. Advertising	1,848	8,500	7,500	7,500
9. Training/Conferences/Meetings	6,556	3,700	3,700	3,700
10. Membership & Dues	1,610	3,700	3,700	3,700
11. Insurance and Bonds			374	374
12. Contribution to Other Agencies	99,500	114,000	114,000	114,000
TOTAL	371,042	377,500	406,700	418,100
 Authorized Positions	 1.775	 1.275	 1.275	 1.275

Funding Source

Economic Development, General Fund

ECONOMIC DEVELOPMENT

Salinas Valley Enterprise Zone

7302

Purpose

At the direction of the Salinas Valley Enterprise Zone Advisory Board, develop and implement strategies that reflect the priorities of the Cities of the Salinas Valley and the County of Monterey and which result in the enhanced economic well being of the Salinas Valley's residents by providing businesses incentives to expand and locate in the Salinas Valley.

Division Operations

1. Market Salinas Valley Enterprise Zone to area businesses.
2. Process and provide vouchers to local businesses to allow them to claim Hiring Credits.
3. Continue to remain informed of current legislative and regulatory actions which may affect the SVEZ.
4. Maintain appropriate record keeping system in conformance with HCD audit guidelines.
5. Prepare, analyze and prepare needed application materials directed to EZ boundary modifications.
6. Update Targeted Employment Area on an annual basis.
7. Coordinate Business Retention and Expansion activities throughout the Salinas Valley.
8. Work with real estate brokers to populate an inventory of available commercial and industrial real estate.
9. Provide economic development assistance to all of the participating jurisdictions.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Process 80% of vouchers within 14 calendar days of receipt.	2239 Vouchers/ 67%		80%		
Create System for tracking all BRE activities from all SVEZ participating jurisdictions			1		
Conduct a minimum of four site visits per week for Synchronist Survey					
Process all Expansion and TEA modification requests within the required timeframes.			100%		
Contact known brokers and realtors on a monthly basis to keep GIS-based property up-to-date					
Attend CAEZ Annual Conference					
Provide Advisory Board with monthly reports detailing significant legislative or regulatory developments					

Major Budget Changes

None

COMMUNITY AND ECONOMIC DEV
Salinas Valley Enterprise Zone

7302

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	206,924	196,626	166,700	172,500
2. Office Supplies & Materials	2,266	2,500	1,500	1,500
3. Books and Publications				
4. Special Dept Supplies	1,883	1,000		
5. Communications	1,028	2,000	1,600	1,600
6. Rents & Leases	4,900	4,900	4,900	4,900
7. Professional Services	13,541	182,282	30,000	30,000
8. Administration/Contingencies			5,100	5,100
9. Advertising	6,659	12,084		
10. Training/Conferences/Meetings	10,094	8,000	5,000	5,000
11. Membership & Dues	11,160	12,087		
12. Refunds & Reimb Damages	40,260	40,000	10,000	10,000
TOTAL	298,715	461,479	224,800	230,600

Authorized Positions	1.1	2.1	1.0	1.0
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Funding Source

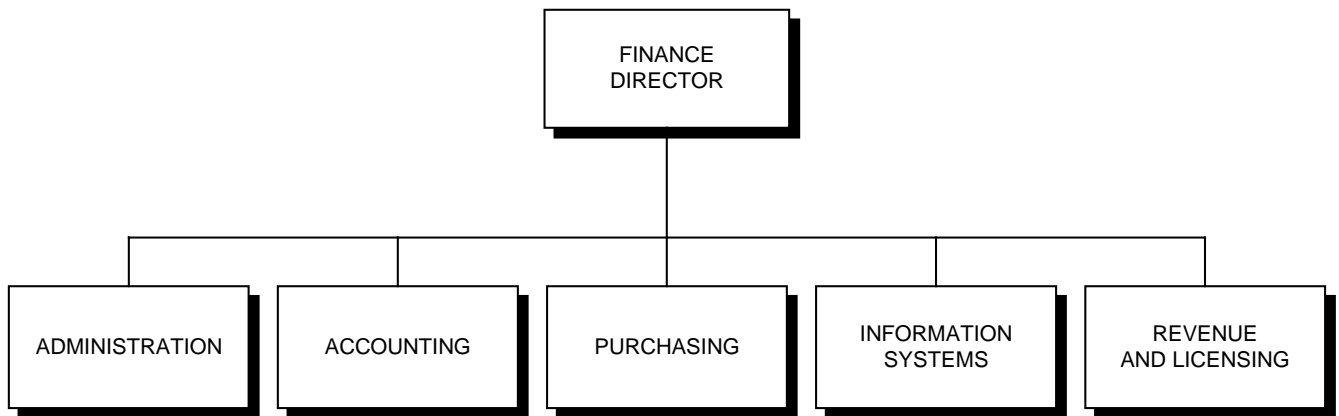
Economic Development

COMMUNITY AND ECONOMIC DEV

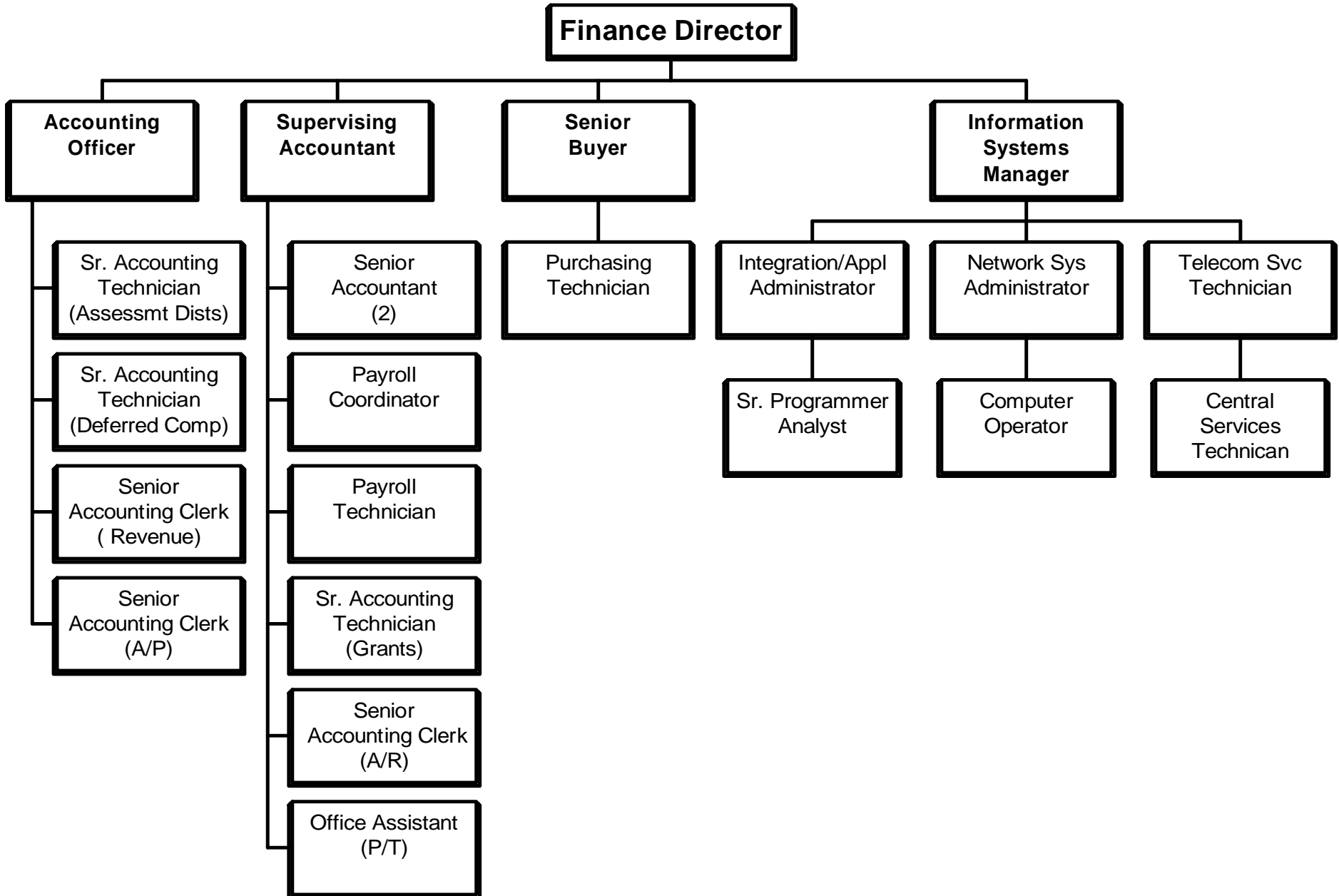
Work Force

Economic Development Division	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Comm/Economic Dev Dir	0.275	0.275	0.275	0.275
Business Retention Spec	1.000	1.000	1.000	1.000
Econ Dev Mgr	0.500	1.000		
Econ Dev Mgr (Frozen)		-1.000		
Total	1.775	1.275	1.275	1.275
 Salinas Valley Enterprise Zone				
Economic Development Dir	0.100	0.100		
Enterprise Zone Manager	1.000	1.000		
Community Development Mgr			1.000	1.000
SVEZ BRE Specialist		1.000		
Total	1.100	2.100	1.000	1.000
 Department Total	 2.875	 3.375	 2.275	 2.275

FINANCE



FINANCE DEPARTMENT Organization Chart



FINANCE DEPARTMENT

Summary

Purpose

The Finance Department provides the management, control, and administration of all fiscal and information systems operations of the City. This includes providing a framework for financial planning and analysis, network systems and telecommunication to support the operations of all City Departments. Departmental responsibilities include long-range financial planning, budget management, accounts receivable and payable, payroll processing, retirement administration, general accounting and reporting, debt administration, purchasing, revenue and licensing, support of computer integration and applications and City web site, network and systems administration, GIS services, centralized reprographic and mail services, and assessment district administration.

Top Five Accomplishments for FY 2013-14

Economic Diversity and Prosperity

1. **Enhanced Permit Center Operations:** Support CEDD in the use of technology and participate in consultant interviews and assessment.

Safe, Livable Community

1. **Work with citizen to create consistent funding public safety:** Provided leadership and help coordinating a November 2014 revenue measure.

Effective, Sustainable Government

1. **Technology Upgrades:** Supported other departments in the use of technology to improve efficiency and effectiveness of service delivery. Provide leadership and support for implementing the fiber optic network connections to all City facilities outside of City Hall; negotiated new lower cost technology help desk contract and coordinated a smooth transition with new firm; Demonstrated new Citizens mobile App for reporting graffiti, and other issues; implemented new GIS upgrades; Deployed most of the remaining virtual desktops/Windows 7 Upgrades; Wifi installations at the Permit Center, City Hall, Airport, and the City Yard
2. Strategically and collaboratively worked with departments and City Manager to balance the FY 2014-15 year budget
3. Continue to manage, facilitate and support the Measure V Committee
4. Planned, coordinated, and implemented Priority Based Budgeting including three community meetings, online survey, social media, print media, press releases, e-mail blasts for outreach, online engagement tool through Peak Democracy, applying for and receiving grant to fund the community engagement effort
5. Initiated and coordinated a 2nd round of Business License audits that generated over \$325,000 in revenue, negotiated a lower cost for the audits, and had interaction at the finance Counter and phone calls from over 600 businesses.
6. Initiated, coordinated, and managed new City-Wide Fee study and Indirect Cost plan
7. Coordinated and managed outreach, communication, polling, study sessions, community meetings and process for potential new revenue measure
8. Completed the annual financial statements and audit with a clean audit opinion.

Excellent Infrastructure

1. Deployed most of the remaining virtual desktops
2. Supported DPW through the CIP process and compilation and assisted with revenue solutions.
3. Initiated, planned, coordinated, and implemented new developer impact fee for Police, Fire, Library and Recreation facilities and equipment including meetings with FGA team, Business Development Task Force, Central Coast Builders Association, Grower Shipper Association and City staff

FINANCE DEPARTMENT

Summary (Continued)

City Council Goals, Strategies, and Objectives for FY 2014-15

Economic Diversity and Prosperity

1. **Alisal Market Place:** Support Developer in creative financing and feasibility study and facilitate trade of property.

Safe, Livable Community

1. **Work with citizen to create consistent funding public safety:** Continue to provide leadership and help coordinating a November 2014 revenue measure.
2. **Build a new police station:** Project support to ensure proper funding mechanism.

Effective, Sustainable Government

1. **Employee Customer Service:** Ensure staff are sufficiently trained and are consistent in providing quality customer service.
2. **Technology Upgrades:** Automate, upgrade and improve business processes of the organization for both internal and external customers by implementing a new Finance and HR system.
3. Implemented Priority Based Budgeting
4. Strategically collaboratively balance the FY 2015-16 year budget.

Excellent Infrastructure

1. **Seek Community Input:** Help coordinate community input.
2. **Categorize needs based on low medium and high priority:** Support DPW through the CIP process and compilation and assist with revenue solution.
3. **Define and agree on an approach that addresses the priority infrastructure needs:** Support DPW through the CIP process and compilation and assist with revenue solution.
4. **Develop a timeline for implementation:** Support DPW through the CIP process and compilation and assist with revenue solution.

Quality of Life

1. **Youth Soccer Fields at Constitution Park:** Help create and promote creative solutions for funding and/or financing.

Major Budget Changes

Freezing and defunding Information System Manager Position and Senior Programmer/Analyst positions.

FINANCE DEPARTMENT

Summary

Expenditures by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
2030	Administration Division	456,611	464,000	471,700	507,100
2031	Accounting Division	1,053,160	1,137,850	1,161,800	1,211,900
2032	Purchasing Division	243,841	253,600	261,300	271,500
2033	Information Systems Division	1,436,561	1,512,400	1,268,900	1,332,000
2034	Revenue & Licensing Division	13,938	32,700	32,700	32,700
TOTAL		3,204,111	3,400,550	3,196,400	3,355,200

Expenditures by Character

1.	Employee Services	2,515,055	2,697,400	2,493,250	2,609,150
2.	Office Supplies & Materials	19,696	24,996	30,100	30,100
3.	Special Dept Supplies	52,501	15,895	19,600	19,600
4.	Communications	10,471	21,200	20,800	20,800
5.	Rents & Leases		35,130	36,400	36,400
6.	Contract Maintenance Services	526,987	468,870	462,200	505,100
7.	Professional Services	60,030	89,200	95,200	95,200
8.	Outside Services	1,089	700	1,200	1,200
9.	Training/Conferences/Meetings	169	5,000		
10.	Membership & Dues	2,906	1,504	2,900	2,900
11.	Insurance and Bonds			9,750	9,750
12.	Buildings		14,750		
13.	Capital Outlay	16,592	25,905	25,000	25,000
14.	Stores Sales	-99,074	-100,000	-100,000	-100,000
15.	Stores Purchases	97,689	100,000	100,000	100,000
TOTAL		3,204,111	3,400,550	3,196,400	3,355,200

Expenditures by Fund

General Fund	3,134,374	3,309,350	3,105,200	3,264,000
Measure V Fund	38,537	60,000	60,000	60,000
Deferred Compensation Admin	31,200	31,200	31,200	31,200
TOTAL	3,204,111	3,400,550	3,196,400	3,355,200

FINANCE DEPARTMENT Summary

Workforce by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
2030	Administration Division	2	2	2	2
2031	Accounting Division	10	10	10	10
2032	Purchasing Division	2	2	2	2
2033	Information Systems Division	7	7	6	6
	TOTAL	21	21	20	20



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FINANCE DEPARTMENT

Administration Division

2030

Purpose

Provide coordination and direction of all fiscal operations of the City. This includes directing, monitoring, and controlling the assets and financial operations of the City, and providing a framework for financial planning and analysis to support the operation and management of all City departments.

Division Operations

1. Support City Manager's Office in determining a strategy to assess the effectiveness and efficiency of the organization given fiscal constraints.
2. Assist City Manager's Office in developing funding strategies to meet existing and future operating program and capital project needs.
3. Submit timely and informative financial reports to the City Council, Finance Committee and Measure V Committee.
4. Publish audited financial statements for the City.
5. Coordinate all bond financings.
6. Coordinate the preparation of the annual operating and capital budgets

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Present annual budget by first meeting in June	1	1	1	1	1
Prepare and present five year financial forecast		1	1	1	1
Present mid-year budget review to City Council in Feb	1	1	1	1	1
Number of favorable sales tax audit misallocation findings	6	All	All	All	All
Value of favorable sales tax audit misallocation findings	13,993	All	All	All	All
Refinance 1996 bond issue by year end	-	-	1	1	1
Revenue measures - Hire public outreach firm	-	1	1	1	1
Revenue measures - Hire polling firm	-	1	1	1	1
Revenue measures - Hold public meetings in each district	-	6	6	6	6
Cost of Finance Department total per capita	\$ 20.88	\$ 21.88	\$ 22.42	\$ 22.42	\$ 22.42

Major Budget Changes

None

FINANCE DEPARTMENT
Administration Division

2030

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	456,033	462,900	469,289	504,689
2. Office Supplies & Materials	426	500	500	500
3. Special Dept Supplies	109	500	500	500
4. Communications		100	100	100
5. Training/Conferences/Meetings	43			
6. Insurance and Bonds			1,311	1,311
TOTAL	456,611	464,000	471,700	507,100
 Authorized Positions	 2	 2	 2	 2

Funding Source

General Fund

FINANCE DEPARTMENT

Accounting Division

2031

Purpose

Maintain the accuracy and reliability of all City's financial transactions for all funds. These transactions include accounts payable, accounts receivable, general ledger accounting, enterprise accounting, internal service accounting, financial reporting and administration of the employee payroll. Senior Accounting Technician position is dedicated to retirement administration including trust deed investments and other employee deferred compensation investments. Other services include financial data analysis, accounting control of purchase orders, asset management, payments to vendors, and review of budgeted expenditures.

Division Operations

1. Cash management including cash flow, banking and bond trustee services and investment of funds in accordance with the City's investment policy.
2. Monitor and process bi-weekly payroll and related federal and state reporting requirements.
3. Coordinate year end audits of City financial activities and Single Audit of federal financial assistance grants.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of claims/invoices processed	9,058	9,750	9,500	9,500	8,900
Number of journal entries processed	3,164	2,800	2,800	2,800	2,400
Complete annual audit by December	0	1	1	1	1
Number of paychecks processed	5,074	6,300	6,000	6,000	5,790
Number of Deferred Comp paychecks processed	260	260	250	250	250
Number of deferred compensation changes processed	544	545	550	550	550
Number of accounts receivable invoices billed	7,468	4,655	4,700	4,700	4,700
Number of accounts receivable sent to collections	421	497	500	500	500
Publish monthly financial reports to Council within 60 days	100%	100%	100%	100%	100%

Major Budget Changes

None

FINANCE DEPARTMENT
Accounting Division

2031

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	971,357	1,033,200	1,066,697	1,116,797
2. Office Supplies & Materials	9,636	11,500	11,500	11,500
3. Special Dept Supplies	14,089	8,000	8,000	8,000
4. Communications	7,921	11,500	11,500	11,500
5. Contract Maintenance Services		200	200	200
6. Professional Services	47,950	58,200	58,200	58,200
7. Training/Conferences/Meetings	126			
8. Membership & Dues	2,081	500	2,100	2,100
9. Insurance and Bonds			3,603	3,603
10. Buildings		14,750		
TOTAL	1,053,160	1,137,850	1,161,800	1,211,900
 Authorized Positions	 10	 10	 10	 10

Funding Source

General Fund, Deferred Compensation Admin

FINANCE DEPARTMENT

Purchasing Division

2032

Purpose

Acquire goods and services for all City departments including agencies and organizations which the City serves as fiscal agent. Purchasing services entail the processing of purchase orders for supplies, departmental support for the development of bid specifications; and providing information to departments on products, services and prices.

Division Operations

1. Provide timely delivery of supplies and materials to departments.
2. Verify that all goods are received in good condition.
3. Annually update City fixed assets records.
4. Conduct on-line auction of surplus property.
5. Arrange lease-purchase financing as necessary.
6. Manage and coordinate buy local purchasing ordinance.
7. Process and review all purchase orders for accounting accuracy.
8. Monitor all grant purchases for grant compliance.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of purchase orders issued		10,000	10,000	10,000	9,500
New purchasing card holder training (# of trainees)		3	15	15	10
Number of purchases facilitated		4,160	4,160	4,160	4,000
Number of bids facilitated		4	5	5	5
Number buy local purchases		5	5	5	5
Number of receipt and inspection of goods delivered		2,080	2,080	2,080	2,000
Number of online auctions of surplus properties		5	6	6	6

Major Budget Changes

None

**FINANCE DEPARTMENT
Purchasing Division**

2032

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	238,828	246,600	252,302	262,502
2. Office Supplies & Materials	4,211	4,700	4,600	4,600
3. Communications	433	900	500	500
4. Outside Services	1,089	700	1,200	1,200
5. Membership & Dues	665	700	700	700
6. Insurance and Bonds			1,998	1,998
7. Stores Sales	-99,074	-100,000	-100,000	-100,000
8. Stores Purchases	97,689	100,000	100,000	100,000
TOTAL	243,841	253,600	261,300	271,500

Authorized Positions	2	2	2	2
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Funding Source

General Fund

FINANCE DEPARTMENT

Information Systems Division

2033

Purpose

Information Systems provides oversight for all city wide information services related to application systems analysis, design, programming and support; data communications including local and wide area network computer system management and operations; central computer and end-user PC integration and support; telecommunication operation and analysis; Geographic Information Systems (GIS) and reprographic and mail services.

Division Operations

1. Provide programming, operational and systems development and software acquisition assistance to departments.
2. Provide additional training to users to enhance their utilization of the computer and telephone systems.
3. Continue development of the web based GIS mapping system.
4. Continue the migration to Windows 7.
5. Continue support and maintenance of the telephone system, the City's wide area and local area networks and network connectivity with other public agencies.
6. Redesign and maintain City web page.
7. Lead IT Steering Committee.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Cost of Information Systems per capita	\$ 9.30	\$ 9.94	\$ 10.13	\$ 10.13	\$ 10.13
Number of help desk tickets handled	2,335	2,500	2,700	2,700	2,600
Number of special projects started	59	47	45	45	45
Number of special projects completed	53	40	40	40	40

Major Budget Changes

None

FINANCE DEPARTMENT
Information Systems Division

2033

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	848,837	954,700	704,962	725,162
2. Office Supplies & Materials	5,350	5,796	11,000	11,000
3. Special Dept Supplies	36,927	3,795	7,500	7,500
4. Communications	15	2,200	2,200	2,200
5. Rents & Leases		35,130	36,400	36,400
6. Contract Maintenance Services	526,987	468,670	462,000	504,900
7. Professional Services	1,693	11,000	17,000	17,000
8. Training/Conferences/Meetings		5,000		
9. Membership & Dues	160	204		
10. Insurance and Bonds			2,838	2,838
11. Capital Outlay	16,592	25,905	25,000	25,000
TOTAL	1,436,561	1,512,400	1,268,900	1,332,000
 Authorized Positions	 7	 7	 6	 6

Funding Source

General Fund, Measure V Fund

FINANCE DEPARTMENT

Revenue & Licensing Division

2034

Purpose

Provide administration and collection of all City revenues including revenues from license and permit holders. The division is responsible for filing timely claims for grants and subventions, and the collection of bail forfeitures for parking violations

Division Operations

1. Maintain City-wide master fee schedule.
2. Continue audit program for hotel/motel transient occupancy tax collection.
3. Maintain customer service without front counter Account Clerks.
4. Continue sales tax audit program.
5. Continue business license audit program (MAS).

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of receipts receipted	27,909	28,000	29,000	29,000	29,000
Annual update of City-wide fee schedule	1	1	1	1	1
Number of hotel/motel TOT audits	0	0	0	0	0
Number of business license audits	96	0	0	0	0
Number of new business licenses recovered from audit	54	0	0	0	0
Value of business license audit findings	\$ 13,993	n/a	n/a	n/a	n/a

Major Budget Changes

None

FINANCE DEPARTMENT
Revenue & Licensing Division

2034

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Office Supplies & Materials	73	2,500	2,500	2,500
2. Special Dept Supplies	1,376	3,600	3,600	3,600
3. Communications	2,102	6,500	6,500	6,500
4. Professional Services	10,387	20,000	20,000	20,000
5. Membership & Dues		100	100	100
TOTAL	13,938	32,700	32,700	32,700

Authorized Positions

Funding Source

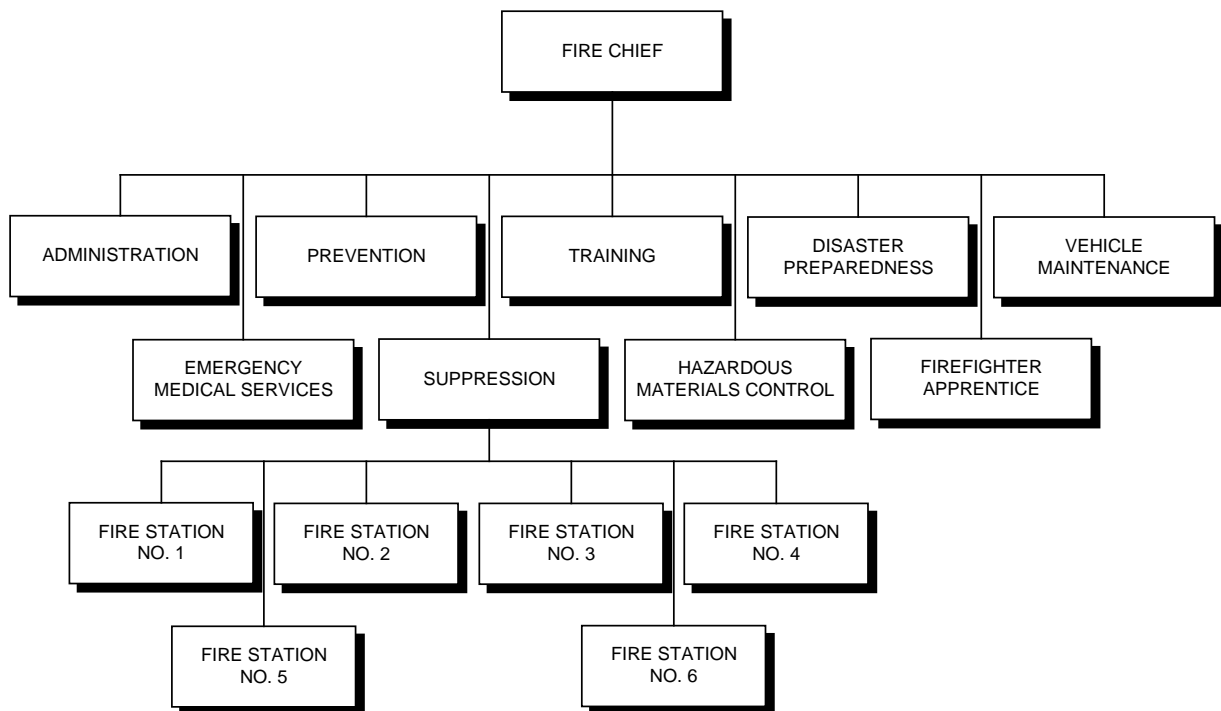
General Fund

FINANCE DEPARTMENT

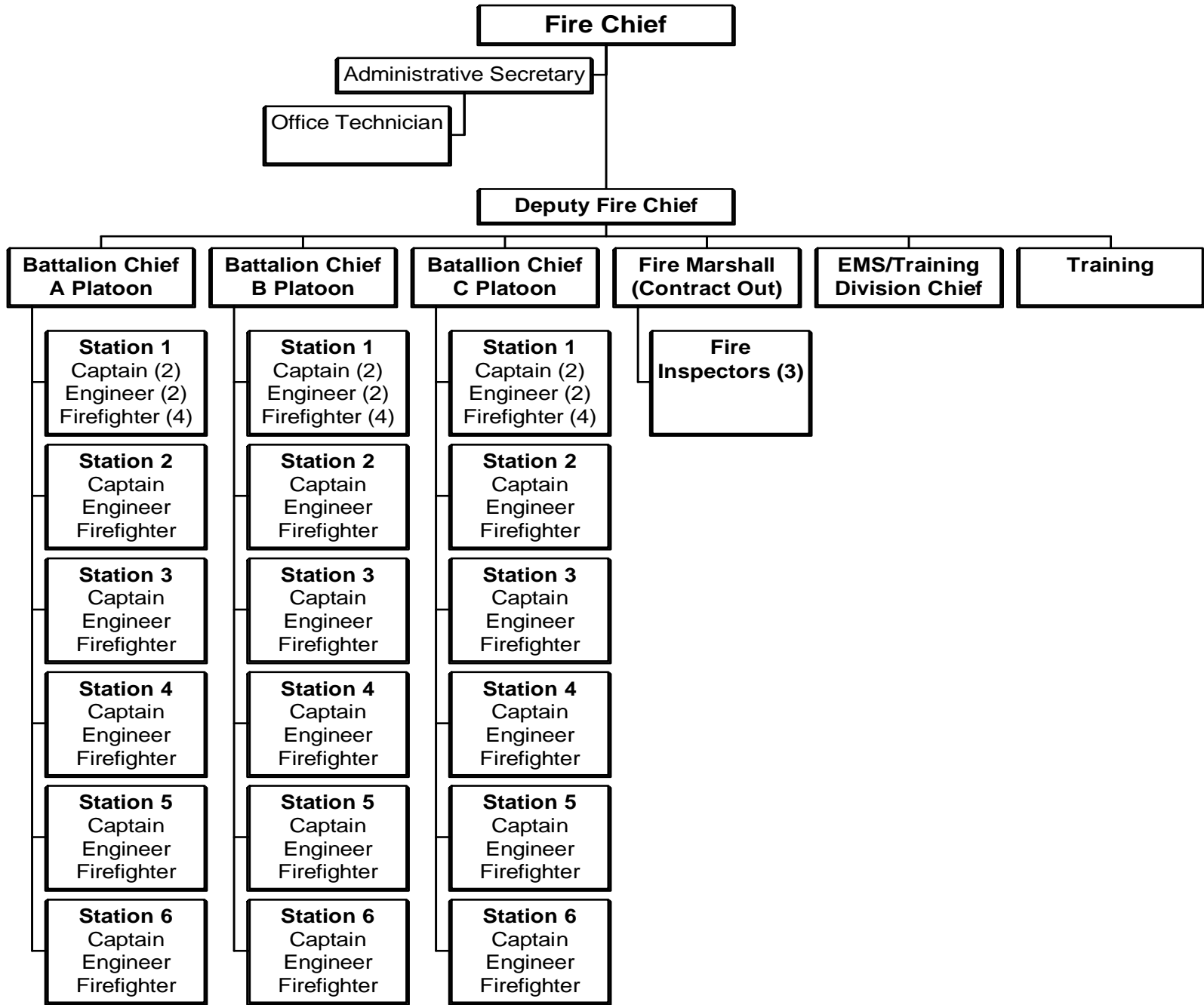
Work Force

	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Administration Division				
Finance Director	1	1	1	1
Accounting Officer	1	1	1	1
Total	2	2	2	2
Accounting Division				
Sr Accounting Technician	2	2	2	2
Senior Accountant	2	2	2	2
Supervising Accountant	1	1	1	1
Sr Accounting Clerk	3	3	3	3
Payroll Technician	1	1	1	1
Payroll Coordinator	1	1	1	1
Total	10	10	10	10
Purchasing Division				
Purchasing Technician	1	1	1	1
Senior Buyer	1	1	1	1
Total	2	2	2	2
Information Systems Division				
Information Systems Mgr	1	1	1	1
Info Syst Mgrm (Frozen)		-1	-1	-1
Central Services Tech	1	1	1	1
Sr Programmer/Analyst	1	1	1	1
Sr Programmer (Frozen)			-1	-1
Network/Sys Administrator	1	1	1	1
Integration/Appl Admin	1	1	1	1
GIS Administrator		1	1	1
Telecom Svc Tech	1	1	1	1
Computer Operator	1	1	1	1
Total	7	7	6	6
Department Total	21	21	20	20

FIRE



**FIRE DEPARTMENT
Organization Chart**



FIRE DEPARTMENT

Summary

Purpose

The Administration Division is responsible for integrating the initiatives, goals, and objectives established by the City Council into the support and delivery Divisions of the Fire Department. The Administrative Division provides for the overall management of the Department by the development of new programs, policies and procedures, the promotion of life safety, environmental protection, and the provision of administrative support for Fire Department personnel, while ensuring Federal, State, local laws, Memoranda of Understanding and contractual agreement compliance. The Administration Division is also responsible for continuous self-assessment of Fire Department efficiency and the implementation of community life safety programs.

Top Accomplishments for FY 2013-14

1. **United States Homeland Security SAFER Grant** – The Fire Department received a \$2.9 million SAFER grant to retain seven (7) Firefighters and hire four (4) new Firefighters. This grant is a non-matching grant that will pay the full salary and benefits for eleven (11) Firefighters for a period of two-years. The grant will also pay for a third year of salary and benefits for veteran hires.
2. **OES Fire Engine** - The Fire Department was successful in obtaining an Office of Emergency Services (OES) fire engine for out-of-county fire responses. The fire engine will also be available to use as needed in the City.
3. **Hazardous Materials Team** - The Fire Department was successful in obtaining a Type II status for the City's Hazardous Materials Team through the State Office of Emergency Services. Type II is a higher level of expertise, which provides more training and equipment opportunities.
4. **Pubic Facility Impact Fee Study** – A Nexus Study of the Fire Department's Fire Mitigation Fees was included in this study. This study satisfied the need to review the Fire Mitigation Fees.
5. **Apparatus Purchases** - Utilizing Fire Mitigation Fees, the Fire Department purchased one (1) new tiller ladder truck, one (1) fire engine and one (1) Aircraft Rescue Firefighting vehicle. All three units will be in-service by the end of 2014.

City Council Goals, Strategies, and Objectives for FY 2014-15

Economic Diversity and Prosperity

1. **Alisal Market Place:**
 - a. Support new building and existing company expansion(s) through the permit and inspection process.
2. **Chinatown Revitalization:**
3. **Enhanced Permit Center Operations:**
 - a. The Fire Prevention Bureau will assist with streamlining the Fire Permit review process.
4. **Enhanced Branding Image of the City:**
 - a. The Fire Department will collaborate with the local media to develop Public Safety Announcements (PSA's) to include marketing of services provided by the Fire Department.

Safe, Livable Community

1. **Work with citizen to create consistent funding public safety:**
 - a. Provide fire service expertise in Fire Department best practices and continually seek new funding opportunities.
2. **Support neighborhoods and volunteers:**
 - a. Work with City Council, Community Groups and City Departments to promote and enhance the safety and security of Salinas neighborhoods.
3. **Address homelessness:**
 - a. Coordinate with stakeholders the needs and impacts of the Homeless Community in EMS, Fire Safety, health and lodging related issues.

FIRE DEPARTMENT

Summary (Continued)

4. **Build a new police station:**

- a. Work with the Police Department to develop a new police station in compliance with current building and fire codes.

Effective, Sustainable Government

1. **Employee Customer Service:**

2. **Technology Upgrades:**

- a. Pursue grant-funding opportunities to enhance and upgrade Fire Department technology to improve operational effectiveness and minimize impacts to the General Fund.

3. **Improve Emergency Response Operations:**

- a. Data analysis – Make operational changes based on analysis to achieve maximum effectiveness and efficiencies of resources.
- b. Implement best business practices to increase organizational effectiveness, accountability and communications.
- c. Maintain and update Auto Aid and Mutual Aid agreements with neighboring jurisdictions.
- d. Pursue Assistance to Firefighter Grants for equipment, training and apparatus.

4. **Safety & Training:**

- a. Trained fire personnel to the latest fire service techniques and best practices.
- b. Ensure compliance with State/Federal training mandates.
- c. Provide fire personnel the appropriate level of safety gear, equipment and apparatus necessary to perform their duties in a safe and effective manner.
- d. Enhance the health and safety of Salinas Fire Department personnel through training and an established Health/Wellness Program.

5. **Maximize Fire Prevention/Community Outreach:**

- a. Improve fire prevention and public safety awareness through Fire Safety PSA's.
- b. Continue Career Day partnerships with local junior high schools, high schools and colleges.

6. **Enhance Emergency Medical Services**

- a. Research fee for service opportunities – First Responder Fees, Advance Life Support (ALS) partnership(s) and ambulance transport service.
- b. Utilize CSA 74 funding to minimize fiscal impacts to the general fund.
- c. Establish a first responder-training program for public safety agencies where appropriate.

Excellent Infrastructure

1. **Seek Community Input:**

- a. Infrastructure needs identified for future enhancements to the Fire Department.

2. **Categorize needs based on low medium and high priority:**

- a. Infrastructure, apparatus and equipment costs have been established and prioritized.

3. **Define and agree on an approach that addresses the priority infrastructure needs:**

- a. Work with City staff to ensure Fire Department facilities meet essential services building standards.

4. **Develop a timeline for implementation:**

- a. Once funding is secured, a timeline will be established.

Quality of Life

1. **Youth Soccer Fields at Constitution Park:**

2. **Continued support for recreational activities, libraries and sports:**

Major Budget Changes

Received a \$2.9 million Homeland Security SAFER grant to pay for Eleven (11) Firefighter positions.

FIRE DEPARTMENT Summary

Expenditures by Program	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
4505 Administration Division	418,495	403,600	380,100	419,100
4510 Suppression Division	15,707,383	15,759,929	16,199,900	16,787,900
4520 Emergency Medical Svcs Division	561,862	634,700	609,800	576,900
4530 Prevention Division	388,890	494,200	508,200	522,000
4540 Training Division	110,076	87,600	382,300	393,900
4560 Vehicle Maintenance Division	288,899	301,400	300,300	304,600
4570 Hazardous Material Control Division	152,640	184,400	216,200	223,000
TOTAL	17,628,245	17,865,829	18,596,800	19,227,400

Expenditures by Character

1. Employee Services	16,616,879	16,719,362	17,291,034	17,899,934
2. Office Supplies & Materials	7,649	10,700	12,000	12,000
3. Bldg/Veh/Equip Maint/Supplies	147,053	144,200	144,600	144,600
4. Vehicle Fuels & Lubricants	106,093	112,200	102,200	102,200
5. Small Tools & Equipment	13,175	17,900	18,400	18,400
6. Clothing & Personal Equip	44,557	50,500	49,100	50,100
7. Books and Publications	3,889	2,700	3,700	3,700
8. Special Dept Supplies	9,126	27,900	26,300	26,300
9. Communications	401,806	449,190	459,500	469,700
10. Utilities	47,839	58,000	56,000	56,000
11. Contract Maintenance Services	134,496	150,517	154,300	154,300
12. Professional Services	7,900	23,300	30,800	41,300
13. Outside Services	14,268	12,450	12,400	12,400
14. Training/Conferences/Meetings	39,213	45,900	54,900	54,900
15. Membership & Dues	1,177	1,010	1,200	1,200
16. Insurance and Bonds			175,366	175,366
17. Buildings	16,143			
18. Capital Outlay	16,982	40,000	5,000	5,000
TOTAL	17,628,245	17,865,829	18,596,800	19,227,400

Expenditures by Fund

General Fund	15,627,370	16,492,767	16,398,700	17,287,600
Measure V Fund	53,860	95,000	93,600	93,600
Emergency Medical Services Fund	561,862	634,700	609,800	576,900
SAFER Grant 2013			1,494,700	1,269,300
SAFER Grant 2011	1,385,153	643,362		
TOTAL	17,628,245	17,865,829	18,596,800	19,227,400

FIRE DEPARTMENT

Summary

Workforce by Program	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
4505 Administration Division	3.000	2.000	2.000	2.000
4510 Suppression Division	91.000	89.000	83.825	83.825
4520 Emergency Medical Svcs Division			0.175	0.175
4530 Prevention Division	3.000	3.000	3.000	3.000
4540 Training Division			1.000	1.000
TOTAL	97.000	94.000	90.000	90.000



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FIRE DEPARTMENT Administration

4505

Purpose

The Administration Division is responsible for integrating the initiatives, goals, and objectives established by the City Council into the support and delivery Divisions of the Fire Department. The Administrative Division provides for the overall management of the Department by the development of new programs, policies and procedures, the promotion of life safety, environmental protection, and the provision of administrative support for Fire Department personnel, while ensuring Federal, State, local laws, Memoranda of Understanding and contractual agreement compliance. The Administration Division is also responsible for continuous self-assessment of Fire Department efficiency and the implementation of life safety programs.

Division Operations:

1. Utilize National Fire Incident Reporting System (NFIRS) data to assist with administrative and operational changes to improve department efficiencies and operational priorities.
2. Maintain Department staffing within acceptable levels to minimize overtime costs.
3. Provide cost effective fire and emergency medical services to the community.
4. Pursue grant funding to minimize fiscal impacts to the General fund.
5. Maintain a safe working environment for firefighters.
6. Track firefighter injuries and trends.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Firefighters Per Capita	0.6	0.6	0.6	0.6	0.6
Authorized Staffing	97	97	97	94	94
Overtime Costs	\$ 849,508	\$ 871,535	\$ 500,000	\$ 1,300,000	\$ 600,000
Dollar Value of Grant Applications	\$ 920,000	\$ 850,000	\$ 4,200,000	\$ 4,200,000	\$ 1,450,000
Dollar Value of Grants Awarded	\$ -	\$ -	\$ 2,900,000	\$ 3,500,000	TBD
Lost Days due to Injuries	1492	TBD	500	TBD	500

Major Budget Changes

The Fire Department received a two-year \$2.9 million SAFER grant to retain seven (7) previous SAFER grant funded Firefighter positions and hire four (4) Firefighters to fill vacancies. The retained Firefighter positions and new hires will reduce the Fire Department's Operating Budget by approximately \$1 – \$1.4 million per year for a period of two years, two year SAFER Grant.

Office Technician position is frozen.

**FIRE DEPARTMENT
Administration Division**

4505

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	404,342	354,000	360,490	399,490
2. Office Supplies & Materials	1,902	3,000	3,000	3,000
3. Special Dept Supplies	912	1,400	1,400	1,400
4. Communications	1,905	2,390	2,500	2,500
5. Contract Maintenance Services	962	1,250	1,300	1,300
6. Outside Services	7,500	6,050	6,000	6,000
7. Membership & Dues	972	510	700	700
8. Insurance and Bonds			4,710	4,710
9. Capital Outlay		35,000		
TOTAL	418,495	403,600	380,100	419,100

Authorized Positions	3	2	2	2
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Funding Source

General Fund

FIRE DEPARTMENT

Suppression Division

4510

Purpose

The Suppression Division is responsible for protecting life, property and the environment from the hazards of fire, explosion and hazardous materials incidents and for providing emergency paramedic services. These services are provided 24-hours a day through three Battalion Chiefs who command three platoons of Captains, Engineers, Firefighters, and Firefighter/Paramedics, who are the initial responders to calls for emergency service. These teams respond to over 12,000 calls per year with a daily minimum staffing of twenty-three personnel assigned to six fire engines, one ladder truck, and a hazardous materials incident response unit.

Division Operations:

1. To arrive at the scene of all emergency calls in a timely manner with a minimum of three (3) fire personnel.
2. To minimize fire losses after arrival of fire companies.
3. Continually update policies and procedures as new techniques and technologies become available and funding allows.
4. Develop fire personnel through career track development and training.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
4 Minute Response - NFPA Standard	60.20%		90%	27%	90%
4-6 Minute Response - General Plan Service Standard	90.40%		90%	75%	90%
17 Firefighters at structure fires within 8 minutes - NFPA Standard	81.70%		90%	78%	90%
Number of structure fires contained by 1st alarm assignment	N/A		100%	92%	100%
Total Structure Fires	95		0	120	0
Total Other Type Fires	263		0	250	0

Major Budget Changes

1. Three (3) Fire Captain positions frozen (Firefighters Union Concession)
2. Six (6) firefighter vacancies (attrition)

FIRE DEPARTMENT

Suppression Division

4510

	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
Operating Expenditures				
1. Employee Services	14,952,759	14,933,862	15,202,853	15,769,153
2. Office Supplies & Materials	2,653	3,200	3,200	3,200
3. Bldg/Veh/Equip Maint/Supplies	18,433	26,000	26,000	26,000
4. Vehicle Fuels & Lubricants	99,523	105,000	95,000	95,000
5. Small Tools & Equipment	11,368	14,000	14,000	14,000
6. Clothing & Personal Equip	43,057	49,000	45,500	46,500
7. Books and Publications	1,593	700	700	700
8. Special Dept Supplies	6,256	21,500	21,000	21,000
9. Communications	388,676	434,000	444,200	454,400
10. Utilities	47,839	58,000	56,000	56,000
11. Contract Maintenance Services	89,527	87,267	93,000	93,000
12. Professional Services	5,806	16,000	23,500	34,000
13. Outside Services	6,768	6,400	6,400	6,400
14. Insurance and Bonds			163,547	163,547
15. Buildings	16,143			
16. Capital Outlay	16,982	5,000	5,000	5,000
TOTAL	15,707,383	15,759,929	16,199,900	16,787,900
Authorized Positions	91.000	89.000	83.825	83.825

Funding Source

General Fund

FIRE DEPARTMENT

Emergency Medical Services Division

4520

Purpose

The EMS Division provides 24-hour advanced life support medical invention at the paramedic 1st responder level through 27 crossed trained firefighter/paramedics. The objective is to respond to medical emergencies to begin early treatment and care of the ill and/or injured. Fire Department paramedics will continue care of critical patients during transport to the local hospitals.

Division Operations:

1. To provide State certified Advanced and Basic Life Support medical personnel to render critical care to enhance the community's quality of life.
2. Provide training and continuing education that meets or exceeds State of California standards to all Fire Department personnel.
3. Provide Tactical Swat Paramedics for law enforcement operations.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Paramedics	27	27	27	27	27
Number of EMT's	63	63	63	63	67
EMS Training Hours	1,487	1,278	1,500	1,404	1,452
Total EMS Responses	7,520	8,010	7,600	8,200	8,400

Major Budget Changes

1. The EMS Officer position was reactivated utilizing CSA – 74 funds to offset the costs of the position.

FIRE DEPARTMENT
Emergency Medical Svcs Division

4520

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	532,943	587,600	562,700	529,800
2. Office Supplies & Materials	145	800	800	800
3. Bldg/Veh/Equip Maint/Supplies	7,183	16,000	16,000	16,000
4. Communications	1,500	1,500	1,500	1,500
5. Contract Maintenance Services	7,284	14,500	14,500	14,500
6. Professional Services	1,969	1,300	1,300	1,300
7. Training/Conferences/Meetings	10,838	12,900	12,900	12,900
8. Membership & Dues		100	100	100
TOTAL	561,862	634,700	609,800	576,900

Authorized Positions 0.175 0.175

Funding Source

Emergency Medical Services Fund

FIRE DEPARTMENT

Prevention Division

4530

Purpose

The Fire Prevention Division is charged with the implementation, administration and enforcement of the provisions of the California Fire Code (CFC), as authorized by California Code of Regulations, Title 19 and Title 24. The CFC establishes the minimum requirements consistent with nationally recognized practices to safeguard the public health, safety and general welfare from:

1. The hazard of fire and explosion arising from the storage, handling or use of structures, materials or devices;
2. Conditions hazardous to life, property or public welfare in the occupancy of structures or premises;
3. Fire hazards in the structure or on the premises from occupancy or operation;
4. Matters related to the construction, extension, repair, alteration or removal of fire suppression or alarm systems; and
5. Conditions affecting the safety of firefighters and emergency responders during emergency operations.

Division Operations:

1. To provide community programs and inspections that enhances the safety and wellbeing of Salinas residents and businesses.
2. To provide fire and life safety education to Salinas schools and community groups upon request.
3. Conduct annual mandatory inspections of multi-family (R-2) dwellings.
4. Conduct annual inspections of commercial occupancies.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Fire & Life Safety Education	6	20	20	18	20
Public Safety Demonstrations	56	78	20	69	20
Total Number of Multi-Family Inspections	1,131	1,119	1,300	862	900
Total Number of Commercial/Fire Permit Inspections	941	827	500	1,073	1,000
Fire Code Complaint Inspections	539	489	500	350	400
Number of Fire Plan Checks	512	531	600	772	800
Number of Development Reviews (DRC)	88	93	75	78	75

Major Budget Changes

1. Fill three Shift Inspectors positions to assist with Life and Fire Safety Inspections.

FIRE DEPARTMENT

Prevention Division

4530

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	379,240	480,800	488,786	502,586
2. Office Supplies & Materials	2,012	1,700	3,000	3,000
3. Bldg/Veh/Equip Maint/Supplies		100	100	100
4. Vehicle Fuels & Lubricants		700	700	700
5. Small Tools & Equipment		400	400	400
6. Clothing & Personal Equip			1,600	1,600
7. Books and Publications	1,742	1,000	2,000	2,000
8. Special Dept Supplies	1,232	3,900	2,800	2,800
9. Communications	2,835	3,200	3,200	3,200
10. Training/Conferences/Meetings	1,624	2,000	2,000	2,000
11. Membership & Dues	205	400	400	400
12. Insurance and Bonds			3,214	3,214
TOTAL	388,890	494,200	508,200	522,000

Authorized Positions	3	3	3	3
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Funding Source

General Fund, Measure V Fund

FIRE DEPARTMENT Training Division

4540

Purpose

The Training Division's mission is to provide fire department personnel with the highest standard of professionalism, safety and expertise by providing organizational planning, development, and promotion of safe practices.

Division Operations:

1. To provide the training required to meet National Fire Protection Association (NFPA) standards, Federal & State Fire Training mandates, Insurance Services Office (ISO), and local requirements.
2. To ensure firefighter safety.
3. To provide all firefighters a minimum of 120 training hours under the supervision of qualified trainers in a controlled environment.
4. To provide four (Phase 1 and Phase 2) Draeger Class 'A' burn simulations per year to all fire suppression personnel.
5. Provide tractor drawn (tiller) training to 100% of fire suppression personnel.
6. Provide OES engine training to 100% of fire suppression personnel.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Total Number of Training Hours (Department)	33,035		18,000	6,000	20,000
Mandated Training Compliance (Department) - %	85%		100%		100%
Number of Firefighters Trained - Class A Burn Trailers	N/A		87	70	88

Major Budget Changes

1. A 14-week Firefighter Academy in FY 2014-15 for SAFER Grant Firefighters – Cost \$30,000.

FIRE DEPARTMENT
Training Division

4540

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	78,840	49,000	343,330	354,930
2. Office Supplies & Materials	937	2,000	2,000	2,000
3. Books and Publications	554	1,000	1,000	1,000
4. Special Dept Supplies	726	1,100	1,100	1,100
5. Communications	6,890	8,000	8,000	8,000
6. Contract Maintenance Services	345	500	500	500
7. Professional Services	125	6,000	6,000	6,000
8. Training/Conferences/Meetings	21,659	20,000	20,000	20,000
9. Insurance and Bonds			370	370
TOTAL	110,076	87,600	382,300	393,900

Authorized Positions 1 1

Funding Source

General Fund

FIRE DEPARTMENT

Vehicle Maintenance Division

4560

Purpose

The Vehicle Maintenance Division repairs and maintains all Fire Department vehicle and firefighting apparatus in accordance with National, State, DMV, NFPA and OSHA mandates. This is accomplished through scheduled preventive maintenance and on-demand repairs utilizing cross-trained firefighter mechanics. Repairs beyond the scope of fire mechanics are contracted out to qualified repair facilities.

Division Operations:

1. Maintain and support an efficient and safe fleet of emergency response vehicles minimizing on-duty crew down time.
2. Maintain safe and functional auxiliary fire equipment.
3. Maintain fully functional reserve fire apparatus for use as frontline apparatus.
4. Track In-Service time of reserve and front-line apparatus.
5. Ensure all aerial and ground ladders are tested annually per manufacturer's specifications and NFPA standards.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Scheduled Maintenance Compliance - %	100%	100%	100%	100%	100%
Aerial & Ground Ladder Testing Compliance - %	100%	100%	100%	100%	100%

Major Budget Changes

None

FIRE DEPARTMENT
Vehicle Maintenance Division

4560

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	120,523	134,900	135,929	140,229
2. Bldg/Veh/Equip Maint/Supplies	119,892	100,000	98,500	98,500
3. Vehicle Fuels & Lubricants	6,570	6,500	6,500	6,500
4. Small Tools & Equipment	1,317	3,000	3,000	3,000
5. Contract Maintenance Services	36,378	47,000	45,000	45,000
6. Training/Conferences/Meetings	4,219	10,000	10,000	10,000
7. Insurance and Bonds			1,371	1,371
TOTAL	288,899	301,400	300,300	304,600

Authorized Positions

Funding Source

General Fund

FIRE DEPARTMENT

Hazardous Material Control Division

4570

Purpose

The Hazardous Material Control Division is responsible for the effective control and initial mitigation of hazardous material emergencies in order to protect life, the environment and property. Eighteen (18) fire suppression personnel are cross-trained and equipped as Hazardous Materials Specialists. The Haz Mat Team also provides technical support, advice and training to Salinas businesses that utilize potentially hazardous materials in processing or manufacturing. Under the Hazardous Materials Response Plan, the City's Haz Mat Team provides emergency responses to the Salinas community and the County of Monterey.

Division Operations:

1. Ensure the safety of Hazardous Materials Team members through scheduled training.
2. Respond to hazardous material emergencies and minimize impacts to the community.
3. Process Certified Unified Program Agency (CUPA) reimbursements.
4. Provide quarterly training for Hazardous Material Team members.
5. Prepare and submit quarterly CUPA reimbursement reports.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Total Training Hours	476		1,335	621	832
Annual CUPA Reimbursement	\$ 97,102		\$ 125,000	\$ 125,000	\$ 130,000

Major Budget Changes

None

FIRE DEPARTMENT
Hazardous Material Control Division

4570

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	148,232	179,200	196,946	203,746
2. Bldg/Veh/Equip Maint/Supplies	1,545	2,100	4,000	4,000
3. Small Tools & Equipment	490	500	1,000	1,000
4. Clothing & Personal Equip	1,500	1,500	2,000	2,000
5. Communications		100	100	100
6. Training/Conferences/Meetings	873	1,000	10,000	10,000
7. Insurance and Bonds			2,154	2,154
TOTAL	152,640	184,400	216,200	223,000

Authorized Positions

Funding Source

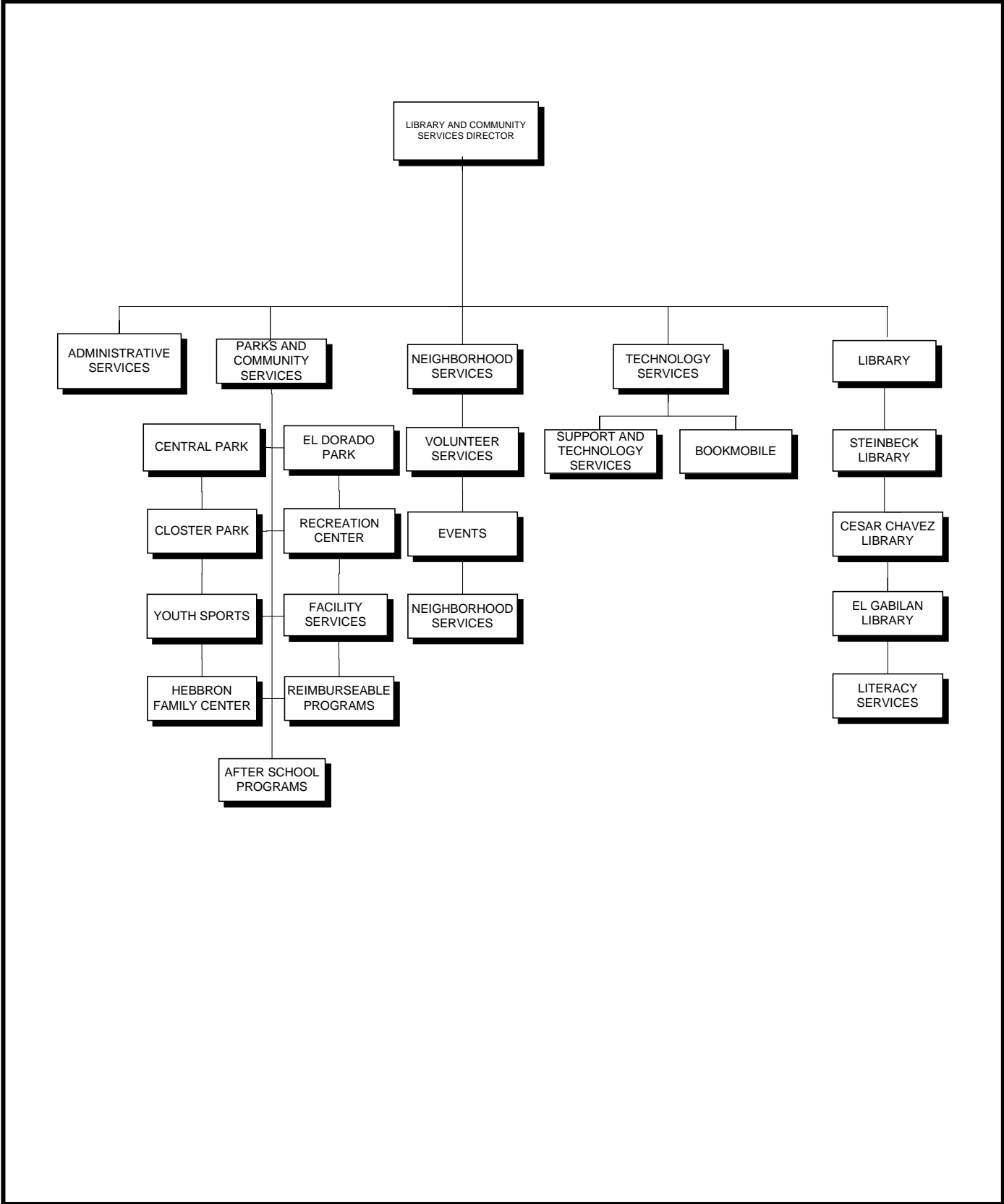
General Fund

FIRE DEPARTMENT

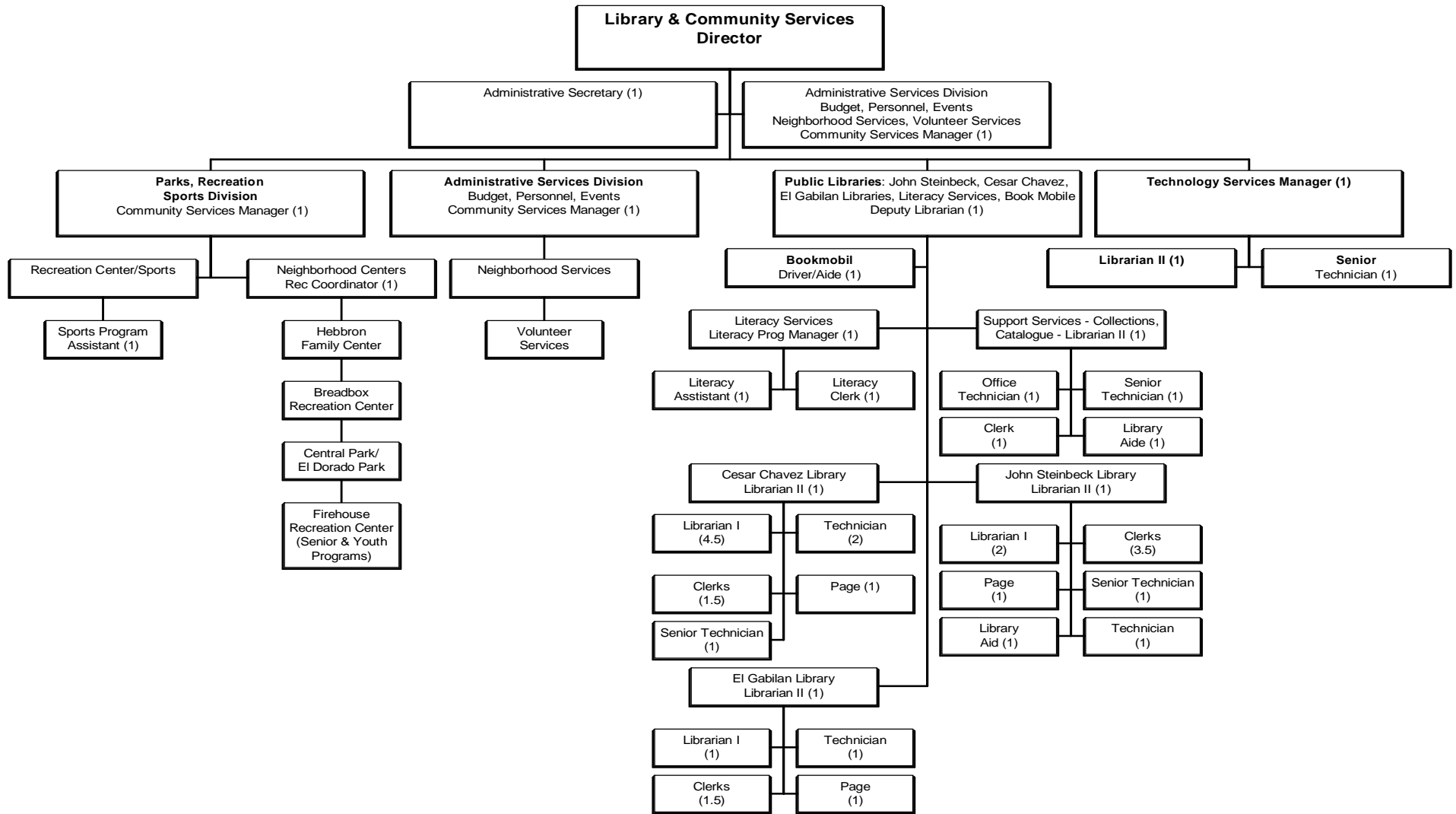
Work Force

	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Administration Division				
Fire Chief	1.000	1.000	1.000	1.000
Administrative Secretary	1.000	1.000	1.000	1.000
Office Technician	1.000	1.000		
Office Technician(Frozen)		-1.000		
Total	3.000	2.000	2.000	2.000
Suppression Division				
Deputy Fire Chief	1.000	1.000	1.000	1.000
Fire Captain (Frozen)			-3.000	-3.000
Fire Captain	24.000	24.000	24.000	24.000
Battalion Chief	3.000	3.000	3.000	3.000
Firefighter (Grant 2011)	12.000	12.000		
Firefighter	27.000	26.000	25.000	25.000
Firefighter (Grant 2014)			11.000	11.000
Firefighter (Frozen)		-2.000	-2.000	-2.000
Fire Engineer	24.000	24.000	24.000	24.000
Emergency Med Svcs Offcr		1.000	0.825	0.825
Total	91.000	89.000	83.825	83.825
Emergency Medical Svcs Division				
Emergency Med Svcs Offcr			0.175	0.175
Prevention Division				
Fire Inspector	3.000	3.000	3.000	3.000
Training Division				
Division Chief EMS/Trng			1.000	1.000
Department Total	97.000	94.000	90.000	90.000

LIBRARY AND COMMUNITY SERVICES



LIBRARY AND COMMUNITY SERVICES DEPARTMENT Organization Chart



LIBRARY AND COMMUNITY SERVICES DEPARTMENT

Summary

Purpose

The Library and Community Services Department (LCS D) consists of services utilized by the majority of residents through, the Library, Parks & Recreation, Volunteer Services, and City Arts that all function as a public commons for a diverse community to improve the quality of life. The LCS D provides opportunities and programs for books and study, sports and recreation, intellectual curiosity, family literacy, parks as gathering venues, social networking, technology inclusion, environmental awareness and art appreciation for an active and healthy lifestyle for all ages. Program services include libraries, recreation centers, parks, playgrounds, after school programs, youth sports, Bookmobile, Snappymobile literacy van, and leased facilities including two golf courses, the Salinas Aquatic Center, Community Center/Sherwood Hall, Firehouse Center with Seniors, and the Alisal Center for the Fine Arts at the Bread Box Recreation Center. Partnerships and creative colorations are developed with multi-government agencies, schools, community series groups, foundations and organizations.

Top Accomplishments for FY 2013-14

Economic Diversity and Prosperity

1. Over 30 jobs provided to youth through program grants.
2. Many educational opportunities provided through workshops and programs for innovation and creativity.
3. Investment in a new Cesar Chavez Library expanded services for education, literacy and job potential.
4. The City once again undertook management of the Community Center facility. The facility is available for rent to the community for private, public and commercial events.

Safe, Livable Community

1. Libraries and Recreation Centers provided safe places for youth to learn, study, play and participate in sports.
2. Afterschool programs for children and youth provided positive places to spend their time all year long.
3. Over 613,000 residents visited libraries, and over 450,000 utilized sports and programs at Recreation Centers.

Effective, Sustainable Government

1. Libraries, Parks and Recreation provided year-round programs for residents making them the most use city services on a daily basis with a minimal investment of 7% of the General Fund.
2. Volunteers, school students, and CSUMB Service Learners contributed to services.

Excellent Infrastructure

1. Almost all employees at libraries and recreation centers work directly with the public.
2. Work with the public to assist them in providing special events to the community.

Quality of Life

1. Libraries were open seven days a week, Parks and Recreation provided a wide variety of sports programs, and Art projects such as the Sister City Collection in the new city hall Art Space, and the restoration of the Claes Oldenburg "Hat in Three Stages of Landing" expand opportunities for growth and development.
2. Volunteers, Youth Commission, and Commissioners contributed to the development of services.

LIBRARY AND COMMUNITY SERVICES DEPARTMENT

Summary (Continued)

City Council Goals, Strategies, and Objectives for FY 2014-15

Economic Diversity and Prosperity

1. Continue to provide jobs for youth through grants and collaboration with CSUMB Service Learning.
2. Expand educational opportunities through programs and services for youth development.
3. Plan for a new El Gabilan Library.
4. Continue to operate the Community Center facility available for rent to the community for private, public and commercial events.

Safe, Livable Community

1. Increase usage of libraries and recreation centers by 10%.
2. Provide more afterschool programs through grants.
3. Increase volunteers, high school students, and CSUMB Service Learning assistance.
4. Seek outside funding to upgrade our park facilities with new ground material, play equipment, benches, drinking fountains, etc.
5. Continue to seek means to showcase the City Art.
6. Continue to work with the community to expand the art experience to the community.

Effective, Sustainable Government

1. Continue to provide services and programs with minimal investment from the General Fund, more Measure V funding, and grants.

Excellent Infrastructure

1. Continue to provide excellent customer service through employee training, and direct work with the public.
2. Continue to work with the Youth Commission, and LCSD Commissioners on new services.

Quality of Life

1. Keep libraries open seven days a week, and expand recreation center hours to include weekends.
2. Continue Breadbox and Hebborn Family Center weekend programs for teens.
3. Expand the El Gabilan Library.
4. Maintain \$1 million in grants for programs and services.

Major Budget Changes

Four (4) positions frozen, one the Deputy Librarian (only manager for all library services).

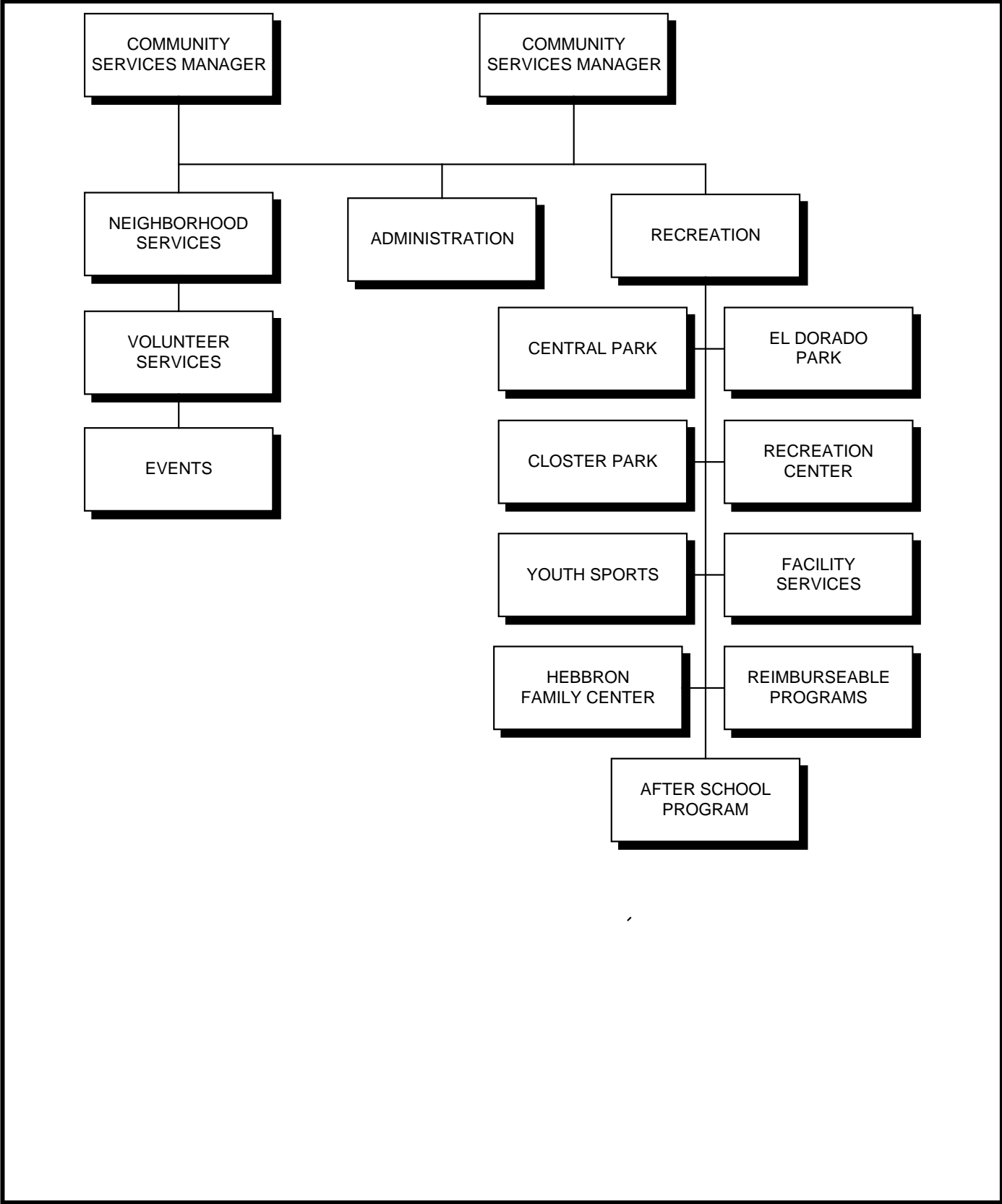
LIBRARY AND COMMUNITY SERVICES DEPARTMENT Summary

	<u>12-13 Actual</u>	<u>13-14 Budget</u>	<u>14-15 Adopted</u>	<u>15-16 Plan</u>
Expenditures by Program				
Parks and Community Services	1,257,678	1,605,299	1,503,700	1,533,000
Library	3,841,418	4,264,500	4,317,200	4,486,200
Total	<u><u>5,099,096</u></u>	<u><u>5,869,799</u></u>	<u><u>5,820,900</u></u>	<u><u>6,019,200</u></u>
Workforce by Program				
Parks and Community Services	6.00	6.00	6.00	6.00
Library	45.50	43.50	43.50	43.50
Total	<u><u>51.50</u></u>	<u><u>49.50</u></u>	<u><u>49.50</u></u>	<u><u>49.50</u></u>



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PARKS AND COMMUNITY SERVICES



PARKS AND COMMUNITY SERVICES

Summary

Expenditures by Program	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
5510 Administration Division	402,392	419,800	373,400	390,800
5515 Neighborhood Services Division	7,952	12,200	32,200	32,200
5527 Closter Park Division	5,575	7,500	7,500	7,500
5528 El Dorado Park Division	11,243	29,900	29,900	29,900
5529 Central Park Division	17,994	19,600	19,600	19,600
5531 Facility Services Division	2,344	8,500	8,500	8,500
5532 Reimbursable Rec Activities	66,162	161,599	160,700	160,700
5533 Youth Sports Division	159,430	167,500	168,900	172,000
5536 Recreation Center Division	40,276	49,100	58,500	58,500
5537 Firehouse Rec Center Division	14,715	32,900	35,800	35,800
5538 Hebron Heights Rec Center Division	37,240	59,000	62,500	62,500
5541 Afterschool Programs Division	383,426	307,200	313,200	322,000
5550 Community Center Division	108,929	330,500	233,000	233,000
TOTAL	1,257,678	1,605,299	1,503,700	1,533,000

Expenditures by Character

1. Employee Services	921,570	896,600	957,969	987,269
2. Office Supplies & Materials	6,295	8,000	8,000	8,000
3. Bldg/Veh/Equip Maint/Supplies	8,540	18,000	18,000	18,000
4. Vehicle Fuels & Lubricants	1,391	1,000	2,200	2,200
5. Small Tools & Equipment		400	400	400
6. Clothing & Personal Equip		1,000	1,000	1,000
7. Special Dept Supplies	54,051	74,800	74,800	74,800
8. Communications	9,264	11,900	15,900	15,900
9. Utilities	82,524	125,200	128,900	128,900
10. Contract Maintenance Services	60,091	75,500	84,900	84,900
11. Professional Services	43,354	310,799	126,200	126,200
12. Outside Services	37,784	50,000	50,000	50,000
13. Advertising	5,611	17,000	17,000	17,000
14. Training/Conferences/Meetings	26	900	900	900
15. Membership & Dues		800	800	800
16. Insurance and Bonds			3,331	3,331
17. Refunds & Reimb Damages	1,074	3,400	3,400	3,400
18. Recognition-Award-Protocol	6,303	10,000	10,000	10,000
19. Impvt Other Than Buildings	19,800			
TOTAL	1,257,678	1,605,299	1,503,700	1,533,000

PARKS AND COMMUNITY SERVICES

Summary

Expenditures by Fund	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
General Fund	776,408	1,120,399	746,800	759,700
Measure V Fund	481,270	484,900	756,900	773,300
TOTAL	1,257,678	1,605,299	1,503,700	1,533,000

Workforce by Program

5510	Administration Division	3	3	3	3
5533	Youth Sports Division	1	1	1	1
5541	Afterschool Programs Division	2	2	2	2
	TOTAL	6	6	6	6

PARKS AND COMMUNITY SERVICES

Administration

5510

Purpose

Provide management, leadership and administration to carry out the work of the division in providing a wide range of program services in parks and recreation centers.

Division Operations

1. Provide support and oversight to the Advance and Current Planning Divisions.
2. Provide the Library and Community Service Commission with opportunities for input on critical Library, Recreation and Park services.
3. Continue to practice excellent customer service.
4. Coordinate the Capital Improvement Program with the expansion and improvement of recreation and park facilities.
5. Monitor lease agreements at Twin Creeks, Fairways Golf Courses, Salinas Aquatic Center, Firehouse, Closter Park, Bread Box, Tennis Center and the Salinas Community Center.
6. Provide overall budget, project, and program management.
7. Review fees for service programs to increase cost recovery.
8. Monitor/coordinate the community Special Event Permit process.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Employees (including temporary)	68	83	77	80	80
Number of Attendees at Recreation Centers	252,192	292,785	280,000	280,000	280,000
Number of Youth Commission Events/Activities		7	8	5	5
Number of Participants Attending Youth Commission Events	1,200	1,100	1,200	1,650	1,400
Number of Special Event Permits Issued	134	92	135	135	135
Number of Annual Hours Spent in Support of CASP	85	108	125	125	125
Number of Annual Hours Spent Attending Community Meetings/Events	115	200	275	200	200

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES
Administration Division

5510

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	372,422	366,300	317,243	334,643
2. Office Supplies & Materials	1,663	1,400	1,400	1,400
3. Bldg/Veh/Equip Maint/Supplies	831	1,500	1,500	1,500
4. Vehicle Fuels & Lubricants	288	400	400	400
5. Small Tools & Equipment		400	400	400
6. Clothing & Personal Equip		1,000	1,000	1,000
7. Special Dept Supplies	444	800	800	800
8. Communications	3,538	5,200	5,200	5,200
9. Professional Services	9,240	10,000	10,000	10,000
10. Outside Services	2,052	5,000	5,000	5,000
11. Advertising	5,611	17,000	17,000	17,000
12. Membership & Dues		800	800	800
13. Insurance and Bonds			2,657	2,657
14. Recognition-Award-Protocol	6,303	10,000	10,000	10,000
TOTAL	402,392	419,800	373,400	390,800

Authorized Positions	3	3	3	3
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Funding Source

General Fund, Measure V Fund

PARKS AND COMMUNITY SERVICES

Volunteer and Neighborhood Services

5515

Purpose

Encourage and support volunteerism and neighborhood engagement activities, coordinate the implementation of solutions to neighborhood issues, and assist with the work of violence prevention collaborative.

Division Operations

1. Community Engagement; council district meetings, budget information meetings and town hall meetings.
2. Volunteer Services Program; recruitment, recognize volunteers, database and consolidate statistics for all city volunteers.
3. Neighborhood support: clean-ups, block parties, information on community resources and beautification.
4. Provide excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Council District Cleanups	6	6	6	7	7
Community Meetings	6	6	6	9	7
City-wide Volunteer Hours Performed	20,756	23,554	17,377	26,723	26,700

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES
Neighborhood Services Division

5515

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services			20,000	20,000
2. Office Supplies & Materials	1,998	2,600	2,600	2,600
3. Special Dept Supplies	5,152	8,200	8,200	8,200
4. Communications	802	1,400	1,400	1,400
TOTAL	7,952	12,200	32,200	32,200

Authorized Positions

Funding Source

General Fund, Measure V Fund

PARKS AND COMMUNITY SERVICES

Closter Park

5527

Purpose

Provide a wide range of activities for all ages to create wholesome experiences for physical and mental well-being.

Division Operations

1. Practice excellent customer service.
2. Continue to monitor lease with the Salinas Boxing Club.
3. Keep the Park and Recreation Center in good condition.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
*Unavailable. Facility leased to Salinas Boxing Club	NA	NA	NA	NA	NA

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES
Closter Park Division

5527

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services				
2. Bldg/Veh/Equip Maint/Supplies		800	800	800
3. Communications	300	300	300	300
4. Utilities	4,270	4,900	4,900	4,900
5. Contract Maintenance Services	1,005	1,500	1,500	1,500
TOTAL	5,575	7,500	7,500	7,500

Authorized Positions

Funding Source

General Fund, Measure V Fund

PARKS AND COMMUNITY SERVICES

El Dorado Park

5528

Purpose

Operate a recreation center and manage sports fields to provide a wide range of activities for all ages.

Division Operations

1. Offer a diversity of recreation and social prevention programs for all ages.
2. Working with school districts and other organizations on co-sponsored programs.
3. Develop ways to market our recreation programs to the community.
4. Provide space at the facility for use by community groups and organizations.
5. Continue to practice excellent customer service.
6. Keep the park and Recreation Center in good condition.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Program Attendees	55,020	52,684	51,000	51,000	51,000

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES
El Dorado Park Division

5528

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	210	15,000	15,000	15,000
2. Bldg/Veh/Equip Maint/Supplies	1,608	2,800	2,800	2,800
3. Communications	604	500	500	500
4. Utilities	6,124	8,500	8,500	8,500
5. Contract Maintenance Services	1,409	1,800	1,800	1,800
6. Professional Services	1,288	1,300	1,300	1,300
TOTAL	11,243	29,900	29,900	29,900

Authorized Positions

Funding Source

General Fund, Measure V Fund

PARKS AND COMMUNITY SERVICES

Central Park

5529

Purpose

Operate a recreation center and provide a wide range of activities for all ages to create wholesome experience for educational, social, physical and mental well-being.

Division Operations

1. Offer diverse recreation and prevention programs for all ages.
2. Work with school districts and other organizations on co-sponsored programs.
3. Publicize the City's recreation programs to the community.
4. Continue to practice excellent customer service.
5. Keep the park and Recreation Center in good condition.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Program Attendees	33,489	47,657	40,000	40,000	40,000

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES
Central Park Division

5529

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	10,373	9,500	9,500	9,500
2. Office Supplies & Materials	661	1,000	1,000	1,000
3. Bldg/Veh/Equip Maint/Supplies	1,074	2,200	2,200	2,200
4. Special Dept Supplies	1,708	1,700	1,700	1,700
5. Communications	331	300	300	300
6. Utilities	2,321	2,400	2,400	2,400
7. Contract Maintenance Services	485	1,200	1,200	1,200
8. Professional Services	1,041	1,300	1,300	1,300
TOTAL	17,994	19,600	19,600	19,600

Authorized Positions

Funding Source

General Fund, Measure V Fund

PARKS AND COMMUNITY SERVICES

Facility Services

5531

Purpose

Manage the rental of Park and Recreation facilities to groups and organizations.

Division Operations

1. Manage rental of the sports fields to local teams and organizations (high school /senior league baseball/football, youth leagues, college baseball and special events) when available at the approved fee schedule.
2. Provide the opportunity to rent our recreation facilities including the Community Park buildings, Breadbox, Hebron Family Center and Recreation Center when available at the approved fee schedule
3. Continue to practice excellent customer service.
4. Continue working with school districts in sharing facilities.
5. Continue to work with theatrical groups, musicians and teen bands to provide programs, summer concerts and community entertainment at Sherwood Park Outdoor stage and Natividad Creek Park.
6. Continue to monitor the process of bounce – house reservations at three park sites.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Revenue Collected	\$ 33,373	\$ 9,331	\$ 10,000	\$ 10,000	\$ 10,000
Bounce House Permits Issued	50	40	60	45	45

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES
Facility Services Division

5531

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	2,294	6,800	6,800	6,800
2. Special Dept Supplies		500	500	500
3. Refunds & Reimb Damages	50	1,200	1,200	1,200
TOTAL	2,344	8,500	8,500	8,500

Authorized Positions

Funding Source

General Fund

PARKS AND COMMUNITY SERVICES

Reimbursable Recreation Activities

5532

Purpose

Manage fee-based programs of specialized recreation activities such as classes, trips, day camps, sports clinics, senior activities/dinners, youth and tot activities where the participant pays for the service rendered.

Division Operations

1. Manage fee-paid recreation and leisure activities, excursions, trips and school vacation camp programs for all age groups at our recreation facilities.
2. Continue to practice excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Revenue Collected	\$ 50,248	\$ 53,697	\$ 50,000	\$ 50,000	\$ 50,000

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES
Reimbursable Rec Activities

5532

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	33,862	32,400	32,400	32,400
2. Special Dept Supplies	1,536	17,900	17,900	17,900
3. Professional Services	30,724	110,499	109,600	109,600
4. Refunds & Reimb Damages	40	800	800	800
TOTAL	66,162	161,599	160,700	160,700

Authorized Positions

Funding Source

General Fund

PARKS AND COMMUNITY SERVICES

Youth Sports

5533

Purpose

Provide youth sports programs to the community in a learning atmosphere, emphasizing participation, sportsmanship and fun. These activities will offset costs for officials, coaches, equipment and supplies through fees paid by the participants.

Division Operations

1. Provide organized sports programs and youth league activities in flag football, soccer, basketball, volleyball and softball for young people of elementary, junior high, and high school age.
2. Continue to provide workshops/clinics to develop team/individual skills for play in leagues operated by the City.
3. Continue to practice excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Registered Participants	4,004	4,051	3,950	4,000	4,000
Volunteer Coaches Hours Performed	12,882	11,718	12,000	12,000	12,000
Revenue Collected	\$ 95,566	\$ 94,351	\$ 85,000	\$ 90,000	\$ 90,000

Major Budget Changes

The Administrative Secretary position assigned to the Recreation Center was moved to City Hall in January of 2012 when a Library and Community Services office area and art gallery was established. The Recreation Center Office is now being staffed by a Library Office Technician who is also responsible for Library Support Services purchasing. As a result additional support from temporary employees is necessary. No additional resources have been provided for the temporary employees; this will result in a reduction of staffing for after school enrichment programs at the neighborhood centers.

PARKS AND COMMUNITY SERVICES
Youth Sports Division

5533

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	124,255	128,100	128,826	131,926
2. Special Dept Supplies	33,094	33,200	33,200	33,200
3. Communications	36	800	800	800
4. Professional Services	1,061	4,000	4,000	4,000
5. Insurance and Bonds			674	674
6. Refunds & Reimb Damages	984	1,400	1,400	1,400
TOTAL	159,430	167,500	168,900	172,000

Authorized Positions	1	1	1	1
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Funding Source

General Fund

PARKS AND COMMUNITY SERVICES

Recreation Center

5536

Purpose

Operate the Recreation Center facility and provide sports activities for all ages to create wholesome experiences for physical and mental well-being.

Division Operations

1. Work with school districts and other organizations on co-sponsored recreation sports programs and coordinate facility usage services.
2. Continue to develop programs for year-round school recreation and sports activities for youth.
3. Publicize our recreation programs to the community.
4. Continue to practice excellent customer service.
5. Keep the facility in good condition and monitor user groups.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Registrations Taken	4,004	4,051	3,950	4,000	4,000
Number of Program Attendees		54,673	52,000	52,000	52,000

Major Budget Changes

The Administrative Secretary position assigned to the Recreation Center was moved to City Hall in January of 2012 when a Library and Community Services office area and art gallery was established. The Recreation Center Office is now being staffed by a Library Office Technician who is also responsible for Library Support Services purchasing. As a result additional support from temporary employees is necessary. No additional resources have been provided for the temporary employees; this will result in a reduction of staffing for after school enrichment programs at the neighborhood centers.

PARKS AND COMMUNITY SERVICES
Recreation Center Division

5536

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	22,145	22,000	22,000	22,000
2. Office Supplies & Materials	1,434	2,000	2,000	2,000
3. Bldg/Veh/Equip Maint/Supplies	1,537	3,900	3,900	3,900
4. Vehicle Fuels & Lubricants	1,103	600	1,800	1,800
5. Special Dept Supplies	1,137	2,500	2,500	2,500
6. Communications	500	500	4,500	4,500
7. Utilities	9,729	13,300	13,300	13,300
8. Contract Maintenance Services	2,665	3,400	7,600	7,600
9. Training/Conferences/Meetings	26	900	900	900
TOTAL	40,276	49,100	58,500	58,500

Authorized Positions

Funding Source

General Fund, Measure V Fund

PARKS AND COMMUNITY SERVICES

Firehouse Recreation Center

5537

Purpose

Provide a variety of recreational activities for youth and seniors.

Division Operations

1. Monitor operation of Firehouse Recreation Center including compliance with lease terms.
2. Provide a variety of activities for seniors including meals.
3. Offer a program for year-round after-school activities for youth.
4. Continue to practice excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Program Attendees	14,693	16,598	16,000	16,000	16,000
Senior Volunteer Hours Performed	2,400	1,726	2,500	2,000	2,000
Number of Senior Meals Served	6,000	5,047	6,000	5,200	5,200

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES
Firehouse Rec Center Division

5537

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services		10,000	10,000	10,000
2. Bldg/Veh/Equip Maint/Supplies	1,588	3,300	3,300	3,300
3. Communications	746	700	700	700
4. Utilities	1,819	3,800	5,000	5,000
5. Contract Maintenance Services	10,562	15,100	16,800	16,800
TOTAL	14,715	32,900	35,800	35,800

Authorized Positions

Funding Source

General Fund, Measure V Fund

PARKS AND COMMUNITY SERVICES

Hebbron Heights Recreation Center

5538

Purpose

Operate the Hebbron Family Recreation Center and provide a wide range of activities for all ages to create wholesome experiences for physical and mental well-being. Support the CASP Neighborhood Initiative.

Division Operations

1. Work with school districts and other community-based organizations on co-sponsored recreation programs and coordinate facility usage by community groups and organizations.
2. Develop diverse prevention programs for year-round school recreation activities meeting the needs of neighborhood "at risk youth", including the teen recording studio.
3. Develop a variety of programs for neighborhood families to include Literacy and playgroups, preschool-tiny tots.
4. Publicize the recreation programs to the community.
5. Continue to practice excellent customer service.
6. Collaborate with CASP on neighborhood initiatives, including health, education, counseling services, leadership classes, resource referrals and intervention services, etc.
7. Expand the Saturday evening teen program through the CalGRIP VI grant.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Program Attendees	70,004	73,423	70,000	70,000	70,000
Number of Programs	1,849	1,703	2,000	2,000	2,000
Teen Volunteer Hours Performed	566	342	350	250	250

Major Budget Changes

The CalGRIP VI funding will cease December 31, 2014. Additional resources in the amount of \$20,000 will be required to sustain this program at Hebbron and the Bread Box Recreation Centers. This is a critical program that provides youth ages 12-18 with positive enrichment opportunities on Saturday Nights between 6:00-10:00 PM. The City is the only organization offering a program like this.

PARKS AND COMMUNITY SERVICES
Hebbron Heights Rec Center Division

5538

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	19,295	38,000	38,000	38,000
2. Office Supplies & Materials	539	1,000	1,000	1,000
3. Bldg/Veh/Equip Maint/Supplies	1,902	3,500	3,500	3,500
4. Communications	729	700	700	700
5. Utilities	11,476	13,300	13,300	13,300
6. Contract Maintenance Services	3,299	2,500	6,000	6,000
TOTAL	37,240	59,000	62,500	62,500

Authorized Positions

Funding Source

General Fund, Measure V Fund

PARKS AND COMMUNITY SERVICES

Afterschool Programs

5541

Purpose

Offer a variety of citywide afterschool programs that provide youth with a safe, healthy and productive environment while providing for continued learning opportunities and enrichment.

Division Operations

1. To provide enrichment programs in the areas of the fine arts, sports and various camp activities.
2. Provide programs during school year and vacation periods.
3. Offer diverse prevention programs for ages 5-18 years and "at-risk" youth.
4. Publicize our recreation programs to the community.
5. Collaborate with the Library on programs.
6. Continue to practice excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Free Lunches Served (Summer)	15,868	17,200	18,600	18,000	18,000
Number of Youth Field Trip Participants	280	210	200	200	200
Number of Summer Camp Participants	315	545	500	500	500

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES
Afterschool Programs Division

5541

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	336,714	252,200	258,200	267,000
2. Special Dept Supplies	10,980	10,000	10,000	10,000
3. Outside Services	35,732	45,000	45,000	45,000
TOTAL	383,426	307,200	313,200	322,000

Authorized Positions	2	2	2	2
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Funding Source

Measure V Fund, General Fund

PARKS AND COMMUNITY SERVICES

Community Center

5550

Purpose

Operate the Sherwood Hall side of the Salinas Community Center Complex. Manage lease of the Gabilan Rooms, Santa Lucia Room, Fremont Room and Office area of the Community Center complex.

Division Operations

1. Monitor the lease arrangements for the Meeting Room side of the Salinas Community Center Complex.
2. Operate Sherwood Hall- provide rental opportunities to community groups, City functions and outside promoters for commercial, provide and community programs and events.
3. Continue to practice excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Facility was leased thru July 2013 and the facility was underrenovation from Dcember 2013- February 2014					
Number of uses			120	139	
Number of Facility Attendees			32,000	60,000	

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES
Community Center Division

5550

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services		16,300	100,000	100,000
2. Special Dept Supplies				
3. Communications	1,678	1,500	1,500	1,500
4. Utilities	46,785	79,000	81,500	81,500
5. Contract Maintenance Services	40,666	50,000	50,000	50,000
6. Professional Services		183,700		
7. Impvt Other Than Buildings	19,800			
TOTAL	108,929	330,500	233,000	233,000

Authorized Positions

Funding Source

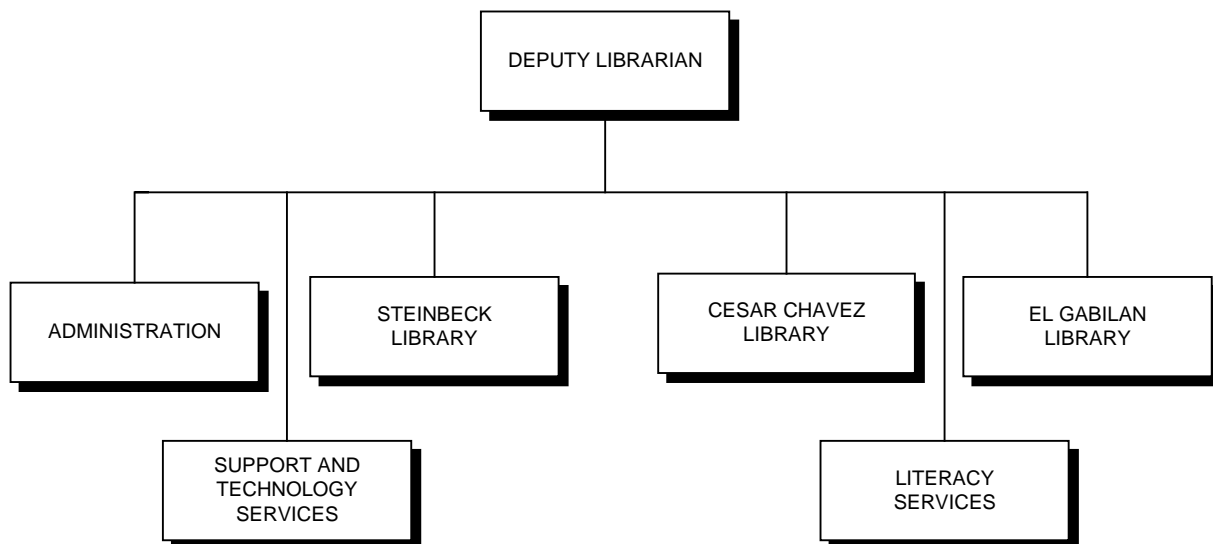
General Fund, Measure V Fund

PARKS AND COMMUNITY SERVICES

Work Force

	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Administration Division				
Admin Secretary (MV)	1	1	1	1
Comm Service Manager(1MV)	2	2	2	2
Total	3	3	3	3
 Youth Sports Division				
Sports Program Asst	1	1	1	1
 Afterschool Programs Division				
Recreation Coord (MV)	2	2	2	2
 Department Total	 6	 6	 6	 6

LIBRARY



LIBRARY Summary

Expenditures by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
6005	Administration Division	450,715	452,800	436,400	471,800
6009	Technology Services Division	219,688	322,700	348,100	368,100
6010	Support Services Division	615,242	678,100	850,300	871,900
6011	Steinbeck Library Division	929,939	998,300	846,600	857,100
6012	Cesar Chavez Library Division	931,979	1,052,600	1,064,700	1,120,700
6013	El Gabilan Library Division	426,855	491,000	499,400	514,600
6063	Literacy Division	267,000	269,000	271,700	282,000
	TOTAL	3,841,418	4,264,500	4,317,200	4,486,200

Expenditures by Character

1.	Employee Services	3,160,278	3,443,600	3,496,300	3,665,300
2.	Office Supplies & Materials	20,754	18,600	18,600	18,600
3.	Bldg/Veh/Equip Maint/Supplies	8,521	12,100	12,100	12,100
4.	Books and Publications	214,347	198,200	198,200	198,200
5.	Special Dept Supplies	33,552	38,900	38,900	38,900
6.	Communications	13,864	13,200	13,200	13,200
7.	Utilities	94,516	92,400	92,400	92,400
8.	Rents & Leases	2,640	2,500	2,500	2,500
9.	Contract Maintenance Services	118,538	131,100	131,100	131,100
10.	Professional Services	163,329	298,400	298,400	298,400
11.	Training/Conferences/Meetings	3,686	3,000	3,000	3,000
12.	Membership & Dues	6,118	7,500	7,500	7,500
13.	Taxes	1,275	5,000	5,000	5,000
	TOTAL	3,841,418	4,264,500	4,317,200	4,486,200

Expenditures by Fund

Measure V Fund	3,820,144	4,264,500	4,317,200	4,486,200
CLLS-Adult Literacy Project	21,274			
TOTAL	3,841,418	4,264,500	4,317,200	4,486,200

LIBRARY Summary

Workforce by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
6005	Administration Division	3.0	3.0	3.0	3.0
6009	Technology Services Division	3.0	3.0	3.0	3.0
6010	Support Services Division	5.0	8.0	8.0	8.0
6011	Steinbeck Library Division	13.5	8.5	8.5	8.5
6012	Cesar Chavez Library Division	12.5	12.5	12.5	12.5
6013	El Gabilan Library Division	5.5	5.5	5.5	5.5
6063	Literacy Division	3.0	3.0	3.0	3.0
	TOTAL	45.5	43.5	43.5	43.5

LIBRARY

Administration Division

6005

Purpose

Provide leadership, management and organization to keep the John Steinbeck, Cesar Chavez and El Gabilan libraries open seven days a week, and operate a Bookmobile for community outreach, and the Snappymobile for Literacy promotion. Focus on organizational effectiveness through scheduling of staff, programs, grants and projects. Manage resources effectively and efficiently to optimize services to the public on reading, literacy, and youth leadership programs. Establish partnerships and opportunities in the community and region for support, funding and creative programs.

Division Operations

1. Increase usage through creative programs and services, outreach to schools, organizations, and participation in community concerns.
2. Work effectively with City Manager, City departments, the Library and Community Services Commission, Friends of the Salinas Public Library, and community groups.
3. Recruit, and develop staff that is effective with cultural and bilingual populations, technology savvy, and dynamic library providers. Re-align staff duties as needed to maximize effectiveness.
4. Manage \$1 million in grants for community programs, literacy and youth development.
5. Implement The California Endowment Building Healthy Communities 3-year grant.
6. Liaison with the Friends to provide \$10,000 per year for children's programs.
7. Increase funding support and advocacy for the Library.
8. Practice excellent customer service.
9. Provide overall budget, project and program management.
10. Liaison with other information and library groups.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Employees (including temporary)					
Number of Visitors at Libraries	481,114		601,340		
Number of Hours Attending Community Meetings/Events (Annually)			150		
Number of News Releases Issued	45	55	80	80	
Number of Partnerships & Collaborations with Community Agencies			40		
Awards & Recognition			15		
Number of Volunteer Hours Performed by FOSPL			21,200		
Number of Volunteer Hours Performed	2,472		3,900		

Major Budget Changes

Only Deputy Librarian manager position is frozen. Interim Deputy Librarian filled with Technology Service Manager doing both jobs.

**LIBRARY
Administration Division**

6005

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	401,167	435,400	419,000	454,400
2. Office Supplies & Materials	500	500	500	500
3. Communications	2,460	1,200	1,200	1,200
4. Contract Maintenance Services	952	1,200	1,200	1,200
5. Professional Services	35,832	4,000	4,000	4,000
6. Training/Conferences/Meetings	3,686	3,000	3,000	3,000
7. Membership & Dues	6,118	7,500	7,500	7,500
TOTAL	450,715	452,800	436,400	471,800

Authorized Positions	3	3	3	3
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Funding Source

Measure V Fund

LIBRARY AND COMMUNITY SERVICES DEPARTMENT

Technology Services Division

6009

Purpose

To provide innovative technologies and social media for the public, and manage the website.

Division Operations

1. Provide new programs for youth that incorporate new technologies.
2. Update the website, public computer network, Digital Arts Lab (DAL).
3. Utilize social media for communications with the public.
4. Produce videos, films and visual communication through the Teen Film Festival, DAL workshops, and spoken word programs.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Website Hits	195,472	220,504	185 650	200 100	
Internet Users	116,710	138 834	127 340	139,000	
Number of Public Programs			70	70	

Major Budget Changes

Manager of Technology Services serving as Interim Deputy Librarian is doing both jobs.

LIBRARY
Technology Services Division

6009

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	219,688	268,000	293,400	313,400
2. Special Dept Supplies		6,000	6,000	6,000
3. Communications		7,000	7,000	7,000
4. Contract Maintenance Services		41,700	41,700	41,700
TOTAL	219,688	322,700	348,100	368,100
 Authorized Positions	 3	 3	 3	 3

Funding Source

Measure V Fund

LIBRARY

Support Services Division

6010

Purpose

To select, catalogue, organize, and distribute books and other media efficiently to the public through cost effective and innovative services. To provide access to over 250,000 books and media through the Koha library system.

Division Operations

1. Select, acquire and process materials in a variety of formats for new and existing collections at all three libraries, Hebron Family Center, and the Boys and Girls Club of Monterey County. Expand Spanish materials selection for children, and the Asian collection.
2. Maintain and update Koha, the integrated library system catalog.
3. Expand e-book and other e-resources.
4. Utilize social media to promote books and materials.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Titles Added to Collection	6,721	12,006	9,845	10,826	11,000
Number of Materials in Collection	14,498	29,699	217,350	206,927	218,000

Major Budget Changes

One half position (.5) Librarian I frozen.

LIBRARY
Support Services Division

6010

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	514,040	402,100	574,300	595,900
2. Office Supplies & Materials	18,548	17,000	17,000	17,000
3. Books and Publications		194,800	194,800	194,800
4. Special Dept Supplies	27,094	29,600	29,600	29,600
5. Communications	9,404	3,000	3,000	3,000
6. Rents & Leases	2,640	2,500	2,500	2,500
7. Contract Maintenance Services	21,419			
8. Professional Services	20,822	24,100	24,100	24,100
9. Taxes	1,275	5,000	5,000	5,000
TOTAL	615,242	678,100	850,300	871,900
Authorized Positions	5	8	8	8

Funding Source

Measure V Fund

LIBRARY

Steinbeck Library Division

6011

Purpose

Open seven days a week, providing innovative cultural, educational, reading and literary programming to the community. Inform and educate the community about new technologies, library services, new books and other library materials.

Division Operations

1. Provide collections and programs for the public.
2. Create new, innovative programming for children, families and adults; promote the Toy Lending Collection, on-line resources, and actively support the Library's literacy efforts.
3. Video tape local history interviews.
4. Increase the Digital Arts Lab's programming and workshops for teens and adults working closely with the Youth/Technology Services librarian.
5. Collaborate with school districts to provide services to students at library sites.
6. Identify and support new exhibits in the public area.
7. Maintain video messages for the public and website..
8. Expand awareness of former Adult Education Toy Collection.
9. Provide Bookmobile Services.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Information Items	36,901	40,757	167,900		
Number of Titles Circulated	310,654	211,933	258,000		
Summer Reading Enrollment		642	1,100		
Number of Programs	286	317	270		
Number of Visitors	274,226	272,040	281,640		

Major Budget Changes

One and a half (1.5) Librarian I positions frozen.
One Senior Technician position frozen.
One Clerk position frozen.

LIBRARY
Steinbeck Library Division

6011

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	660,229	812,800	661,100	671,600
2. Office Supplies & Materials	1,254	700	700	700
3. Bldg/Veh/Equip Maint/Supplies	4,777	6,000	6,000	6,000
4. Books and Publications	106,068			
5. Special Dept Supplies	5,078	2,000	2,000	2,000
6. Communications	2,000	2,000	2,000	2,000
7. Utilities	60,364	60,200	60,200	60,200
8. Contract Maintenance Services	49,094	36,300	36,300	36,300
9. Professional Services	41,075	78,300	78,300	78,300
TOTAL	929,939	998,300	846,600	857,100
 Authorized Positions	 13.5	 8.5	 8.5	 8.5

Funding Source

Measure V Fund

LIBRARY

Cesar Chavez Library Division

6012

Purpose

Open seven days a week as “the busy family library” that the surrounding community expects, being the only free Internet service for the community, and continuing the expansion of programs and services in the areas of family, computer and digital arts literacy, young adults and book collections and other library materials.

Division Operations

1. Provide innovative programs for very young children (0-5), for school-age children, young adults and families, expanding programming for the new Digital Arts Lab, addressing community needs for these services and working closely with the Recreation Centers in the area, helping create a City of Peace.
2. Enhance the library’s family and computer literacy efforts with librarian and circulation staff supporting story times, events, and programs.
3. Expand the youth and children’s collections to increase literacy and promote reading and education.
4. Expand and maintain collaboration with local school districts, Adult School, Migrant Education, Clinica Alisal, Clinica de Salud, Natividad Hospital, Hartnell College and local businesses.
5. Operate the Homework Center year-round.
6. Implement the 3-year Building Healthy Communities grant award from The California Endowment for youth leadership.
7. Schedule meeting room use.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Information Items	35,593	54,096	52,000	55,000	55,250
Number of Titles Circulated	52,306	109,214	127,250	127,250	127,500
Summer Reading Enrollment		946	1,525	1,050	1,100
Number of Programs	107	310	225	400	400
Number of Visitors	112,517	176,411	230,250	225,311	235,126

Major Budget Changes

None

LIBRARY
Cesar Chavez Library Division

6012

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	774,135	880,600	892,700	948,700
2. Office Supplies & Materials	252	200	200	200
3. Bldg/Veh/Equip Maint/Supplies	2,627	3,900	3,900	3,900
4. Books and Publications	65,094			
5. Special Dept Supplies	692	700	700	700
6. Utilities	26,181	23,700	23,700	23,700
7. Contract Maintenance Services	30,198	29,400	29,400	29,400
8. Professional Services	32,800	114,100	114,100	114,100
TOTAL	931,979	1,052,600	1,064,700	1,120,700

Authorized Positions	12.5	12.5	12.5	12.5
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Funding Source

Measure V Fund

Purpose

Open seven days a week providing innovative programs and services to meet the unique needs of the surrounding community.

Division Operations

1. Provide collections and programs for families, teens, and those seeking literacy services.
2. Maintain adult, teens and children's collections to meet demand.
3. Develop 0-5 year old space per grant.
4. Maintain and expand collaboration with school districts, Hartnell College and local businesses.
5. Initiate Literary Garden programs.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Information Items	18,279	24,919	18,500	17,540	16,500
Number of Titles Circulated	68,822	81,533	87,895	62,100	75,000
Summer Reading Enrollment		800	1,450	750	950
Number of Programs	86	140	135	97	100
Number of Visitors	91,991	109,408	98,010	90,310	9,800

Major Budget Changes

None

LIBRARY
El Gabilan Library Division

6013

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	328,059	379,700	388,100	403,300
2. Office Supplies & Materials	58	100	100	100
3. Bldg/Veh/Equip Maint/Supplies	1,117	2,200	2,200	2,200
4. Books and Publications	39,745			
5. Special Dept Supplies	688	600	600	600
6. Utilities	7,971	8,500	8,500	8,500
7. Contract Maintenance Services	16,417	22,000	22,000	22,000
8. Professional Services	32,800	77,900	77,900	77,900
TOTAL	426,855	491,000	499,400	514,600

Authorized Positions	5.5	5.5	5.5	5.5
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Funding Source

Measure V Fund

Purpose

Provide leadership, programs and services that will broadly increase the literacy skills of those residents who most need help, and contribute to the social and economic vitality of the community through a culture of literacy where every Salinas resident can read.

Division Operations

1. Administer over \$250,000 in grants for literacy programs.
2. Recruit adult learners, and increase the number of tutors, volunteers, and learners served.
3. Provide classes and services to adults seeking employment through innovative programs and workshops, offering job related workshops, and computer literacy training.
4. Maintain *First 5* playgroups at all three libraries, and at Hebbroon Family Center, which increase family reading and increase the number of new readers/learners.
5. Enlarge GED program by offering new diagnostic software and workbooks, increasing outreach, and continuing partnerships with Hartnell College.
6. Seek new grant funding for Homework Center.
7. Maintain partnerships with Homework Centers at Los Padres and Sherwood elementary schools.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Tutors & Learners	317		280	350	350
Number of Homework Center Students	4,000		6,000	6,000	6,000
Number of Literacy Center Users	6,000		1,200	1,800	1,800
Number of Grants	5		6	5	5
Number of Free Lunches Served	1,339		1,339	1,400	1,400
Number of Information Items	n/a		NA	NA	NA
Number of Titles Circulated	n/a		NA	NA	NA
Number of Events /Special Events and Programs	10		12	16	16
Number of Visitors	3,600		3,400	5,000	5,000
Number of Family Literacy Participants				300	300
Number of books given away (ADD)				1,000	1,000

Major Budget Changes

None

LIBRARY
Literacy Division

6063

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	262,960	265,000	267,700	278,000
2. Office Supplies & Materials	142	100	100	100
3. Books and Publications	3,440	3,400	3,400	3,400
4. Contract Maintenance Services	458	500	500	500
TOTAL	267,000	269,000	271,700	282,000

Authorized Positions	3	3	3	3
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Funding Source

Measure V Fund, CLSA Families for Literacy, School Readiness Grant, CLLS-Adult Literacy Project

LIBRARY

Work Force

Administration Division	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Library Director (MV)	1.0	1.0	1.0	1.0
Office Technician (MV)	1.0	1.0	1.0	1.0
Deputy Librarian (MV)	1.0	1.0	1.0	1.0
Total	3.0	3.0	3.0	3.0
Technology Services Division				
Librarian II (MV)	1.0	1.0	1.0	1.0
Sr Library Tech (MV)	1.0	1.0	1.0	1.0
Technology Serv Mgr (MV)	1.0	1.0	1.0	1.0
Total	3.0	3.0	3.0	3.0
Support Services Division				
Office Technician (MV)	1.0	1.0	1.0	1.0
Librarian II (MV)	1.0	1.0	1.0	1.0
Sr Library Technician(MV)	2.0	2.0	2.0	2.0
Library Technician (MV)		1.0	1.0	1.0
Library Clerk (MV)	1.0	1.0	1.0	1.0
Library Aide (MV)		2.0	2.0	2.0
Total	5.0	8.0	8.0	8.0
Steinbeck Library Division				
Librarian II (MV)	1.0	1.0	1.0	1.0
Library Page (MV)	1.0	1.0	1.0	1.0
Sr Library Technician(MV)	1.0	1.0	1.0	1.0
Library Technician (MV)	1.0			
Library Clerk (MV)	4.5	4.5	3.5	3.5
Library Aide (MV)	2.0			
Library Clerk (MV) Frozen		-1.0		
Librarian I (MV)	3.0	3.0	2.0	2.0
Librarian I (MV) Frozen		-1.0		
Total	13.5	8.5	8.5	8.5

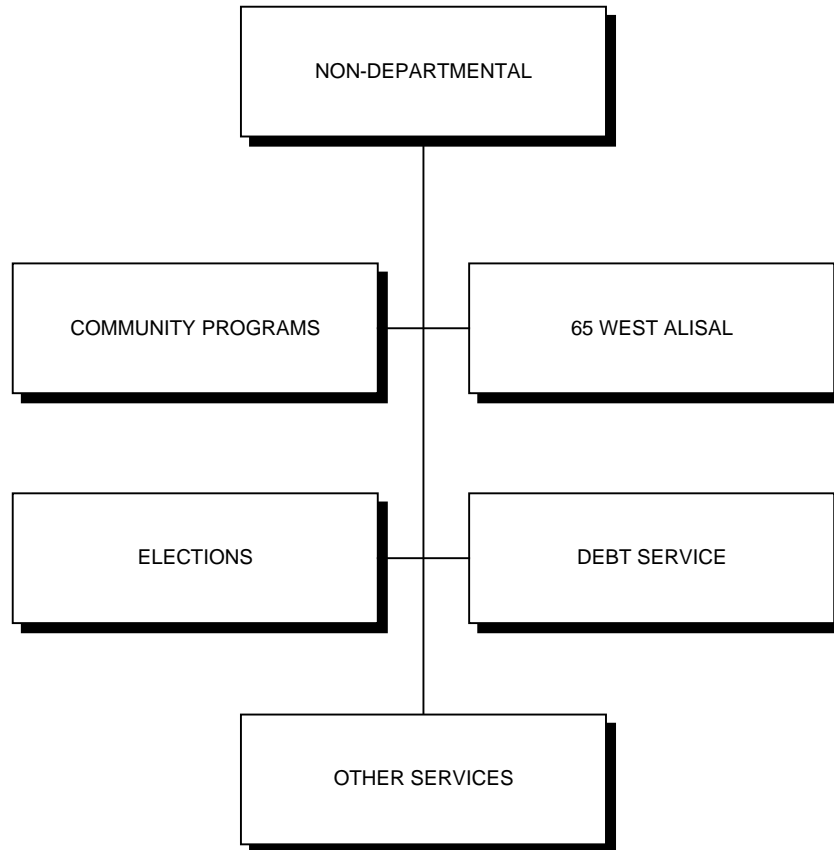
LIBRARY Work Force

Cesar Chavez Library Division	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Librarian II (MV)	1.0	1.0	1.0	1.0
Library Page (MV)	1.0	1.0	1.0	1.0
Librarian I (MV)	6.0	6.0	6.0	6.0
Library Technician (MV)	2.0	2.0	2.0	2.0
Library Clerk (MV)	2.5	2.5	2.5	2.5
Total	12.5	12.5	12.5	12.5
El Gabilan Library Division				
Librarian II (MV)	1.0	1.0	1.0	1.0
Library Page (MV)	1.0	1.0	1.0	1.0
Librarian I (MV)	1.0	1.0	1.0	1.0
Library Technician (MV)	1.0	1.0	1.0	1.0
Library Clerk (MV)	1.5	1.5	1.5	1.5
Total	5.5	5.5	5.5	5.5
Literacy Division				
Literacy Asst (MV)	1.0	1.0	1.0	1.0
Literacy Clerk (MV)	1.0	1.0	1.0	1.0
Literacy Program Mgr(MV)	1.0	1.0	1.0	1.0
Total	3.0	3.0	3.0	3.0
Department Total	45.5	43.5	43.5	43.5



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NON-DEPARTMENTAL





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NON-DEPARTMENTAL Summary

Purpose

The Non-Departmental budget supports community programs; the City's repayment of outstanding bond issues; the cost of elections; the cost of operating the 65 West Alisal Street facility; and various operating costs that are not directly charged to a specific departmental operating budget.

Top Accomplishments for FY 2013-14

Organizational Effectiveness Initiative

1. Successfully made all debt service payments during the year
2. Tracked all of the severance and retirement incentives

City Council Goals, Strategies, and Objectives for FY 2014-15

Organizational Effectiveness Initiative

1. Continue to make timely debt service payments
2. Track severance and retirement incentives
3. Continue to track all non-departmental activity

Major Budget Changes

None

NON-DEPARTMENTAL Summary

Expenditures by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
3520	Community Programs Division	178,799	160,000	160,000	160,000
3530	Elections Division	256,029		280,000	
3550	65 West Alisal Division	64,816	82,500	82,500	82,500
3565	Debt Service Division	1,069,786	1,069,300	1,261,800	1,217,900
3590	Other Services Division	6,615,124	6,500,546	6,972,500	6,914,500
	TOTAL	8,184,554	7,812,346	8,756,800	8,374,900
Expenditures by Character					
1.	Employee Services	2,650,399	2,246,500	2,350,500	2,428,500
2.	Special Dept Supplies		20,000		
3.	Communications	252,809	344,500	294,500	294,500
4.	Utilities	49,962	67,500	67,500	67,500
5.	Rents & Leases	3,000	3,000	3,000	3,000
6.	Contract Maintenance Services	15,007	66,000	169,300	169,300
7.	Professional Services	206,084	500,560	515,500	375,500
8.	Outside Services	269,859	32,000	323,500	43,500
9.	Public Assistance	9,615	15,936	110,000	110,000
10.	Administration/Contingencies	74,440	135,120	200,000	200,000
11.	Training/Conferences/Meetings	45,880	92,000	92,000	92,000
12.	Membership & Dues	800,100	777,775	643,600	647,600
13.	Insurance and Bonds	2,072,600	2,072,600	2,372,600	2,372,600
14.	Contribution to Other Agencies	544,847	191,005	179,000	179,000
15.	Refunds & Reimb Damages	24,199	50,000	50,000	50,000
16.	Recognition-Award-Protocol	4,765	3,000	4,000	4,000
17.	Taxes	62,000	63,300	65,000	65,000
18.	Bond-Principal	530,000	545,000	684,000	665,000
19.	Bond-Interest	525,772	506,300	557,800	532,900
20.	Paying Agent Fees	14,014	18,000	20,000	20,000
21.	Buildings		7,250		
22.	Impvt Other Than Buildings		25,000	25,000	25,000
23.	Capital Outlay	29,202	30,000	30,000	30,000
	TOTAL	8,184,554	7,812,346	8,756,800	8,374,900

NON-DEPARTMENTAL Summary

Expenditures by Fund	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
General Fund	6,774,266	6,401,746	7,153,700	6,815,700
Measure V Fund	191,300	191,300	191,300	191,300
Debt Service-1997 COPs	792,827	792,800	792,600	796,900
Debt Service-1999 COPs	90,501	88,800		
Steinbeck COP	186,458	187,700	184,500	186,200
2014 COP Consolidation			284,700	234,800
PEG (1%) Cable Franchise	149,202	150,000	150,000	150,000
TOTAL	8,184,554	7,812,346	8,756,800	8,374,900

NON-DEPARTMENTAL
Community Programs Division

3520

Purpose

Provide support to the Rodeo and for "Big Week" activities.

Division Operations

1. Provide City services to ensure the success of community events.

Major Budget Changes

None

**NON-DEPARTMENTAL
Community Programs Division**

3520

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	178,531			
2. Contribution to Other Agencies	268	160,000	160,000	160,000
TOTAL	178,799	160,000	160,000	160,000

Authorized Positions

Funding Source

General Fund

**NON-DEPARTMENTAL
Elections Division**

3530

Purpose

Conduct all municipal elections.

Division Operations

1. Conduct municipal elections.

Major Budget Changes

None

**NON-DEPARTMENTAL
Elections Division**

3530

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Outside Services	256,029		280,000	
TOTAL	256,029		280,000	

Authorized Positions

Funding Source

General Fund

**NON-DEPARTMENTAL
65 West Alisal Division**

3550

Purpose

Maintain City owned facility through preventative maintenance and repairs to ensure a clean, safe and well-operated facility for tenants.

Division Operations

1. Maintain facility in top operating condition.

Major Budget Changes

None

**NON-DEPARTMENTAL
65 West Alisal Division**

3550

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Communications	173	500	500	500
2. Utilities	49,636	67,000	67,000	67,000
3. Contract Maintenance Services	15,007	15,000	15,000	15,000
TOTAL	64,816	82,500	82,500	82,500

Authorized Positions

Funding Source

General Fund

NON-DEPARTMENTAL

Debt Service Division

3565

Purpose

Provide a record of the 1997 "Certificates of Participation" (COP) for Landfill Proceeds; 1999 COP (Animal Shelter); and 2002 COP (Steinbeck Center) COP; bond transactions. Debt service payments for 1997 COP are partially supported by the annual payment from the Salinas Valley Solid Waste Authority. Debt payments for the 2002 COP are supported by lease payments from the National Steinbeck Center

Division Operations

1. Ensure timely payment to bondholders.

Major Budget Changes

None

**NON-DEPARTMENTAL
Debt Service Division**

3565

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Bond-Principal	530,000	545,000	684,000	665,000
2. Bond-Interest	525,772	506,300	557,800	532,900
3. Paying Agent Fees	14,014	18,000	20,000	20,000
TOTAL	1,069,786	1,069,300	1,261,800	1,217,900

Authorized Positions

Funding Source

Certificates of Participation, 1999 Certificates, COP Parking, Steinbeck COP

**NON-DEPARTMENTAL
Other Services Division**

3590

Purpose

Provide funds for expenses which cannot be properly charged to specific departments or programs.

Division Operations

1. Provide adequate funding for all non-departmental expenses.

Major Budget Changes

None

NON-DEPARTMENTAL Other Services Division

3590

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	2,471,868	2,246,500	2,350,500	2,428,500
2. Special Dept Supplies		20,000		
3. Communications	252,636	344,000	294,000	294,000
4. Utilities	326	500	500	500
5. Rents & Leases	3,000	3,000	3,000	3,000
6. Contract Maintenance Services		51,000	154,300	154,300
7. Professional Services	206,084	500,560	515,500	375,500
8. Outside Services	13,830	32,000	43,500	43,500
9. Public Assistance	9,615	15,936	110,000	110,000
10. Administration/Contingencies	74,440	135,120	200,000	200,000
11. Training/Conferences/Meetings	45,880	92,000	92,000	92,000
12. Membership & Dues	800,100	777,775	643,600	647,600
13. Insurance and Bonds	2,072,600	2,072,600	2,372,600	2,372,600
14. Contribution to Other Agencies	544,579	31,005	19,000	19,000
15. Refunds & Reimb Damages	24,199	50,000	50,000	50,000
16. Recognition-Award-Protocol	4,765	3,000	4,000	4,000
17. Taxes	62,000	63,300	65,000	65,000
18. Buildings		7,250		
19. Impvt Other Than Buildings		25,000	25,000	25,000
20. Capital Outlay	29,202	30,000	30,000	30,000
TOTAL	6,615,124	6,500,546	6,972,500	6,914,500

Authorized Positions

Funding Source

General Fund

NON-DEPARTMENTAL Other Services Division

3590

The following expenses cannot be charged to a specific departmental operating program.

	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Annual Leave				
2. Life Insurance	1,304		1,500	1,500
3. Health Ins Retirees	68,902	77,000	78,000	80,000
4. PERS-Retiree Health Insurance	88,106	90,000	106,000	115,000
5. PERS Health Insurance - Admin Fee	17,768	20,000	25,000	27,000
6. Health Insurance Severance Benefit	13,478			
7. Pre-fund Retiree Health Insurance	175,000	200,000	225,000	250,000
8. Health Insurance - Severance Benefit			15,000	5,000
9. Pac Bell	148,376	180,000	180,000	180,000
10. Tel/Siemens ABN-AMRO	84,573	85,000	85,000	85,000
11. Cell Phones	19,687	20,000	20,000	20,000
12. Refuse	326	500	500	500
13. Building Rent				
14. Rent - MPS				
15. Rent - Expo Site	3,000	3,000	3,000	3,000
16. Legal Services				
17. Legal Services				
18. Audit Services	57,749	65,000	65,000	65,000
19. Interpreting Services	4,005	4,000	6,000	6,000
20. Labor Relations	42,430	45,000	45,000	45,000
21. Other Professional Services	27,039	8,000	10,000	10,000
22. Other Professional Services				
23. Other Professional Services	4,702	4,000	5,000	5,000
24. Other Professional Services				
25. Organizational Analysis	3,500			
26. Other Outside Services	177	2,000	500	500
27. Other Outside Serices	13,633	15,000	15,000	15,000
28. City Newsletter				
29. PG&E Climate Smart				
30. Other Svc - Economic Dev				
31. Contingencies	74,440	135,120	200,000	200,000
32. Training	22,282	28,500	28,500	28,500
33. Tuition Reimbursement	23,598	30,000	30,000	30,000
34. Economic Development Corporation	280,900	280,900	130,000	130,000
35. FORGE	14,000	14,000	14,000	14,000
36. National League of Cities	21,308	11,000	11,000	11,000
37. League Of Calif Cities	46,364	35,000	40,000	40,000
38. Chamber of Commerce	3,000	3,000	3,000	3,000
39. Sister City Association	75	1,200		
40. Legislative Advocacy	89,000	84,000	84,000	84,000
41. AMBAG	24,684	26,100	26,100	26,100
42. LAFCO	74,063	80,000	90,000	92,000
43. PERS Coalition		1,000	1,000	1,000
44. Air District	35,052	36,000	36,000	36,000
45. Cable TV Taping				
46. Convention & Visitors Bureau	45,179	45,200	50,000	52,000

**NON-DEPARTMENTAL
Other Services Division****3590**

	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
47. Cable TV Negotiations				
48. International Hispanic Network				
49. Mo. Co. Cities Association	1,100	2,500	2,500	2,500
50. Insurances	1,881,300	1,881,300	1,881,300	1,881,300
51. Refunds & Reimb Damages	24,199	50,000	50,000	50,000
52. Recognition-Award-Protocol				
53. Employee Recognition				
54. Council/Commission Recognition				
55. Youth Commision				
56. Mayro's Recognitions	4,765	3,000	4,000	4,000
57. Taxes	62,000	63,300	65,000	65,000
58. Impvt Other Than Buildings		25,000	25,000	25,000
59. Capital Outlay				
60. Cable TV Taping	120,000	120,000	120,000	120,000
TOTAL	3,621,064	3,774,620	3,776,900	3,808,900

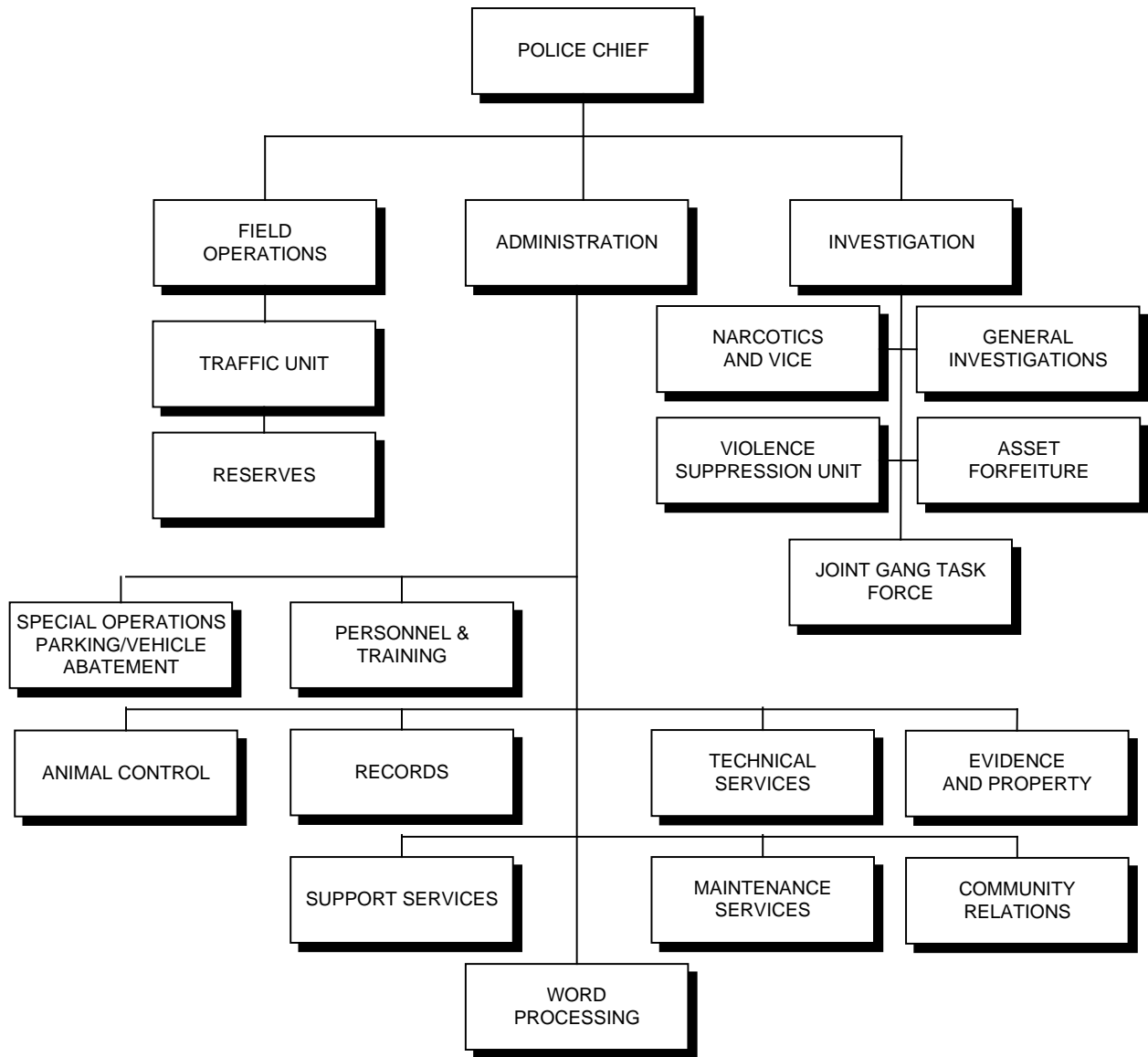
NON-DEPARTMENTAL Other Services Division

3590

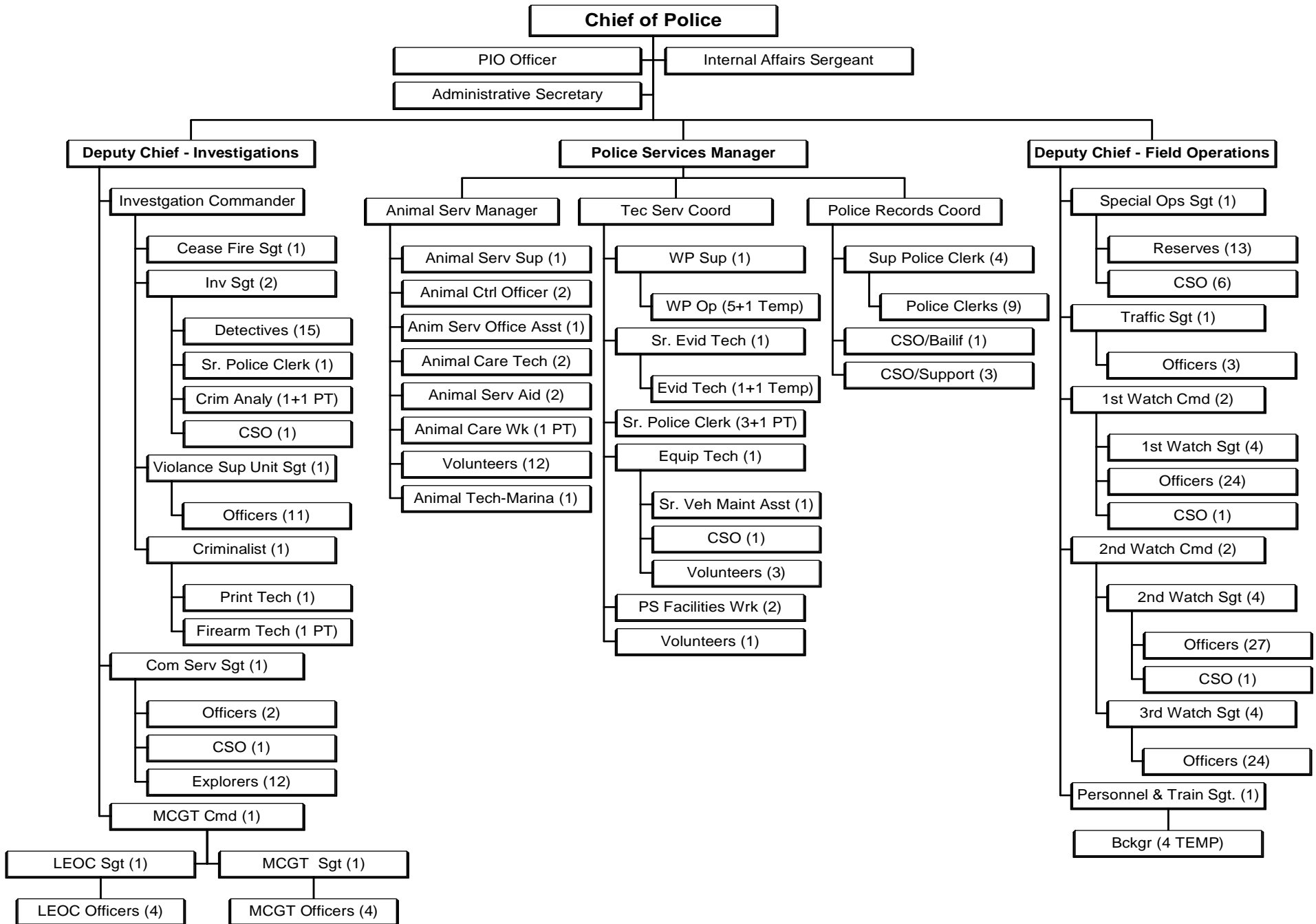
Summarized below are all costs for all funds, allocated to Departmental Operating Budgets.

	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
Regular Payroll Costs	40,409,063	47,594,336	44,757,153	47,331,895
Temporary Payroll	1,501,213	1,396,300	1,533,660	1,533,660
Overtime - Regular	5,056,298	4,103,627	4,050,300	4,050,300
Reimb Payroll Costs	234,893	239,792	237,530	237,530
Other Payroll Costs	2,267	185,712		
Flexible Leave	1,365,816	1,396,642	1,315,265	1,380,485
Employee Benefits	24,007,802	30,036,129	29,557,285	31,712,886
CIP/Program Reg Salary Deduct	593,862	-8,126,939	-5,158,540	-4,819,734
Employee Services Subtotal	73,171,214	76,825,599	76,292,653	81,427,022
Office Supplies & Materials	146,466	218,512	220,950	220,950
Bldg/Veh/Equip Maint/Supplies	763,472	815,659	817,325	817,325
Vehicle Fuels & Lubricants	761,932	757,500	753,700	753,700
Small Tools & Equipment	52,732	78,294	79,400	79,400
Clothing & Personal Equip	148,688	178,107	175,700	176,700
Street Materials	124,590	149,718	149,000	149,000
Books and Publications	237,761	230,200	227,350	227,350
Special Dept Supplies	452,039	564,666	504,200	506,700
Chemicals	28,719	48,000	48,000	48,000
Communications	3,226,026	3,707,745	3,741,850	3,908,900
Utilities	2,713,833	2,749,285	3,067,975	3,082,825
Rents & Leases	109,007	196,142	194,200	192,200
Contract Maintenance Services	2,240,428	2,494,385	2,603,650	2,574,050
Professional Services	3,401,835	3,255,994	3,074,600	2,594,850
Outside Services	1,120,698	824,427	1,002,200	722,200
Financial Assistance	1,275,378	525,913	714,400	714,400
Public Assistance	44,615	452,536	176,600	176,600
Administration/Contingencies	1,131,709	1,892,340	1,146,381	1,137,450
Advertising	39,749	70,684	55,700	55,700
Training/Conferences/Meetings	306,226	466,111	436,503	436,379
Membership & Dues	843,086	829,961	685,900	689,900
Insurance and Bonds	8,560,764	8,484,700	9,633,168	9,735,168
Contribution to Other Agencies	1,678,055	2,792,138	1,587,095	1,587,621
Refunds & Reimb Damages	169,599	392,564	194,400	194,400
Recognition-Award-Protocol	11,068	13,500	14,500	14,500
Taxes	119,326	140,800	138,000	138,000
Bond-Principal	5,060,798	5,255,300	5,268,600	3,196,100
Bond-Interest	3,381,980	3,261,800	3,542,500	3,380,900
Paying Agent Fees	133,810	144,700	148,700	148,700
Buildings	16,143	22,000		
Impvt Other Than Buildings	19,800	25,000	26,500	27,000
Capital Outlay	252,001	234,401	66,000	66,000
Stores Sales	-99,074	-100,000	-100,000	-100,000
Stores Purchases	97,689	100,000	100,000	100,000
Other Expenses Subtotal	38,570,948	41,273,082	40,495,047	37,752,968
TOTAL	111,742,162	118,098,681	116,787,700	119,179,990

POLICE



POLICE DEPARTMENT Organization Chart



POLICE DEPARTMENT

Summary

Purpose

The Police Department provides public safety and law enforcement services 24-hours a day to everyone within the city limits of Salinas. Our goal is to help build and maintain a safe, peaceful, and prosperous community. Our strategies include participating in various collaborative programs including, the administration of Federal and State grants, the PAL program, Operation Ceasefire, community outreach programs, violence suppression, crime prevention, traffic enforcement, and appropriate response to community crime and violence issues.

Top Accomplishments for FY 2013-14

Economic Diversity and Prosperity

1. Used creative staffing allocations resulting in significant cost savings
2. Continued to work closely with City Human Resources, Workers Compensation providers, and treating physicians to reduce Workers Compensation costs and return employees back to work as soon as possible.

Safe, Livable Community

1. Implemented a Department-wide intelligence driven process to focus enforcement efforts on the worst violent offenders.
2. Conducted a major wiretap operation resulting in the disruption of leadership within a major criminal street gang.
3. Continued member of the Community Alliance for Safety and Peace Cross Functional Team and conducted 35 formal home visits to offer resources provided by the CASP CFT.

Effective, Sustainable Government

1. Implemented strategies to increase productivity and accountability.
2. Provided Department-wide procedural justice and legitimacy training to enhance police department trust.
3. Completed two citizen community academies that greatly enhanced the department's ability to broaden the understanding of police operations in the community.

Quality of Life

1. Engaged in direct police and homeless community communications
2. Supported Salinas Night Walks to increase the presence of the moral voice of the community.
3. Conducted two "Parent Project" classes where 32 parents learned how to love, provide structure, and discipline their children while forming strong parent support groups.

City Council Goals, Strategies, and Objectives for FY 2014-15

Economic Diversity and Prosperity

1. Continue to work in partnership with the Oldtown Association to maintain a safe environment for all citizens.
2. Establish relationships with new businesses through outreach and security inspections throughout the City.
3. Work in partnership with Northridge Mall to maintain a safe and family friendly environment.

POLICE DEPARTMENT

Summary

Safe, Livable Community

1. Continue to work with Federal and State partners to increase and enhance violence reduction strategies
2. Actively work with CASP partners in violence prevention, intervention, and re-entry strategies.
3. Work in partnership with the community and other City Departments to address health and sanitation issues created by the homeless community.
4. Actively seek grant funding for the re-establishment of police presence in schools and neighborhoods

Effective, Sustainable Government

1. Expand the volunteer program
2. Continue to prioritize service demands versus citizen expectations in the face of on-going reductions in staffing.
3. Expand on-line reporting and increase social media outreach.

Quality of Life

1. Actively seek grant funding for place-based policing.
2. Continue partnership with code enforcement to address public safety and health concerns.
3. Continue support of the P.A.L. Armory renovation and eventual opening of the facility.
4. Continue to recognize, honor, and reward employees for community involvement and humanitarian acts not related to their official duties.

Major Budget Changes

Position Changes

POLICE DEPARTMENT

Summary

Expenditures by Program	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
4010 Administration Division	880,981	1,065,320	738,000	809,700
4011 Community Services Unit	887,706	819,340	879,300	974,500
4012 Personnel & Training Unit	460,240	485,062	467,600	492,200
4016 Special Operations Unit	544,209	643,200	622,400	662,100
4020 Patrol Division	18,021,990	20,433,233	18,678,600	20,627,400
4021 Traffic Unit	761,693	574,903	616,400	679,600
4030 Support Services Unit	3,825,176	4,063,100	4,055,000	4,270,100
4031 Technical Services Division	382,236	351,200	408,400	421,700
4032 Word Processing Unit	511,142	455,100	458,100	472,300
4033 Evidence & Property Unit	168,930	204,400	188,800	195,700
4034 Records Unit	929,516	987,300	1,014,400	1,059,400
4037 Maintenance Services Unit	904,770	902,410	765,600	778,800
4040 Investigations Division	3,128,709	3,753,900	3,962,400	4,372,300
4041 Narcotics Unit	1,086,758	1,126,300	1,071,300	1,172,800
4043 Violence Suppression Unit	2,154,220	1,471,200	1,963,600	2,172,700
4050 Reserves Division	59,008	52,000	52,000	52,000
4070 Animal Control Svcs Unit	790,269	864,400	911,800	936,900
4071 Animal Control Svc - Other Agencies	60,907	72,200	76,600	82,600
4080 Asset Seizure Division	23,532	25,000	10,000	10,000
4090 Joint Gang Task Force	1,264,704	1,563,639	1,459,000	1,588,400
TOTAL	36,846,696	39,913,207	38,399,300	41,831,200

POLICE DEPARTMENT

Summary

Expenditures by Character	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	32,051,982	34,685,647	33,177,424	36,452,424
2. Office Supplies & Materials	43,259	90,216	89,200	89,200
3. Bldg/Veh/Equip Maint/Supplies	246,331	227,914	228,500	228,500
4. Vehicle Fuels & Lubricants	393,800	375,000	375,000	375,000
5. Small Tools & Equipment	12,587	13,839	13,600	13,600
6. Clothing & Personal Equip	78,617	85,007	84,000	84,000
7. Books and Publications	225	800	800	800
8. Special Dept Supplies	229,725	241,712	203,500	203,500
9. Communications	2,477,204	2,783,405	2,852,600	3,009,500
10. Utilities	87,878	108,700	108,700	108,700
11. Rents & Leases	58,106	90,200	90,200	90,200
12. Contract Maintenance Services	408,262	354,400	358,900	358,900
13. Professional Services	62,518	36,586	25,000	25,000
14. Outside Services	420,310	390,421	362,600	362,600
15. Administration/Contingencies	6,776	12,932		
16. Training/Conferences/Meetings	114,824	118,215	110,000	110,000
17. Membership & Dues	4,270	4,135	3,800	3,800
18. Insurance and Bonds			315,476	315,476
19. Refunds & Reimb Damages	10,818	161,040		
20. Capital Outlay	139,204	133,038		
TOTAL	36,846,696	39,913,207	38,399,300	41,831,200

Expenditures by Fund

General Fund	30,667,066	33,221,108	33,082,700	37,280,800
Measure V Fund	2,991,159	3,399,839	3,370,800	3,666,900
Asset Seizure Fund	23,532	25,000	10,000	10,000
Sales Tax-SB172	450,000	390,000	400,000	400,000
Supplemental Law Enforcement-AB3229	200,000	200,000	200,000	200,000
Bureau of Justice Assistance	65,639	9,480		
COPS 2009 Recovery Grant	1,210,103	52,577		
Vehicle Abatement Fund	141,492	168,200	175,000	181,000
Local JAG Program	3,017	2,751		
Sobriety Checkpoint Grant 12-13	13,224	17,972		
COPS Secure Our Schools	13,508	161,040		
Cal ID / RAN Grant	79,112	91,865	89,200	92,500
Bureau of Justice Assist.-JAG 2011	39,522	30,555		
COPS Hiring Program 2011	807,572	1,923,449	1,071,600	
Selective Traffic Enforcement 2012	37,898	23,916		
Bureau of Justice Assist.-JAG 2012	1,802	99,524		
DUI Avoid Campaign 12-13	94,466	94,015		
Federal Subrecipient Grants	7,584	1,916		
TOTAL	36,846,696	39,913,207	38,399,300	41,831,200

POLICE DEPARTMENT

Summary

Workforce by Program	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
4010 Administration Division	5.0	3.0	3.0	3.0
4011 Community Services Unit	8.0	7.0	5.0	5.0
4012 Personnel & Training Unit	1.0	1.0	1.0	1.0
4016 Special Operations Unit	5.5	5.5	5.5	5.5
4020 Patrol Division	100.0	94.0	94.0	94.0
4021 Traffic Unit	5.0	4.0	3.0	3.0
4030 Support Services Unit	8.0	6.0	6.0	6.0
4031 Technical Services Division	3.0	3.0	3.0	3.0
4032 Word Processing Unit	5.0	5.0	5.0	5.0
4033 Evidence & Property Unit	2.0	2.0	2.0	2.0
4034 Records Unit	11.0	11.0	11.0	11.0
4037 Maintenance Services Unit	4.0	4.0	4.0	4.0
4040 Investigations Division	20.0	21.0	21.0	21.0
4041 Narcotics Unit	5.0	5.0	5.0	5.0
4043 Violence Suppression Unit	12.0	12.0	10.0	10.0
4070 Animal Control Svcs Unit	7.0	7.0	7.0	7.0
4071 Animal Control Svc - Other Agencies	1.0	1.0	1.0	1.0
4090 Joint Gang Task Force	6.0	6.0	6.0	6.0
TOTAL	208.5	197.5	192.5	192.5

POLICE DEPARTMENT

Administration Division

4010

Purpose

Police Administration provides direction, coordination, and support for all Police Department Divisions to reach identified objectives. This effort includes matching community needs with available Department resources.

Division Operations

1. Provide information and referrals as requested by internal and external customers to ensure adequate communication and furtherance of the community-oriented policing philosophy. These efforts support building a safe and peaceful community.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Customer Referrals		280	275	275	280
Billings/Purchase Order Completions		1,000	550	550	500
Travel Authorizations		n/a	n/a	n/a	n/a

Major Budget Changes

None

POLICE DEPARTMENT
Administration Division

4010

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	861,166	1,044,100	711,412	783,112
2. Office Supplies & Materials	1,840	2,000	2,000	2,000
3. Small Tools & Equipment		100	100	100
4. Books and Publications	225	300	300	300
5. Special Dept Supplies	3,064	3,000	3,000	3,000
6. Training/Conferences/Meetings	9,825	10,000	10,000	10,000
7. Membership & Dues	3,060	2,900	2,900	2,900
8. Insurance and Bonds			8,288	8,288
9. Capital Outlay	1,801	2,920		
TOTAL	880,981	1,065,320	738,000	809,700

Authorized Positions	5	3	3	3
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Funding Source

General Fund

POLICE DEPARTMENT

Community Services Unit

4011

Purpose

To work with Salinas residents to address neighborhood crime issues and promote community safety programs to reduce crime.

Division Operations

1. Present crime prevention programs through Neighborhood Watch and public presentations/community events.
2. Through the PAL and Explorer program, support, coordinate, and facilitate youth activities and programs.
3. Strengthen communication with Salinas residents through a variety of traditional and non-traditional public outreach initiatives, including conducting community academies.
4. Continue the COPS philosophy within the organization and community through programs such as: the Police Activities League, Police Explorers, and other programs providing linkages between the Department and community.
5. Continue to support the Police/Community Advisory Committee in their efforts to build a safe and peaceful community.
6. Continue to reach out to the community through a variety of recruitment activities.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Neighborhood Watch Presentations		0	30	30	0
Community Presentations		0	35	35	0

Major Budget Changes

Community Service Officer position eliminated.

POLICE DEPARTMENT
Community Services Unit

4011

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	873,974	655,700	862,868	958,068
2. Office Supplies & Materials	737	600	600	600
3. Special Dept Supplies	2,177	2,000	2,000	2,000
4. Insurance and Bonds			13,832	13,832
5. Refunds & Reimb Damages	10,818	161,040		
TOTAL	887,706	819,340	879,300	974,500

Authorized Positions	8	7	5	5
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Funding Source

General Fund

POLICE DEPARTMENT

Personnel & Training Unit

4012

Purpose

Ensure the best qualified individuals are recruited and selected for all positions in the Department. Provide continuing training to employees consistent with service to the community, individual professional growth and POST guidelines/requirements.

Division Operations

1. Work in partnership with the Commission on Peace Officer Standards and Training (POST) and the South Bay Regional Public Safety Training Consortium to enhance the quality of the Advanced Officer Training program while minimizing costs.
2. Continue to develop innovative, relevant quarterly firearms qualification courses for Department personnel.
3. Continue recruitment efforts to achieve and maintain full staffing with an emphasis on recruiting from the local population.
4. Emphasize Community Oriented Policing concepts in all aspects of recruitment, hiring and training.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
POST Mandated CPT (hours per officer)		24	24	24	24
POST Mandated Perishable Skills Training (hours per officer)		24	24	24	24

Major Budget Changes

None

**POLICE DEPARTMENT
Personnel & Training Unit**

4012

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	286,632	313,700	297,199	321,799
2. Office Supplies & Materials	861	1,000	1,000	1,000
3. Books and Publications		500	500	500
4. Special Dept Supplies	60,265	53,862	50,000	50,000
5. Outside Services	9,481	16,000	16,000	16,000
6. Training/Conferences/Meetings	103,001	100,000	100,000	100,000
7. Insurance and Bonds			2,901	2,901
TOTAL	460,240	485,062	467,600	492,200

Authorized Positions	1	1	1	1
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Funding Source

General Fund

POLICE DEPARTMENT

Special Operations Unit

4016

Purpose

Coordinate all special events in the City, working closely with other City Departments and outside agencies to ensure public safety needs are met. Coordinate deployment of supplemental police personnel for private entities and events as requested. Enforce City and State codes regarding parking laws for the orderly control of public parking areas. Identify and remove abandoned vehicles to enhance neighborhood livability. Enforce City code and other laws relative to long term parking violations and other nuisance complaints.

Division Operations

1. Make recommendations and appropriately staff public events to ensure public order and safety needs, as well as traffic issues are mitigated.
2. Work closely with City Departments on the Special Event Committee to provide excellent communication and customer service to those planning special events.
3. Review and approve, with appropriate recommendations, one-day alcohol licenses and staff supplemental police deployments as requested and approved.
4. Remove abandoned vehicles in public areas when appropriate.
5. Respond to complaints of abandoned vehicles, commercial or recreational vehicle parking and long term parking complaints.
6. Provide education to the public regarding abandoned vehicle regulations and other parking issues.
7. Patrol downtown and surrounding areas to enforce time and permit regulated parking area.
8. Respond to parking complaints and immobilize vehicles with excessive parking violations on file.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Special Events Planned and Managed	50	45	42	61	60
Special Events Staffed and Supervised with Police Officers	25	20	25	25	25
Alcohol Permit Review	129	147	80	150	150

Major Budget Changes

None

POLICE DEPARTMENT
Special Operations Unit

4016

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	534,634	613,900	589,299	628,999
2. Office Supplies & Materials	8,068	13,200	13,200	13,200
3. Clothing & Personal Equip	1,154	3,000	3,000	3,000
4. Special Dept Supplies	353	3,100	4,000	4,000
5. Outside Services		10,000	10,000	10,000
6. Insurance and Bonds			2,901	2,901
TOTAL	544,209	643,200	622,400	662,100
 Authorized Positions	 5.5	 5.5	 5.5	 5.5

Funding Source

Measure V Fund

POLICE DEPARTMENT

Patrol Unit

4020

Purpose

Provide uniformed patrol throughout the community to prevent crime and disorder; apprehend criminal violators; conduct objective and professional investigations; provide information on crime prevention and community safety; respond promptly to crimes in progress; and provide high visibility patrol as needed.

Division Operations

1. Continued emphasis on community-oriented approach to service delivery.
2. Provide immediate response to any crime in progress involving violence or threats of violence.
3. Continue to seek alternative methods to provide prompt service to calls for service.
4. Continue to provide up to date training for recruits through the Field Officer Program.
5. Continue to provide state of the art support for criminal investigations through the Crime Scene Investigation Program.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Community Oriented Policing Activities (per patrol officer per year)		100	100	100	100

Major Budget Changes

Eliminated Positions:

- 3 – Police Officers
- 1 – Community Service Officer

POLICE DEPARTMENT
Patrol Division

4020

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	17,512,201	19,945,226	17,974,238	19,923,038
2. Office Supplies & Materials	1,826	4,100	4,100	4,100
3. Vehicle Fuels & Lubricants	393,800	375,000	375,000	375,000
4. Clothing & Personal Equip	73,479	71,007	70,000	70,000
5. Special Dept Supplies	25,574	20,000	20,000	20,000
6. Communications			39,000	39,000
7. Outside Services	13,555	17,500	17,500	17,500
8. Membership & Dues	550	400	400	400
9. Insurance and Bonds			178,362	178,362
10. Capital Outlay	1,005			
TOTAL	18,021,990	20,433,233	18,678,600	20,627,400
 Authorized Positions	 100	 94	 94	 94

Funding Source

General Fund, Sales Tax SB172, Supplemental Law Enforcement AB3229, Measure V Fund

POLICE DEPARTMENT

Traffic Unit

4021

Purpose

Enforce state and city traffic laws and codes to improve highway/roadway safety and to promote compliance through the use of specialized training and enforcement. Investigate traffic accidents for causative factors; relieve patrol personnel for other public safety duties; provide accident analyses to determine means for reducing accident rates.

Division Operations

1. Maintain specialized traffic enforcement in areas of school zones, increasing safety potential for children
2. Reduce the number of injury accidents through an aggressive enforcement program.
3. Provide expertise in the investigation of injury and fatal traffic collisions.
4. Increase public awareness related to traffic safety through demonstrations, public education and community involvement
5. Increase school children pedestrian safety through education and parent involvement.
6. Regulate and monitor tow services utilized by the Department.
7. Assist Public Works in identifying traffic and pedestrian safety issues.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Percent reduction in collisions at five most accident-prone locations		down 10%	5%	5%	5%
Percent Reduction in Fatal Accidents		0	5%	5%	50%

Major Budget Changes

None

POLICE DEPARTMENT
Traffic Unit

4021

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	691,108	529,405	600,467	663,667
2. Office Supplies & Materials	212	600	600	600
3. Clothing & Personal Equip	63	2,500	2,500	2,500
4. Special Dept Supplies	4,938	4,000	4,000	4,000
5. Professional Services	5,985	5,605		
6. Outside Services	49,347	30,658		
7. Training/Conferences/Meetings	1,998	1,685		
8. Insurance and Bonds			8,833	8,833
9. Capital Outlay	8,042	450		
TOTAL	761,693	574,903	616,400	679,600

Authorized Positions 5 4 3 3

Funding Source

General Fund, Measure V Fund, MoCo Avoid the 18 Campaign 20072010

POLICE DEPARTMENT

Support Services Unit

4030

Purpose

Provide the assistance and tools needed by the Field Operations and Investigations Divisions to accomplish their law enforcement mission. Provide a wide range of evidence collection and processing services; Manage the Crime Scene Investigator program; Assist other city departments and outside agencies with information such as court packets and suspect profiles; Provide direct services to the community, such as filling requests for information in the form of police reports, research, and handouts.

Division Operations

1. Maintain an accurate and efficient information storage and retrieval system.
2. Investigate and reconstruct crime scenes; process photographic, fingerprint, video, vehicle, and firearms evidence.
3. Manage and maintain police facilities.
4. Conduct all functions with the best possible customer service.
5. Enhancement of the Department's report writing system and integration with the records management system to increase the level of information captured.
6. Manage State and Federal Grants/Operation Ceasefire.
7. Conduct internal affairs investigations.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Investigate/reconstruct major crime scenes	30	25	20	20	25
Latent Print Investigations	492	428	1,300	500	525
Firearms Processed	250	186	200	200	200
Internal Investigations Completed	19	21	20	20	20

Major Budget Changes

Eliminated Positions:

- 1 – Crime Analyst
- 1 – Community Service Officer

POLICE DEPARTMENT
Support Services Unit

4030

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	849,635	846,716	822,968	881,168
2. Office Supplies & Materials	5,838	7,500	7,500	7,500
3. Bldg/Veh/Equip Maint/Supplies	28,273	24,414	25,000	25,000
4. Clothing & Personal Equip	409	1,000	1,000	1,000
5. Special Dept Supplies	58,366	68,000	38,000	38,000
6. Communications	2,451,322	2,746,805	2,792,000	2,948,900
7. Utilities	32,943	54,500	54,500	54,500
8. Rents & Leases	8,394	5,200	5,200	5,200
9. Contract Maintenance Services	158,352	113,200	113,200	113,200
10. Professional Services	47,033	25,000	25,000	25,000
11. Outside Services	184,511	156,056	165,000	165,000
12. Training/Conferences/Meetings		6,530		
13. Membership & Dues	100	435	100	100
14. Insurance and Bonds			5,532	5,532
15. Capital Outlay		7,744		
TOTAL	3,825,176	4,063,100	4,055,000	4,270,100
 Authorized Positions	 8	 6	 6	 6

Funding Source

General Fund, RAN Grant

POLICE DEPARTMENT

Technical Services Division

4031

Purpose

Process data and provide accurate and timely information. Prepare the monthly State Uniform Crime Report (UCR). Process all Department citations. Support the various computer systems which are not integrated into the City network, i.e., Mobile Computer Terminals (MCTs), video mug photo system, document imaging system (AllBase), Computer Aided Dispatch (CAD), California Law Enforcement Telecommunications System (CLETS), and fingerprint identification systems.

Division Operations

1. Conduct research and provide statistical information.
2. Prepare Uniform Crime Reports (UCR) in a timely and accurate manner.
3. Manage the alarm permit and false alarm program.
4. Process citations for Monterey County courts and City Attorney in a timely manner.
5. Provide technical support, user training, and manage and maintain computer applications not integrated with the Wintegrate system.
6. Conduct all functions with the best possible customer service.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Complete Uniform Crime Reports	12	12	12	12	12
Process Citations for Court	5,048	10,301	7,000	8,000	12,361

Major Budget Changes

None

POLICE DEPARTMENT
Technical Services Division

4031

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	335,644	328,800	385,112	398,412
2. Office Supplies & Materials	723	700	700	700
3. Special Dept Supplies	8,253	11,500	11,500	11,500
4. Communications		800	800	800
5. Contract Maintenance Services	16,938	3,200	3,200	3,200
6. Outside Services	7,835	6,200	6,200	6,200
7. Insurance and Bonds			888	888
8. Capital Outlay	12,843			
TOTAL	382,236	351,200	408,400	421,700

Authorized Positions 3 3 3 3

Funding Source

General Fund

POLICE DEPARTMENT

Word Processing Division

4032

Purpose

Provide accurate and timely data entry and word processing services for the Field Operations, Investigations, and Support Services Divisions. This includes the Universe databases such as the Crime Reporting System (CRS), the Master Person File (PRS), the Arrest File (ARS), and the Traffic Accident Reporting System (TARS).

Division Operations

1. Process juvenile reports within 24 hours and adult arrest reports within 48 hours, in support of building a safe and peaceful community.
2. Enter TARS data in a timely manner.
3. Respond immediately to emergency typing requests.
4. Provide feedback regarding errors and corrections in the most mission-supportive and positive manner possible.
5. Conduct all functions with the best possible customer service.
6. Complete the transition to department wide use of digital recorders for report transcription.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Police Reports completed		17,510	18,000	18,000	18,000

Major Budget Changes

Eliminated Position:

- 1 – Word Processing Operator

POLICE DEPARTMENT
Word Processing Unit

4032

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	401,299	373,600	375,510	389,710
2. Special Dept Supplies	3,535	1,500	1,500	1,500
3. Outside Services	106,308	80,000	80,000	80,000
4. Insurance and Bonds			1,090	1,090
TOTAL	511,142	455,100	458,100	472,300

Authorized Positions 5 5 5 5

Funding Source

General Fund

POLICE DEPARTMENT

Evidence & Property Division

4033

Purpose

Support the process of successful prosecution by providing security, integrity and control of property. Facilitate the timely return of property to rightful owners. Ensure internal policies and procedures regarding the safekeeping of evidence are in compliance with all legal requirements.

Division Operations

1. Continue to support the process of successful prosecution by providing security, control and maintenance of evidence.
2. Return property to legal owners in a timely manner to ensure trust and good public relations.
3. Obtain additional storage space and containers, adhere to preservation techniques, prepare and transport evidence and seek alternative disposal sites.
4. Document, transport, and supervise the destruction of narcotics and weapons.
5. Continue training for evidence personnel and sworn personnel; Purge evidence and property; update manuals; update and improve the computer system.
6. Complete the move of all evidence and office systems to an off-site facility.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Process evidence into storage	9,797	10,659	10,000	10,000	10,000
Purge evidence	7,858	8,248	8,000	8,000	8,000

Major Budget Changes

None

**POLICE DEPARTMENT
Evidence & Property Unit**

4033

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	164,653	178,300	181,028	187,928
2. Office Supplies & Materials	2,179	2,500	2,500	2,500
3. Special Dept Supplies	2,008	8,750	3,500	3,500
4. Membership & Dues	90	100	100	100
5. Insurance and Bonds			1,672	1,672
6. Capital Outlay		14,750		
TOTAL	168,930	204,400	188,800	195,700
 Authorized Positions	 2	 2	 2	 2

Funding Source

General Fund

POLICE DEPARTMENT

Records Division

4034

Purpose

Maintain a current and efficient information storage/retrieval system of arrest and incident reports to provide accurate Public Records Act services to the public and other governmental agencies. Provide information to the Investigation Division and Field Operations to accomplish their law enforcement missions.

Division Operations

1. Provide twenty-four hour immediate response to field officer requests.
2. Prepare court prosecution packets daily.
3. Provide excellent customer service to the public, Department personnel, and other agencies.
4. Maintain an efficient information storage/retrieval system by processing police reports and scanning them, and other information, daily onto an optical storage system.
5. Provide public fingerprint services and Taxi Driver permits two days per week.
6. Purge selected police records on an on-going basis.
7. Continually improve and streamline the efficiency and effectiveness of the Records Unit.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Arrest Packets Completed for Court	2,857	2,325	3,200	3,200	2,400
Reports Processed	16,559	17,510	18,000	18,000	18,000

Major Budget Changes

None

POLICE DEPARTMENT
Records Unit

4034

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	919,307	974,000	998,539	1,043,539
2. Office Supplies & Materials	2,819	5,500	5,500	5,500
3. Small Tools & Equipment	307	500	500	500
4. Clothing & Personal Equip	1,929	2,500	2,500	2,500
5. Special Dept Supplies	4,684	4,500	4,500	4,500
6. Membership & Dues	470	300	300	300
7. Insurance and Bonds			2,561	2,561
TOTAL	929,516	987,300	1,014,400	1,059,400

Authorized Positions 11 11 11 11

Funding Source

General Fund, Measure V Fund

POLICE DEPARTMENT

Maintenance Services Division

4037

Purpose

Maintain and provide vehicle maintenance for the Salinas Police Department. Maintain specialized vehicle equipment such as: sirens, lights, radar and communications, as well as all related safety equipment and supplies. Continue data entry for preventive maintenance and vehicle repair history database. Maintain Department offices in police department building, city hall and two rented locations.

Division Operations

1. Perform vehicle repairs in a timely manner.
2. Submit timely government fleet smog compliance reports to State Bureau of Automotive Repair.
3. Manage and maintain radio communications equipment.
4. Maintain positive public relations with internal and external customers in promoting community-oriented policing philosophy.
5. Assist in the maintenance of mobile computer terminals.
6. Maintain police department portion of new city-wide vehicle management software.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Building Deficiencies Rectified		26	30	30	30

Major Budget Changes

None

POLICE DEPARTMENT
Maintenance Services Unit

4037

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	353,213	338,400	339,988	353,188
2. Office Supplies & Materials	133	316	200	200
3. Bldg/Veh/Equip Maint/Supplies	212,435	200,000	200,000	200,000
4. Clothing & Personal Equip	500	500	500	500
5. Special Dept Supplies	2,274			
6. Contract Maintenance Services	214,650	221,000	221,000	221,000
7. Professional Services	9,500	5,981		
8. Outside Services		16,107		
9. Administration/Contingencies	6,776	12,932		
10. Insurance and Bonds			3,912	3,912
11. Capital Outlay	105,289	107,174		
TOTAL	904,770	902,410	765,600	778,800
 Authorized Positions	 4	 4	 4	 4

Funding Source

General Fund

POLICE DEPARTMENT

Detective Unit

4040

Purpose

Conduct investigations in order to identify and apprehend suspects for prosecution purposes. This includes the identification of crime trends for proactive and focused investigation attention, such as surveillances and the use of sophisticated law enforcement equipment to prevent crimes, as well as identify and locate suspects. In addition to providing investigative personnel for criminal investigations, the Investigation Division will work closely with the Field Operations and Administration Division to promote strategies which build a safe and peaceful community.

Division Operations

1. Aggressively investigate criminal activity.
2. Increase the Investigation Division efforts to proactively target criminals that commit gang related, violent and property crimes; such as murder, assault with a deadly weapon, robbery, burglary, and other thefts.
3. Continue to provide a timely on-call response on a 24 hour basis for major criminal investigations or other crimes that require in-depth investigative support.
4. Increase efforts to provide informal and formal training to investigators.
5. Continue to assign personnel to monitor and arrest sex registrants who have been found to violate any provisions of Section 290 of the Penal Code in the City of Salinas.
6. Continue to work closely with other agencies to develop and promote collaborative, positive relationships.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Investigations Completed	503	440	625	550	500
Average Clearance Rate/All Cases	78.9 percent	74 percent	75 percent	75 percent	75 percent

Major Budget Changes

None

POLICE DEPARTMENT
Investigations Division

4040

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	3,122,166	3,748,500	3,913,788	4,323,688
2. Office Supplies & Materials	6,273	4,900	4,000	4,000
3. Clothing & Personal Equip	270	500	500	500
4. Insurance and Bonds			44,112	44,112
TOTAL	3,128,709	3,753,900	3,962,400	4,372,300

Authorized Positions	20	21	21	21
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Funding Source

General Fund

POLICE DEPARTMENT

Narcotics Unit

4041

Purpose

Serve as a proactive unit for the purpose of identifying and arresting criminals involved in the illegal manufacture, sales, or use of narcotics. Strive to develop sources of information that will be useful in solving other crimes in the community. Provide undercover operational support to detect and interrupt criminal operations

Division Operations

1. Continue to conduct investigations into illegal narcotic activity as well as develop strategies to reduce the manufacture, sale and use of illegal narcotics.
2. Improve efforts to work closely with other narcotics/vice units, task forces or agencies which share similar responsibilities.
3. Continue to work closely with neighborhood groups to identify narcotic problems and then take the necessary enforcement action to improve the quality of life in that particular neighborhood.
4. Work with local partner agencies and State and Federal agencies to develop strategies to target drug and violent crime enterprises.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Investigations Completed	450	180	120	150	150

Major Budget Changes

None

**POLICE DEPARTMENT
Narcotics Unit**

4041

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	1,052,899	1,075,800	1,009,614	1,111,114
2. Office Supplies & Materials	75	500	500	500
3. Special Dept Supplies	12,950	20,000	20,000	20,000
4. Rents & Leases	20,834	30,000	30,000	30,000
5. Insurance and Bonds			11,186	11,186
TOTAL	1,086,758	1,126,300	1,071,300	1,172,800
 Authorized Positions	 5	 5	 5	 5

Funding Source

General Fund

POLICE DEPARTMENT

Violence Suppression Unit

4043

Purpose

Collect information on gangs and gang members and investigate gang-related crimes. Provide gang-related training and other criminal intelligence to law enforcement and members of the community. Identify and suppress gang/criminal activity. Conduct short and long term gang focused investigations.

Division Operations

1. Continue to expand and improve a comprehensive criminal gang and gang member certification process under the California Penal Code.
2. Continue to aggressively identify violent gang members and other violent criminals for the arrest and prosecution of a variety of crimes.
3. Continue to work with the Monterey County District Attorney's Office and other allied agencies to ensure vertical prosecution of gang members for their crimes.
4. Improve our efforts to work closely with parents or other community members for the purpose of providing them information or training that will help at-risk youth.
5. Conduct short term and long term, complex investigations of criminal gang groups utilizing all available resources.
6. Coordinate with community partners to provide intervention services for gang members and potential gang members.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Gang Certifications	55	110	100	100	100
Court Presentations/Expert Testimony	127	125	100	100	100
Weapons Seized	45	44	45	50	50

Major Budget Changes

Eliminated Position:
1 – Police Officer

POLICE DEPARTMENT
Violence Suppression Unit

4043

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	2,122,641	1,430,200	1,897,729	2,106,829
2. Special Dept Supplies	3,423	10,000	10,000	10,000
3. Rents & Leases	25,029	30,000	30,000	30,000
4. Contract Maintenance Services	2,206	500	500	500
5. Outside Services	123	500	500	500
6. Insurance and Bonds			24,871	24,871
7. Capital Outlay	798			
TOTAL	2,154,220	1,471,200	1,963,600	2,172,700

Authorized Positions	12	12	10	10
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Funding Source

General Fund

POLICE DEPARTMENT

Reserves Division

4050

Purpose

Provide additional trained assistance to the Department when specific needs exceed normal resources. This assistance consists of Level I and Level II Reserve Officers who work primarily within the Field Operations Division in a variety of roles. Reserve officers provide a variety of services, such as prisoner transport, backup to other units, DUI checkpoint, crowd control, and traffic direction.

Division Operations

1. Provide police reserve services for special events, such as Big Week activities Kiddiekapers Parade, natural disasters, and other events as needed. Provide police reserve services on a regular basis, primarily on weekends as follows: prisoner transport, DUI Checkpoints, truancy abatement and Oldtown patrols and pre-planned events
2. Maintain required Advanced Officer Training for Level 1 officers.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Patrol hours per Reserve Officer per Year		20	20	20	20
Special Event hours per Reserve Officer per Year		100	30	100	100
Truancy Abatement hours worked		540	120	120	540
City Council Security Hours per Year		240	160	240	240

Major Budget Changes

None

POLICE DEPARTMENT
Reserves Division

4050

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	59,008	50,000	50,000	50,000
2. Clothing & Personal Equip		2,000	2,000	2,000
TOTAL	59,008	52,000	52,000	52,000

Authorized Positions

Funding Source

General Fund

POLICE DEPARTMENT

Animal Control Svcs Division

4070

Purpose

Provide effective animal control, licensing, lost/found and adoption programs for all stray and unwanted animals within the city.

Division Operations

1. Protect Salinas residents from the negative community impacts of unwanted pets, strays, and dangerous animals
2. Provide humane care of animals housed at the shelter.
3. Promote adoption of animals and their placement in caring and responsible homes.
4. Maintain licensing program to provide effective identification of pets in the community through the use of technology.
5. Develop active volunteer programs to assist the shelter in providing effective lost/found, adoption, public education and spay/neuter programs.
6. Research and prioritize programs that will reduce the number of stray and unwanted pets in the City.
7. Ensure clean and healthy conditions in the kennels and other areas of the shelter.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Animals Licensed	4,754	6,094	6,000	6,000	6,500
Animals Returned to Owner	465(9.7%)	469	450	450	450

Major Budget Changes

None

**POLICE DEPARTMENT
Animal Control Svcs Unit**

4070

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	611,919	693,700	722,772	747,872
2. Office Supplies & Materials	2,282	1,800	1,800	1,800
3. Bldg/Veh/Equip Maint/Supplies	5,623	3,500	3,500	3,500
4. Small Tools & Equipment	779	1,000	1,000	1,000
5. Clothing & Personal Equip	813	2,000	2,000	2,000
6. Special Dept Supplies	37,861	31,500	31,500	31,500
7. Communications	1,365	2,800	2,800	2,800
8. Utilities	54,935	54,200	54,200	54,200
9. Contract Maintenance Services	16,116	16,500	21,000	21,000
10. Outside Services	49,150	57,400	67,400	67,400
11. Insurance and Bonds			3,828	3,828
12. Capital Outlay	9,426			
TOTAL	790,269	864,400	911,800	936,900

Authorized Positions	7	7	7	7
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Funding Source

General Fund, Measure V Fund

POLICE DEPARTMENT

Animal Control Svcs – Other Agencies

4071

Purpose

Provide animal sheltering services under a contract with outside agencies.

Division Operations

1. Provide humane care and sheltering of animals brought into the shelter by outside agencies based on contractual agreements.
2. Workload and Performance Indicators
3. Number of animals brought in by outside agencies.
4. Amount of other related services required to handle increase of animals as a result of contract.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Animals Received	191	147	300	300	200

Major Budget Changes

None

POLICE DEPARTMENT
Animal Control Svc - Other Agencies

4071

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	60,907	72,200	75,893	81,893
2. Insurance and Bonds			707	707
TOTAL	60,907	72,200	76,600	82,600

Authorized Positions	1	1	1	1
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Funding Source

General Fund

POLICE DEPARTMENT

Asset Seizure Division

4080

Purpose

Provides for the identification of assets (visible and hidden) held by local criminal enterprises. Asset seizure provides for lawful forfeiture, utilizing State and Federal Asset Seizure programs to enhance local enforcement efforts.

Division Operations

1. Continue to identify and seize assets used to facilitate narcotic transactions.
2. Identify and seize assets deemed "proceeds" from narcotic transactions.
3. Enhance our efforts to detect and attack criminal enterprises utilizing civil law in conjunction with criminal law.
4. Aggressive use of assets to supplement local law enforcement's efforts toward narcotics related enforcement.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Cases adjudicated	14	11	20	20	15

Major Budget Changes

None

POLICE DEPARTMENT
Asset Seizure Division

4080

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Communications	23,532	25,000	10,000	10,000
TOTAL	23,532	25,000	10,000	10,000

Authorized Positions

Funding Source

Asset Seizure Fund

POLICE DEPARTMENT

Joint Gang Task Force

4090

Purpose

Participate in the county-wide Gang Task Force to investigate gang criminal activity and collect information on gangs and gang members. Increase the flow of gang-related information among various law enforcement agencies within the county.

Division Operations

1. Reduce gang-related crimes throughout the county.
2. Identify and apprehend gang members responsible for criminal conduct.
3. Gather and disseminate gang information to affected agencies.
4. Provide gang training to Monterey County agency personnel.
5. Meet with community members and collectively work toward solutions to reduce gang violence.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Gang related investigations	15		240		
Gang related arrests	215		200		
Weapons seized	37	31	50	50	50

Major Budget Changes

None

**POLICE DEPARTMENT
Joint Gang Task Force**

4090

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	1,238,976	1,473,400	1,369,000	1,498,400
2. Office Supplies & Materials	9,393	45,000	45,000	45,000
3. Small Tools & Equipment	11,501	12,239	12,000	12,000
4. Communications	985	8,000	8,000	8,000
5. Rents & Leases	3,849	25,000	25,000	25,000
TOTAL	1,264,704	1,563,639	1,459,000	1,588,400
 Authorized Positions	 6	 6	 6	 6

Funding Source

Measure V Fund, BJA Grant Fund

POLICE DEPARTMENT

Work Force

	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Administration Division				
Chief of Police	1.0	1.0	1.0	1.0
Police Serv Mgr (Frozen)	1.0			
Admin Secretary (Frozen)	-1.0	-1.0		
Administrative Secretary	2.0	2.0	1.0	1.0
Deputy Chief of Police	1.0			
Police Commander	1.0	1.0	1.0	1.0
Total	5.0	3.0	3.0	3.0
Community Services Unit				
Police Sergeant	1.0	1.0	1.0	1.0
Police Officer	6.0	6.0	6.0	6.0
Police Officer (Frozen)			-2.0	-2.0
Comm Serv Off (MV)	1.0	1.0		
Comm Serv Off (MV) Frozen		-1.0		
Total	8.0	7.0	5.0	5.0
Personnel & Training Unit				
Police Sergeant	1.0	1.0	1.0	1.0
Special Operations Unit				
Police Sergeant	1.0	1.0	1.0	1.0
Comm Serv Officer(2.5 MV)	4.5	4.5	4.5	4.5
Total	5.5	5.5	5.5	5.5
Patrol Division				
Deputy Chief	1.0	1.0	1.0	1.0
Police Commander	4.0	4.0	4.0	4.0
Police Sergeant	11.0	12.0	12.0	12.0
Police Officer (7 MV)	70.0	72.0	66.0	74.0
Police Officer(Fed Grant)	9.0			
Police Officer (Unfunded)	-7.0			
Police Officer(Fed Grant)	8.0	8.0	8.0	
Police Officer (Frozen)		-6.0		
Comm Service Offcr (3 MV)	4.0	4.0	3.0	3.0
Comm Serv Off (MV) Frozen		-1.0		
Total	100.0	94.0	94.0	94.0

POLICE DEPARTMENT

Work Force

	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Traffic Unit				
Police Sergeant	2.0	1.0	1.0	1.0
Police Officer	3.0	3.0	3.0	3.0
Police Officer (Frozen)			-1.0	-1.0
Total	5.0	4.0	3.0	3.0
Support Services Unit				
Crime Analyst	1.0	1.0		
Crime Analyst (Frozen)		-1.0		
Senior Police Clerk	1.0	1.0	1.0	1.0
Criminalist	1.0	1.0	1.0	1.0
Police Sergeant	1.0	1.0	1.0	1.0
Comm Serv Officer (MV)	3.0	3.0	2.0	2.0
Comm Serv Off (MV) Frozen		-1.0		
Latent Fingerprint Tech	1.0	1.0	1.0	1.0
Total	8.0	6.0	6.0	6.0
Technical Services Division				
Technical Serv Coord	1.0	1.0	1.0	1.0
Senior Police Clerk	2.0	2.0	2.0	2.0
Total	3.0	3.0	3.0	3.0
Word Processing Unit				
Word Proc Op (Frozen)	-1.0			
Word Processing Operator	5.0	4.0	4.0	4.0
Supvsg Wrđ Proc Operator	1.0	1.0	1.0	1.0
Total	5.0	5.0	5.0	5.0
Evidence & Property Unit				
Evidence Technician	1.0	1.0	1.0	1.0
Sr Evidence Technician	1.0	1.0	1.0	1.0
Total	2.0	2.0	2.0	2.0

POLICE DEPARTMENT

Work Force

Records Unit	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Police Records Coord	1.0	1.0	1.0	1.0
Police Clerk (Frozen)	-1.0	-1.0		
Police Clerk	9.0	9.0	7.0	7.0
Police Clerk (MV) Frozen	-1.0	-1.0		
Supervising Police Clerk	4.0	3.0	3.0	3.0
Sup Police Clerk (Frozen)	-1.0			
Total	11.0	11.0	11.0	11.0
 Maintenance Services Unit				
Equipment Inventory Tech	1.0	1.0	1.0	1.0
Sr Vehicle Maint Asst	1.0	1.0	1.0	1.0
Pub Safety Facilities Wkr	2.0	2.0	2.0	2.0
Total	4.0	4.0	4.0	4.0
 Investigations Division				
Senior Police Clerk	1.0	1.0	1.0	1.0
Deputy Chief of Police		1.0	1.0	1.0
Police Commander	1.0	1.0	1.0	1.0
Police Sergeant	2.0	2.0	2.0	2.0
Police Officer	15.0	15.0	15.0	15.0
Community Serv Offcr (MV)	1.0	1.0	1.0	1.0
Total	20.0	21.0	21.0	21.0
 Narcotics Unit				
Police Sergeant	1.0	1.0	1.0	1.0
Police Officer	4.0	4.0	4.0	4.0
Total	5.0	5.0	5.0	5.0
 Violence Suppression Unit				
Police Sergeant	1.0	1.0	1.0	1.0
Police Officer	11.0	11.0	11.0	11.0
Police Officer (Frozen)			-2.0	-2.0
Total	12.0	12.0	10.0	10.0

POLICE DEPARTMENT

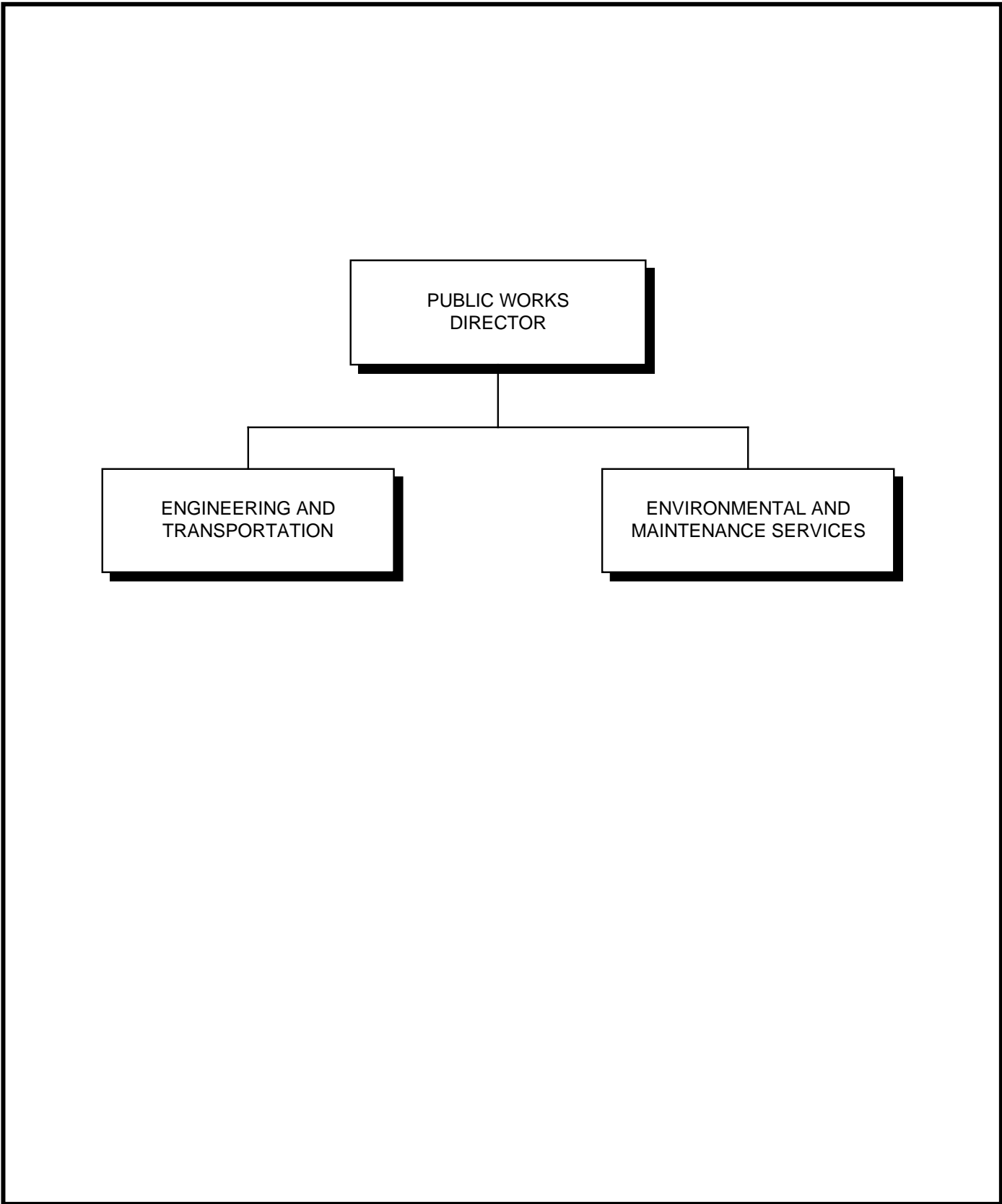
Work Force

	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Animal Control Svcs Unit				
Animal Cont Offcr (1 MV)	2.0	2.0	2.0	2.0
Animal Services Supv	1.0	1.0	1.0	1.0
Animal Services Mgr	1.0	1.0	1.0	1.0
Animal Servs Office Asst	1.0	1.0	1.0	1.0
Animal Care Tech	2.0	2.0	2.0	2.0
Total	7.0	7.0	7.0	7.0
Animal Control Svc - Other Agencies				
Animal Care Tech	1.0	1.0	1.0	1.0
Joint Gang Task Force				
Police Commander (MV)	1.0	1.0	1.0	1.0
Police Sergeant (MV)	1.0	1.0	1.0	1.0
Police Officer (MV)	4.0	4.0	4.0	4.0
Total	6.0	6.0	6.0	6.0
Department Total	208.5	197.5	192.5	192.5

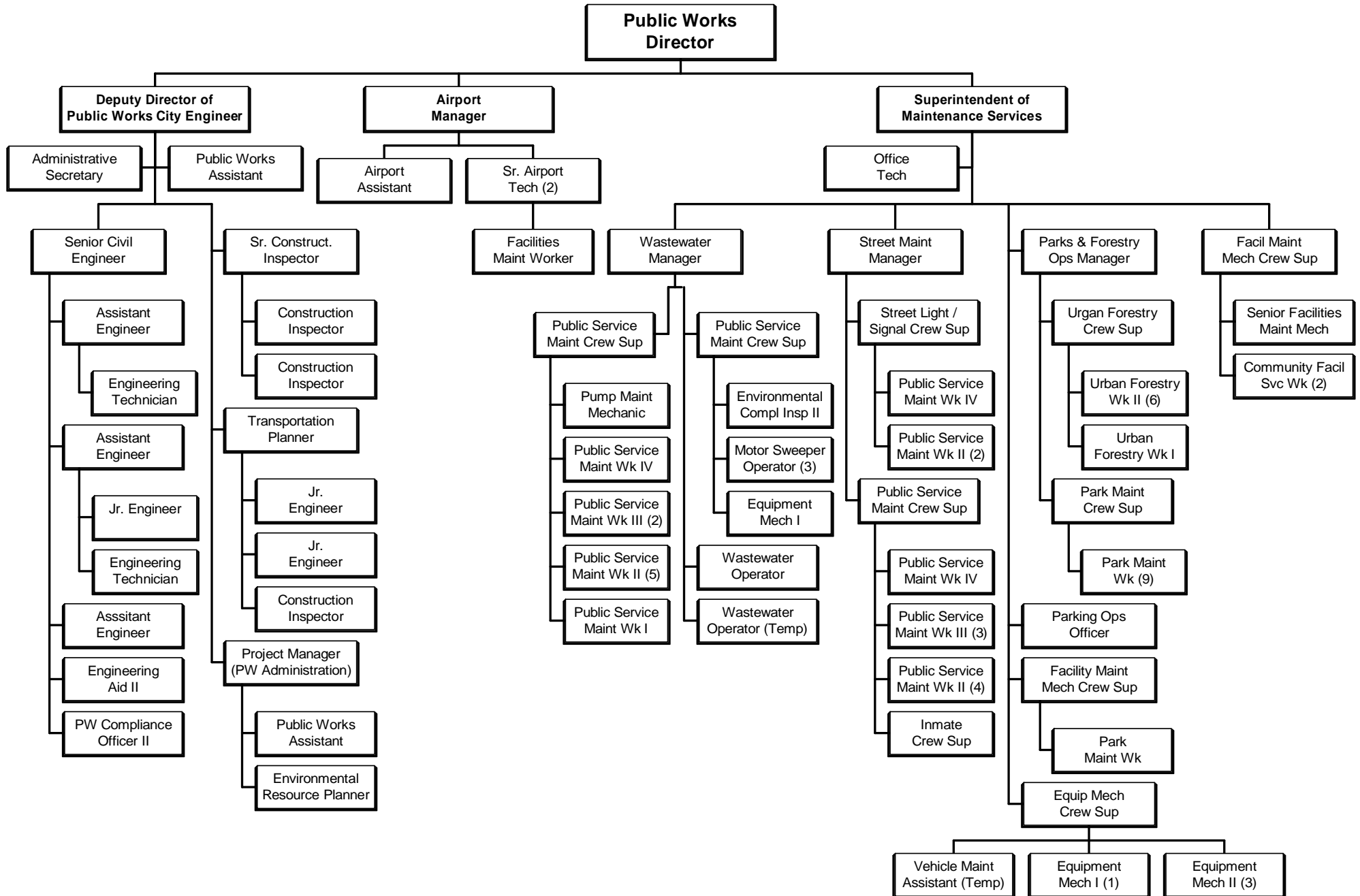


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PUBLIC WORKS



PUBLIC WORKS DEPARTMENT Organization Chart



PUBLIC WORKS DEPARTMENT

Summary

Purpose

The Public Works Department consists of the Engineering, Traffic/Transportation Environmental and Maintenance Services Divisions and the Airport. The Engineering and Traffic/Transportation Divisions provide management of the City's public infrastructure and properties; plan and implement public capital improvements; examine private development plans and proposals with associated CEQA documents to ensure responsible growth as it relates to traffic issues and public infrastructure; administer programs and enforce governmental regulations. Most of the private development plans/proposals are checked by engineering staff at the Permit Center, under the Community and Economic Development Department. The Environmental and Maintenance Services Division protects the health of Salinas by providing maintenance services for all City infrastructure, vehicles and equipment, and also ensures NPDES compliance in the field.

Top Accomplishments for FY 2013-14

Economic Diversity and Prosperity

1. Downtown Vibrancy Study
2. Airport Hangar Development
3. Brunken Avenue Right of Way
4. Make Improvements to Industrial Wastewater System
5. Begin recycling of produce wash water for irrigation purposes

Safe, Livable Community

1. Sherwood Hall Improvement's
2. China Town Cleanups
3. Winter Warming Shelter
4. Facilitate study of Public Safety Facility
5. Enhanced signing and crosswalks at school zone areas

Effective, Sustainable Government

1. Priority Based Budgeting
2. Capital Improvement Budget Process Updates
3. Agreement with Chevron Energy Services to create efficient use of energy
4. Consolidation of property management following the dissolution of Redevelopment
5. Developed and implemented a civic engagement program to support various projects and initiatives

Excellent Infrastructure

1. Market Street Improvements
2. Airport Taxiway Improvements
3. 50-50 Sidewalk Program
4. Elvee Drive Improvement Design and Public Meetings
5. Completed Rehabilitation of Historic Freight Building

Quality of Life

1. Caesar Chavez Park Improvements
2. Closter Park Improvements
3. Tatum's Garden (Property Agreement)
4. Ciclovía (Award winning open streets project)
5. Acquisition of Urban Greening Grant

PUBLIC WORKS DEPARTMENT

Summary (Continued)

City Council Goals, Strategies, and Objectives for FY 2014-15

Economic Diversity and Prosperity

1. Develop and implement downtown parking strategy
2. Complete construction of Phase 1 of Industrial Wastewater Treatment
3. Secure sustainable funding for downtown improvements
4. Reconfigure wastewater system to provide recycled water for agricultural irrigation
5. Traffic Improvement Program and Fee Update

Safe, Livable Community

1. Rebuild of 10 Soledad Street to provide Services
2. Rebuild of Old Municipal Pool to provide Multi-purpose facility
3. Complete Study of Public Safety Facility
4. Planning and Improvement of Alisal Street for multi-modal use
5. Complete ADA Transition Plan and Street Sign Management Plan

Effective, Sustainable Government

1. Complete energy efficiency projects
2. Complete Staffing Study of Maintenance Services
3. Consolidate Engineering Services
4. Evaluate and Update Assessment District fees and services
5. Improve Project Management Processes

Excellent Infrastructure

1. Construct Elvee Drive Improvements
2. Construct Alisal Street and Skyway Blvd. Roundabout
3. Complete the Sanitary Sewer rehabilitation in central Salinas
4. Prepare Airport Master Plan update
5. Complete all funded infrastructure projects

Quality of Life

1. Complete green neighborhood templates
2. Begin study of Carr Lake
3. Complete Cesar Chavez, Closter, La Paz park improvements
4. Fund shelters and services for homeless
5. Host Salinas International Airshow

Major Budget Changes

Position Changes – Fill funded positions, where feasible.

PUBLIC WORKS

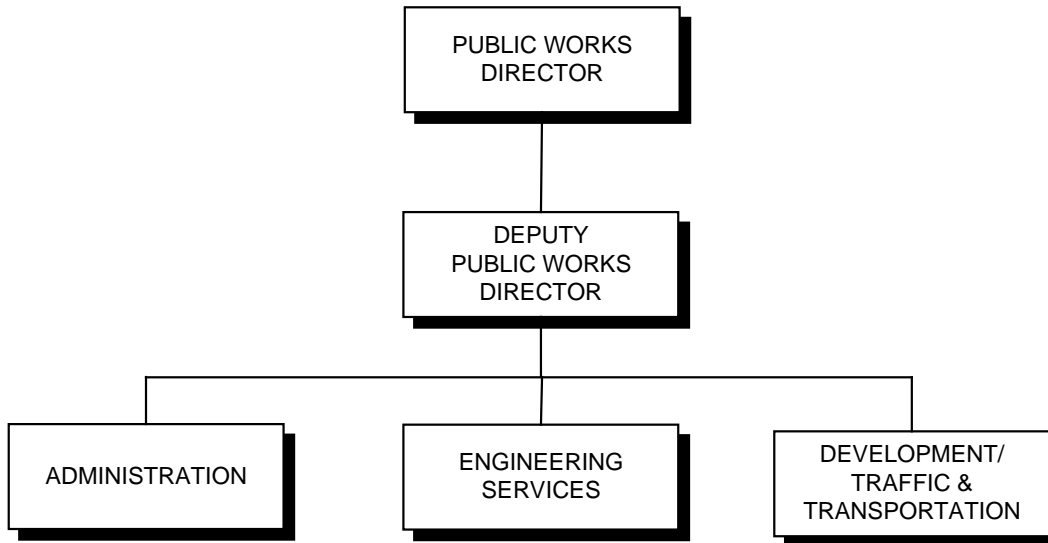
Summary

	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
Expenditures by Program				
Engineering & Transportation	1,790,406	1,543,118	1,463,100	1,591,400
Environmental & Maint Services	6,429,444	7,019,568	7,101,100	7,273,100
Total	8,219,850	8,562,686	8,564,200	8,864,500
Workforce by Program				
Engineering & Transportation	21.625	20.375	20.625	20.625
Environmental & Maint Services	48.375	46.375	43.625	43.625
Total	70.000	66.750	64.250	64.250



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ENGINEERING AND TRANSPORTATION





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ENGINEERING AND TRANSPORTATION

Summary

Expenditures by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
5010	Administration Division	556,836	519,700	607,100	646,800
5020	Engineering Services Division	915,750	628,618	670,000	746,900
5022	Development/Traffic & Transp.	317,820	394,800	186,000	197,700
TOTAL		1,790,406	1,543,118	1,463,100	1,591,400

Expenditures by Character

1.	Employee Services	1,693,900	1,400,200	1,305,652	1,433,952
2.	Office Supplies & Materials	7,624	11,000	11,000	11,000
3.	Small Tools & Equipment	506	1,400	1,400	1,400
4.	Books and Publications	590	1,100	1,100	1,100
5.	Special Dept Supplies	1,264	15,900	16,900	16,900
6.	Communications	6,974	10,000	11,000	11,000
7.	Utilities	213			
8.	Contract Maintenance Services	6,620	4,000	6,000	6,000
9.	Professional Services	22,503	60,998	53,500	53,500
10.	Outside Services	30,292	32,520	27,600	27,600
11.	Training/Conferences/Meetings	2,958	3,000	3,000	3,000
12.	Membership & Dues	2,517	3,000	3,000	3,000
13.	Insurance and Bonds			22,948	22,948
14.	Capital Outlay	14,445			
TOTAL		1,790,406	1,543,118	1,463,100	1,591,400

Expenditures by Fund

General Fund	1,790,406	1,543,118	1,463,100	1,591,400
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Workforce by Program

5010	Administration Division	5.125	4.875	5.125	5.125
5020	Engineering Services Division	14.500	12.500	12.500	12.500
5022	Development/Traffic & Transp.	2.000	3.000	3.000	3.000
TOTAL		21.625	20.375	20.625	20.625

DEPARTMENT OF PUBLIC WORKS

Administration and District Division

5010

Purpose

Provide administrative support to all Sections of the Engineering and Transportation Division and to the larger Department of Public Works Department, supervise and control the Department's operating and project budgets, implement and manage the Capital Improvements Program, manage all city-owned property, including leases/rents, administrative oversight of all Maintenance, Assessment, Parking and Business Districts, administrative oversight of all Public Works Grant Grants, acquire property as needed for projects, administer programs dealing with energy efficiency, environmental and Labor Compliance on Public Works projects issues, and respond to citizen complaints and inquiries.

Division Operations

1. Supervise and manage Department Services and resources in an efficient manner.
2. Administer the department's budget within approved authorized amounts.
3. Provide administrative and technical support to the department in the performance of its duties.
4. Manage all City Properties including leases, deeds, rents and historical buildings.
5. Manage all districts including Assessment, Maintenance, Business and Parking Districts
6. Manage all departmental grant application and reporting
7. Develop Energy Efficiency Projects
8. Manage NPDES Reporting Process
9. Provide administrative oversight of all Solid Waste Programs

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Percentage of lease payments received on time	95%	96%	100%	98%	100%
Percentage of maintenance district resident service complaints satisfactorily resolved within 24 hours	95%	93%	100%	97%	100%
Percentage of resident and others (realtors, title companies) assessment/maintenance district inquiries responded to satisfactorily within 24 hours	95%	96%	100%	98%	100%
Council Reports Processed (annually)	72	76	80	80	80
Personnel Actions processed (annually)	37	42	50	50	50
Purchase Orders Processed (annually)	100	115	100	100	150
Assist with DRC Applications (annually)	8	7	6	9	6
Review Traffic Studies and/or CEQA documents (annually)	7	6	4	8	4

Major Budget Changes

None

ENGINEERING AND TRANSPORTATION

Administration Division

5010

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	519,341	485,500	568,169	607,869
2. Office Supplies & Materials	7,624	11,000	11,000	11,000
3. Small Tools & Equipment		400	400	400
4. Books and Publications	216	300	300	300
5. Communications	6,974	10,000	11,000	11,000
6. Utilities	213			
7. Contract Maintenance Services			1,000	1,000
8. Professional Services	3,048	4,580	9,500	9,500
9. Outside Services	2,458	4,920		
10. Membership & Dues	2,517	3,000	3,000	3,000
11. Insurance and Bonds			2,731	2,731
12. Capital Outlay	14,445			
TOTAL	556,836	519,700	607,100	646,800
 Authorized Positions	 5.125	 4.875	 5.125	 5.125

Funding Source

General Fund

ENGINEERING AND TRANSPORTATION

Engineering Services Division

5020

Purpose

To implement the City's Capital Improvement Projects, to provide engineering services for other city departments and the public, and to insure the compliance of engineering standards necessary for the protection of public health and safety.

Division Operations

1. Expedient design and construction of programmed Capital Improvement Projects (CIPs), within budget.
2. To Develop funding and implement the requirements of the most current National Pollutant Discharge Elimination System (NPDES) permit for the storm water system.
3. Assess new infrastructure needs associated with city growth and plan to meet these needs with project planning and revision of the Development Impact Fee.
4. Continue upgrades to city infrastructure to meet the requirements of the Americans with Disabilities Act (ADA).
5. Plan for and develop a funding plan for the second phase of improvements of the sanitary sewer system.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Grant applications submitted. Dollars secured vs. dollars applied for	4 @ \$3.5M/\$7.0M	4 @\$3.5M	4@\$3 million	4 @ \$0.696 M	4@\$3 million
City C.I.P. projects designed. (annually)	12	12	15	7	15
City projects constructed on time and within budget (annually)	12	10	20	6	20
Number of projects inspected	12	12	20	7	20

Major Budget Changes

None

ENGINEERING AND TRANSPORTATION
Engineering Services Division

5020

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	868,345	539,100	578,764	655,664
2. Small Tools & Equipment	298	500	500	500
3. Books and Publications	90	500	500	500
4. Special Dept Supplies	395	3,500	3,500	3,500
5. Contract Maintenance Services		2,000	2,000	2,000
6. Professional Services	19,455	54,418	42,000	42,000
7. Outside Services	24,209	25,600	25,600	25,600
8. Training/Conferences/Meetings	2,958	3,000	3,000	3,000
9. Insurance and Bonds			14,136	14,136
TOTAL	915,750	628,618	670,000	746,900
 Authorized Positions	 14.5	 12.5	 12.5	 12.5

Funding Source

General Fund

ENGINEERING AND TRANSPORTATION

Development/Traffic and Transportation Division

5022

Purpose

Review development plans and proposals to ensure responsible growth within the City as related to traffic issues and public infrastructure; provide engineering services for the safe and efficient movement of commerce and people; plan for future traffic needs; and promote the use of alternative transportation modes to reduce traffic demand and congestion. Oversee operations of the City's traffic signals.

Division Operations

1. Implement Traffic Monitoring Program and maintain traffic data.
2. Respond to traffic inquiries and concerns from the public, other departments and other agencies.
3. Oversee operations of traffic signals and improve efficiency.
4. Evaluate the City's transportation systems as appropriate to meet needs of all street users in accordance with Complete Streets and sustainable transportation principles.
5. Secure funding for transportation related projects.
6. Implement traffic fee Ordinance and collaborate with other departments and agencies to fund future transportation infrastructure needs.
7. Work with TAMC, Caltrans and other agencies to obtain funding for extending rail service from the San Francisco Bay Area and Silicon Valley to Salinas.
8. Work with TAMC, Caltrans and other agencies to improve capacity on US 101 through Salinas.
9. Review and update traffic signal timing systems to improve circulation
10. Provide signal interconnection in an effort to improve corridor travel and limit congestion.
11. Develop and consolidate City's Parking Programs.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Transportation Permits issued (annually)	153	148	170	150	170
Grant applications submitted, Dollars secured vs. dollars applied for.	4, \$1.80M/\$2.25M	2,\$0.750	3, \$0.50 M	2, \$1.475/\$2.2M	3,\$0.5 M
Traffic Requests addressed (annually)	69	70	68	70	68

Major Budget Changes

None

ENGINEERING AND TRANSPORTATION

Development/Traffic & Transp.

5022

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	306,214	375,600	158,719	170,419
2. Small Tools & Equipment	208	500	500	500
3. Books and Publications	284	300	300	300
4. Special Dept Supplies	869	12,400	13,400	13,400
5. Contract Maintenance Services	6,620	2,000	3,000	3,000
6. Professional Services		2,000	2,000	2,000
7. Outside Services	3,625	2,000	2,000	2,000
8. Insurance and Bonds			6,081	6,081
TOTAL	317,820	394,800	186,000	197,700

Authorized Positions	2	3	3	3
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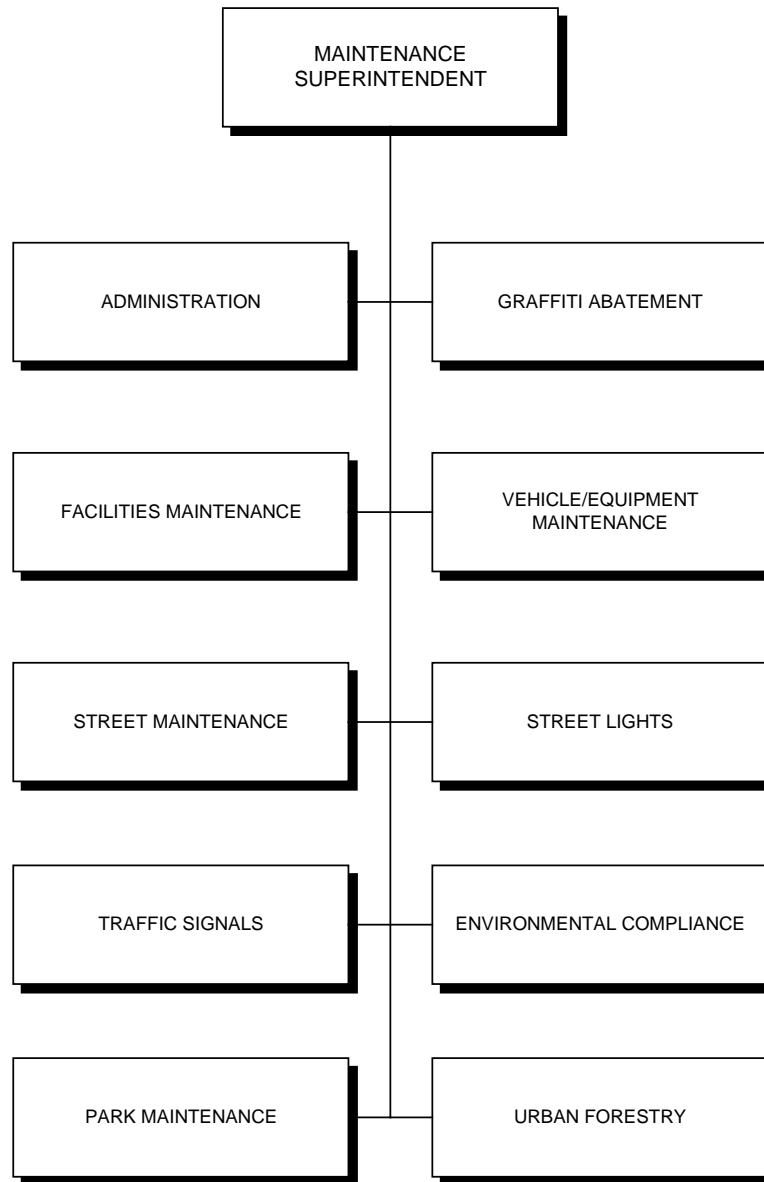
Funding Source

General Fund, Measure V Fund

ENGINEERING AND TRANSPORTATION Work Force

Administration Division	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Deputy Dir of Pub Works	0.250	0.250	0.250	0.250
Public Works Assistant	2.000	1.750	2.000	2.000
Administrative Secretary	1.000	1.000	1.000	1.000
Public Works Manager	0.500	0.500	0.500	0.500
Compliance Officer II	1.000	1.000	1.000	1.000
Director of Public Works	0.375	0.375	0.375	0.375
Total	5.125	4.875	5.125	5.125
 Engineering Services Division				
Deputy Dir of Pub Works	0.500	0.500	0.500	0.500
Senior Civil Engineer	1.000	1.000	1.000	1.000
Assistant Engineer	3.000	2.000	2.000	2.000
Junior Engineer	2.000	2.000	2.000	2.000
Associate Engineer		1.000	1.000	1.000
Sr Construction Inspector	1.000	1.000	1.000	1.000
Const Inspector Supv	1.000	1.000	1.000	1.000
Construction Inspector	3.000	1.000	1.000	1.000
Engineering Tech	2.000	2.000	2.000	2.000
Engineering Aide II	1.000	1.000	1.000	1.000
Total	14.500	12.500	12.500	12.500
 Development/Traffic & Transp.				
Junior Engineer	1.000	1.000	1.000	1.000
Transportation Planner	1.000	1.000	1.000	1.000
Construction Inspector		1.000	1.000	1.000
Total	2.000	3.000	3.000	3.000
 Department Total				
	21.625	20.375	20.625	20.625

ENVIRONMENTAL AND MAINTENANCE SERVICES



ENVIRONMENTAL & MAINT SERVICES

Summary

Expenditures by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
5310	Administration Division	306,658	425,300	393,500	412,300
5313	Graffiti Abatement Division	77,336	139,400	140,300	142,700
5330	Facilities Maintenance Division	893,268	949,000	972,000	990,200
5340	Vehicle/Equipment Maintenance	527,681	757,220	769,800	788,700
5350	Street Maintenance Division	1,129,664	1,005,000	989,600	1,027,100
5351	Street Lights Division	785,281	775,500	821,000	824,800
5353	Traffic Signals Division	142,293	295,548	220,400	220,400
5355	Environmental Compliance Division	128,902	146,600	161,300	167,300
5380	Parks and Community Services	1,840,306	1,984,500	2,025,400	2,066,300
5385	Urban Forestry Division	598,055	541,500	607,800	633,300
TOTAL		6,429,444	7,019,568	7,101,100	7,273,100

Expenditures by Character

1.	Employee Services	3,766,287	3,951,900	4,006,470	4,178,470
2.	Office Supplies & Materials	1,190	4,600	4,600	4,600
3.	Bldg/Veh/Equip Maint/Supplies	163,504	228,820	228,500	228,500
4.	Vehicle Fuels & Lubricants	146,596	153,600	153,600	153,600
5.	Small Tools & Equipment	18,668	31,300	31,300	31,300
6.	Clothing & Personal Equip	17,250	29,900	29,900	29,900
7.	Street Materials	114,850	127,000	127,000	127,000
8.	Books and Publications	53	200	200	200
9.	Special Dept Supplies	6,988	8,300	8,300	8,300
10.	Chemicals	5,131	11,000	11,000	11,000
11.	Communications	23,340	22,900	22,900	22,900
12.	Utilities	1,450,584	1,408,900	1,568,000	1,568,000
13.	Rents & Leases	-9	6,300	6,300	6,300
14.	Contract Maintenance Services	254,307	528,548	455,400	455,400
15.	Professional Services	448,919	497,300	392,300	392,300
16.	Training/Conferences/Meetings	5,703	7,500	5,500	5,500
17.	Membership & Dues	1,390	1,500	1,500	1,500
18.	Insurance and Bonds			48,330	48,330
19.	Capital Outlay	4,693			
TOTAL		6,429,444	7,019,568	7,101,100	7,273,100

Expenditures by Fund

General Fund	5,579,322	6,104,568	6,166,300	6,302,700
Measure V Fund	850,122	915,000	934,800	970,400
TOTAL	6,429,444	7,019,568	7,101,100	7,273,100

ENVIRONMENTAL & MAINT SERVICES

Summary

Workforce by Program	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
5310 Administration Division	2.375	2.375	2.375	2.375
5313 Graffiti Abatement Division	0.750	0.750	0.750	0.750
5330 Facilities Maintenance Division	6.000	6.000	5.250	5.250
5340 Vehicle/Equipment Maintenance	5.000	5.000	5.000	5.000
5350 Street Maintenance Division	14.000	11.000	10.000	10.000
5351 Street Lights Division	1.000	1.000	1.000	1.000
5355 Environmental Compliance Division	1.250	1.250	1.250	1.250
5380 Parks and Community Services	10.000	11.000	10.000	10.000
5385 Urban Forestry Division	8.000	8.000	8.000	8.000
TOTAL	48.375	46.375	43.625	43.625

ENVIRONMENTAL AND MAINTENANCE SERVICES

Administration Division

5310

Purpose

The mission of Maintenance Services Administration is to provide administrative direction and support services to the diverse maintenance functions, their operating budgets, and Capital Improvement Projects.

Division Operations

1. To provide administrative and clerical support to the department.
2. To provide effective supervision and control of maintenance services and resources.
3. To provide overall budget, project and program management.
4. To provide central administrative management to maximize economies of scale and efficiency.
5. To provide excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of purchase orders issued	3,200	3,750	4,000	4,000	3,800
Process Biweekly Payroll Personnel Actions	72	72	72	70	70

Major Budget Changes

None

ENVIRONMENTAL & MAINT SERVICES

Administration Division

5310

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	285,735	334,500	349,866	368,666
2. Office Supplies & Materials	874	3,300	3,300	3,300
3. Small Tools & Equipment		200	200	200
4. Clothing & Personal Equip	200	200	200	200
5. Special Dept Supplies	379	1,000	1,000	1,000
6. Communications	9,909	10,200	10,200	10,200
7. Utilities	8,822	4,900	25,000	25,000
8. Contract Maintenance Services	258	500	500	500
9. Professional Services		70,000		
10. Training/Conferences/Meetings	481	500	500	500
11. Insurance and Bonds			2,734	2,734
TOTAL	306,658	425,300	393,500	412,300
 Authorized Positions	 2.375	 2.375	 2.375	 2.375

Funding Source

General Fund

ENVIRONMENTAL AND MAINTENANCE SERVICES

Graffiti Abatement Division

5313

Purpose

The mission of the Graffiti Abatement is to beautify our City by providing a graffiti free environment by removing or covering all graffiti on public property within the City of Salinas.

Division Operations

1. To remove graffiti from public properties and streets within 48 hours.
2. Support the removal of graffiti from private property as resources are available
3. To provide excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Square Feet of Graffiti Removed Annually	308,424	221,188	250,000	337,854	300,000

Major Budget Changes

Responsibility for Graffiti Abatement services was returned to Environmental and Maintenance Services from Republic Services in August 2012.

ENVIRONMENTAL & MAINT SERVICES
Graffiti Abatement Division

5313

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	58,026	81,900	82,119	84,519
2. Contract Maintenance Services	19,310	55,500	57,500	57,500
3. Training/Conferences/Meetings		2,000		
4. Insurance and Bonds			681	681
TOTAL	77,336	139,400	140,300	142,700
 Authorized Positions	 0.75	 0.75	 0.75	 0.75

Funding Source

Measure V Fund

ENVIRONMENTAL AND MAINTENANCE SERVICES

Facilities Maintenance Division

5330

Purpose

The Facilities Maintenance Division is responsible for preserving 80 City owned Buildings, and Facilities through preventive maintenance and repairs to ensure clean, safe, sanitary, and well operating facilities for the public.

Division Operations

1. To provide planning and implementation of a maintenance management program for all City buildings and facilities.
2. To provide effective periodic preventive maintenance and inspections to reduce the incidence of unanticipated repair.
3. To provide central facility management to maximize economies of scale and efficiency.
4. To provide excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Square feet of buildings to maintain per employee	333,559	350,000	350,000	350,000	350,000
Electrical and Plumbing Repairs Performed Annually	665	642	860	887	900
Painting and Carpentry Maintenance Requests	998	967	1,711	1,650	1,800

Major Budget Changes

None

Purpose

ENVIRONMENTAL & MAINT SERVICES

Facilities Maintenance Division

5330

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	524,664	518,700	534,541	552,741
2. Bldg/Veh/Equip Maint/Supplies	16,432	22,500	22,500	22,500
3. Small Tools & Equipment	1,905	2,000	2,000	2,000
4. Clothing & Personal Equip	1,123	1,100	1,100	1,100
5. Special Dept Supplies	114	1,200	1,200	1,200
6. Communications	947	1,300	1,300	1,300
7. Utilities	224,255	263,200	263,200	263,200
8. Contract Maintenance Services	121,992	138,500	138,500	138,500
9. Training/Conferences/Meetings	270	500	500	500
10. Insurance and Bonds			7,159	7,159
11. Capital Outlay	1,566			
TOTAL	893,268	949,000	972,000	990,200
 Authorized Positions	 6.00	 6.00	 5.25	 5.25

Funding Source

General Fund

ENVIRONMENTAL AND MAINTENANCE SERVICES

Vehicle/Equipment Maintenance Division

5340

Fleet Maintenance is the internal service division responsible for the inspection, maintenance and repair of the City's vehicle and equipment fleet of over 700 units.

The mission of Fleet Maintenance is to provide safe, dependable, and environmentally sound transportation, related support services, and tools for necessary City purposes. The Division's primary responsibility is to conserve vehicle and equipment value and utility through the inspection, periodic preventive maintenance, and repair of this asset. .

Division Operations

1. Develop and staff an effective preventive maintenance program to reduce the incidence of unscheduled repairs.
2. Establish market-driven, competitive fleet services by making periodic assessments of the cost competitiveness of fleet service delivery.
3. Provide for a central fleet management function to maximize economies of scale and efficiency of operation.
4. Establish a fleet policy that identifies all fleet costs, allocates these costs equitable and supports fleet operations as an enterprise activity.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of vehicles to maintain per employee	107	107	107	107	107
Preventive Maintenance Inspections on Police Vehicles	263	129	450	246	450
Preventive Maintenance Inspections on Fleet Vehicles	1,024	1,390	1,500	1,415	1,500

Major Budget Changes

None

ENVIRONMENTAL & MAINT SERVICES
Vehicle/Equipment Maintenance

5340

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	344,467	490,000	496,720	515,620
2. Bldg/Veh/Equip Maint/Supplies	62,134	78,320	78,000	78,000
3. Vehicle Fuels & Lubricants	83,896	98,000	98,000	98,000
4. Small Tools & Equipment	4,574	5,500	5,500	5,500
5. Clothing & Personal Equip	7,338	11,000	11,000	11,000
6. Books and Publications	53	200	200	200
7. Contract Maintenance Services	21,193	73,200	73,200	73,200
8. Training/Conferences/Meetings	899	1,000	1,000	1,000
9. Insurance and Bonds			6,180	6,180
10. Capital Outlay	3,127			
TOTAL	527,681	757,220	769,800	788,700
 Authorized Positions	 5	 5	 5	 5

Funding Source

General Fund

ENVIRONMENTAL AND MAINTENANCE SERVICES

Street Maintenance Division

5350

Purpose

Salinas's 270 miles of streets provide an intricate mechanism for moving people and products smoothly through our City. This mechanism requires continues upkeep to stay in top-notch working order.

The mission of the Street Maintenance Division to maintain the 56 million square feet of asphalt and concrete City street infrastructure and assure they are safe within the City by providing periodic inspection, maintenance, and repair on streets, sidewalks, signs, and traffic control.

Division Operations

1. Assist engineering in establishing work priorities.
2. Maintain sidewalks, curbs and gutters by repair or replacement as resources allow.
3. Devote resources to support the City's 50/50 Sidewalk Repair Program
4. Maintain traffic signs and pavement markings in good repair.
5. Maintain streets through deep plug asphalt patching, crack sealing and pothole patching.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Tons of Asphalt Applied Annually	1,484	568	1,200	1,785	1,800
Yards of Concrete Poured	307	233	200	*	*
Street Sign Installation/Repair/Replacement	1,270	1,123	850	962	850

Major Budget Changes

Eliminated Positions:

- 2 - PSMW II
- 1 - Inmate Crew Coordinator
- 1 - PS Maintenance Worker III

ENVIRONMENTAL & MAINT SERVICES
Street Maintenance Division

5350

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	910,030	821,800	823,478	860,978
2. Bldg/Veh/Equip Maint/Supplies	3,133	9,000	9,000	9,000
3. Small Tools & Equipment	1,999	3,600	3,600	3,600
4. Clothing & Personal Equip	2,525	3,100	3,100	3,100
5. Street Materials	110,092	119,000	119,000	119,000
6. Chemicals	3,957	4,000	4,000	4,000
7. Rents & Leases		600	600	600
8. Contract Maintenance Services		700	700	700
9. Professional Services	96,149	42,200	7,200	7,200
10. Training/Conferences/Meetings	1,779	1,000	1,000	1,000
11. Insurance and Bonds			17,922	17,922
TOTAL	1,129,664	1,005,000	989,600	1,027,100
 Authorized Positions	 14	 11	 10	 10

Funding Source

General Fund

ENVIRONMENTAL AND MAINTENANCE SERVICES

Street Lights Division

5351

Purpose

Salinas' benefits from over 6,000 street lights illuminating our streets after dark. Street lights vary from the 150-watt residential lights, to the 200- watt arterial lamps, and even special period lamps in the Downtown area.

Salinas uses high-pressure sodium lamps and is gradually transitioning to LED lamps on selected projects and throughout the City as budgetary dollars allow.

Division Operations

1. Maintain all City street lights

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Street Lights Repaired/Replaced	811	908	750	939	750

Major Budget Changes

None

ENVIRONMENTAL & MAINT SERVICES
Street Lights Division

5351

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	111,296	112,500	117,410	121,210
2. Bldg/Veh/Equip Maint/Supplies	29,491	36,000	36,000	36,000
3. Utilities	600,002	577,000	616,000	616,000
4. Contract Maintenance Services	44,492	50,000	50,000	50,000
5. Insurance and Bonds			1,590	1,590
TOTAL	785,281	775,500	821,000	824,800

Authorized Positions	1	1	1	1
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Funding Source

General Fund

ENVIRONMENTAL AND MAINTENANCE SERVICES

Traffic Signals Division

5353

Purpose

Provide routine maintenance and timely repairs to all traffic signal systems in Salinas.

Division Operations

1. Maintain the traffic signal system in good operational order.
2. Review and update traffic signal timing systems to improve circulation
3. Evaluate systems as appropriate to meet traffic needs.
4. Provide signal interconnection in an effort to improve traffic movements and minimize congestion

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of signalized intersections to maintain per employee	106	106	106	106	106

Major Budget Changes

None

ENVIRONMENTAL & MAINT SERVICES
Traffic Signals Division

5353

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services				
2. Communications	11,424	10,400	10,400	10,400
3. Utilities	83,807	75,000	75,000	75,000
4. Contract Maintenance Services	47,062	210,148	135,000	135,000
TOTAL	142,293	295,548	220,400	220,400

Authorized Positions

Funding Source

General Fund

ENVIRONMENTAL AND MAINTENANCE SERVICES

Environmental Compliance Division

5355

Purpose

Inspect and investigate sources of pollution to protect the public and the environment in compliance with the City's National Pollution Discharge Elimination System (NPDES) Permit and ensure conformance with Federal, State, and local regulations.

Division Operations

1. Protect water quality and environmental resources by developing and implementing programs and best management practices identified within the City's Stormwater Management Plan.
2. Develop and implement an NPDES inspection program of high priority commercial and industrial businesses to ensure compliance with water quality objectives for point source discharges.
3. Promote voluntary compliance.
4. Ensure that environmental requirements and best management practices are being implemented effectively.

Performance Measures

Performance Measure / Goal	FY 2011-12 Projected	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of businesses inspected per employee	164	175	170	170	250

Major Budget Changes

None

ENVIRONMENTAL & MAINT SERVICES
Environmental Compliance Division

5355

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	128,902	146,600	159,431	165,431
2. Insurance and Bonds			1,869	1,869
TOTAL	128,902	146,600	161,300	167,300
 Authorized Positions	 1.25	 1.25	 1.25	 1.25

Funding Source

General Fund

ENVIRONMENTAL AND MAINTENANCE SERVICES

Parks and Community Services Division

5380

Purpose

It is the mission of the Parks and Grounds Division to provide quality maintenance service to preserve safety, aesthetics, health and utility for Salinas' inventory of parks, green belts, open spaces, medians, planters, facility landscapes, and landscape maintenance districts.

The City's parks encompass over 450 acres in 47 sites. With an additional 90 acres of median islands and greenbelt areas through out the city.

Division Operations

1. Provide services focused on health and safety to City parks.
2. Maintain public landscapes at a level commensurate with available funding.
3. Provide median weed abatement of City greenbelts and medians.
4. Develop plans for landscape restoration of select gateway medians with one-time funds from Measure V.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Cost per Salinas resident to support parks	\$ 12.03	\$ 13.23	\$ 12.20	\$ 13.23	\$ 12.20
Number of Park Acres Maintained per FTE Daily Average	94	92	60	92	60
Percentage Above Municipal Benchmark (11 Acres/FTE)	855%	919%	545%	545%	545%
Acres of Parks Maintained	470	460	457	457	460
Percentage of Parks Request For Service Responded to Within 48 Hours	100%	100%	100%	100%	100%
Average Number of FTE per Workday (7 Days per Week)	5	5	8	8	8

Major Budget Changes

Begin contract mowing and edging for City Parks.

Park Maintenance Position added.

ENVIRONMENTAL & MAINT SERVICES

Parks and Community Services

5380

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	950,977	1,049,700	986,299	1,027,199
2. Office Supplies & Materials	295	500	500	500
3. Bldg/Veh/Equip Maint/Supplies	51,308	79,000	79,000	79,000
4. Vehicle Fuels & Lubricants	41,778	35,600	35,600	35,600
5. Small Tools & Equipment	2,722	10,000	10,000	10,000
6. Clothing & Personal Equip	1,584	8,000	8,000	8,000
7. Street Materials	4,758	8,000	8,000	8,000
8. Special Dept Supplies	5,095	5,600	5,600	5,600
9. Chemicals	1,174	7,000	7,000	7,000
10. Communications	1,060	1,000	1,000	1,000
11. Utilities	533,698	488,800	588,800	588,800
12. Rents & Leases	-9	4,200	4,200	4,200
13. Professional Services	243,900	285,100	285,100	285,100
14. Training/Conferences/Meetings	976	1,000	1,000	1,000
15. Membership & Dues	990	1,000	1,000	1,000
16. Insurance and Bonds			4,301	4,301
TOTAL	1,840,306	1,984,500	2,025,400	2,066,300

Authorized Positions	10	11	10	10
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Funding Source

General Fund, Measure V Fund

ENVIRONMENTAL AND MAINTENANCE SERVICES

Urban Forestry Division

5385

Purpose

The mission of the Salinas Urban Forestry is to maintain Salinas' urban forests, including street, golf course, greenbelt and median trees, and trees within public facility landscapes, by providing professional quality service, utilizing International Society of Arboriculture tree care practices and standards set forth by the American National Standards Institute (ANSI) and the Tree City USA program.

Division Operations

1. Complete safety pruning operations with in-house staff and contract staff.
2. Provide storm related emergency responses for tree issues.
3. Complete a limited number of full service pruning operations on City trees through contract services with available resources.
4. Plant replacement trees in streetscapes as resources allow.
5. Perform tree maintenance, planting and removal in city parks and greenbelts

Performance Measure

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Cost Per Salinas Resident To Maintain Street Trees	\$ 3.61	\$ 3.61	\$ 3.35	\$ 3.61	\$ 3.61
Number of Tree Service Requests	1,573	1,580	1,700	1,500	1,600
Number of Storm and Emergency Call-Outs	320	300	350	300	280
Number of street trees to maintain per employee	7,500	7,500	6,500	6,500	6,500

Major Budget Changes

None

ENVIRONMENTAL & MAINT SERVICES
Urban Forestry Division

5385

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	452,190	396,200	456,606	482,106
2. Office Supplies & Materials	21	800	800	800
3. Bldg/Veh/Equip Maint/Supplies	1,006	4,000	4,000	4,000
4. Vehicle Fuels & Lubricants	20,922	20,000	20,000	20,000
5. Small Tools & Equipment	7,468	10,000	10,000	10,000
6. Clothing & Personal Equip	4,480	6,500	6,500	6,500
7. Special Dept Supplies	1,400	500	500	500
8. Rents & Leases		1,500	1,500	1,500
9. Professional Services	108,870	100,000	100,000	100,000
10. Training/Conferences/Meetings	1,298	1,500	1,500	1,500
11. Membership & Dues	400	500	500	500
12. Insurance and Bonds			5,894	5,894
TOTAL	598,055	541,500	607,800	633,300

Authorized Positions	8	8	8	8
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Funding Source

General Fund, Measure V Fund

ENVIRONMENTAL & MAINT SERVICES

Work Force

Administration Division	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Office Technician	1.000	1.000	1.000	1.000
Supt of Maintenance Serv	1.000	1.000	1.000	1.000
Director of Public Works	0.375	0.375	0.375	0.375
Total	2.375	2.375	2.375	2.375
 Graffiti Abatement Division				
Neighborhood Svcs Worker	0.750	0.750	0.750	0.750
 Facilities Maintenance Division				
Facil Maint Mech Crew Sup	2.000	2.000	1.250	1.250
Sr Facility Maint Mech	1.000	1.000	1.000	1.000
Comm Facilities Svc Wkr	1.000	1.000	1.000	1.000
Sr Comm Facilities Svc Wk	1.000	1.000	1.000	1.000
Facility Maint Worker	1.000	1.000	1.000	1.000
Total	6.000	6.000	5.250	5.250
 Vehicle/Equipment Maintenance				
Equipment Mechanic II	3.000	3.000	3.000	3.000
Equipment Mechanic I	1.000	1.000	1.000	1.000
Equipment Mech Crew Sup	1.000	1.000	1.000	1.000
Total	5.000	5.000	5.000	5.000
 Street Maintenance Division				
PSMW II (Frozen)	-1.000			
Inmate Crew Coord(Frozen)		-1.000		
Inmate Crew Coordinator	1.000	1.000		
P.S. Maint Crew Supv	1.000	1.000	1.000	1.000
Public Svc Maint Wkr IV	2.000	2.000	2.000	2.000
Pub Svc Maint Wkr II	7.000	5.000	5.000	5.000
Street Maintenance Mgr	1.000	1.000	1.000	1.000
Pub Svc Maint Wkr III	3.000	3.000	2.000	2.000
PS Maint Wkr III (Frozen)		-1.000	-1.000	-1.000
Total	14.000	11.000	10.000	10.000

ENVIRONMENTAL & MAINT SERVICES

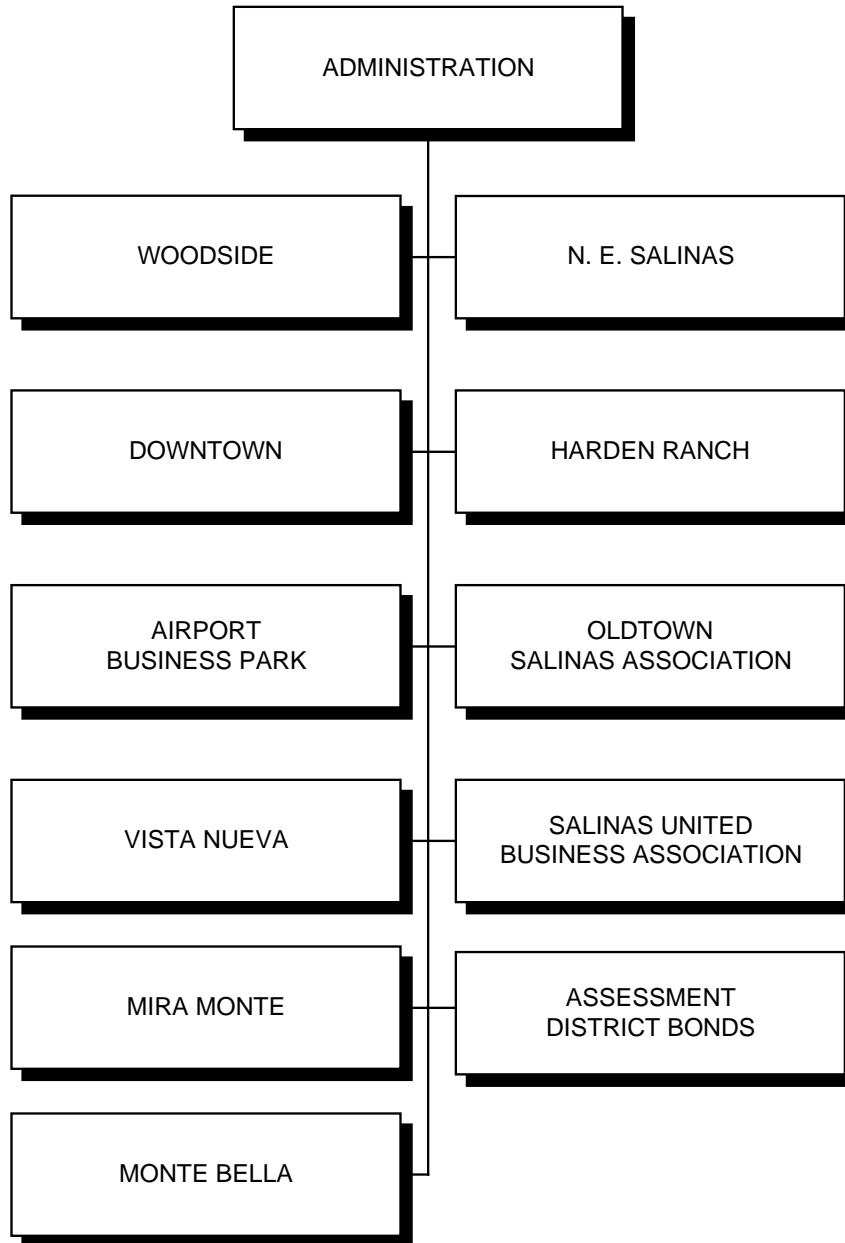
Work Force

	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Street Lights Division				
SL/Traffic Sig Crew Sup	1.000	1.000	1.000	1.000
Environmental Compliance Division				
Environmental Res Planner	0.250	0.250	0.250	0.250
Env Compliance Insp II	1.000	1.000	1.000	1.000
Total	1.250	1.250	1.250	1.250
Parks and Community Services				
Park Maint Crew Sup (MV)	1.000	1.000	1.000	1.000
Park Maint Worker (6 MV)	8.000	9.000	9.000	9.000
Prak Maint Worker (Frozen			-1.000	-1.000
Park Grnds Frstry Ops Mgr	1.000	1.000	1.000	1.000
Total	10.000	11.000	10.000	10.000
Urban Forestry Division				
Urban Forestry Crew Supv	1.000	1.000	1.000	1.000
Urban Forestry WkrII(3MV)	7.000	7.000	7.000	7.000
Total	8.000	8.000	8.000	8.000
Department Total	48.375	46.375	43.625	43.625



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ASSESSMENT AND MAINTENANCE DISTRICTS





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ASSESSMENT & MAINTENANCE DISTRICTS

Summary

Purpose

Collect, account for, and distribute principal and interest payments to assessment district bondholders and maintain an accurate accounting system for maintenance districts. Utilize maintenance district funds to provide services to residents living within each District for the purpose established therefore.

Top Five Accomplishments for FY 2013-14

Youth/Gang Violence Prevention Initiative (Peace)

1. Address and eradicate graffiti vandalism within 24 hours by reporting to Republic Services.

Economic Development Initiative (Prosperity)

1. Provide well groomed street scapes in all districts to promote pride in the neighborhood and minimize aesthetic degradation/blight potential.

Organizational Effectiveness Initiative

1. Contain maintenance costs at budgeted levels.
2. Diversify maintenance activities to various contractors to obtain best price and service.

City Council Goals, Strategies, and Objectives for FY 2014-15

1. Address and eradicate graffiti vandalism within 24 hours.
2. Provide well lighted streets in 3 Maintenance Districts that include streetlights (Monte Bella, Cottages of Mira Monte, and Vista Nueva.)

Economic Diversity and Prosperity

1. Provide well-groomed street side landscaping in all districts to promote pride in the neighborhood and aesthetic degradation potential.
2. Provide well-maintained street pavement in the 3 Maintenance Districts that include pavement maintenance (Monte Bella, Cottages of Mira Monte, and Vista Nueva.)

Effective, Sustainable Government

1. Contain maintenance costs at budgeted levels.
2. Invest in energy efficient and water conservation technology
3. Diversify maintenance activities to various contractors to obtain best price and service.

Major Budget Changes

Public Works Administrative Services Manager is paid 25% from this budget.

ASSESSMENT & MAINTENANCE DISTRICTS

Summary

Expenditures by Program	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
6605 Administration Division	179,647	237,000	127,100	131,990
6610 Woodside Park Division	12,051	31,100	59,400	31,600
6611 Downtown Mall Division	1,719	2,400	2,400	2,400
6612 Airport Business Park Division	20,901	19,300	22,000	22,000
6613 North East Division	707,202	686,000	743,600	734,900
6614 Harden Ranch Division	167,567	233,600	225,800	169,700
6615 Vista Nueva Division	8,766	38,400	27,800	36,400
6616 Mira Monte Division	84,833	103,400	131,200	130,000
6617 Monte Bella Division	105,177	178,500	205,400	225,400
6620 F5MC-Read, Grow, Play Program	73,617	84,000		
6680 Oldtown Salinas Assn Division	86,649	105,000	105,000	105,000
6685 Salinas United Business Assn Division	214,256	91,000	140,000	140,000
6690 Assessment District Bonds Division	3,221,772	3,241,100	3,237,200	1,376,800
TOTAL	4,884,157	5,050,800	5,026,900	3,106,190

Expenditures by Character

1. Employee Services	318,736	427,102	376,530	388,320
2. Office Supplies & Materials	3,000	2,000		
3. Special Dept Supplies	10,194	41,184	16,000	18,500
4. Communications	192	200	250	200
5. Utilities	264,427	263,600	335,750	350,600
6. Rents & Leases	2,732	5,000	7,000	5,000
7. Contract Maintenance Services	562,214	473,400	542,600	470,100
8. Professional Services	28,011	89,500	72,000	65,500
9. Administration/Contingencies	165,638	310,614	198,000	189,100
10. Advertising	1,506	600		
11. Training/Conferences/Meetings	6,035	6,500	1,000	1,000
12. Insurance and Bonds			70	70
13. Contribution to Other Agencies	299,700	190,000	239,000	239,000
14. Bond-Principal	2,443,971	2,580,000	2,720,000	960,000
15. Bond-Interest	751,927	611,100	467,200	366,800
16. Paying Agent Fees	25,874	50,000	50,000	50,000
17. Impvt Other Than Buildings			1,500	2,000
TOTAL	4,884,157	5,050,800	5,026,900	3,106,190

ASSESSMENT & MAINTENANCE DISTRICTS

Summary

Expenditures by Fund	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
General Fund			29,400	30,600
Maintenance Dist Administration	117,549	163,400	63,100	65,400
Woodside Park Maint District	12,051	31,100	59,400	31,600
Downtown Mall Maint District	1,719	2,400	2,400	2,400
Airport Bus Park Maint District	20,901	19,300	22,000	22,000
N E Salinas Landscape Dist	707,202	686,000	743,600	734,900
Harden Ranch Landscape Dist	167,567	233,600	225,800	169,700
Vista Nueva Maint District	8,766	38,400	27,800	36,400
Mira Monte Maint District	84,833	103,400	131,200	130,000
Monte Bella Maint District	105,177	178,500	205,400	225,400
Business Imp District	86,649	105,000	105,000	105,000
SUBA Business Imp District	214,256	91,000	140,000	140,000
First Five Monterey County	73,617	84,000		
Assessment Dist Administration	62,098	73,600	34,600	35,990
Assessment Districts-Debt Service	3,221,772	3,241,100	3,237,200	1,376,800
TOTAL	4,884,157	5,050,800	5,026,900	3,106,190

Workforce by Program

6605	Administration Division	1.000	1.250	1.000	1.000
6610	Woodside Park Division			0.030	0.030
6612	Airport Business Park Division			0.010	0.010
6613	North East Division	1.000	1.000	1.430	1.430
6614	Harden Ranch Division			0.110	0.110
6616	Mira Monte Division			0.070	0.070
6617	Monte Bella Division			0.100	0.100
	TOTAL	2.000	2.250	2.750	2.750

ASSESSMENT & MAINTENANCE DISTRICTS

Administration Division

6605

Purpose

Collect, account for, and distribute principal and interest payments to assessment district bondholders and maintain an accurate accounting system for maintenance districts.

Division Operations

1. Assist customers in a timely and professional manner.
2. Provide administrative support for Public Works district and property functions.

Major Budget Changes

None

ASSESSMENT & MAINTENANCE DISTRICTS

Administration Division

6605

	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
Operating Expenditures				
1. Employee Services	157,460	217,500	122,030	126,920
2. Special Dept Supplies	10	5,000	1,000	1,000
3. Professional Services		2,000		
4. Administration/Contingencies	20,671	9,900	3,000	3,000
5. Advertising	1,506	600		
6. Training/Conferences/Meetings		2,000	1,000	1,000
7. Insurance and Bonds			70	70
TOTAL	179,647	237,000	127,100	131,990
Authorized Positions	1.00	1.25	1.00	1.00

Funding Source

Maintenance Districts, Assessment Districts

ASSESSMENT & MAINTENANCE DISTRICTS

Woodside Park Division

6610

Purpose

Provide quality maintenance of the greenbelts through the use of contract services.

Division Operations

1. Provide cost effective, quality, landscape maintenance.
2. Provide excellent customer service to the District residents by resolving customer concerns in a timely manner.

Major Budget Changes

None

ASSESSMENT & MAINTENANCE DISTRICTS
Woodside Park Division

6610

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	6,909	3,700	4,100	4,300
2. Contract Maintenance Services	3,525	16,800	41,800	16,800
3. Professional Services		3,000	3,000	2,000
4. Administration/Contingencies	1,617	7,600	10,500	8,500
TOTAL	12,051	31,100	59,400	31,600

Authorized Positions 0.030 0.030

Funding Source

Woodside Park Maint District

ASSESSMENT & MAINTENANCE DISTRICTS
Downtown Mall Division

6611

Purpose

The City Provides limited maintenance support for this District currently.

Division Operations

1. Budget provides irrigation for this district.

Major Budget Changes

None

ASSESSMENT & MAINTENANCE DISTRICTS
Downtown Mall Division

6611

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Utilities	1,495	2,200	2,200	2,200
2. Administration/Contingencies	224	200	200	200
TOTAL	1,719	2,400	2,400	2,400

Authorized Positions

Funding Source

Downtown Mall Main District Funds

ASSESSMENT & MAINTENANCE DISTRICTS

Airport Business Park Division

6612

Purpose

This district encompasses approximately 66 acres of planned commercial business development known as the Airport Business Park. The acreage does not include acreage owned by governmental agencies. The costs for district operations are 94% paid by the properties within the district and 6% paid by the City (Airport Fund) for parcel 003-863-002-000. The purpose of the district is to provide the Airport Business Park with limited basic maintenance to include mowing and irrigation. Maintained improvements are all walkways, crosswalks, masonry walls or fences, parkways, embankments, sprinkler systems and landscaping within the right of way of Moffett Street, La Guardia, and Vandenburg Street.

Division Operations

1. Based on limited resources, to provide mowing services on Moffett Street.

Major Budget Changes

None

ASSESSMENT & MAINTENANCE DISTRICTS
Airport Business Park Division

6612

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	6	1,200	2,400	2,400
2. Utilities	8,039	7,500	8,500	8,500
3. Contract Maintenance Services	10,174	9,500	9,300	9,300
4. Administration/Contingencies	2,682	1,100	1,800	1,800
TOTAL	20,901	19,300	22,000	22,000

Authorized Positions 0.010 0.010

Funding Source

Airport Bus Park Maint District Funds

ASSESSMENT & MAINTENANCE DISTRICTS

North East Division

6613

Purpose

This district encompasses street landscape improvements throughout Northeast Salinas from Boronda Road south to East Laurel Drive and from Gabilan Creek to Williams Road. The purpose of the district is to provide maintenance, servicing, and operation of the improvements, equal to the District funds available for contract maintenance activities. The improvements public landscaping & irrigation at park strips, cul-de-sac median islands, jogging paths, planter walls, riprap, detention ponds, bank protection, bridge, appurtenant water mains & irrigation systems. Ornamental water, electric current, spraying, and debris removal are also included. The improvements are along portions of Constitution Boulevard, Independence Boulevard, Gabilan Creek, Nantucket Boulevard, Boronda Road, Freedom Parkway, Nogal Drive, Rider Avenue, North Sanborn Road, Towt Street, and Williams Road. Other improvements are storm water detention facilities, permanent open space/bluff, sloping ground areas, and PG&E tower right-of-way landscaped open space (linear park).

Division Operations

1. Provide responsive customer service.
2. Administer and supervise the maintenance contract for cost effective landscape maintenance.

Major Budget Changes

None

ASSESSMENT & MAINTENANCE DISTRICTS

North East Division

6613

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	84,310	83,000	188,100	193,400
2. Special Dept Supplies		500		
3. Utilities	167,149	146,700	198,000	201,000
4. Contract Maintenance Services	353,676	269,000	260,000	260,000
5. Professional Services	11,162	16,000	15,000	18,000
6. Administration/Contingencies	90,905	170,800	82,500	62,500
TOTAL	707,202	686,000	743,600	734,900
 Authorized Positions	 1.00	 1.00	 1.43	 1.43

Funding Source

N E Salinas Landscape Dist #1

ASSESSMENT & MAINTENANCE DISTRICTS

Harden Ranch Division

6614

Purpose

This district encompasses street landscape improvements along North Main Street from Cherokee Drive to San Juan Grade Road, El Dorado Drive, McKinnon Drive, Harden Parkway, and storm water detention basins that are also used as parks. The purpose of the district is to provide contract maintenance services equal to the District funds available.

Division Operations

1. Provide the highest level of quality landscape maintenance within the limited amount of financial resources available.
2. Provide responsive customer service.

Major Budget Changes

None

ASSESSMENT & MAINTENANCE DISTRICTS

Harden Ranch Division

6614

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	3,036	22,000	28,800	29,300
2. Special Dept Supplies		10,000	500	500
3. Utilities	33,259	40,700	39,000	40,400
4. Contract Maintenance Services	103,388	82,200	132,500	78,000
5. Professional Services	6,162	42,500	7,000	3,500
6. Administration/Contingencies	21,722	36,200	18,000	18,000
TOTAL	167,567	233,600	225,800	169,700

Authorized Positions			0.11	0.11
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Funding Source

Harden Ranch Landscape Dist #2

ASSESSMENT & MAINTENANCE DISTRICTS

Vista Nueva Division

6615

Purpose

This district encompasses 52 parcels most of which are residential between Garner Avenue and Gee Street, uphill from Natividad Creek. The purpose of the district is to provide maintenance services for streets, sewers, subdivision fencing, and lights, equal to the District funds available.

Division Operations

1. Provide the district with the highest level of maintenance with available resources.

Major Budget Changes

None

ASSESSMENT & MAINTENANCE DISTRICTS

Vista Nueva Division

6615

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	3,504	6,000	6,500	6,500
2. Communications	192	200	250	200
3. Utilities	1,271	3,000	2,550	3,000
4. Rents & Leases	2,732	5,000	7,000	5,000
5. Contract Maintenance Services		16,000	3,000	10,000
6. Administration/Contingencies	1,067	8,200	7,000	9,700
7. Impvt Other Than Buildings			1,500	2,000
TOTAL	8,766	38,400	27,800	36,400

Authorized Positions

Funding Source

Vista Nueva Maint District

ASSESSMENT & MAINTENANCE DISTRICTS

Mira Monte Division

6616

Purpose

This district is within the North/East Maintenance District located northwest of Hemingway Drive, and it encompasses approximately 30 acres of a planned development know as the Cottages of Mira Monte. This development includes approximately 244 medium density family homes, open space, and tot lots within the development. The purpose of the district is to provide maintenance, servicing, and operation of street and open space landscape improvements, tot lot improvements, routine street maintenance, maintenance of the clustered driveways, maintenance of public lighting fixtures on all streets and clustered driveways, and associated appurtenances located within the public right-of-ways and dedicated landscape easements.

Division Operations

1. Provide cost effective and quality landscape maintenance.
2. Provide excellent customer service to the District residents by being available to resolve maintenance issues in a timely manner.
3. Administer and supervise the maintenance contracts for cost effective maintenance of landscaped open space areas and tot lots.

Major Budget Changes

None

ASSESSMENT & MAINTENANCE DISTRICTS

Mira Monte Division

6616

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	2,575	6,000	10,700	11,100
2. Special Dept Supplies		3,000	2,000	2,000
3. Utilities	37,327	30,500	40,500	42,500
4. Contract Maintenance Services	34,015	44,900	36,000	36,000
5. Professional Services		4,000	25,000	20,000
6. Administration/Contingencies	10,916	15,000	17,000	18,400
TOTAL	84,833	103,400	131,200	130,000

Authorized Positions 0.070 0.070

Funding Source

Mira Monte Maint District

ASSESSMENT & MAINTENANCE DISTRICTS

Monte Bella Division

6617

Purpose

This district encompasses approximately 200 acres of planned development known as Monte Bella, which will ultimately include approximately 853 single family homes, open space and a community park. The purpose of the district is to provide maintenance, servicing, and operation of street landscape improvements, park landscaping improvements, open space and retention basin landscaping improvements, agricultural run-off ditch, and de-silting basins, local street lighting, routine local street maintenance and associated appurtenances located within the public right-of-ways and dedicated landscape easements.

Division Operations

1. Provide cost effective and quality landscape and park maintenance.
2. Provide excellent customer service to the District residents by being available to resolve landscape issues in a timely manner.
3. Administer and supervise the maintenance contracts for cost effective landscape and park maintenance.
4. Provide future street maintenance and tree pruning when required.

Major Budget Changes

None

ASSESSMENT & MAINTENANCE DISTRICTS

Monte Bella Division

6617

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	10,152	24,000	13,900	14,400
2. Special Dept Supplies		12,500	12,500	15,000
3. Utilities	15,887	33,000	45,000	53,000
4. Contract Maintenance Services	57,436	35,000	60,000	60,000
5. Professional Services	9,482	16,000	16,000	16,000
6. Administration/Contingencies	12,220	58,000	58,000	67,000
TOTAL	105,177	178,500	205,400	225,400

Authorized Positions			0.1	0.1
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Funding Source

Monte Bella Maint District

ASSESSMENT & MAINTENANCE DISTRICTS
Oldtown Salinas Association Division

6680

Purpose

Provide fiscal services to the Oldtown Association.

Division Operations

1. Administer and collect Oldtown Business District assessments.

Major Budget Changes

None

ASSESSMENT & MAINTENANCE DISTRICTS
Oldtown Salinas Assn Division

6680

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Professional Services	249	5,000	5,000	5,000
2. Contribution to Other Agencies	86,400	100,000	100,000	100,000
TOTAL	86,649	105,000	105,000	105,000

Authorized Positions

Funding Source

Oldtown Business Impvt District

ASSESSMENT & MAINTENANCE DISTRICTS
Salinas United Business Assn Division

6685

Purpose

Provide fiscal services to the Salinas United Business Association. The Budget is based on surcharge collections of \$115,000 from the newly formed S.U.B.A. Business Improvement Area (BIA).

Division Operations

1. Provide timely support to ensure the success of community events.

Major Budget Changes

None

ASSESSMENT & MAINTENANCE DISTRICTS
Salinas United Business Assn Division

6685

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Professional Services	956	1,000	1,000	1,000
2. Contribution to Other Agencies	213,300	90,000	139,000	139,000
TOTAL	214,256	91,000	140,000	140,000

Authorized Positions

Funding Source

Salinas United Business Association

ASSESSMENT & MAINTENANCE DISTRICTS

Assessment District Bonds Division

6690

Purpose

Provide a record of levies made against specific properties to defray the cost of specific capital improvements deemed to benefit those properties.

Division Operations

1. Ensure timely payments to bondholders.

Major Budget Changes

None

ASSESSMENT & MAINTENANCE DISTRICTS
Assessment District Bonds Division

6690

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Bond-Principal	2,443,971	2,580,000	2,720,000	960,000
2. Bond-Interest	751,927	611,100	467,200	366,800
3. Paying Agent Fees	25,874	50,000	50,000	50,000
TOTAL	3,221,772	3,241,100	3,237,200	1,376,800

Authorized Positions

Funding Source

Assessment Districts Debt Service

ASSESSMENT & MAINTENANCE DISTRICTS

Assessment District Bonds Division

6690

<u>Series</u>	<u>Special Assessment Districts</u>	<u>No.</u>	<u>Maturity</u>	<u>Principal & Interest Expended 13-14</u>	<u>Principal Balance 06/30/14</u>	<u>Adopted 14-15 Principal</u>	<u>Plan 14-15 Interest</u>
C185	Harden Ranch Ph 2	90-1	2014	402,307	5,155,000	0	281,037
A178	Mayfair Drive	92-1	2009	20,620	0	0	0
B179	Harden Ranch Refunding	94-1	2011	333,350	800,000	245,000	64,363
A183	Abbott Street	95-3	2016	60,696	360,000	35,000	23,420
A184	Work Street	97-1	2017	215,325	1,450,000	125,000	87,912
A186	Bella Vista Ph 3	98-1	2023	475,685	4,750,000	215,000	260,077
A187	Acacia Park	96-2	2025	64,183	640,000	25,000	37,894
02-1	Bella Vista Reassessment	02-1	2021	536,256	2,210,000	495,000	105,036
02-2	Consolidated Reassessment	02-2	2009	1,302,009	5,755,000	950,000	230,461
TOTAL				3,410,431	21,120,000	2,090,000	1,090,200
Provision for Bond Calls, Refunds & Premium				21,700			
Paying Agent Fees				50,000		50,000	

ASSESSMENT & MAINTENANCE DISTRICTS

Assessment District Bonds Division

6690

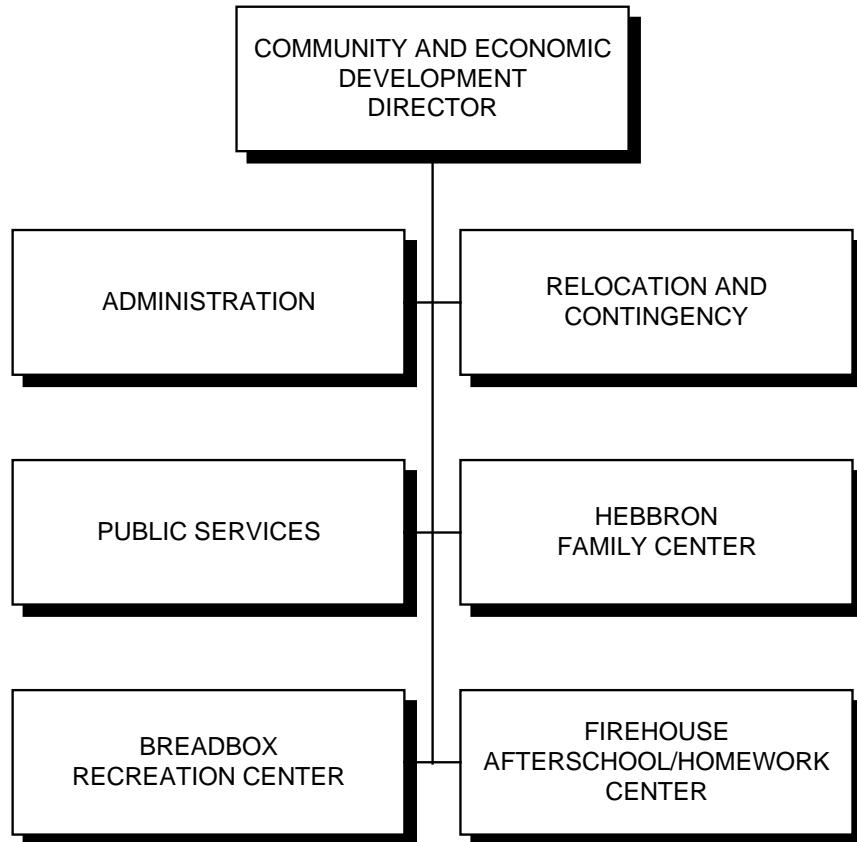
<u>Series</u>	<u>Special Assessment Districts</u>	<u>No.</u>	<u>Maturity</u>	<u>Principal & Interest Expended 14-15</u>	<u>Principal Balance 06/30/15</u>	<u>Adopted 15-16 Principal</u>	<u>Plan 15-16 Interest</u>
C185	Harden Ranch Ph 2	90-1	2014	281,038	5,155,000	0	281,038
A178	Mayfair Dr	92-1	2009	0	0	0	0
B179	Harden Ranch Refunding	94-1	2011	309,363	555,000	265,000	40,138
A183	Abbott Street	95-3	2016	58,422	325,000	40,000	20,946
A184	Work Street	97-1	2017	212,913	1,325,000	130,000	80,070
A186	Bella Vista Ph 3	98-1	2023	475,078	4,535,000	225,000	248,746
A187	Acacia Park	96-2	2025	62,896	615,000	25,000	36,583
02-1	Bella Vista Reassessment	02-1	2021	599,907	1,715,000	475,000	80,044
02-2	Consolidated Reassessment	02-2	2009	1,180,383	4,805,000	870,000	194,635
TOTAL				3,180,000	19,030,000	2,030,000	982,200
Paying Agent Fee						50,000	

ASSESSMENT & MAINTENANCE DISTRICTS

Work Force

	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Administration Division				
Public Works Assistant		0.250		
Sr Accounting Technician	1.000	1.000	1.000	1.000
Total	1.000	1.250	1.000	1.000
Woodside Park Division				
Facil Maint Mech Crew Sup			0.030	0.030
Airport Business Park Division				
Facil Maint Mech Crew Sup			0.010	0.010
North East Division				
Park Maint Worker	1.000	1.000	1.000	1.000
Facil Maint Mech Crew Sup			0.430	0.430
Total	1.000	1.000	1.430	1.430
Harden Ranch Division				
Facil Maint Mech Crew Sup			0.110	0.110
Mira Monte Division				
Facil Maint Mech Crew Sup			0.070	0.070
Monte Bella Division				
Facil Maint Mech Crew Sup			0.100	0.100
Department Total	2.000	2.250	2.750	2.750

BLOCK GRANT



BLOCK GRANT Summary

Purpose

Administer three annual HUD grants: Community Development Block grant (CDBG), HOME Investment Partnerships Program (HOME), and Emergency Shelter Grant (ESG). Oversee Housing and Community Development Division, including City inclusionary housing, density bonus, and housing accessibility programs. Monitor progress of other City departments and sub recipients with regard to proper and timely use of HUD funds.

Top Accomplishments for FY 2013-14

Economic Diversity and Prosperity

1. Continued to administer the Grow Salinas Fund (GSF), a program that provides debt financing to small businesses intending to expand/locate in the City limits; closed the first CDBG-funded GSF loan.
2. Received HUD approval for a Section 108 Loan Pool Fund, a HUD program which allows the City to leverage its FY13/14 annual CDBG allocation up to 5 five times and in turn provide funding to various economic development activities that will create or retain jobs in the City.
3. Funded the Loma El Paraiso renovation project, a 43-unit multi-family rental housing development located in East Salinas within the Alisal Homeownership Neighborhood Revitalization Strategy area and available to low and moderate-income households.
4. Funded the University Corporation at Monterey Bay through the Salinas Business Development Center's workshop and bilingual advisory services, a program that assists to improve small business profitability and increase jobs in the income qualified census tracts, especially targeting the community of East Salinas.
5. Continued to fund the City's Rehabilitation program and Rebuilding Together Monterey-Salinas' Home Repair and Rehabilitation Program to maintain existing owner-occupied/rental housing stock.

Safe, Livable Community

1. Supported various agencies focused on providing homeless and homeless prevention services.
2. Collaborated with City Public Works and MidPen Housing Corporation for development of a 90-unit affordable housing project with ground floor commercial space in the Chinatown area.

Effective, Sustainable Government

1. Updated the City's Citizen Participation Plan, a plan required by HUD for entitlement communities and that provides reasonable opportunities for the public to provide input on HUD planned activities and accomplishments.
2. Continued to increase efficiency and effectiveness through the continued use of online data management system to streamline the division's Request for Proposal (RFP) process, subrecipient payment and beneficiary data management, and compliance monitoring task.
3. Issued a supplemental CDBG RFP to accelerate the expenditure rate for CDBG funds; successfully implemented the supplemental program and met the timeliness requirement by March 2013.

Excellent Infrastructure

1. Funded several Capital Improvement Projects including construction of street lights in East Salinas, construction of ADA-compliant access ramps on East Market Street, and renovations for the Sherwood Hall Community Center facility.
2. Allocated Section 108 loan funds for the Industrial Waste Water Conveyance System Upgrade project, which consists of critical upgrades to the deteriorated system that serves more than twenty five (25) different high-volume ag-industrial users of the Industrial Wastewater Treatment Facility that collectively employ some 410 Full Time Equivalent (FTE) jobs which are largely low-moderate income positions.

Quality of Life

1. Funded City and community programs focused upon the recreational and education needs of Salinas' youth.

BLOCK GRANT Summary (Continued)

2. Funded several Capital Improvement Projects including reconstruction of the La Paz Park Stage Area, installation of engineered wood fiber chips in various City parks, improvements at Cesar Chavez Park, and construction of a bus shelter at the Breadbox Recreation Center.

City Council Goals, Strategies, and Objectives for FY 2014-15

Economic Diversity and Prosperity

1. Continue to implement the Grow Salinas Fund program and the Section 108 Loan program.
2. Continue to support Federally-subsidized affordable housing projects for low and moderate-income persons, seniors, disabled persons, and farm workers.
3. Continue to support programs that provide education and technical assistance to businesses.

Safe, Livable Community

1. Support programs focused upon the prevention of homelessness for single men and women, families with children, and provision of transitional housing.
2. Continue to partner and collaborate with various agencies including the County Continuum of Care in addressing homelessness.

Effective, Sustainable Government

1. Continue to manage division and Housing Successor Agency-funded housing projects' financial and beneficiary data using the online system.
2. Create strong collaborations with internal City staff, City Council members, sub recipients, and various subcommittee members to develop streamlined processes for administering HUD grants.
3. Develop a more effective performance measurement system to allow for easier data collection for periodic reports.
4. Maintain a high level of effectiveness, accountability and transparency through implementation of best practices and provision of available training to staff.

Excellent Infrastructure

1. Allocate HUD funding to infrastructure projects based on City-established priorities and maintain compliance on currently-funded capital improvement projects

Quality of Life

1. Allocate HUD funding to recreational/educational programs focusing upon children and adolescents and providing alternatives to gang activity and other violent behaviors.
2. Allocate HUD funding to physical recreation facilities such as parks, athletic fields, and community centers in densely, developed areas.

Major Budget Changes

HUD released the final CDBG, HOME and ESG allocations on March 18, 2014: CDBG \$1,995,167 (1.5% increase); HOME \$591,448 (9.3% increase); and ESG \$159,590 (16.4% increase). In FY 2013-14, with the end of the NSP program (July 31, 2013), the administration budget was balanced by eliminating a rehabilitation specialist.

BLOCK GRANT Summary

Expenditures by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
3105	Administration Division	511,530	601,900	616,100	646,900
3150	Public Services Division	376,625	296,049	385,400	385,400
3151	Breadbox Rec Center Division	69,289	110,000	137,200	138,400
3160	Relocation and Contingencies		76,722	75,300	75,200
3162	Firehouse After School Division	19,083	21,400	21,400	21,400
3164	Hebbron Family Center Division	127,431	148,900	169,700	178,900
TOTAL		1,103,958	1,254,971	1,405,100	1,446,200

Expenditures by Character

1.	Employee Services	592,500	742,700	770,751	811,980
2.	Office Supplies & Materials	1,837	1,850	1,950	1,950
3.	Bldg/Veh/Equip Maint/Supplies	1,270	1,525	1,525	1,525
4.	Small Tools & Equipment		50	100	100
5.	Books and Publications		50	150	150
6.	Special Dept Supplies	11,299	23,475	46,200	46,200
7.	Communications	625	650	800	800
8.	Utilities	12,628	10,400	8,925	8,925
9.	Rents & Leases	11,000	11,000	11,000	11,000
10.	Contract Maintenance Services	1,658	2,200	1,700	1,700
11.	Professional Services	10,185	15,500	25,000	25,000
12.	Outside Services	27,572	14,900	10,000	10,000
13.	Administration/Contingencies	48,200	125,522	68,131	68,100
14.	Advertising	3,254	3,300	3,000	3,000
15.	Training/Conferences/Meetings	3,760	4,254	3,189	3,079
16.	Membership & Dues	1,545	1,600	2,800	2,800
17.	Insurance and Bonds			570	570
18.	Contribution to Other Agencies	376,625	295,995	449,309	449,321
TOTAL		1,103,958	1,254,971	1,405,100	1,446,200

Expenditures by Fund

General Fund	147,091	192,600	200,300	216,000
Measure V Fund	84,332	130,100	131,500	137,500
Community Development Act of 1974 CDBG-Recovery	624,818	781,722	849,600	868,400
Home Investment Partnership Funds			64,000	64,000
H U D - Emergency Shelter Grant	235,537	150,549	159,700	160,300
HPRP-Homelessness Prevention Prog	12,180			
TOTAL	1,103,958	1,254,971	1,405,100	1,446,200

BLOCK GRANT Summary

Workforce by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
3105	Administration Division	3.390	3.430	3.565	3.565
3151	Breadbox Rec Center Division	0.500	0.500	0.500	0.500
3164	Hebbron Family Center Division	1.500	1.500	1.500	1.500
	TOTAL	5.390	5.430	5.565	5.565

BLOCK GRANT Administration Division

3105

Purpose

Administer three annual HUD grants: Community Development Block grant (CDBG), HOME Investment Partnerships Program (HOME), and Emergency Shelter Grant (ESG). Oversee Housing Division, including City inclusionary housing ordinance and density bonus program, and housing accessibility programs. Monitor progress of other City departments and sub recipients with regard to proper and timely use of HUD funds.

Division Operations

1. Oversee the City's Housing Services Program and related community improvement activities.
2. Ensure City compliance with federal regulations governing HUD grants.
3. Prepare the annual ACTION PLAN, annual performance reports, and related federally required planning and reporting documents.
4. Prepare and oversee budgets for grant-funded activities; review funding proposals; prepare funding agreements; and monitor grant-funded sub recipients.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of grant applications processed (public services, CIP, and multi-family housing projects only) through annual RFP process	29		36		
Number of HUD-mandated plans submitted	3		2		
Number of HUD drawdowns processed	56		56		
Number of HUD-mandated reports submitted, IDIS updates and the closing of projects (for HPRP and CDBG-R)	21		0		
Number of desk reviews and on-site monitoring visits conducted (for HPRP and CDBG-R), plus annual IDIS update and number of payments	27		0		

Major Budget Changes

CDBG administrative (admin) expenses are limited to 20% of the annual allocation; HOME expenses to 10%, and ESG to 7.5%. Limited ESG administrative funds are not sufficient to administer the program. Therefore, \$15,000 of City of Salinas General Funds supplements the ESG administration funds.

**BLOCK GRANT
Administration Division****3105**

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	401,888	503,400	514,051	544,830
2. Office Supplies & Materials	1,511	1,550	1,650	1,650
3. Small Tools & Equipment		50	100	100
4. Books and Publications		50	150	150
5. Special Dept Supplies	3,025	3,200	4,400	4,400
6. Communications	125	150	300	300
7. Rents & Leases	11,000	11,000	11,000	11,000
8. Contract Maintenance Services	150	200	200	200
9. Professional Services	9,500	9,500	8,000	8,000
10. Outside Services	27,572	14,900	10,000	10,000
11. Administration/Contingencies	48,200	48,800	56,900	56,900
12. Advertising	3,254	3,300	3,000	3,000
13. Training/Conferences/Meetings	3,760	4,200	2,979	3,000
14. Membership & Dues	1,545	1,600	2,800	2,800
15. Insurance and Bonds			570	570
TOTAL	511,530	601,900	616,100	646,900
 Authorized Positions	 3.390	 3.430	 3.565	 3.565

Funding Source

General Fund, Community Development Act of 1974

BLOCK GRANT Public Services Division

3150

Purpose

Provide financial assistance for community social service providers to assist lower income residents and other selected groups.

Division Operations

1. Implement adopted procedures for allocating public services funds.
2. Support a peaceful and safe community by funding: homelessness prevention and assistance; services for special needs population (e.g., seniors); housing education and assistance; and activities for the youth (including youth at risk of leaving school early or of joining gangs).
3. Review monitoring procedures for sub recipient's activity.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of payments and beneficiary reports processed (Exp Rpt, CER, Activity)	693		828		
Number of public services funding agreements processed, plus amendments and/or addendums	23		25		
Number of desk reviews and on-site monitoring visits conducted	2		10		

Major Budget Changes

Public services funds are limited to 15% of the annual CDBG allocation. This fiscal year, the total available amount for public services activities is \$411,000, which increased from \$302,000 the prior year.

**BLOCK GRANT
Public Services Division**

3150

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Training/Conferences/Meetings		54	139	79
2. Contribution to Other Agencies	376,625	295,995	385,261	385,321
TOTAL	376,625	296,049	385,400	385,400

Authorized Positions

Funding Source

Community Development Act of 1974, HUD Emergency Shelter Grant

BLOCK GRANT Public Services Division

3150

ORGANIZATION

	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Community Human Services	10,000	10,000	10,000	10,000
2. ACTION Council of Monterey Co.	10,000	10,000		
3. Girl Scouts of Monterey Bay	8,500	10,000	24,170	24,200
4. Family Services Agency	10,000	10,000	10,000	10,000
5. Conflict Resolution/Mediation	4,247			
6. Alliance on Aging	8,500	10,000	10,000	10,000
7. Women's Crisis Center				
8. Meals on Wheels	11,900	12,800	15,600	15,600
9. Citizenship Project				
10. Door to Hope				
11. Central Coast Ctr. Independent	8,500	8,500	10,000	10,000
12. Food Bank	11,900	12,800	15,000	15,000
13. Big Brothers Big Sisters				
14. Alisal Center For Fine Arts				
15. Alliance on Aging: Ombudsman	8,500	10,000	10,000	10,000
16. Volunteer Center				
17. Sunrise House JPA	13,500	14,400	23,428	23,400
18. Second Chance Youth Program	14,300	14,300	10,000	10,000
19. Legal Services for Seniors				
20. Sun Street Centers				
21. Salinas Police Activity League		17,000	10,000	10,000
22. Franciscan Workers				
23. Partners for Peace, Inc.				
24. VNA Adult Day Center				
25. Y.M.C.A.				
26. Interim (MCHOME) (ESG)	120,981	56,210	50,754	50,754
27. Housing Resource Center (ESG)	29,835	19,030	27,043	27,043
28. Franciscan Workers (ESG)	14,975	17,178	20,000	20,000
29. Shelter Outreach Plus (ESG)	26,000	18,512	25,000	25,000
30. John XXIII AIDS Ministry (ESG)	29,307	20,865	24,824	24,824
TOTAL	340,945	271,595	295,819	295,821



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BLOCK GRANT

Breadbox Recreation Center Division

3151

Purpose

Operate a recreation facility to provide a wide range of activities for all ages, creating wholesome experiences for the community's physical and mental well-being.

Division Operations

1. Continue working with school districts and other organizations on collaborative recreation programs and joint usage of facility.
2. Provide Year-round recreation activities.
3. Continue to offer diversity of recreation programs for all ages with an emphasis on "At Risk" youth.
4. Vigorously market our recreation programs to the community.
5. Provide youth with opportunities to use computers and other learning opportunities.
6. Provide community service opportunities for youth participants.
7. Provide opportunities for field trips to places in surrounding counties, such as Great America, nearby college campuses, and others.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Program Attendees	56,240		45,000		

Major Budget Changes

The CDBG allocations may be decreased in FY 2013-14 by \$2,500 resulting in a reduction of program supplies for youth enrichment activities, i.e. craft supplies, sports equipment, computer supplies, skate equipment, etc.

BLOCK GRANT
Breadbox Rec Center Division

3151

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	48,735	80,400	99,900	101,150
2. Office Supplies & Materials	326	300	300	300
3. Bldg/Veh/Equip Maint/Supplies	1,270	1,525	1,525	1,525
4. Special Dept Supplies	3,637	8,875	7,500	7,500
5. Communications	500	500	500	500
6. Utilities	12,628	10,400	8,925	8,925
7. Contract Maintenance Services	1,508	2,000	1,500	1,500
8. Professional Services	685	6,000	17,000	17,000
9. Training/Conferences/Meetings			50	
TOTAL	69,289	110,000	137,200	138,400
 Authorized Positions	 0.5	 0.5	 0.5	 0.5

Funding Source

General Fund, Community Development Act of 1974, Measure V Fund

BLOCK GRANT Community Programs Division

3160

Purpose

Administer federal Department of Housing and Urban Development (HUD) capital improvement funds targeted for use by local non-profit agencies. Provide funding for HUD-mandated relocation assistance. Administer CDBG, and HOME contingency funds.

Division Operations

1. Administer relocation and contingency funds pursuant to HUD regulations and City policies.
2. Review applications received for CDBG and HOME funding throughout the year and determine eligibility of proposal and availability of contingency funds.

Major Budget Changes

Relocation and contingency funds are estimated and included in the FY 2014-15 Action Plan.

BLOCK GRANT
Relocation and Contingencies

3160

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Administration/Contingencies		76,722	11,231	11,200
2. Training/Conferences/Meetings			21	
3. Contribution to Other Agencies			64,048	64,000
TOTAL		76,722	75,300	75,200

Authorized Positions

Funding Source

Community Development Act of 1974, Home Investment Partnership Funds

BLOCK GRANT Firehouse After School Division

3162

Purpose

Provide youth a recreational alternative to participation in gangs. Provide arts and crafts, sports, drama, and education to the densely populated East Salinas area.

Division Operations

1. Provide a program for the year-round participants at the Firehouse Recreation Center.
2. Offer a diverse program for ages 5-18 years and "at-risk" youth. The Firehouse Recreation Center primarily serves "at-risk" and low income children.
3. Work with school district on co-sponsored activities.
4. Provide opportunities for mini-field trips to Salinas locations such as the municipal pool, bagel bakery, fire stations, etc.
5. Provide opportunities for field trips to places in surrounding counties, such as Great America, Santa Cruz Beach Boardwalk, and others.
6. Provide youth opportunities to use computers and other learning opportunities.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Program Attendees	14,693		16,000		
Number of Senior Meals Served	6,000		2,500		
Senior Volunteer Hours Performed	2,400		6,000		

Major Budget Changes

The CDBG allocations may be decreased in FY 2013-14 by \$1,000, resulting in a potential reduction of 100 program hours.

**BLOCK GRANT
Firehouse After School Division**

3162

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	17,132	18,000	19,400	19,400
2. Special Dept Supplies	1,951	3,400	2,000	2,000
TOTAL	19,083	21,400	21,400	21,400

Authorized Positions

Funding Source

Community Development Act of 1974

BLOCK GRANT Hebbron Family Center Division

3164

Purpose

Youth Crime and Gang Violence Prevention Initiative.

Division Operations

1. Provide programs and services at the Safehaven/homework center 5 days per week.
2. Provide opportunities for field trips and specialized contract classes.
3. Help to reduce the level of Gang related crime within the Community by offering recreational programs and activities targeted to at risk youth, during the crucial after school hours.
4. Help to reduce gang participation and keep kids in school.
5. Collaborate with organizations such as CASP, Neighbors United, California Youth Outreach, and others to increase the knowledge and awareness of the residents in the Hebbron neighborhood.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of program attendees	70,004		70,000		
Number of programs	1,849		2,000		
Teen Volunteer Hours Performed	566		350		

Major Budget Changes

The CDBG allocations may be reduced by \$3,600 in FY 2013-14 resulting in the elimination of all program supplies for youth enrichment activities (i.e. craft supplies, sports equipment, computer supplies, etc.) and a reduction in FTE staffing resources.

BLOCK GRANT
Hebbron Family Center Division

3164

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	124,745	140,900	137,400	146,600
2. Special Dept Supplies	2,686	8,000	32,300	32,300
TOTAL	127,431	148,900	169,700	178,900
 Authorized Positions	 1.5	 1.5	 1.5	 1.5

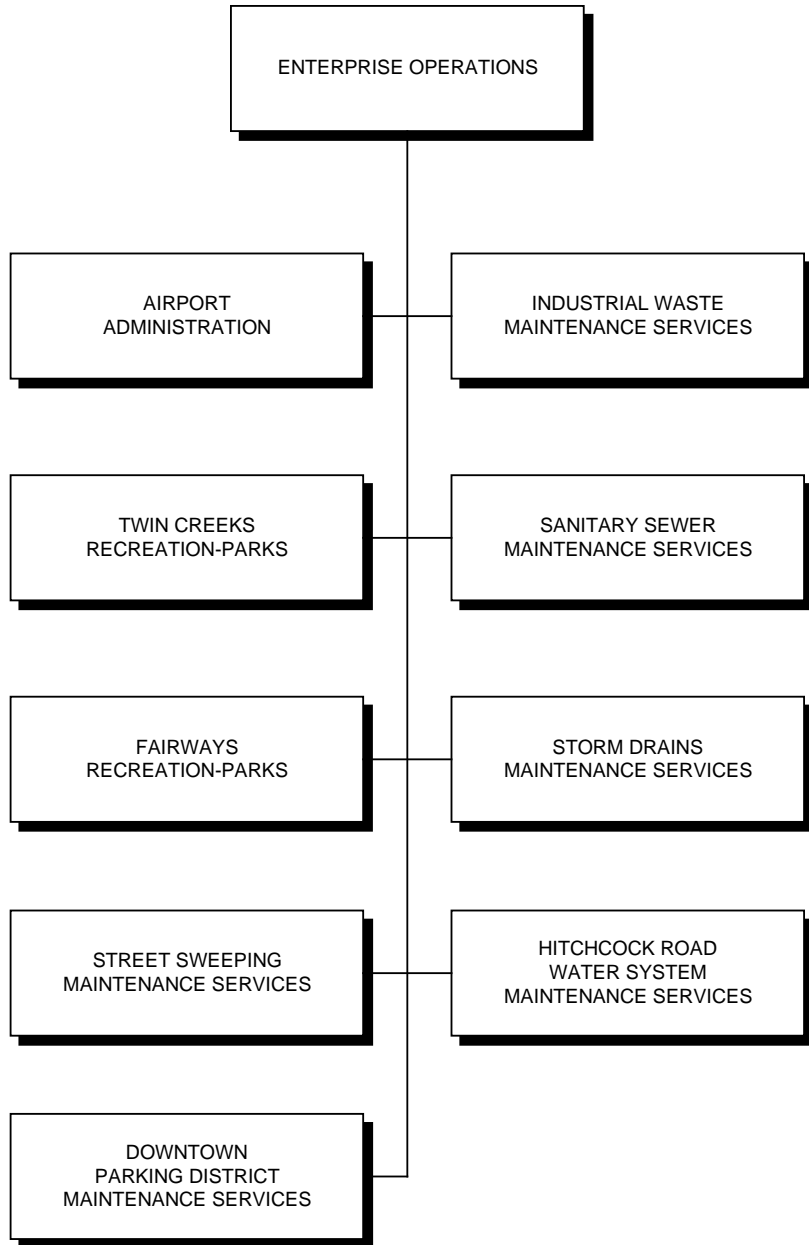
Funding Source

Community Development Act of 1974, General Fund

BLOCK GRANT Work Force

Administration Division	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Comm/Economic Dev Dir	0.195	0.195	0.195	0.195
Comm Dev Admin Supervisor	0.750	0.480	0.400	0.400
Housing Services Supv	0.050	0.320	0.160	0.160
Planning Manager	0.600	0.520	0.590	0.590
Community Dev Analyst	0.460	0.380	0.420	0.420
Comm Improve Asst	0.420	0.620	0.800	0.800
Administrative Aide	0.500	0.500	0.500	0.500
Revenue Officer			0.080	0.080
Asst Comm/Econ Dev Dir	0.415	0.415	0.420	0.420
Total	3.390	3.430	3.565	3.565
Breadbox Rec Center Division				
Recreation Asst (MV)	0.250	0.250	0.250	0.250
Recreation Asst	0.250	0.250	0.250	0.250
Total	0.500	0.500	0.500	0.500
Hebbron Family Center Division				
Rec Coordinator	0.380	0.310	0.310	0.310
Recreation Asst	0.500	0.500	0.500	0.500
Rec Coordinator (MV)	0.620	0.690	0.690	0.690
Total	1.500	1.500	1.500	1.500
Department Total	5.390	5.430	5.565	5.565

ENTERPRISE OPERATIONS





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ENTERPRISE OPERATIONS

Summary

Purpose

The purpose of the Enterprise Program is to provide self-supporting community services such as the operation of the Airport, Fairways Golf Course, and the various Sewer Waste Collection systems.

Top Accomplishments for FY 2013-14

Economic Diversity and Prosperity

1. Provided economic benefit and economic role of the airport for the Salinas Economic Development Element.

Safe, Livable Community

1. Hosted 2013 California International Airshow

Effective, Sustainable Government

1. Continued support of the Airport Commission

Excellent Infrastructure

1. Completed the Taxiway A and Charlie Reconstruction Project

City Council Goals, Strategies, and Objectives for FY 2014-15

Safe, Livable Community

1. Prepare Airport Compatibility Land Use Plan
2. Host 2014 California International Airshow

Effective, Sustainable Government

1. Continued support of the Airport Commission

Excellent Infrastructure

1. Prepare Airport Master Plan Update

Major Budget Changes

Position Changes

ENTERPRISE OPERATIONS

Summary

Expenditures by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
5120	Airport Division	1,075,972	1,211,430	1,170,800	1,202,500
5130	Twin Creeks Golf Course Division	567,067	573,000	571,100	568,800
5145	Fairways Golf Course Division	101,453	95,000	100,000	110,000
5160	Industrial Waste Division	1,108,779	1,049,886	1,556,800	1,483,400
5170	Sanitary Sewer Division	2,300,757	2,319,800	2,333,200	2,362,100
5180	NPDES Storm Drain Sewer Div	635,209	820,134	753,800	772,700
5185	NPDES Street Sweeping Division	858,319	1,021,800	813,200	831,800
5190	Hitchcock Road Water Utility	11,542	20,000	20,000	20,000
5195	Downtown Parking Division	1,626,858	1,640,500	1,725,300	1,490,000
5197	Preferential Parking Program-City	30,079	40,866	39,400	39,400
TOTAL		8,316,035	8,792,416	9,083,600	8,880,700

Expenditures by Character

1.	Employee Services	2,578,929	3,060,900	3,158,400	3,285,300
2.	Office Supplies & Materials	3,611	4,200	4,200	4,200
3.	Bldg/Veh/Equip Maint/Supplies	188,253	183,100	184,100	184,100
4.	Vehicle Fuels & Lubricants	114,052	115,700	120,700	120,700
5.	Small Tools & Equipment	6,740	8,500	8,500	8,500
6.	Clothing & Personal Equip	8,264	11,700	11,700	11,700
7.	Street Materials	9,740	22,718	22,000	22,000
8.	Special Dept Supplies	19,805	29,250	30,500	30,500
9.	Chemicals	23,588	37,000	37,000	37,000
10.	Communications	16,259	21,800	22,800	22,800
11.	Utilities	619,929	611,285	700,000	700,000
12.	Rents & Leases	7,738	19,212	14,000	14,000
13.	Contract Maintenance Services	146,846	224,600	222,600	222,600
14.	Professional Services	655,415	649,320	647,000	647,000
15.	Outside Services	41,719	50,966	49,500	49,500
16.	Administration/Contingencies	727,465	579,215	595,500	595,500
17.	Advertising	6,163	5,000	6,000	6,000
18.	Training/Conferences/Meetings	22,806	38,250	37,000	37,000
19.	Membership & Dues	5,104	6,200	6,200	6,200
20.	Insurance and Bonds	111,200	109,200	109,200	109,200
21.	Contribution to Other Agencies	3,559	3,500	11,500	12,000
22.	Refunds & Reimb Damages		1,000	1,000	1,000
23.	Recognition-Award-Protocol		500	500	500
24.	Taxes	54,430	70,000	65,000	65,000
25.	Bond-Principal	1,239,870	1,251,900	1,498,000	1,217,400
26.	Bond-Interest	1,598,064	1,609,900	1,450,200	1,400,500
27.	Paying Agent Fees	85,715	62,500	64,500	64,500
28.	Capital Outlay	20,771	5,000	6,000	6,000
TOTAL		8,316,035	8,792,416	9,083,600	8,880,700

ENTERPRISE OPERATIONS

Summary

Expenditures by Fund	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
Municipal Airport Fund	1,075,972	1,211,430	1,170,800	1,202,500
Industrial Waste Fund	1,108,779	1,049,886	1,556,800	1,483,400
Fairways Golf Course	101,453	95,000	100,000	110,000
Twin Creeks Golf Course	567,067	573,000	571,100	568,800
Sewer Fund	2,300,757	2,319,800	2,333,200	2,362,100
Storm Sewer (NPDES) Fund	1,493,528	1,841,934	1,567,000	1,604,500
Water Utility Fund	11,542	20,000	20,000	20,000
Downtown Parking District	1,626,858	1,640,500	1,725,300	1,490,000
Preferential Parking	30,079	40,866	39,400	39,400
TOTAL	8,316,035	8,792,416	9,083,600	8,880,700

Workforce by Program

5120	Airport Division	5.25	5.25	4.25	4.25
5160	Industrial Waste Division	2.50	2.50	7.50	7.50
5170	Sanitary Sewer Division	7.75	7.75	7.75	7.75
5180	NPDES Storm Drain Sewer Div	6.00	6.00	5.00	5.00
5185	NPDES Street Sweeping Division	7.00	7.00	5.00	5.00
5195	Downtown Parking Division	1.00	1.00	1.00	1.00
	TOTAL	29.50	29.50	30.50	30.50

ENTERPRISE OPERATIONS

Airport Division

5120

Purpose

The Airport serves the City as an element of the national transportation system. It is also an economic development asset and serves as an employment center with over 20 businesses providing jobs. The Airport Division of Engineering and Transportation Department oversees the safe day-to-day operation of the facility and the long-term capital development.

Division Operations

1. Focuses on quality customer service.
2. Provide staff support to the Airport Commission.
3. Ensures the continued economic viability of the Airport Enterprise Fund.
4. Support the California International Air show.
5. Acquires funding to complete plans and projects that provide for appropriate airport development.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Percentage of Work Order Requests received that are completed withing 48 hours	71%	84%	80%	90%	90%
Percentage of runway/taxiway lighting repairs made within 24 hours	97%	99%	99%	99%	99%
Percentage of hangar rental and lease accounts paid in full within 30 days	91%	95%	95%	95%	95%

Major Budget Changes

None

ENTERPRISE OPERATIONS

Airport Division

5120

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	455,290	574,400	529,700	560,900
2. Office Supplies & Materials	3,275	3,200	3,200	3,200
3. Bldg/Veh/Equip Maint/Supplies	32,251	27,600	28,600	28,600
4. Vehicle Fuels & Lubricants	6,269	7,500	7,500	7,500
5. Street Materials	9,282	20,718	20,000	20,000
6. Special Dept Supplies	713	4,000	4,000	4,000
7. Chemicals	23,576	33,000	33,000	33,000
8. Communications	6,687	8,300	9,300	9,300
9. Utilities	98,052	104,500	104,500	104,500
10. Rents & Leases	5,812	5,212		
11. Contract Maintenance Services	97,176	132,000	130,000	130,000
12. Professional Services	52,747	57,000	57,000	57,000
13. Outside Services	27,047	25,000	25,000	25,000
14. Administration/Contingencies	161,866	110,000	110,000	110,000
15. Advertising	6,163	5,000	6,000	6,000
16. Training/Conferences/Meetings	8,694	9,000	9,000	9,000
17. Membership & Dues	4,629	5,000	5,000	5,000
18. Insurance and Bonds	22,000	20,000	20,000	20,000
19. Contribution to Other Agencies	3,559	3,500	11,500	12,000
20. Refunds & Reimb Damages		1,000	1,000	1,000
21. Recognition-Award-Protocol		500	500	500
22. Taxes	43,967	50,000	50,000	50,000
23. Capital Outlay	6,917	5,000	6,000	6,000
TOTAL	1,075,972	1,211,430	1,170,800	1,202,500
Authorized Positions	5.25	5.25	4.25	4.25

Funding Source

Municipal Airport Fund

ENTERPRISE OPERATIONS

Twin Creeks Golf Course Division

5130

Purpose

The Golf Course Division of the Recreation Parks Department no longer provides golf course maintenance operations and professional golf services for the 9 hole facility and 30 station lighted practice range. Twin Creeks was transferred to the non-profit organization "First Tee" in November 2004.

Division Operations

1. Work with "First Tee" to provide a well maintained, affordable golf course and practice facility for the community and youth players.

Major Budget Changes

None

ENTERPRISE OPERATIONS
Twin Creeks Golf Course Division

5130

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Bond-Principal	320,000	335,000	345,000	355,000
2. Bond-Interest	242,908	231,500	219,600	207,300
3. Paying Agent Fees	4,159	6,500	6,500	6,500
TOTAL	567,067	573,000	571,100	568,800

Authorized Positions

Funding Source

Twin Creeks Golf Course

ENTERPRISE OPERATIONS

Fairways Golf Course Division

5145

Purpose

The Golf Course Division of the Recreation Park Department no longer provides golf course maintenance operations and professional golf services for the 18-hole golf course and 13-station practice range. The Fairways Golf Course and its day-to-day operation was transferred to the corporation "Sierra Golf" as of August 1, 2008.

Division Operations

1. Work with "Sierra Golf" to provide a well maintained, affordable golf course and practice facility for the community.

Major Budget Changes

None

ENTERPRISE OPERATIONS
Fairways Golf Course Division

5145

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Bond-Principal	15,000	25,000	30,000	40,000
2. Bond-Interest	14,406	25,000	25,000	25,000
3. Paying Agent Fees	72,047	45,000	45,000	45,000
TOTAL	101,453	95,000	100,000	110,000

Authorized Positions

Funding Source

Fairways Golf Course

ENTERPRISE OPERATIONS

Industrial Waste Division

5160

Purpose

Provide the Salinas food industry and other industrial water users with an economical and environmentally acceptable means of treatment and disposal of industrial wastewater.

Division Operations

1. Maintain the Industrial Waste Treatment Facility and Industrial Waste Collection System in a manner consistent with the City's Waste Discharge Requirements (WDR) Permit issued by the Central Coast Regional Water Pollution Control Board, and State and Federal laws and regulations.
2. Operate the facility in a manner that protects the interests of the industrial users and the residents of Salinas.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Millions of Gallons of Industrial Process Water Receiving Treatment & Disposal	9.3		990		

Major Budget Changes

None

ENTERPRISE OPERATIONS

Industrial Waste Division

5160

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	283,349	277,200	686,300	711,500
2. Office Supplies & Materials	336	500	500	500
3. Bldg/Veh/Equip Maint/Supplies	11,384	11,000	11,000	11,000
4. Vehicle Fuels & Lubricants	16,302	8,000	13,000	13,000
5. Small Tools & Equipment	4,345	5,000	5,000	5,000
6. Clothing & Personal Equip	1,218	2,600	2,600	2,600
7. Chemicals		2,000	2,000	2,000
8. Communications	130	500	500	500
9. Utilities	331,903	253,000	353,000	353,000
10. Rents & Leases		9,000	9,000	9,000
11. Contract Maintenance Services	7,594	10,000	10,000	10,000
12. Professional Services	175,586	201,286	201,000	201,000
13. Administration/Contingencies	126,646	112,000	112,000	112,000
14. Training/Conferences/Meetings	5,106	18,500	18,500	18,500
15. Membership & Dues		300	300	300
16. Insurance and Bonds	18,500	18,500	18,500	18,500
17. Taxes	10,463	20,000	15,000	15,000
18. Bond-Principal	85,000	90,000	95,000	
19. Bond-Interest	17,063	10,500	3,600	
20. Capital Outlay	13,854			
TOTAL	1,108,779	1,049,886	1,556,800	1,483,400
 Authorized Positions	 2.5	 2.5	 7.5	 7.5

Funding Source

Industrial Waste Fund

ENTERPRISE OPERATIONS

Sanitary Sewer Division

5170

Purpose

Maintain the sanitary sewer collection system in a safe, reliable, and sanitary condition to satisfy all regulatory and environmental requirements implementing best management practices outlined in the City's waste discharge requirements permit issued by the State Water Board.

Division Operations

1. Maintain the Sanitary Sewer Collection System consistent with the Statewide General WDR (Waste Discharge Requirement) permit for Sanitary Sewer Systems, WQO No. 2006-0003, and the City's Sewer System Management Plan.
2. Clean and repair existing sanitary sewer mains for the health and safety of the residents of Salinas.
3. Minimize Sanitary Sewer overflows to protect the local and regional environment through preventive maintenance.
4. Effectively contain and clean up sewer spills.
5. Replace deteriorated sewer trunk mains.
6. Perform Preventive Maintenance and repairs for ten pump stations.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Miles of Pipeline Cleaned	264		240		
Number of Sanitary Sewer Overflows	2		<5		
Linear Feet of Pipeline Televised	8,586		15,000		

Major Budget Changes

None

ENTERPRISE OPERATIONS

Sanitary Sewer Division

5170

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	747,029	799,700	812,900	842,200
2. Bldg/Veh/Equip Maint/Supplies	39,834	50,500	50,500	50,500
3. Vehicle Fuels & Lubricants	63,528	50,000	50,000	50,000
4. Small Tools & Equipment	2,100	2,500	2,500	2,500
5. Clothing & Personal Equip	5,178	6,100	6,100	6,100
6. Street Materials	458	1,000	1,000	1,000
7. Special Dept Supplies	5,038	5,000	5,000	5,000
8. Chemicals	12	1,000	1,000	1,000
9. Communications	4,970	7,400	7,400	7,400
10. Utilities	156,696	164,200	164,200	164,200
11. Rents & Leases		1,000	1,000	1,000
12. Contract Maintenance Services	2,251	9,500	9,500	9,500
13. Professional Services	11,426	12,000	12,000	12,000
14. Outside Services	4,221	10,000	10,000	10,000
15. Administration/Contingencies	180,363	122,600	122,600	122,600
16. Training/Conferences/Meetings	4,262	4,500	4,500	4,500
17. Membership & Dues	340	500	500	500
18. Insurance and Bonds	44,800	44,800	44,800	44,800
19. Bond-Principal	370,000	335,000	340,000	350,000
20. Bond-Interest	652,096	687,500	680,700	670,300
21. Paying Agent Fees	6,155	5,000	7,000	7,000
TOTAL	2,300,757	2,319,800	2,333,200	2,362,100

Authorized Positions	7.75	7.75	7.75	7.75
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Funding Source

Sewer Fund

ENTERPRISE OPERATIONS

NPDES Storm Drain Sewer Division

5180

Purpose

Maintain the storm drainage system in a safe and sanitary condition by providing regular inspections and periodic maintenance. Comply with local and regional goals through the federally mandated National Pollution Discharge Elimination System (NPDES) requirements and "Best Management Practices" (BMPs) to reduce or eliminate pollution from storm water runoff and illicit discharges from identified sources.

Division Operations

1. Implement the goals and standards outlined in the City's new 5-year NPDES Permit, and the City's Storm Water Management Plan.
2. Inspect, clean and repair the existing storm drain system as required to assure that the City accomplishes water quality objectives as outlined in the City's NPDES Permit and to reduce the risk of localized flooding.
3. Maintain City-owned open drainage channels to provide for free flow of storm runoff throughout the City.
4. Continue to implement the NPDES Water Quality Monitoring Program and Maintenance Program consistent with NPDES requirements established by the Central Coast Regional Water Quality Control Board.
5. Continue the Storm Drain stenciling program consistent with NPDES BMPS.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Storm Drains Inspected & Cleaned as Needed	3,557		3,557		
Number of Storm Drain Stencils Installed with "No Dumping Flows to Bay" Logo	250		400		
Number of Commercial/Industrial Businesses Inspected.	338		250		

Major Budget Changes

None

ENTERPRISE OPERATIONS
NPDES Storm Drain Sewer Div

5180

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	404,003	568,900	504,600	523,500
2. Office Supplies & Materials		500	500	500
3. Bldg/Veh/Equip Maint/Supplies	1,074	3,000	3,000	3,000
4. Vehicle Fuels & Lubricants	1,258	2,400	2,400	2,400
5. Small Tools & Equipment	295	1,000	1,000	1,000
6. Clothing & Personal Equip	1,868	2,000	2,000	2,000
7. Street Materials		1,000	1,000	1,000
8. Special Dept Supplies	2,574	5,000	5,000	5,000
9. Chemicals		1,000	1,000	1,000
10. Communications	300	300	300	300
11. Utilities		48,285	37,000	37,000
12. Rents & Leases	1,926	4,000	4,000	4,000
13. Contract Maintenance Services		24,100	24,100	24,100
14. Professional Services	132,980	57,034	55,000	55,000
15. Administration/Contingencies	72,487	84,815	96,100	96,100
16. Training/Conferences/Meetings	4,744	5,000	5,000	5,000
17. Membership & Dues		100	100	100
18. Insurance and Bonds	11,700	11,700	11,700	11,700
TOTAL	635,209	820,134	753,800	772,700
Authorized Positions	6	6	5	5

Funding Source

Storm Sewer (NPDES) Fund

ENTERPRISE OPERATIONS

NPDES Street Sweeping Division

5185

Purpose

Maintain a clean City in accordance with best management practices in the City's National Pollution Discharge Elimination System (NPDES) Permit to eliminate pollution from storm water runoff or illicit discharges from identified sources.

Division Operations

1. Maintain clean streets maximizing street sweeping throughout the City consistent with the City's NPDES Stormwater Permit requirements.
2. Sweep all residential streets consistent with NPDES scheduling requirements.
3. Reduce the amount of refuse in the City's storm sewer effluent consistent with NPDES best management practices.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of Curb Miles Swept Monthly (FY 12/13 Curb Miles Due to Minor Adjustment to Sweeping Schedules)	1,670		1,520		
Cubic Yard of Debris Removed Annually	8,832		10,000		

Major Budget Changes

None

ENTERPRISE OPERATIONS
NPDES Street Sweeping Division

5185

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	576,622	724,400	515,800	534,400
2. Bldg/Veh/Equip Maint/Supplies	103,710	91,000	91,000	91,000
3. Vehicle Fuels & Lubricants	26,695	47,800	47,800	47,800
4. Special Dept Supplies	583	1,500	1,500	1,500
5. Communications	27	300	300	300
6. Utilities	7,034	5,000	5,000	5,000
7. Contract Maintenance Services	17,879	26,000	26,000	26,000
8. Professional Services		30,000	30,000	30,000
9. Administration/Contingencies	111,569	81,600	81,600	81,600
10. Insurance and Bonds	14,200	14,200	14,200	14,200
TOTAL	858,319	1,021,800	813,200	831,800

Authorized Positions	7	7	5	5
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Funding Source

Storm Sewer (NPDES) Fund

ENTERPRISE OPERATIONS

Hitchcock Road Water Utility

5190

Purpose

Provide a clean water source to business and operations located at the Hitchcock facility. These include the City's Animal Shelter, the Industrial Waste Administrative Building, the Monterey County Animal Shelter and the Monterey Regional Water Pollution Control Agency's sanitary sewer lift station.

Division Operations

1. Maintain the fresh water well system in a manner consistent with guidelines established by State and Federal Laws and as determined by the Environmental Health Division of the Monterey County Health Department.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Percentage of Compliance with Health Department Water Quality Objectives	100%		100%		

Major Budget Changes

None

ENTERPRISE OPERATIONS
Hitchcock Road Water Utility

5190

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Professional Services	10,004	18,000	18,000	18,000
2. Administration/Contingencies	1,538	2,000	2,000	2,000
TOTAL	11,542	20,000	20,000	20,000

Authorized Positions

Funding Source

Water Utility Fund

ENTERPRISE OPERATIONS

Downtown Parking Division

5195

Purpose

The mission of Parking Operations is to provide, operate and maintain an efficient, effective and flexible downtown parking management system to meet the needs of our residents, visitors and the business community.

Division Operations

1. To provide effective supervision and control of parking services and resources.
2. To provide overall budget, project and parking program management.
3. To provide centralized parking management to maximize economies of scale and efficiency.
4. To provide effective communication with the Oldtown Salinas Association.
5. To provide parking enforcement for special events.
6. To provide excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Downtown Parking Cash Collections	57,460		***		
Mean Parking Lot Occupancy Rate	64		60 percent		
Monterey Street Garage Occupancy Rate	3,796		60%**		

* Cash collection ended in July 2012 with the sale of Lot#13. Other collections and permit sales are administered and reported by Finance.

**Occupancy Monday -Friday 7:00 AM - 5:00 PM. Weekend Occupancy rate is 20%.

*** Projected loss of cash collections attributed to Free Parking Program is estimated to be \$50,000.00.

Major Budget Changes

Oversight of the Parking Division will be relocated to the Department of Public Works Properties, Administration and Districts Division.

ENTERPRISE OPERATIONS
Downtown Parking Division

5195

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	96,316	101,300	99,100	102,800
2. Special Dept Supplies	10,897	13,750	15,000	15,000
3. Communications	4,145	5,000	5,000	5,000
4. Utilities	26,244	36,300	36,300	36,300
5. Contract Maintenance Services	21,946	23,000	23,000	23,000
6. Professional Services	272,672	274,000	274,000	274,000
7. Outside Services	666	200	200	200
8. Administration/Contingencies	69,022	57,100	57,100	57,100
9. Training/Conferences/Meetings		1,250		
10. Membership & Dues	135	300	300	300
11. Bond-Principal	449,870	466,900	688,000	472,400
12. Bond-Interest	671,591	655,400	521,300	497,900
13. Paying Agent Fees	3,354	6,000	6,000	6,000
TOTAL	1,626,858	1,640,500	1,725,300	1,490,000

Authorized Positions	1	1	1	1
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Funding Source

Downtown Parking District

ENTERPRISE OPERATIONS

Preferential Parking Program-City

5197

Purpose

The mission of the Preferential Parking operations is to provide, operate and maintain an efficient and flexible preferential parking system for the area surrounding the Salinas Valley Memorial Hospital, to meet the need of the residents, visitors and businesses located within the boundaries of the Preferential Parking Program.

Division Operations

1. To Provide effective control of parking services and resources in a residential parking district.
2. To provide parking management to maximize economies of scale and efficiency.
3. To provide effective communications with residents of the parking zone/areas in a parking district.
4. To provide parking enforcement in designated streets.
5. To provide excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Permit Sales	\$ 19,590		\$ 15,000		
Cost Per Home			\$ 29		
District 3A Citations Issued (Monitoring)	2,159		3,000		

Major Budget Changes

None

ENTERPRISE OPERATIONS
Preferential Parking Program-City

5197

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	16,320	15,000	10,000	10,000
2. Clothing & Personal Equip		1,000	1,000	1,000
3. Outside Services	9,785	15,766	14,300	14,300
4. Administration/Contingencies	3,974	9,100	14,100	14,100
TOTAL	30,079	40,866	39,400	39,400

Authorized Positions

Funding Source

Preferential Parking

ENTERPRISE OPERATIONS

Work Force

Airport Division	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Airport Manager	1.00	1.00	1.00	1.00
Airport Assistant	1.00	1.00		
Administrative Secretary			1.00	1.00
Airport Operations Supv	1.00	1.00	1.00	1.00
Sr Airport Technician	1.00	1.00	1.00	1.00
Sr Airport Tech (Frozen)			-1.00	-1.00
Facility Maint Worker	1.00	1.00	1.00	1.00
Director of Public Works	0.25	0.25	0.25	0.25
Total	5.25	5.25	4.25	4.25
 Industrial Waste Division				
Wastewater Manager	0.25	0.25	0.25	0.25
Wastewater Operator	1.00	1.00	2.00	2.00
Water Resources Planner	0.25	0.25	0.25	0.25
P.S. Maint Crew Supv			1.00	1.00
Public Svc Maint Wkr II	1.00	1.00	4.00	4.00
Total	2.50	2.50	7.50	7.50
 Sanitary Sewer Division				
Pump Maint Mechanic	0.50	0.50	0.50	0.50
Wastewater Manager	0.50	0.50	0.50	0.50
Water Resources Planner	0.50	0.50	0.50	0.50
P.S. Maint Crew Supv	0.25	0.25	0.25	0.25
Public Svc Maint Wkr IV	0.50	0.50	0.50	0.50
Public Svc Maint Wkr II	3.75	3.75	3.75	3.75
Public Svc Maint Wkr III	1.75	1.75	1.75	1.75
Total	7.75	7.75	7.75	7.75
 NPDES Storm Drain Sewer Div				
Pump Maint Mechanic	0.50	0.50	0.50	0.50
Wastewater Manager	0.25	0.25	0.25	0.25
P.S. Maint Crew Supv	0.50	0.50	0.50	0.50
Public Svc Maint Wkr IV	0.25	0.25	0.25	0.25
Public Svc Maint Wkr II	4.25	4.25	4.25	4.25
Pub Maint Wkr II (Frozen)			-1.00	-1.00
Public Svc Maint Wkr III	0.25	0.25	0.25	0.25
Total	6.00	6.00	5.00	5.00

ENTERPRISE OPERATIONS

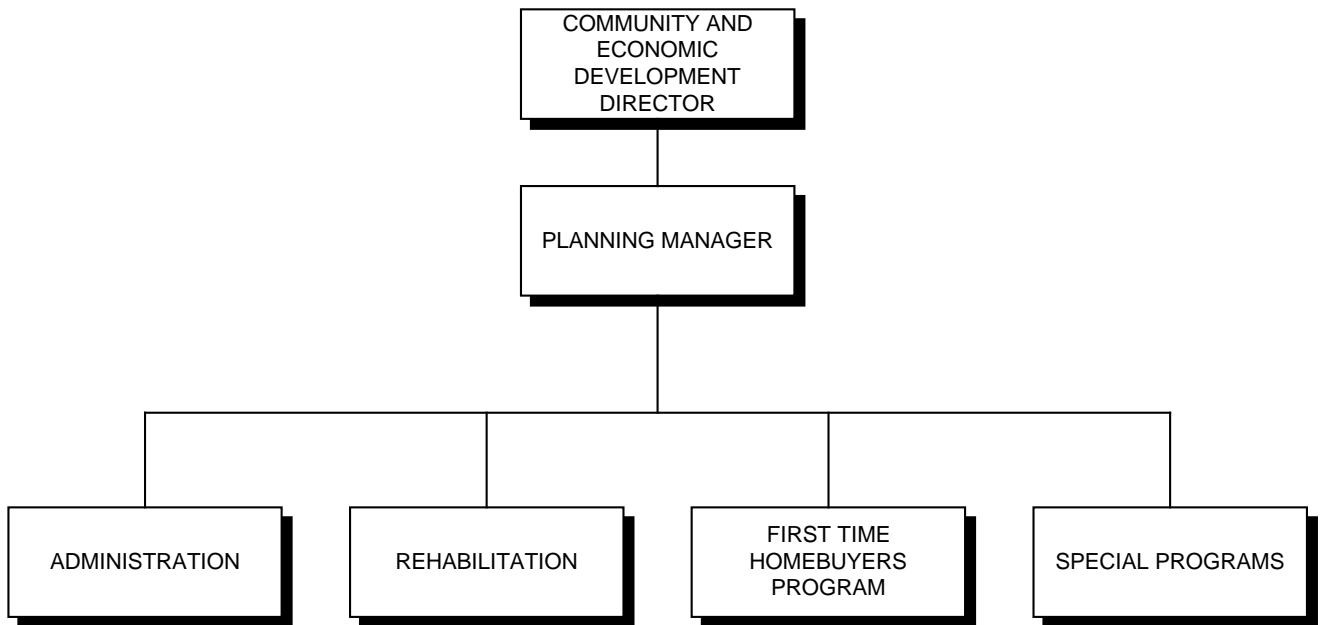
Work Force

NPDES Street Sweeping Division	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Equipment Mechanic I	1.00	1.00	1.00	1.00
Community Service Officer	0.50	0.50	0.50	0.50
P.S. Maint Crew Supv	1.25	1.25	1.25	1.25
P.S. Maint Sup (Frozen)			-1.00	-1.00
Public Svc Maint Wkr IV	0.25	0.25	0.25	0.25
Motor Sweeper Operator	3.00	3.00	3.00	3.00
P.S. Maint Wkr II	1.00	1.00	1.00	1.00
P.S. Maint Wkr II(Frozen)			-1.00	-1.00
Total	7.00	7.00	5.00	5.00
 Downtown Parking Division				
Parking Operations Offcr	1.00	1.00	1.00	1.00
 Department Total	 29.50	 29.50	 30.50	 30.50



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HOUSING



HOUSING Summary

Purpose

Strengthen residential neighborhoods by conserving existing housing through planning, funding and rehabilitation assistance for lower income households. Support the development of new affordable housing through regulatory methods such as inclusionary housing and density bonuses for residential development.

Top Accomplishments for FY 2013-14

Economic Diversity and Prosperity

1. Provided additional HOME funding for construction of a 46-unit multi-family rental housing (Haciendas II) that will provide housing units to low and moderate-income families; project is now in construction.
2. Construction of HOME-funded Wesley Oaks, a 9 single-family rental dwellings developed by CHISPA was completed.
3. Construction of HOME-funded Gateway Apartments, a 52-senior apartment complex developed by First Community Housing was completed.
4. Continued to fund the City's rehabilitation program to maintain existing owner-occupied/rental housing stock.
5. The Neighborhood Stabilization Program (NSP) concluded in July 2013, a program that stabilized neighborhoods by purchasing and rehabilitating foreclosed homes and reselling to eligible low and moderate-income households.

Safe, Livable Community

1. Collaborated with City Public Works and MidPen Housing Corporation for development of a 90-unit affordable housing project with ground floor commercial space in the Chinatown area.

Effective, Sustainable Government

1. Updated the City's Citizen Participation Plan, a plan required by HUD for entitlement communities, and that provides reasonable opportunities for the public to provide input on HUD planned activities and accomplishments.
2. Continued to increase efficiency and effectiveness through the continued use of online data management system to streamline the division's Request for Proposal (RFP) process, sub recipient payment and beneficiary data management, and compliance monitoring task.

City Council Goals, Strategies, and Objectives for FY 2014-15

Economic Diversity and Prosperity

1. Continue to support Federally-subsidized affordable housing projects for low and moderate-income persons, seniors, disabled persons, and farm workers
2. Launch marketing campaign to increase interest in the City's First-time Homebuyer program, which assists eligible applicants with down payment assistance to help increase homeownership opportunities for low-income households. Re-assess program guidelines particularly the amount of down payment assistance to assess program effectiveness in light of rising housing prices.

Safe, Livable Community

1. Continue to partner and collaborate with various agencies including the County Continuum of Care in addressing homelessness.

Effective, Sustainable Government

1. Continue to manage division and Housing Successor Agency-funded housing projects' financial and beneficiary data using the online system.
2. Create strong collaborations with internal City staff, City Council members, sub recipients, and various subcommittee members to develop streamlined processes for administering HUD grants.
3. Develop a more effective performance measurement system to allow for easier data collection for

HOUSING

Summary

periodic reports.

4. Maintain a high level of effectiveness, accountability and transparency through implementation of best practices and provision of available training to staff.

Major Budget Changes

HUD released the final CDBG, HOME and ESG allocations on March 18, 2014: CDBG \$1,995,167 (1.5% increase); HOME \$591,448 (9.3% increase); and ESG \$159,590 (16.4% increase). In FY 2013-14, with the end of the NSP program (July 31, 2013), the administration budget was balanced by eliminating a rehabilitation specialist.

HOUSING Summary

Expenditures by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
3210	Administration Division	138,492	778,107	233,400	243,400
3220	Rehabilitation Division	454,436	592,091	683,000	690,400
3221	NSP Program Income	1,021,305	178,350	356,800	23,200
3225	First Time Home Buyers	49,547	55,950	158,000	159,300
3230	Inclusionary Housing	108,901	31,000	22,100	23,000
3240	Special Programs Division	1,355,299	2,665,619	912,300	915,700
TOTAL		3,127,980	4,301,117	2,365,600	2,055,000

Expenditures by Character

1.	Employee Services	501,239	537,862	559,000	584,100
2.	Office Supplies & Materials		900	900	900
3.	Small Tools & Equipment		100	100	100
4.	Special Dept Supplies	183	1,000	1,000	1,000
5.	Communications	289	500	500	500
6.	Rents & Leases	11,400	11,400	11,400	11,400
7.	Contract Maintenance Services	150	150	150	150
8.	Professional Services	893,581	22,500	336,050	350
9.	Outside Services	87,326	41,167		
10.	Financial Assistance	1,275,378	525,913	714,400	714,400
11.	Public Assistance	35,000	436,600	66,600	66,600
12.	Administration/Contingencies	43,839	721,387	74,900	74,900
13.	Training/Conferences/Meetings		4,000	6,314	6,300
14.	Contribution to Other Agencies	279,595	1,997,638	594,286	594,300
TOTAL		3,127,980	4,301,117	2,365,600	2,055,000

Expenditures by Fund

Community Development Act of 1974	505,018	2,619,260	610,900	618,200
Home Investment Partnership Funds	635,401	1,140,907	1,268,200	1,278,900
Inclusionary Housing			28,000	29,200
HUD Neighborhood Stabilization	1,021,305	178,350	356,800	23,200
Inclusionary Housing	108,901	31,000	22,100	23,000
HSA-Affordable Housing	857,355	331,600	79,600	82,500
HSA-Sunset Ave Affordable Housing				
Successor Agency - Administration				
TOTAL	3,127,980	4,301,117	2,365,600	2,055,000

HOUSING Summary

Workforce by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
3210	Administration Division	0.62	1.30	1.63	1.63
3220	Rehabilitation Division	2.02	0.95	1.41	1.41
3221	NSP Program Income	1.53	0.70	0.11	0.11
3225	First Time Home Buyers	0.18	0.17	0.25	0.25
3230	Inclusionary Housing		0.14	0.14	0.14
3240	Special Programs Division	0.45	0.50	0.48	0.48
	TOTAL	4.80	3.76	4.02	4.02

HOUSING Administration Division

3210

Purpose

Strengthen residential neighborhoods by conserving existing housing through planning, funding and rehabilitation assistance for lower income households. Support the development of new affordable housing through regulatory methods such as inclusionary housing and density bonuses for residential development.

Division Operations

1. Administer and promote housing rehabilitation loan programs using HOME and CDBG funds (and other funding as available).
2. Assist in the implementation of the Five Year Consolidated Plan, the Housing Element, and the Inclusionary Housing Ordinance by facilitating the provision of affordable housing for specified groups.
3. Support the use of mortgage revenue bonds and federal low-income housing tax credits to develop needed housing.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of grant applications processed (public services, CIP, and multi-family housing projects only) through annual RFP process	29		36		
Number of HUD-mandated plans submitted	3		2		
Number of HUD drawdowns processed	56		56		
Number of SFD (FFHI) annual monitoring	50		50		

Major Budget Changes

CDBG administrative (admin) expenses are limited to 20% of the annual allocation; HOME expenses to 10%, and ESG to 7.5%. Limited ESG administrative funds are not sufficient to administer the program. Therefore, \$15,000 of City of Salinas General Funds supplements the ESG administration funds.

HOUSING Administration Division

3210

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	65,919	95,700	232,500	242,500
2. Professional Services	9,993			
3. Outside Services	3,485	36,500		
4. Administration/Contingencies	6,639	645,907	900	900
5. Contribution to Other Agencies	52,456			
TOTAL	138,492	778,107	233,400	243,400
 Authorized Positions	 0.62	 1.30	 1.63	 1.63

Funding Source

HOME, Cent City Low Inc Hous, Sunset Ave Low Inc Hous

HOUSING Rehabilitation Division

3220

Purpose

Strengthen residential neighborhoods by conserving existing housing through funding rehabilitation assistance for lower income households. Promote the rehabilitation and use of vacant residential units such as those located above retail businesses in commercial areas.

Division Operations

1. Provide technical assistance for housing rehabilitation, accessibility modifications, deed-restricted affordable units, and loan portfolio management.
2. Provide rehabilitation loans to conserve existing housing stock.
3. Provide grant funding for handicap accessibility improvements and abatement of lead paint hazards in assisted units.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of applications received, reviewed and approved for rehab / HAA loans/grants (including inspections, loan/grant doc preparation, construction management, loan servicing) first number = new loans; second number = existing loan servicing	6.....62		10.....80		

* 2 project - had both loan and HAA (each counted as 1)

Major Budget Changes

The rehabilitation budget increased slightly due to increases in both CDBG and HOME allocations; \$109,000 for CDBG and \$200,000 for HOME.

HOUSING Rehabilitation Division

3220

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	209,175	167,429	189,600	197,000
2. Office Supplies & Materials		900	900	900
3. Small Tools & Equipment		100	100	100
4. Special Dept Supplies	183	1,000	1,000	1,000
5. Communications	289	500	500	500
6. Rents & Leases	11,400	11,400	11,400	11,400
7. Contract Maintenance Services	150	150	150	150
8. Professional Services	-350	350	350	350
9. Outside Services		500		
10. Administration/Contingencies	37,200	75,480	74,000	74,000
11. Training/Conferences/Meetings		5,000		
12. Contribution to Other Agencies	196,389	329,282	405,000	405,000
TOTAL	454,436	592,091	683,000	690,400
 Authorized Positions	 2.02	 0.95	 1.41	 1.41

Funding Source

Community Development Act of 1974, Home Funds

HOUSING NSP Program

3221

Purpose

The Neighborhood Stabilization Program strengthens the City's residential neighborhoods most affected by the foreclosure crisis by acquiring and rehabilitating these foreclosed homes; when these properties are in a resalable condition the houses are resold to eligible homebuyers. The NSP program concluded as of July 31, 2013 with the remaining purchased units sold in FY 2013-14.

Division Operations

1. Administer NSP and coordinate the initial acquisition of foreclosed houses;
2. Coordinate the rehabilitation of the acquired houses;
3. Coordinate the resale of the rehabbed houses;
4. Promotes housing rehabilitation activities and homebuyer counseling and loans programs using NSP funds;
5. Promotes Lead Base Paint and Asbestos remediation work on applicable projects

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of foreclosed houses purchased, rehabbed and resold to eligible households; continue process using Program Income when available	5		6*		

* Includes 2 new purchases and resale of 6 rehabbed properties

Total YTD = 19 units purchased / another +2 units are projected to be purchased by 7-30-13 (PI received after this date reverts back to State HCD)

Major Budget Changes

NSP general administrative (GA) expenses are limited to 5% of the grant; 5% of program income can also be used for GA. GA will be used to assist in funding the following positions: 30% of the Housing Services Supervisor and 25% for one Housing Rehabilitation Specialist. The program concluded on July 31, 2013 and the 2nd Housing Rehabilitation Specialist position was eliminated to balance the administration budget.

With the sale of the projected number of homes, general admin funds for 2 housing positions and program delivery is available for use through June 30, 2014, and a small amount for closeout through September 30, 2014.

HOUSING NSP Program Income

3221

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	137,367	156,200	21,100	23,200
2. Professional Services	883,938	22,150	335,700	
TOTAL	1,021,305	178,350	356,800	23,200
 Authorized Positions	 1.53	 0.70	 0.11	 0.11

Funding Source

HUD Neighborhood Stabilization

HOUSING

First Time Home Buyers

3225

Purpose

Stimulate homeownership and improvement of residential neighborhoods by assisting lower-income households to purchase their first home.

Division Operations

1. Administer and promote the First Time Homebuyer (FTHB) down payment assistance program using HOME and CDBG funds. for low income households purchase their first home
2. Provide grant funding for abatement of lead paint hazards in assisted units.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of initial / closing application desk review; annual monitoring - loan servicing	53		55		
Actual number of household to close escrow on their 1st home	0		8		

Major Budget Changes

The City's FTHB program continues to be operated by the Housing Division. Funding for down-payment assistance to low-income households will come from prior year available HOME monies in the amount of \$190,000 and FY 2014-15 HOME funds in the amount of \$120,000.

HOUSING

First Time Home Buyers

3225

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	18,797	22,000	33,100	34,400
2. Training/Conferences/Meetings		-1,000	4,900	4,900
3. Contribution to Other Agencies	30,750	34,950	120,000	120,000
TOTAL	49,547	55,950	158,000	159,300
Authorized Positions	0.18	0.17	0.25	0.25

Funding Source

Community Development Act of 1974, Home Investment Partnership Funds

INCLUSIONARY HOUSING

Inclusionary Housing

3230

Purpose

City's Inclusionary Program is ongoing and provides developer incentives for the creation of housing units available for the local workforce and farmworkers.

Division Operations

1. Implement inclusionary housing program.
2. Review developer requests and execute affordable housing agreements.
3. Monitor affordability compliance for developments with existing inclusionary agreements on annual basis.
4. Update the inclusionary housing ordinance as needed.

Performance Measures

Number of Restricted Units	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Goal	FY 2012-13 Projected	FY 2013-14 Goal
Number of Program Attendees	NA	NA	20	19	0

Major Budget Changes

Funds are utilized for housing staff salaries for administration of the program. The ordinance is expected to be updated in FY 2014-15.

HOUSING

Inclusionary Housing

3230

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	25,060	26,833	22,100	23,000
2. Outside Services	83,841	4,167		
TOTAL	108,901	31,000	22,100	23,000
 Authorized Positions		0.14	0.14	0.14

Funding Source

Inclusionary Housing

HOUSING

Special Programs Division

3240

Purpose

Support development and conservation of housing units affordable to lower income households, including units suited for people with special housing needs.

Division Operations

1. Provide financial assistance for affordable housing projects.
2. Encourage the development of non-profit organizations with a mission of working to support or develop affordable housing in Salinas, particularly housing appropriate for those with special needs.
3. Provide funds to assist with clearance of blighted, vacant structures.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Number of affordable housing funding agreements processed (including post-closing documents such as subordination agreement, estoppels, amendments, etc.)	NA		16		
Number of desk reviews and on-site monitoring visits conducted	1		6		
Number of unit-compliance reports processed	80		400		
Number of SFD and Multi-family constructed; construction management; affordable housing agreements and other documents prepared; 15-55 yr monitoring of restricted units	1		3		

Major Budget Changes

HOME funding was approved for CHISPA's Vista de La Terraza in the amount of \$714,400 (\$550,000 CHDO funds).

HOUSING

Special Programs Division

3240

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	44,921	69,700	60,600	64,000
2. Financial Assistance	1,275,378	525,913	714,400	714,400
3. Public Assistance	35,000	436,600	66,600	66,600
4. Training/Conferences/Meetings			1,414	1,400
5. Contribution to Other Agencies		1,633,406	69,286	69,300
TOTAL	1,355,299	2,665,619	912,300	915,700
 Authorized Positions	 0.45	 0.50	 0.48	 0.48

Funding Source

Sunset Ave Low Income Housing, HOME Investment Partnership Funds, CDBG

HOUSING Work Force

Administration Division	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Comm Dev Admin Supervisor	0.150	0.380	0.380	0.380
Housing Services Supv	0.030	0.100	0.200	0.200
Planning Manager	0.200	0.380	0.340	0.340
Community Dev Analyst	0.240	0.320	0.340	0.340
Comm Improve Asst		0.120	0.200	0.200
Revenue Officer			0.170	0.170
Total	0.620	1.300	1.630	1.630
Rehabilitation Division				
Housing Rehab Specialist	0.880	0.530	0.830	0.830
Housing Services Supv	0.600	0.130	0.540	0.540
Planning Manager	0.080	0.020	0.020	0.020
Community Dev Analyst	0.050	0.010	0.020	0.020
Comm Improve Asst	0.410	0.260		
Total	2.020	0.950	1.410	1.410
NSP Program Income				
Assistant Development Dir	0.080	0.080	0.080	0.080
Housing Rehab Specialist	1.000	0.340	0.020	0.020
Housing Services Supv	0.300	0.280	0.010	0.010
Comm Improve Asst	0.150			
Total	1.530	0.700	0.110	0.110
First Time Home Buyers				
Housing Rehab Specialist	0.120	0.130	0.150	0.150
Housing Services Supv	0.020	0.030	0.090	0.090
Planning Manager	0.020	0.010	0.010	0.010
Comm Improve Asst	0.020			
Total	0.180	0.170	0.250	0.250
Inclusionary Housing				
Housing Services Supv		0.140	0.140	0.140

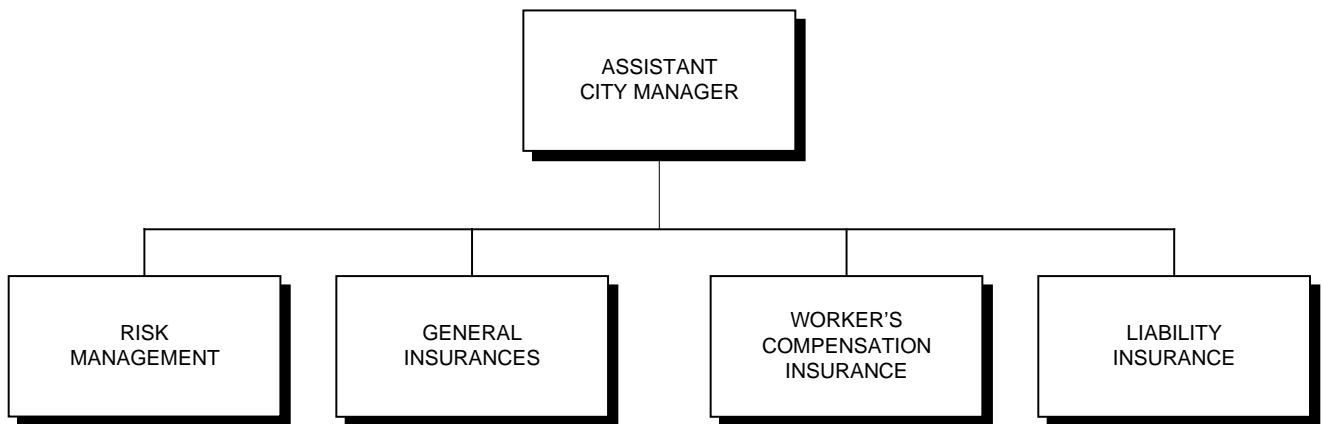
HOUSING Work Force

Special Programs Division	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Comm Dev Admin Supervisor	0.100	0.140	0.220	0.220
Planning Manager	0.100	0.070	0.040	0.040
Community Dev Analyst	0.250	0.290	0.220	0.220
Total	0.450	0.500	0.480	0.480
Department Total	4.800	3.760	4.020	4.020



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INTERNAL SERVICES



INTERNAL SERVICES

Summary

Purpose

Internal Services supports the provision of employee benefits to include health and welfare benefits, workers compensation, City-wide safety programs, and employee assistance programs. Comprehensive protection of the City's assets through a liability program of risk avoidance, risk reduction and risk transfer is also accomplished through Internal Services.

Top Accomplishments for FY 2013-14

Economic Diversity and Prosperity

1. Partnered with NSC for display of fine art at NSC

Effective, Sustainable Government

1. Transitioned Dental, Life/LTD Insurance Policies to new carrier for approximately \$200K plus annual savings
2. Conducted RFP for Workers Compensation Administration and transitioning to new TPA for approximately \$50K plus savings per year
3. Coordinated Fine Arts Appraisal

City Council Goals, Strategies, and Objectives for FY 2014-15

Effective, Sustainable Government

1. Implement Quarterly Safety Meetings
2. Assist with coordination of early Return to Work for Industrial and Non-Industrial Injuries
3. Maintain financial stability of the state property/casualty insurance fund

Major Budget Changes

Position Changes

INTERNAL SERVICES Summary

Expenditures by Program		12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
3905	Risk Management Division	89,530	299,600	303,900	313,800
3908	General Insurances Division	464,684	588,474	530,100	530,100
3911	Workers'Compensation Insurance	4,866,814	4,640,000	4,953,000	5,055,000
3912	Liability Insurance Division	1,155,462	1,226,500	1,215,000	1,215,000
TOTAL		6,576,490	6,754,574	7,002,000	7,113,900

Expenditures by Character

1.	Employee Services	88,793	296,800	301,100	311,000
2.	Office Supplies & Materials	443	1,400	1,400	1,400
3.	Communications		800	800	800
4.	Contract Maintenance Services		200	200	200
5.	Professional Services		15,000	15,000	15,000
6.	Outside Services	25,048	12,000	10,000	10,000
7.	Membership & Dues	294	400	400	400
8.	Insurance and Bonds	6,368,664	6,294,600	6,543,100	6,645,100
9.	Refunds & Reimb Damages	93,248	133,374	130,000	130,000
TOTAL		6,576,490	6,754,574	7,002,000	7,113,900

Expenditures by Fund

Internal Services Administration	89,530	299,600	303,900	313,800
Internal Services Insurances	464,684	588,474	530,100	530,100
Workers Compensation Self-Insurance	4,866,814	4,640,000	4,953,000	5,055,000
General Liability Self-Insurance	1,155,462	1,226,500	1,215,000	1,215,000
TOTAL	6,576,490	6,754,574	7,002,000	7,113,900

Workforce by Program

3905	Risk Management Division	1	1	1	1
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INTERNAL SERVICES

Risk Management Division

3905

Purpose

Protect the City's "people" and "economic" assets. Risk Management administers employee benefits and the Internal Service Funds for insurances, workers compensation, health and liability insurance programs.

Division Operations

1. Maintain current benefit information for employees.
2. Coordinate services for occupational injuries and illnesses in order to contain costs.
3. Oversee City-wide Injury and Illness Prevention Program (IIPP).
4. Provide support to all departments to ensure compliance with OSHA regulations.
5. Provide support to all departments to ensure compliance with Federal and State employee leave rights.

Major Budget Changes

None

INTERNAL SERVICES
Risk Management Division

3905

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Employee Services	88,793	296,800	301,100	311,000
2. Office Supplies & Materials	443	1,400	1,400	1,400
3. Communications		800	800	800
4. Contract Maintenance Services		200	200	200
5. Membership & Dues	294	400	400	400
TOTAL	89,530	299,600	303,900	313,800

Authorized Positions	1	1	1	1
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Funding Source

Internal Service

INTERNAL SERVICES

General Insurances Division

3908

Purpose

Provide funding for City-wide safety programs, employee assistance program, unemployment claims, biennial physical exams, insurance for property, fine arts, and reimbursable damages.

Division Operations

1. Review/negotiate renewal of insurance and excess insurance contracts annually of property, fine arts, fidelity bonds, liability and tenant user liability insurance programs.
2. Oversee employee insurance programs.
3. Process employee and DMV physical exams.
4. Monitor unemployment claims.
5. Pre-employment process and physical exams.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Health Enrollments/Changes	208	87	0	202	147
FMLA	47	44	46	37	45
Unemployment Claims	41	30	29	30	35
Biennial Exams	5	54	30	32	50
Insurance Renewals	24	17	24		20

Major Budget Changes

None

INTERNAL SERVICES
General Insurances Division

3908

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Outside Services	25,048	12,000	10,000	10,000
2. Insurance and Bonds	346,388	443,100	390,100	390,100
3. Refunds & Reimb Damages	93,248	133,374	130,000	130,000
TOTAL	464,684	588,474	530,100	530,100

Authorized Positions

Funding Source

Internal Services Insurances

INTERNAL SERVICES

Workers' Compensation Insurance

3911

Purpose

Set workers' compensation rates at a level that will fund the workers' compensation reserve at the recommended levels. Maintain a Third Party Administrator that will provide excellent customer service to employees.

Division Operations

1. Provide workers' compensation benefits to City employees consistent with requirements of State law while conserving the City's General Fund.
2. Provide a visible and accurate accounting of the self insured workers' compensation.
3. Set workers compensation rates at a level which will fund the workers' compensation reserve at the recommended level.
4. Establish quarterly file reviews to maintain control over the program with the City's Third-Party Administrator and Occupational/Medical Clinic.
5. Provide On-going training to departments and assist with coordination of early return to work.
6. Implement changes in the workers' compensation law.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Work Comp Claims Processing	118	128	118	93	

Major Budget Changes

None

INTERNAL SERVICES
Workers' Compensation Insurance

3911

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Professional Services		15,000	15,000	15,000
2. Insurance and Bonds	4,866,814	4,625,000	4,938,000	5,040,000
TOTAL	4,866,814	4,640,000	4,953,000	5,055,000

Authorized Positions

Funding Source

Workers Compensation Self Insurance

INTERNAL SERVICES

Liability Insurance Division

3912

Purpose

Provide comprehensive protection of the City's assets through a liability program of risk avoidance, risk reduction, and risk transfer, while focusing on customer service for the residents of the community.

Division Operations

1. Physically inspect major City facilities on an annual basis.
2. Work with the City's legal office to better coordinate and reduce General Fund costs in the administration of claims.
3. Work with Departments to reduce the City's liability exposure.
4. Improve risk transfer to 3rd party contractors.

Performance Measures

Performance Measure / Goal	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Goal	FY 2013-14 Projected	FY 2014-15 Goal
Liability Claims Processing	49	86	68	58	

Major Budget Changes

None

INTERNAL SERVICES
Liability Insurance Division

3912

Operating Expenditures	12-13 Actual	13-14 Budget	14-15 Adopted	15-16 Plan
1. Insurance and Bonds	1,155,462	1,226,500	1,215,000	1,215,000
TOTAL	1,155,462	1,226,500	1,215,000	1,215,000

Authorized Positions

Funding Source

General Liability SelfInsurance

INTERNAL SERVICES

Work Force

Risk Management Division	12-13 Authorized	13-14 Authorized	14-15 Adopted	15-16 Plan
Human Resource Analyst II	1	1	1	1
Department Total	1	1	1	1

CHART OF ACCOUNTS

<u>Object</u>	<u>Description</u>
61100	Regular Payroll Costs
61200	Temporary Payroll Costs
61300	Overtime Payroll Costs
61400	Reimbursable Payroll Costs
61500	Termination Payroll Costs
61600	Other Payroll Costs
61700	Cafeteria Benefits
61701	Administrative Leave
61702	Flexible Leave
61703	Cafeteria Plan
61705	Management Leave
61706	Deferred Compensation
61708	Residential Stipend
61800	Employee Benefits
61810	Uniform Allowance
61815	Automobile Allowance
61821	OASDI
61822	PERS
61823	New York Life
61824	ICMA
61825	Medicare
61831	Health Insurance - City
61833	Long Term Disability
61834	Unemployment
61835	Life Insurance - Firefighters
61836	Life Insurance
61837	Worker's Compensation
61838	Health Insurance - Firefighters
61839	Long Term Disability - Firefighters
61840	Health Insurance - Retirees
61841	Long Term Disability - Police Officers
61842	Dental Insurance
61843	Vision Insurance
61844	PERS - Health Insurance
61900	Deferred Compensation
62100	Office Supplies & Materials
62110	Stationary, Paper, Misc
62120	Reproduction Costs

CHART OF ACCOUNTS

<u>Object</u>	<u>Description</u>
62130	Drafting Supplies
62140	Film
62150	Other Office Supplies
62200	Bldg/Veh/Equip Maintenance Supplies
62210	Janitorial
62220	Lights
62230	Rolling Stock
62240	Building
62250	Fixed Equipment
62290	Other
62300	Vehicle Fuels & Lubricants
62310	Diesel
62330	Gasoline
62350	Oils & Lubricants
62400	Small Tools & Equipment
62410	Power
62420	Hand
62490	Other
62500	Clothing & Personal Equipment
62510	Safety
62520	Equipment
62570	Allowance
62590	Other
62600	Street Materials
62610	Asphalt
62620	Concrete
62630	Sand & Gravel
62640	Traffic & Safety Supplies
62690	Other
62700	Books and Publications
62710	Books
62720	Periodicals
62730	Audio Visual Materials
62750	Library-Standing Orders
62780	Trade Journals
62800	Special Departmental Supplies
62850	Computer Software
62852	Computer Supplies & Hardware
62853	Computer Aided Design

CHART OF ACCOUNTS

<u>Object</u>	<u>Description</u>
62900	Chemicals
62910	Fertilizer
62920	Pesticides
62990	Other
63100	Communications
63103	911 System
63104	Automated Crimminal Justice System
63105	A T & T / Comcast
63106	False Alarm Outsource Charges
63107	Telephone System Lease Purchase
63108	911 / MDT Service
63110	Telephone
63115	Leased Lines
63116	Cell Phones
63117	Fax
63118	Pagers
63140	Postage
63150	Pager Services
63200	Utilities
63210	Water
63220	Gas
63230	Electricity
63240	Sewerage
63250	Refuse
63260	Street Lights
63270	Traffic Signals
63290	Other
63300	Rents & Leases
63310	Land
63320	Buildings
63330	Equipment
63390	Other
63400	Contract Maintenance Services
63410	Buildings
63416	Alarm Systems
63420	Furniture & Fixtures
63430	Equipment
63440	Vehicle
63450	Janitorial

CHART OF ACCOUNTS

<u>Object</u>	<u>Description</u>
63460	Radios
63461	IT Communications
63470	Traffic Signals
63480	Website Maintenance
63490	Other
63498	Software Maintenance
63500	Professional Services
63510	Legal
63520	Audit
63530	Architectural
63540	Engineering
63550	Appraisal
63560	Medical
63570	Plan Checks
63580	Real Estate/Title/Escrow
63590	Other
63600	Outside Services
63605	Booking Fees
63606	Polygraph
63607	Community Planning
63608	Bank
63610	Printing
63660	Personnel
63690	Other
63700	Financial Assistance
63705	Housing
63710	Vista De La Terraza
63770	Grow Salinas
63780	Gateway Apartments
63800	Public Assistance
63900	Administration & Contingencies
63950	Administrative Overhead
63960	Contingencies
63970	Cost Recovery
64100	Advertising
64110	Legal
64120	Recruitment
64190	Other
64200	Travel, Conferences, Meetings

CHART OF ACCOUNTS

<u>Object</u>	<u>Description</u>
64220	Field Trips
64230	Waste Discharge Fee
64250	Training
64300	Memberships & Dues
64310	Association Memberships
64320	Publications & Trade Journals
64330	Special Licenses
64400	Insurance & Bonds
64410	Insurance
64420	Liability
64440	Unemployment
64450	Medical
64460	Worker's Compensation
64470	Unreimbursed Medical
64490	Other
64500	Contributions To Other Agencies
64600	Professional & Academic Training
64700	Refunds & Reimbursable Damages
64800	Recognition/Awards/Protocol
64810	Employee
64820	Commissions
64900	Taxes
64901	Sales Tax
64902	Fees & Permits
65100	Bonds - Principal
65200	Bonds - Interest
65300	Paying Agent Fees
66100	Land
66200	Relocation Payments
66300	Buildings
66310	New
66320	Remodeling & Alteration
66330	Clearance & Demolitions
66350	Acquisition
66400	Improvements Other Than Buildings
66410	Relocation
66470	Disaster Survey Reports

CHART OF ACCOUNTS

<u>Object</u>	<u>Description</u>
66500	Capital Outlays
66510	Machinery
66520	Furniture
66530	Office Equipment
66540	Fixed Equipment
66550	Vehicles
66560	Computer
66570	Radio Equipment
66590	Other
67000	Stores Sales
67100	Stores Purchases

SALARY SCHEDULE

City of Salinas
 Classification - Salary Schedule
 As of July 1, 2014

Council Appointees

Salary

A01	City Manager	8810	M						17,916
A02	City Attorney	8810	H						15,067

Executive Group		Comp Code	Range	B U	Step 1	Step 2	Step 3	Step 4	Step 5
B02	Chief of Police	7720	63.0	G	13,473	14,147	14,854	15,597	16,377
B03	Fire Chief	7706	62.3	G	13,023	13,675	14,359	15,077	15,831
B08	Assistant City Manager	8810	61.2	X	12,342	12,959	13,608	14,288	15,003
B05	Comm & Economic Dev Dir	8830	58.6	G	10,873	11,417	11,987	12,587	13,216
B01	Public Works Director	8810	58.6	G	10,873	11,417	11,987	12,587	13,216
B04	Finance Director	8810	58.2	G	10,662	11,195	11,754	12,342	12,959
B41	Lib & Community Svc Dir	8838	57.8	G	10,455	10,978	11,527	12,104	12,709
B11	Deputy PW Dir/City Engr	8810	56.5	G	9,813	10,304	10,820	11,361	11,929
B06	Assistant Development Dir	8810	55.3	G	9,255	9,718	10,204	10,714	11,250

Bargaining Units

- | | |
|--------------------------|-------------------------|
| A = SMEA | L = Fire Supervisors |
| B = SEIU | M = City Manager |
| C = AMPS | O = Sunrise House |
| D = Police Management | P = Second Chance |
| E = SPOA | R = Fire Chief |
| F = IAFF | S = SPOA-Recruit |
| G = Department Directors | U = Confidential-Misc |
| H = City Attorney | X = Confidential-Mgmt |
| I = City Council | Y = Confidential-Mgmt 2 |
| J = Crew Supervisors | Z = No Bargaining Unit |
| K = Crew Supervisors 2 | |

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2014

Classification	Comp Code	Range	B U	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6		
Administrative Group											
C02		Assistant City Attorney	8810	54.4	X	8,858	9,300	9,765	10,254	10,767	11,306
C16		Sr Human Resources Analys	8810	50.4	X	7,287	7,651	8,034	8,435	8,858	9,300
C24		Sr Deputy City Attorney	8810	50.0	X	7,144	7,501	7,876	8,270	8,684	9,118
C03		Airport Manager	8810	48.8	C	6,739	7,076	7,430	7,801	8,191	8,601
C04		City Clerk	8810	47.6	X	6,356	6,674	7,008	7,358	7,726	8,112
C26		Pub Works Admin Mgr	8810	47.3	C	6,264	6,577	6,906	7,251	7,614	7,994
C06		Deputy City Attorney II	8810	47.0	X	6,171	6,480	6,804	7,144	7,501	7,876
C05		Community Safety Admin	8810	45.6	C	5,765	6,053	6,356	6,674	7,008	7,358
C18		Pub Works Admin Supv	8810	45.1	C	5,625	5,906	6,202	6,512	6,838	7,180
C13		Technical Serv Coord	8810	44.9	C	5,570	5,849	6,141	6,449	6,772	7,110
C15		Human Resource Analyst II	8810	44.4	X	5,437	5,709	5,995	6,294	6,610	6,940
C42		Human Resources Analyst I	8810	43.4	X	5,178	5,437	5,709	5,995	6,294	6,610
C19		Police Records Coord	8810	43.1	C	5,101	5,357	5,625	5,906	6,202	6,512
C08		Executive Assistant	8810	38.7	U	4,116	4,322	4,538	4,765	5,003	5,254
C27		Deputy City Clerk	8810	37.3	U	3,845	4,037	4,239	4,451	4,673	4,907
C14		Public Works Assistant	8810	36.9	A	3,770	3,958	4,156	4,364	4,582	4,811
C12		Airport Assistant	8810	36.3	A	3,662	3,845	4,037	4,239	4,451	4,673
Community Development Group											
D23		Planning Manager	8810	50.1	C	7,180	7,539	7,915	8,311	8,727	9,164
D13		Principal Planner	8810	49.1	C	6,838	7,180	7,539	7,915	8,311	8,727
D16		Economic Development Mgr	8810	48.0	C	6,480	6,804	7,144	7,501	7,876	8,270
D12		Enterprise Zone Manager	8810	48.0	C	6,480	6,804	7,144	7,501	7,876	8,270
D20		Redev Project Manager	8810	48.0	C	6,480	6,804	7,144	7,501	7,876	8,270
D11		Senior Planner	8810	47.1	C	6,202	6,512	6,838	7,180	7,539	7,915
D19		Comm Dev Admin Supervisor	8810	45.1	C	5,625	5,906	6,202	6,512	6,838	7,180
D15		Associate Planner	8810	44.2	C	5,383	5,653	5,936	6,233	6,545	6,872
D21		Housing Services Supv	8810	44.2	C	5,383	5,653	5,936	6,233	6,545	6,872
D27		Community Dev Analyst	8810	43.5	C	5,203	5,463	5,737	6,024	6,325	6,642
D10		Asst Redev Project Mgr	8810	43.3	A	5,152	5,410	5,681	5,965	6,264	6,577
D22		Assistant Planner	8810	41.9	A	4,811	5,052	5,304	5,570	5,849	6,141
D14		Housing Rehab Specialist	9410	40.5	A	4,495	4,719	4,955	5,203	5,463	5,737
D26		SVEZ BRE Specialist	8810	39.1	A	4,197	4,407	4,627	4,858	5,101	5,357
D28		Comm Improve Asst	8810	36.9	A	3,770	3,958	4,156	4,364	4,582	4,811
D29		Planning Technician	8810	36.9	A	3,770	3,958	4,156	4,364	4,582	4,811
Clerical Group											
E04		Administrative Analyst I	8810	40.1	A	4,407	4,627	4,858	5,101	5,357	5,625
E02		Community Safety Assist	8810	37.3	U	3,845	4,037	4,239	4,451	4,673	4,907
E01		Legal Secretary	8810	37.3	U	3,845	4,037	4,239	4,451	4,673	4,907
E24		Administrative Aide	8810	36.3	A	3,662	3,845	4,037	4,239	4,451	4,673
E03		Administrative Secretary	8810	36.3	A	3,662	3,845	4,037	4,239	4,451	4,673

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2014

Classification	Comp Code	Range	B U	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
E14	Supervising Police Clerk	8810	36.3	A	3,662	3,845	4,037	4,239	4,451	4,673
E11	Supvsg Wrld Proc Operator	8810	36.3	A	3,662	3,845	4,037	4,239	4,451	4,673
E16	Human Resource Technician	8810	35.1	U	3,453	3,626	3,807	3,997	4,197	4,407
E19	Office Technician	8810	34.5	A	3,354	3,522	3,698	3,883	4,076	4,280
E06	Senior Police Clerk	8810	34.5	A	3,354	3,522	3,698	3,883	4,076	4,280
E20	Office Assistant	8810	31.0	A	2,827	2,968	3,116	3,272	3,436	3,608
E10	Police Clerk	8810	31.0	A	2,827	2,968	3,116	3,272	3,436	3,608
E07	Secretary	8810	31.0	A	2,827	2,968	3,116	3,272	3,436	3,608
E09	Word Processing Operator	8810	31.0	A	2,827	2,968	3,116	3,272	3,436	3,608
E12	Administrative Clerk II	8810	27.7	A	2,407	2,527	2,654	2,786	2,926	3,072
E22	Administrative Clerk I	8810	26.7	A	2,293	2,407	2,527	2,654	2,786	2,926
Engineering Group - Prof										
F06	Senior Civil Engineer	9410	50.0	C	7,144	7,501	7,876	8,270	8,684	9,118
F12	Transportation Planner	9410	47.1	C	6,202	6,512	6,838	7,180	7,539	7,915
F09	Associate Engineer	9410	47.0	C	6,171	6,480	6,804	7,144	7,501	7,876
F07	Assistant Engineer	9410	43.3	A	5,152	5,410	5,681	5,965	6,264	6,577
F08	Junior Engineer	9410	41.3	A	4,673	4,907	5,152	5,410	5,681	5,965
Engineering Group - Non Prof										
G02	Const Inspector Supv	9410	44.4	C	5,437	5,709	5,995	6,294	6,610	6,940
G01	Sr Construction Inspector	9410	41.0	A	4,604	4,834	5,076	5,330	5,597	5,877
G05	Construction Inspector	9410	39.6	A	4,301	4,517	4,742	4,979	5,228	5,490
G04	PW Compliance Officer II	9410	39.6	A	4,301	4,517	4,742	4,979	5,228	5,490
G07	Engineering Tech	9410	38.4	A	4,057	4,260	4,473	4,696	4,931	5,178
G03	PW Compliance Officer I	9410	37.1	A	3,807	3,997	4,197	4,407	4,627	4,858
G09	Engineering Aide II	9410	36.4	A	3,680	3,864	4,057	4,260	4,473	4,696
G10	Engineering Aide I	9410	34.4	A	3,337	3,505	3,680	3,864	4,057	4,260
Fiscal Group										
H14	Accounting Officer	8810	49.6	X	7,008	7,358	7,726	8,112	8,518	8,945
H20	Supervising Accountant	8810	46.6	X	6,053	6,356	6,674	7,008	7,358	7,726
H12	Senior Accountant	8810	42.8	C	5,027	5,279	5,543	5,821	6,112	6,418
H25	Payroll Coordinator	8810	41.3	U	4,673	4,907	5,152	5,410	5,681	5,965
H23	Payroll Technician	8810	38.2	U	4,017	4,218	4,429	4,650	4,882	5,127
H05	Sr Accounting Technician	8810	37.4	A	3,864	4,057	4,260	4,473	4,696	4,931
H22	Sr Accounting Clerk	8810	33.6	A	3,209	3,370	3,539	3,716	3,902	4,096
Fiscal Group - Info Systems										
H01	Information Systems Mgr	8810	50.4	C	7,287	7,651	8,034	8,435	8,858	9,300
H36	Integration/Appl Admin	8810	49.9	C	7,110	7,465	7,839	8,230	8,642	9,075
H30	Network/Sys Administrator	8810	49.9	C	7,110	7,465	7,839	8,230	8,642	9,075
H02	Sr Programmer/Analyst	8810	47.5	C	6,325	6,642	6,974	7,323	7,689	8,073

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H40	GIS Administrator	8810	47.1	C	6,202	6,512	6,838	7,180	7,539	7,915
H43	Telecom Svc Tech	8810	41.5	A	4,719	4,955	5,203	5,463	5,737	6,024
H15	Computer Operator	8810	39.1	A	4,197	4,407	4,627	4,858	5,101	5,357
H04	Central Services Tech	8810	34.4	A	3,337	3,505	3,680	3,864	4,057	4,260
Fiscal Group - Purchasing										
H24	Senior Buyer	9410	42.8	C	5,027	5,279	5,543	5,821	6,112	6,418
H21	Sr Purchasing Technician	9410	37.4	A	3,864	4,057	4,260	4,473	4,696	4,931
H18	Purchasing Technician	9410	34.5	A	3,354	3,522	3,698	3,883	4,076	4,280
Library Group										
I16	Deputy Librarian	8838	45.6	C	5,765	6,053	6,356	6,674	7,008	7,358
I28	Technical Services Mgr	8838	43.7	C	5,254	5,517	5,793	6,083	6,387	6,707
I14	Literacy Program Mgr	8838	43.6	C	5,228	5,490	5,765	6,053	6,356	6,674
I02	Senior Librarian	8838	43.6	C	5,228	5,490	5,765	6,053	6,356	6,674
I06	Princ Library Technician	8838	39.1	C	4,197	4,407	4,627	4,858	5,101	5,357
I03	Librarian II	8838	37.5	A	3,883	4,076	4,280	4,495	4,719	4,955
I05	Librarian I	8838	36.0	A	3,608	3,788	3,977	4,176	4,385	4,604
I13	Literacy Specialist	8838	33.3	A	3,163	3,321	3,488	3,662	3,845	4,037
I07	Sr Library Technician	8838	33.3	A	3,163	3,321	3,488	3,662	3,845	4,037
I09	Library Technician	8838	31.3	A	2,869	3,013	3,163	3,321	3,488	3,662
I08	Literacy Asst	8838	31.3	A	2,869	3,013	3,163	3,321	3,488	3,662
I10	Library Clerk	8838	28.7	A	2,527	2,654	2,786	2,926	3,072	3,225
I11	Literacy Clerk	8838	28.7	A	2,527	2,654	2,786	2,926	3,072	3,225
I12	Library Aide	8838	22.3	A	1,850	1,943	2,040	2,142	2,248	2,361
I04	Library Page	8838	19.0	A	1,574	1,653	1,736	1,823	1,914	2,010
Park Maintenance Group										
J14	Park Grnds Frstry Ops Mgr	9410	47.3	C	6,264	6,577	6,906	7,251	7,614	7,994
J06	Park Maint Crew Supvr	9420	42.7	J	5,003	5,254	5,517	5,793	6,083	6,387
J05	Urban Forestry Crew Supv	9420	42.7	J	5,003	5,254	5,517	5,793	6,083	6,387
J09	Sr Urban Forestry Worker	9420	36.7	B	3,734	3,921	4,116	4,322	4,538	4,765
J12	Urban Forestry Worker II	9420	34.7	B	3,387	3,556	3,734	3,921	4,116	4,322
J30	Urban Forestry Worker I	9420	33.5	B	3,194	3,354	3,522	3,698	3,883	4,076
J11	Park Maint Worker	9420	32.8	B	3,087	3,241	3,403	3,573	3,752	3,940
Mechanical Group										
K05	Fleet Maintenance Manager	9420	47.3	C	6,264	6,577	6,906	7,251	7,614	7,994
K11	Equipment Mech Crew Sup	9420	42.7	J	5,003	5,254	5,517	5,793	6,083	6,387
K02	Parking Operation Officer	9410	39.6	A	4,301	4,517	4,742	4,979	5,228	5,490
K03	Equipment Mechanic II	9420	36.5	B	3,698	3,883	4,076	4,280	4,495	4,719
K04	Pump Maint Mechanic	9420	36.5	B	3,698	3,883	4,076	4,280	4,495	4,719
K09	Equipment Inventory Tech	9420	35.7	B	3,556	3,734	3,921	4,116	4,322	4,538

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K06 Equipment Mechanic I	9420	34.5	B	3,354	3,522	3,698	3,883	4,076	4,280
K08 Vehicle Maint Assistant	9420	29.9	B	2,679	2,813	2,954	3,102	3,256	3,419
Building Maintenance Group									
L05 Airport Operations Supv	9420	42.7	B	5,003	5,254	5,517	5,793	6,083	6,387
L01 Facil Maint Mech Crew Sup	9420	42.7	J	5,003	5,254	5,517	5,793	6,083	6,387
L02 Senior Airport Technician	9420	36.5	B	3,698	3,883	4,076	4,280	4,495	4,719
L04 Sr Facility Maint Mech	9420	36.5	B	3,698	3,883	4,076	4,280	4,495	4,719
L03 Facility Maint Mechanic	9420	34.1	B	3,288	3,453	3,626	3,807	3,997	4,197
L14 Facility Maint Worker	9420	32.8	B	3,087	3,241	3,403	3,573	3,752	3,940
L09 Sr Comm Facilities Svc Wk	9420	32.5	B	3,042	3,194	3,354	3,522	3,698	3,883
L08 Comm Facilities Svc Wkr	9420	31.1	B	2,841	2,983	3,132	3,288	3,453	3,626
Permit Services Group									
M01 Permit Ctr Mgr/Bldg Off	9410	51.4	C	7,651	8,034	8,435	8,858	9,300	9,765
M12 Sr Code Enforcmnt Officer	9410	44.4	C	5,437	5,709	5,995	6,294	6,610	6,940
M09 Sr Comb Bldg Insp	9410	44.4	C	5,437	5,709	5,995	6,294	6,610	6,940
M07 Plan Checker II	9410	43.7	A	5,254	5,517	5,793	6,083	6,387	6,707
M10 Bldg Permit Spec	9410	41.6	A	4,742	4,979	5,228	5,490	5,765	6,053
M06 Comb Bldg Inspector II	9410	41.5	A	4,719	4,955	5,203	5,463	5,737	6,024
M05 Plumbing Inspector II	9410	41.5	A	4,719	4,955	5,203	5,463	5,737	6,024
M04 Code Enforcemnt Officer I	9410	39.6	A	4,301	4,517	4,742	4,979	5,228	5,490
M11 Comb Bldg Inspector I	9410	39.6	A	4,301	4,517	4,742	4,979	5,228	5,490
M13 Plumbing Inspector I	9410	39.6	A	4,301	4,517	4,742	4,979	5,228	5,490
M20 Permit Center Clerk	8810	32.1	A	2,983	3,132	3,288	3,453	3,626	3,807
Waste Water Facility Group									
N04 Wastewater Manager	9420	47.3	C	6,264	6,577	6,906	7,251	7,614	7,994
N06 Environ Resource Planner	9410	47.1	C	6,202	6,512	6,838	7,180	7,539	7,915
N07 Env Compliance Insp II	9420	41.5	A	4,719	4,955	5,203	5,463	5,737	6,024
N08 Env Compliance Insp I	9420	39.6	A	4,301	4,517	4,742	4,979	5,228	5,490
N05 Wastewater Operator	9410	36.0	B	3,608	3,788	3,977	4,176	4,385	4,604
Public Safety - Police Supv									
O03 Deputy Chief of Police	7720	60.3	D	11,813	12,403	13,023	13,675	14,359	15,077
O05 Police Commander	7720	57.3	D	10,204	10,714	11,250	11,813	12,403	13,023
O07 Police Sergeant	7720	53.9	D	8,642	9,075	9,528	10,005	10,505	11,031
Public Safety - Police Other									
O02 Criminalist	7720	49.9	E	7,110	7,465	7,839	8,230	8,642	9,075
O08 Police Corporal	7720	49.0	E	6,804	7,144	7,501	7,876	8,270	8,684
O11 Police Officer	7720	47.0	E	6,171	6,480	6,804	7,144	7,501	7,876

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O01 Police Officer-New Hire	7720	46.0	E	5,877	6,171	6,480	6,804	7,144	7,501
O18 Police Recruit	7720	41.0	S	4,604	4,834	5,076	5,330	5,597	5,877
O30 Latent Fingerprint Tech	8810	39.5	A	4,280	4,495	4,719	4,955	5,203	5,463
O17 Sr Evidence Technician	9410	36.3	A	3,662	3,845	4,037	4,239	4,451	4,673
O20 Community Service Officer	9410	34.5	A	3,354	3,522	3,698	3,883	4,076	4,280
O15 Evidence Technician	9410	34.5	A	3,354	3,522	3,698	3,883	4,076	4,280
O19 Sr Vehicle Maint Asst	9420	32.7	B	3,072	3,225	3,387	3,556	3,734	3,921
O26 Pub Safety Facilities Wkr	9420	31.1	B	2,841	2,983	3,132	3,288	3,453	3,626
Public Safety - Animal Servs									
O16 Animal Services Mgr	8810	44.1	C	5,357	5,625	5,906	6,202	6,512	6,838
O13 Animal Services Supv	9410	37.5	A	3,883	4,076	4,280	4,495	4,719	4,955
O06 Animal Control Officer	9410	34.5	A	3,354	3,522	3,698	3,883	4,076	4,280
O29 Animal Care Tech	9410	33.3	A	3,163	3,321	3,488	3,662	3,845	4,037
O28 Animal Servs Office Asst	8810	31.0	A	2,827	2,968	3,116	3,272	3,436	3,608
Public Safety - Fire Supv									
O04 Deputy Fire Chief	7706	56.9	L	10,005	10,505	11,031	11,583	12,162	12,770
O36 Division Chief	7706	55.7	L	9,437	9,909	10,405	10,925	11,472	12,045
O10 Battalion Chief	7706	54.4	L	8,858	9,300	9,765	10,254	10,767	11,306
O33 Battalion Chief EMS/Trng	7706	54.4	L	8,858	9,300	9,765	10,254	10,767	11,306
O52 Emergency Med Svcs Offcr	7706	51.1	L	7,539	7,915	8,311	8,727	9,164	9,622
Public Safety - Firefighters									
O09 Fire Captain	7706	49.3	F	6,906	7,251	7,614	7,994	8,394	8,814
O14 Fire Engineer	7706	46.7	F	6,083	6,387	6,707	7,042	7,394	7,764
O12 FF-Hired Pre 9/2013	7706	44.7	F	5,517	5,793	6,083	6,387	6,707	7,042
O22 FF/Prmdc Hired Pre 9/2013	7706	44.7	F	5,517	5,793	6,083	6,387	6,707	7,042
O21 FF-Hired Post 9/2013	7706	43.7	F	5,254	5,517	5,793	6,083	6,387	6,707
O23 FF/Prmdc Hired Post9/2013	7706	43.7	F	5,254	5,517	5,793	6,083	6,387	6,707
O32 Firefighter Recruit	7706	42.8	F	5,027	5,279	5,543	5,821	6,112	6,418
Public Safety - Fire Other									
O27 Fire Inspector	9410	40.5	A	4,495	4,719	4,955	5,203	5,463	5,737
Public Service Group									
P01 Deputy Dir of Envir/Maint	9410	51.4	C	7,651	8,034	8,435	8,858	9,300	9,765
P13 Supt of Maintenance Serv	9420	49.2	C	6,872	7,215	7,576	7,955	8,353	8,771
P10 Street Maintenance Mgr	9420	47.3	C	6,264	6,577	6,906	7,251	7,614	7,994
P03 P.S. Maint Crew Supv	9420	42.7	J	5,003	5,254	5,517	5,793	6,083	6,387
P06 SL/Traffic Sig Crew Sup	9420	42.7	J	5,003	5,254	5,517	5,793	6,083	6,387
P02 Inmate Crew Coordinator	9420	37.4	B	3,864	4,057	4,260	4,473	4,696	4,931

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P05	Public Svc Maint Wkr IV	9420	37.4 B	3,864	4,057	4,260	4,473	4,696	4,931
P07	Motor Sweeper Operator	9420	35.4 B	3,505	3,680	3,864	4,057	4,260	4,473
P12	Public Svc Maint Wkr III	9420	35.4 B	3,505	3,680	3,864	4,057	4,260	4,473
P04	SL/Traffic Signal Tech	9420	35.4 B	3,505	3,680	3,864	4,057	4,260	4,473
P08	Public Svc Maint Wkr II	9420	33.2 B	3,147	3,305	3,470	3,644	3,826	4,017
P11	Neighborhood Svcs Worker	9420	31.2 B	2,855	2,998	3,147	3,305	3,470	3,644
P09	Public Svc Maint Wkr I	9420	31.2 B	2,855	2,998	3,147	3,305	3,470	3,644

Recreation Group

Q15	Community Services Manage	9410	44.5 C	5,463	5,737	6,024	6,325	6,642	6,974
Q06	Recreation Coordinator	9410	40.1 A	4,407	4,627	4,858	5,101	5,357	5,625
Q10	Sports Program Asst	9410	31.0 A	2,827	2,968	3,116	3,272	3,436	3,608
Q08	Recreation Asst	9410	28.7 A	2,527	2,654	2,786	2,926	3,072	3,225

Temporary - Classified Position

R45	Accounting Officer	8810	50.6 Z	7,358	7,726	8,112	8,518	8,945	
R24	Administrative Aide	8810	36.3 Z	3,662	3,845	4,037	4,239	4,451	
R39	Administrative Clerk I	8810	26.7 Z	2,293	2,407	2,527	2,654	2,786	
R32	Administrative Secretary	8810	36.4 Z	3,680	3,864	4,057	4,260	4,473	
R35	Animal Control Officer	9410	34.5 Z	3,354	3,522	3,698	3,883	4,076	
R72	Associate Planner	8810	44.2 Z	5,383	5,653	5,936	6,233	6,545	
R43	City Clerk	8810	47.6 Z	6,356	6,674	7,008	7,358	7,726	
R04	Code Enforcemnt Officer I	9410	39.6 Z	4,301	4,517	4,742	4,979	5,228	
R42	Combination Bldg Insp II	9410	41.5 Z	4,719	4,955	5,203	5,463	5,737	
R63	Comm Improve Asst	8810	36.9 Z	3,770	3,958	4,156	4,364	4,582	
R16	Community Service Officer	9410	34.5 Z	3,354	3,522	3,698	3,883	4,076	
R50	Community Services Asst	8838	33.2 Z	3,147	3,305	3,470	3,644	3,826	
R65	Community Services Mgr	9410	44.5 Z	5,463	5,737	6,024	6,325	6,642	
R76	Computer Operator	8810	39.1 Z	4,197	4,407	4,627	4,858	5,101	
R21	Confidential Secretary	8810	32.0 Z	2,968	3,116	3,272	3,436	3,608	
R67	Crime Analyst	8810	44.9 Z	5,570	5,849	6,141	6,449	6,772	
R17	Deputy City Engineer	9410	51.4 Z	7,651	8,034	8,435	8,858	9,300	
R41	Deputy Dir of Permit Svcs	9410	51.4 Z	7,651	8,034	8,435	8,858	9,300	
R58	Deputy Fire Chief	7706	57.9 Z	10,505	11,031	11,583	12,162	12,770	
R74	Deputy Fire Marshall	7706	51.1 Z	7,539	7,915	8,311	8,727	9,164	
R10	Engineering Aide I	9410	34.4 Z	3,337	3,505	3,680	3,864	4,057	
R30	Engineering Aide II	9410	36.4 Z	3,680	3,864	4,057	4,260	4,473	
R64	Executive Assistant	8810	38.7 Z	4,116	4,322	4,538	4,765	5,003	
R31	Facility Maintenance Wkr	9420	32.8 Z	3,087	3,241	3,403	3,573	3,752	
R28	Finance Director	8810	58.2 Z	10,662	11,195	11,754	12,342	12,959	
R54	Fire Inspector	9410	40.5 Z	4,495	4,719	4,955	5,203	5,463	
R52	Fire Plan Checker	9410	41.9 Z	4,811	5,052	5,304	5,570	5,849	
R44	GIS Administrator	8810	47.1 Z	6,202	6,512	6,838	7,180	7,539	
R68	GIS Technician	8810	36.4 Z	3,680	3,864	4,057	4,260	4,473	
R36	Human Resource Analyst II	8810	44.4 Z	5,437	5,709	5,995	6,294	6,610	

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R26	Human Resources Analyst I	8810	59.4	Z	11,306	11,871	12,464	13,088	13,742
R40	Human Resources Technicia	8810	35.1	Z	3,453	3,626	3,807	3,997	4,197
R75	Industrial Waste Crew Sup	9420	38.7	Z	4,116	4,322	4,538	4,765	5,003
R47	Interim Fire Marshal	7706	54.4	Z	8,858	9,300	9,765	10,254	10,767
R23	Interim Human Resource Di	8810	71.9	Z	20,803	21,843	22,935	24,081	25,285
R59	Interim Library Director	8838	57.8	Z	10,455	10,978	11,527	12,104	12,709
R08	Junior Engineer	9410	41.3	Z	4,673	4,907	5,152	5,410	5,681
R01	Legal Secretary	8810	37.3	Z	3,845	4,037	4,239	4,451	4,673
R05	Librarian I	8838	36.0	Z	3,608	3,788	3,977	4,176	4,385
R49	Librarian II	8838	37.5	Z	3,883	4,076	4,280	4,495	4,719
R09	Library Clerk	8838	28.7	Z	2,527	2,654	2,786	2,926	3,072
R03	Library Page	8838	19.0	Z	1,574	1,653	1,736	1,823	1,914
R56	Literacy Assistant	8838	31.3	Z	2,869	3,013	3,163	3,321	3,488
R73	Literacy Clerk	8838	28.7	Z	2,527	2,654	2,786	2,926	3,072
R70	Literacy Specialist	8838	33.3	Z	3,163	3,321	3,488	3,662	3,845
R69	Neighborhood Svcs Worker	9420	31.2	Z	2,855	2,998	3,147	3,305	3,470
R46	Network/Sys Administrator	8810	49.9	Z	7,110	7,465	7,839	8,230	8,642
R37	Office Assistant	8810	31.0	Z	2,827	2,968	3,116	3,272	3,436
R22	Office Technician	8810	34.5	Z	3,354	3,522	3,698	3,883	4,076
R66	Operations & Devel Mgr	8810	50.3	Z	7,251	7,614	7,994	8,394	8,814
R71	PC Services Coord	8810	43.7	Z	5,254	5,517	5,793	6,083	6,387
R07	Plan Checker II	9410	43.7	Z	5,254	5,517	5,793	6,083	6,387
R29	Planning Manager	8810	50.1	Z	7,180	7,539	7,915	8,311	8,727
R18	Police Clerk	8810	31.0	Z	2,827	2,968	3,116	3,272	3,436
R48	Police Commander	7720	59.0	Z	11,084	11,638	12,220	12,831	13,473
R57	Police Commander	7720	57.3	Z	10,204	10,714	11,250	11,813	12,403
R11	Police Officer	7720	47.0	Z	6,171	6,480	6,804	7,144	7,501
R12	Police Sergeant	7720	53.9	Z	8,642	9,075	9,528	10,005	10,505
R19	Public Ser Maint Wkr II	9420	33.2	Z	3,147	3,305	3,470	3,644	3,826
R34	Public Svc Maint Wkr I	9420	31.2	Z	2,855	2,998	3,147	3,305	3,470
R61	Recreation Asst	9410	28.7	Z	2,527	2,654	2,786	2,926	3,072
R51	Recreation Coordinator	9410	40.1	Z	4,407	4,627	4,858	5,101	5,357
R20	Redev Project Manager	8810	48.0	Z	6,480	6,804	7,144	7,501	7,876
R27	Revenue Technician	8810	35.6	Z	3,539	3,716	3,902	4,096	4,301
R02	Senior Librarian	8838	43.6	Z	5,228	5,490	5,765	6,053	6,356
R53	Senior Planner	8810	47.1	Z	6,202	6,512	6,838	7,180	7,539
R06	Senior Police Clerk	8810	34.5	Z	3,354	3,522	3,698	3,883	4,076
R60	Sports Program Asst	9410	31.0	Z	2,827	2,968	3,116	3,272	3,436
R55	Sr Human Resources Analys	8810	51.4	Z	7,651	8,034	8,435	8,858	9,300
R14	Sr Library Technician	8838	33.3	Z	3,163	3,321	3,488	3,662	3,845
R62	Sr Recreation Asst	9410	31.0	Z	2,827	2,968	3,116	3,272	3,436
R13	Technical Serv Coord	8810	44.9	Z	5,570	5,849	6,141	6,449	6,772
R15	Vehicle Maint Assistant	9420	29.9	Z	2,679	2,813	2,954	3,102	3,256
R25	Wastewater Operator	9410	36.0	Z	3,608	3,788	3,977	4,176	4,385

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2014

Classification	Comp Code	Range	B U	Step 1	Step 2	Step 3	Step 4	Step 5	
Part Time - Temporary									
R33	Webmaster/Sys Analyst	8810	44.4	Z	5,437	5,709	5,995	6,294	6,610
S16	Administrative Intern	8810	16.5	Z	1,394	1,464	1,536	1,613	1,694
S61	Animal Care Worker	9420	19.8	Z	1,637	1,719	1,805	1,896	1,991
S60	Animal Serv. Aide	8810	19.8	Z	1,637	1,719	1,805	1,896	1,991
S26	Box Office Aide	8810	17.1	Z	1,435	1,506	1,582	1,661	1,745
S06	Cashier	9410	16.5	Z	1,394	1,464	1,536	1,613	1,694
S12	Clerical Aide	8810	19.8	Z	1,637	1,719	1,805	1,896	1,991
S23	Comm. Ctr. Svc. Aide	9420	19.9	Z	1,645	1,727	1,814	1,905	2,000
S07	Community Services Aide	8810	19.5	Z	1,613	1,694	1,779	1,869	1,962
S62	Firearms Examiner	9410	43.4	Z	5,178	5,437	5,709	5,995	6,294
S55	Golf Cart Attendant	9420	16.5	Z	1,394	1,464	1,536	1,613	1,694
S41	Golf Operations Sup	9420	35.2	Z	3,470	3,644	3,826	4,017	4,218
S70	Homework Center Assistant	8838	25.5	Z	2,163	2,270	2,384	2,503	2,628
S19	Latent Fingerprint Tech	8810	29.3	Z	2,602	2,732	2,869	3,013	3,163
S02	Lifeguard	9410	20.1	Z	1,661	1,745	1,832	1,924	2,020
S64	PD Personnel/Trng Spec	9410	39.5	Z	4,280	4,495	4,719	4,955	5,203
S25	Park Maintenance Aide	9420	19.9	Z	1,645	1,727	1,814	1,905	2,000
S22	Police Cadet	9420	25.5	Z	2,163	2,270	2,384	2,503	2,628
S14	Police Reserve	7722	41.2	Z	4,650	4,882	5,127	5,383	5,653
S51	Range Assistant	9420	16.5	Z	1,394	1,464	1,536	1,613	1,694
S08	Recreation Aide	9410	16.5	Z	1,394	1,464	1,536	1,613	1,694
S03	Recreation Leader I	9410	17.1	Z	1,435	1,506	1,582	1,661	1,745
S13	Recreation Leader II	9410	19.7	Z	1,629	1,711	1,797	1,887	1,981
S11	Recreation Program Spec	9410	19.9	Z	1,645	1,727	1,814	1,905	2,000
S21	Reserve Firefighter	9420	16.4	Z	1,387	1,457	1,529	1,605	1,686
S67	School Crossing Guard	9410	21.0	Z	1,736	1,823	1,914	2,010	2,110
S34	Scorekeeper-Adult Basketb	9410	18.5	Z	1,536	1,613	1,694	1,779	1,869
S37	Scorekeeper-Adult Softbal	9410	24.8	Z	2,090	2,194	2,304	2,419	2,540
S38	Scorekeeper-Adult Softbal	9410	18.5	Z	1,536	1,613	1,694	1,779	1,869
S36	Scorekeeper-Youth Basketb	9410	17.1	Z	1,435	1,506	1,582	1,661	1,745
S01	Senior Lifeguard	9410	21.1	Z	1,745	1,832	1,924	2,020	2,121
S43	Shop Assistant	9420	23.9	Z	2,000	2,100	2,205	2,315	2,431
S47	Sp Official-Adult Basketb	9410	31.9	Z	2,954	3,102	3,256	3,419	3,591
S48	Sp Official-Adult Basketb	9410	30.7	Z	2,786	2,926	3,072	3,225	3,387
S49	Sp Official-Adult Basketb	9410	27.9	Z	2,431	2,552	2,679	2,813	2,954
S50	Sp Official-Adult Basketb	9410	24.8	Z	2,090	2,194	2,304	2,419	2,540
S52	Sp Official-Adult Football	9410	27.9	Z	2,431	2,552	2,679	2,813	2,954
S54	Sp Official-Adult Football	9410	24.8	Z	2,090	2,194	2,304	2,419	2,540
S46	Sp Official-Adult Soccer	9410	31.1	Z	2,841	2,983	3,132	3,288	3,453
S40	Sp Official-Adult Softbal	9410	21.0	Z	1,736	1,823	1,914	2,010	2,110
S42	Sp Official-Adult Softbal	9410	24.8	Z	2,090	2,194	2,304	2,419	2,540
S45	Sp Official-Adult Softbal	9410	31.9	Z	2,954	3,102	3,256	3,419	3,591
S53	Sp Official-Adult Softbal	9410	26.5	Z	2,270	2,384	2,503	2,628	2,759

SALARY SCHEDULE

City of Salinas
 Classification - Salary Schedule
 As of July 1, 2014

Classification	Comp Code	Range	B U	Step 1	Step 2	Step 3	Step 4	Step 5
S44 Sp Official-CoEd Softball	9410	30.7	Z	2,786	2,926	3,072	3,225	3,387
S30 Sp Official-Youth Basketb	9410	17.1	Z	1,435	1,506	1,582	1,661	1,745
S32 Sp Official-Youth Soccer	9410	17.1	Z	1,435	1,506	1,582	1,661	1,745
S33 Sp Official-Youth Volleyb	9410	17.1	Z	1,435	1,506	1,582	1,661	1,745
S31 Sp Official-Yth Flg Footb	9410	17.1	Z	1,435	1,506	1,582	1,661	1,745
S56 Stagehand I	9420	16.5	Z	1,394	1,464	1,536	1,613	1,694
S57 Stagehand II	9420	17.6	Z	1,471	1,544	1,621	1,703	1,788
S58 Stagehand III	9420	19.9	Z	1,645	1,727	1,814	1,905	2,000
S05 Student Intern	8810	17.1	Z	1,435	1,506	1,582	1,661	1,745
S10 Student Worker	9410	16.5	Z	1,394	1,464	1,536	1,613	1,694
S04 Swim Instructor	9410	20.1	Z	1,661	1,745	1,832	1,924	2,020
S20 Vouchering Technician	8810	35.2	Z	3,470	3,644	3,826	4,017	4,218
S17 Worksite Supervisor I	9420	19.9	Z	1,645	1,727	1,814	1,905	2,000
S18 Worksite Supervisor II	9420	16.5	Z	1,394	1,464	1,536	1,613	1,694
S66 Youth Program Assistant	8838	22.3	Z	1,850	1,943	2,040	2,142	2,248
S65 Youth Program Leader	8838	28.7	Z	2,527	2,654	2,786	2,926	3,072